

AGENDA

COMMUNITY, LEISURE SERVICES AND ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 11 March 2014
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors: Mrs Blackmore (Chairman), Brindle, Mrs Gibson,
Mrs Joy (Vice-Chairman), Mrs Mannering, Munford,
Mrs Parvin, Vizzard and Yates

Page No.

1. **The Committee to consider whether all items on the agenda should be web-cast**
2. **Notification of Substitute Members**
3. **Apologies**
4. **To consider whether any items should be taken in private because of the possible disclosure of exempt information**
5. **Disclosures by Members and Officers**
6. **Notification of Visiting Members/Witnesses**
7. **Minutes of 11 February 2014 (Crime and Disorder Overview and Scrutiny Committee)** 1 - 5
8. **Minutes of the meeting held on 14 January 2014** 6 - 9
9. **Waste Update** 10 - 44
Interviews with Councillor Marion Ring, Cabinet Member for the Environment and Jennifer Shepherd, Waste and Street Scene Manager, Environmental Services.

Continued Over/:

Issued on 3 March 2014

Alison Broom

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

- | | |
|---|------------------|
| 10. Air Quality Action Plan Update | 45 - 58 |
| Interviews with Councillor Marion Ring, Cabinet Member for the Environment, John Littlemore, Head of Housing and Community Services, John Newington, Senior Pollution Officer, Environment Health, and Sean Carter, Chairman of South Maidstone Action for Roads and Transport (SMART). | |
| 11. Homelessness Strategy 2014-19 | 59 - 81 |
| Interviews with Councillor John a Wilson, Cabinet Member for Community and Leisure Services, John Littlemore, Head of Housing and Community Services and Neil Cole, Housing Services Manager. | |
| 12. Maidstone Health Inequalities Action Plan | 82 - 108 |
| Interviews with Councillor John A. Wilson Cabinet Member for Community and Leisure, John Littlemore, Head of Housing and Community Services and Services Katie Latchford, Community Development Team Leader. | |
| 13. Accessing Mental Health Services before the point of crisis - Review report | 109 - 133 |
| Report attached for consideration. | |
| 14. Future Work Programme | 134 - 157 |
| Report attached together with draft Future Work Programme and List of Forthcoming Decisions for consideration. | |

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 Tessa Mallett on 01622 602524**. To find out more about the work of the Overview and Scrutiny Committees, please visit www.maidstone.gov.uk/osc

MAIDSTONE BOROUGH COUNCIL

Community, Leisure Services and Environment Overview & Scrutiny Committee **(acting as the Crime and Disorder Overview and Scrutiny)**

MINUTES OF THE MEETING HELD ON TUESDAY 11 FEBRUARY 2014

Present: Councillor Mrs Blackmore (Chairman), and Councillors Brindle, Mrs Joy, Mrs Parvin, Vizzard and Yates

Also Present: Councillor JA Wilson

88. **MEETING CHAIRMAN**

RESOLVED: That Councillor Mrs Joy (Vice Chair) act as Chairman of the meeting until the arrival of Councillor Mrs Blackmore.

89. **THE COMMITTEE TO CONSIDER WHETHER ALL ITEMS ON THE AGENDA SHOULD BE WEB-CAST**

RESOLVED: That all items on the agenda be web-cast.

90. **APOLOGIES**

It was noted that apologies had been received from Councillors Mrs Gibson and Mrs Mannering.

91. **NOTIFICATION OF SUBSTITUTE MEMBERS**

There were no Substitute Members.

92. **NOTIFICATION OF VISITING MEMBERS/WITNESSES**

Councillor JA Wilson, Chair of the Safer Maidstone Partnership, attended the meeting as a witness.

John Littlemore, Head of Housing and Community Services and Sarah Robson, Community Partnerships Manager both attended the meeting as witnesses.

David Joyner, Transport and Safety Policy Manager for Kent County Council Highways and Transportation and Stephen Horton, Chair of the

Safer Maidstone Partnership Road Safety Sub-Group both sent their apologies.

93. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures.

94. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION

RESOLVED: That all items on the agenda be taken in public as proposed.

95. MINUTES OF THE MEETING HELD ON 29 OCTOBER 2013.

RESOLVED: That the minutes of the meeting held on 29 October 2013 be approved as a correct record and duly signed.

96. DRAFT ROAD CASUALTY REDUCTION STRATEGY FOR KENT CONSULTATION.

The Chairman welcomed to the meeting:

- Councillor John Wilson, Chair of the Safer Maidstone Partnership
- John Littlemore, Head of Housing and Community Services
- Sarah Robson, Community Partnerships Manager.

It was noted the Community, Leisure Services and Environment Overview and Scrutiny Committee had a statutory role to act as the Crime and Disorder Overview and Scrutiny Committee in line with Maidstone's protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny.

It was explained the SMP's priorities include Road Safety. It was in this capacity the Committee considered a joint response to Kent County Council's Draft Road Safety Casualty Reduction Strategy 2014-2020.

In the absence of David Joyner (KCC), Sarah Robson provided the Committee with an overview of the strategy explaining the strategy uses the latest data available to improve how all the districts and partners work together to reduce deaths on Kent's roads. The strategy uses a Public Health approach to road casualty reduction by focussing on four key approaches to the prevention of road accidents:

- Education
- Enforcement
- Engineering
- Engagement and partnership working

Maidstone Borough Council's view would be to support these four priorities through the Safer Maidstone Partnership and the sub group focussing on killed or seriously injured (KSI). The strategy supports a national framework to produce an action plan to extend education and training for motorist. The package of measures would focus on the worst offenders based on tightening up enforcement and might include:

- Increased penalty fines from £60 to £100
- The introduction of a new drug driving offence
- Portable roadside testing to aid and speed up enforcement
- Increased road safety messages in the driver theory test
- Revised guidance for local authority in setting speed limits
- New post driver qualifying web site
- Increasing the national driver diversionary scheme education offering

During discussions and questioning the Committee raised the following concerns and comments:

- No smaller groups were mentioned in the report. The Committee agreed it was important for key local groups to have a voice and be involved in what is happening regarding road safety in Kent
- The figures for the number of people killed on Kent's roads had no detail of the number of road deaths by local district, and;
- There was no mention in the strategy of enforcement or penalty measures for cyclists who cycled on Kent's roads without lights at night, without a helmet etc.

RESOLVED: That:

The statistics on accidents involving cyclists presented to the Crime and Disorder Overview and Scrutiny Committee by Inspector Bumpas of Kent Police in January 2013 be circulated to members of the Committee.

The Chairman and Vice Chairman meet separately with David Joyner and/or Stephen Horton from Kent County Council to discuss the points raised by the Committee before submitting the Committee's response to the consultation, and;

Based on the outcomes of the meeting with David Joyner and/or Stephen Horton, the Chairman and Vice Chairman, or if it is not possible to arrange the meeting, submit the following responses on behalf of the Committee into the consultation before the deadline of 24 February 2014:

- a. The Committee requested the borough view be taken into account through the consultation process and the Committee are kept informed of any changes to the strategy through the Safer Maidstone Partnership and the sub group for road safety;

- b. The Committee requested the data on the number of deaths on Kent's road reflect the numbers separately for all 12 districts
- c. The Committee asked what enforcement measures for cyclist would be included in the strategy

Councillor Blackmore took over as Chairman of the meeting.

97. MAIDSTONE COMMUNITY SAFETY PARTNERSHIP PLAN 2013 - 2018

The Maidstone Community Safety Partnership Plan 2013-2018 will be delivered by the Community Partnerships unit, which incorporates the Community Safety, Housing and Community Development teams and statutory partners Kent Police, Kent County Council, Kent Fire and Rescue Service and Kent Probation.

The Plan provides a strategic framework to deliver the priorities, which have been reviewed and determined using evidenced based information, including comparative country-wide performance figures, through the annual strategic assessment.

The plan is refreshed annually and was brought to the Committee as part process for the Council's policy framework, the original being endorsed by Full Council last year. Sarah Robson explained the final version of the plan will be presented to Full Council in April 2013 for approval.

Sarah Robson gave the Committee an overview of the refresh of the Plan and highlighted organisational changes are at a local and national level. The Police and Crime Commissioner for Kent has agreed population based funding for the borough of £38,449 for the financial year 2014-2015. This commitment has been made for the next three years based on the priorities for Kent, but will be top sliced by approximately 4% year on year. This funding will support the plans reviewed priorities and will be used to fund projects with defined deliverable outcomes.

The priority concerns for 2014-15 will be:

- Antisocial Behaviour
- Substance misuse including alcohol
- Violent crime around Domestic Abuse
- Violent crime – night time economy (in particular against the person)
- Reducing reoffending
- Road safety.

All the above have been agreed by the various sub groups as a refresh to the plan.

Following discussion the Committee:

RESOLVED: That the following recommendations be taken into consideration when developing the final plan that goes to Full Council in 23 April 2013:

- a. Table 3.1 – ‘Annual Changes – 3 year time series’ table to include the number of PNDs issued
- b. Chart 1 – ‘Strategic Assessment – Policy and Strategy linkages’ diagram be reviewed and amended to show accuracy in dates, group titles and reporting lines
- c. ‘The Perceptions of Crime – Overview figures’ shown in section 3.2 are shown as figures rather than percentages; and
- d. Good news items are included in the quarterly Maidstone Borough Council community newsletter and the Borough update.

98. REFRESH OF MAIDSTONE PROTOCOLS FOR CRIME AND DISORDER REDUCTION PARTNERSHIP OVERVIEW AND SCRUTINY.

The Committee and Chair and Lead Officer from the Safer Maidstone Partnership consider the proposed revisions and any additional revisions put forward to the Maidstone Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny as set out in Appendix A of agenda item 10 and agree a final version.

The Committee considered the revisions to the document and agreed the document should include a paragraph that mentions the attendance of the Kent Police Authority at meetings where community safety matters are being considered.

RESOLVED: That the Committee recommend the revisions to the Maidstone Protocols for the Crime and Disorder Reductions Partnership Overview and Scrutiny as set out in Appendix A be agreed by full Council. The Committee also recommend the inclusion of the following paragraph:

‘Maidstone’s Crime and Disorder Overview and Scrutiny Committee will invite the Kent Police Authority to attend committee meetings when items on community safety are being considered.’

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

COMMUNITY, LEISURE SERVICES AND ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD ON 14 JANUARY 2014

Present: Councillor Mrs Blackmore (Chairman), and
Councillors Brindle, Mrs Gooch, Mrs Joy,
Mrs Mannering, Mrs Parvin, Thick, Vizzard and Yates

Also Present: Councillors J.A. Wilson

78. THE COMMITTEE TO CONSIDER WHETHER ALL ITEMS ON THE AGENDA SHOULD BE WEB-CAST

RESOLVED: That all items on the agenda be web-cast.

79. APOLOGIES

It was noted that apologies for absence were received from Councillors Mrs Gibson and Munford.

80. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Thick was substituting for Councillor Mrs Gibson and Councillor Gooch was substituting for Councillor Munford.

81. NOTIFICATION OF VISITING MEMBERS/WITNESSES

The Cabinet Member Councillor J A Wilson was present as a witness with regard to Agenda Item 8 – Draft Play Areas Strategy.

82. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

83. EXEMPT ITEMS

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

84. MINUTES OF THE MEETING HELD ON 10 DECEMBER 2013

RESOLVED: That the Minutes of the Meeting held on 10 December 2013 be approved as a correct record and signed, subject to the addition of Councillor Yates having given apologies for that meeting.

85. DRAFT PLAY AREAS STRATEGY

Jason Taylor, Parks and Leisure Manager, and Amanda Scott, Play Facilities Development Officer, were invited to present the Draft Play Area Strategy following the Committee's consideration of the work done by officers on the Play Area Review at the Committee meetings on 22 April and 26 July 2013.

Following the recommendations made at the meeting on 26 July 2013, Officers have now produced the Maidstone Play Strategy – A Strategy for Outdoor Equipped Play Areas 2014-2024.

Members asked for clarification on the definition of play areas, age groups and the funding available to parish councils who have a strategically important play area and felt it was important that these were made clearer in the Strategy, especially with regard to the match funding.

Officers answered questions raised by Members regarding, inter alia, fitness/exercise areas within play areas, the play area scoring matrix, a rolling programme of maintenance of the new play areas and internal consultation between departments regarding planning applications and S106 monies.

The following points were also raised by Members:-

- The inclusion of Neighbourhood Plans;
- The action plan needs to be in chronological order;
- The importance for all local community groups to be made aware of the consultation; and
- That the Committee be kept informed regarding progress and implementation of the Strategy

The Cabinet Member thanked the Officers for their hard work in compiling the Strategy and stated that he hoped this Strategy would be an exemplar for future strategies.

RESOLVED:

1. That the draft Maidstone Play Strategy 2014-2024 is consulted on for a 5 week period, subject to the following:-
 - a) That Parish Councils and Borough Councillors be requested to pass the consultation details on to local community groups who may have an interest.
 - b) That a glossary be added to the Draft Play Area Strategy to give clarity to the definition of play areas and age groups.
 - c) That it be made clearer within the Draft Play Area Strategy that the funding of up to £10,000 available to Parish Councils who have a strategically important play area in their area requires match funding.

- d) That reference to Neighbourhood Plans be included in the Draft Play Area Strategy.
 - e) That the Action Plan be amended so that it is in chronological order.
 - f) Section 7 of the Play Area Strategy – Implementation and Monitoring arrangements – Add the Community, Leisure Services and Environment O&S Committee as a further bullet point in the second paragraph, stating that the Committee will be updated twice a year.
2. That, following the consultation period and taking into account any objections and representations received, the Cabinet Member for Community and Leisure Services be recommended to agree:-
- a) To adopt the Maidstone Play Strategy – A Strategy for Outdoor Equipped Play Areas 2014-2024;
 - b) Approve a new borough wide standard for equipped play “That most residents across the borough will live within 12 minutes’ walk of a good play area”;
 - c) The allocation of capital funding to allow the improvement of all strategically important play areas to Green and Amber standard;
 - d) That any non-Strategically Important Play Areas be offered to the community and added to the community right to bid list of assets;
 - e) After one year any non-strategically important play areas that are not taken on by the community will have the play equipment removed, but will be retained as open space; and
 - f) The allocation of funding to support a grant scheme to allow Parish Councils to improve any strategically important play areas that they are responsible for.

86. FUTURE WORK PROGRAMME

The Committee considered its Future Work Programme. Concern was raised regarding the meeting arranged for 30 January 2014 in that it clashes with a Licensing Committee, of which 5 Councillors were Members of both Committees. It was agreed to look at the possibility of changing this date.

A Member raised the issue of older people’s services provided by outside agencies and how the Council linked into them and felt this was an issue that should be considered for review by the Committee. It was felt that some scoping work was required and that consideration be given to including this as a subject to review in the next municipal year.

RESOLVED:

1. That the Future Work Programme be noted.
2. That the Overview and Scrutiny Officer be asked to look at alternatives dates for the meeting currently arranged for 30 January 2014.
3. That Councillor Vizzard liaise with the Overview and Scrutiny Officer on scoping work regarding older people's services.

87. DURATION OF MEETING

6.30 p.m. to 7.32 p.m.

Agenda Item 9

MAIDSTONE BOROUGH COUNCIL

COMMUNITY, LEISURE SERVICES AND ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

TUESDAY 11 MARCH 2014

REPORT OF HEAD OF ENVIRONMENT AND PUBLIC REALM

Report prepared by Jennifer Shepherd

1. WASTE UPDATE

1.1 Issue for Consideration

1.1.1 To review the progress made following the "Making Waste Work for Maidstone Review" carried out by the Communities Overview and Scrutiny Committee and update on the objectives set out in the Council's Waste Strategy 2010-2015.

1.2 Recommendation of the Head of Environment and Public Realm

It is recommended:

1.2.1 That the Committee notes the update provided in the Scrutiny Committee Recommendation Action and Implementation Plan (Appendix A); and

1.2.2 That the Committee notes the progress made following the report to the Strategic Leadership and Corporate Services Overview and Scrutiny Committee regarding complaints following the start of the new contract; and

1.2.3 That the Committee notes the progress made regarding the objectives set out in the Council's Waste Strategy 2010-2015 (Appendix B and Appendix C); and

1.2.4 That the Committee considers the proposals for the Council's new Waste Strategy and makes recommendations as appropriate.

1.3 Reasons for Recommendation

1.3.1 In 2010, Maidstone Borough Council adopted its first Waste Strategy. This set out key objectives for the Council over the following 5 years based on the principles of the Waste Hierarchy.

- 1.3.2 The principles of the Waste Hierarchy are to consider the most sustainable options for waste first. This means reducing, reusing and recycling waste above energy recovery or landfill.
- 1.3.3 As part of the Strategy, Maidstone introduced weekly food waste collections, made changes to the garden collections and increased glass recycling.
- 1.3.4 Following the implementation of the Strategy, the Communities Overview and Scrutiny Committee carried out a waste review entitled "Making Waste Work for Maidstone." This review considered all aspects of the services and made recommendations relating particularly to improving recycling and reuse within borough and developing new opportunities through the new waste contract.
- 1.3.5 The new Mid Kent Joint Waste Contract started in Maidstone in August 2013 and as part of this, significant improvements have been made to the service offered to local residents.
- 1.3.6 Making Waste Work for Maidstone Update - The progress made following the recommendations set out in the Scrutiny Committee Recommendation Action and Implementation Plan is included in Appendix A.
- 1.3.7 The key successes have been the inclusion of glass, additional plastic and cartons in the kerbside collections, the introduction of textile and small electrical item collections as well as improvements in the use of technology.
- 1.3.8 One area of recommendations from the Committee was regarding reuse and recycling of bulky items and waste collected at the Saturday freighter. Unfortunately progress with regard to this has been slow due to the difficulties encountered separating this waste and identifying a stable outlet for the material.
- 1.3.9 Ongoing work is being carried out to develop this further and identify new opportunities. The bulky collection and Saturday freighter services are one of the areas which will be considered as part of the Council's new strategy.
- 1.3.10 It is recommended that the update is noted and that the recommendations for the Bulky Waste Service and Saturday freighter are considered as part of the new Waste Strategy.
- 1.3.11 Complaints - In December 2013, a report regarding the level of complaints received by the Council was taken to the Strategic Leadership and Corporate Services Overview & Scrutiny Committee.

This report noted that the level of complaints for the Quarter was higher than normal due to the changes to the collection contract.

- 1.3.12 Following this report, the Council has worked with Biffa Municipal to address the issues with performance. This has resulted in extra supervisory staff at Biffa, additional training being provided and collections crews being required to take more responsibility for service failures.
- 1.3.13 As a result the level of complaints has dropped significantly with only four complaints received in February 2014 regarding collection issues and a further two regarding Council policy.
- 1.3.14 The level of missed collections is also steadily decreasing and performance is returning to an acceptable state. Ongoing work is still be made to improve performance further.
- 1.3.15 Waste Strategy Update - In February 2014, the Council reported progress against the objectives of the Waste Strategy. This is included in Appendix B and the Waste Strategy 2010-2015 is included in Appendix C.
- 1.3.16 Since 2010 when the Strategy was adopted, the Council has achieved the objectives set including reducing overall waste arisings by 10% compared with the 2005-2010 average, increasing glass recycling, improving customer satisfaction and improving the service's value for money.
- 1.3.17 One of the key targets of the strategy was to achieve a recycling rate of 50% by 2015. With the inclusion of glass in the recycling collection and the addition of textile and small electrical item collections, the Council's recycling rate has increased to nearly 50%. With the expected increase of garden waste during the peak months, March – July, it is projected the Council will achieve a recycling rate of 50%.
- 1.3.18 It is recommended that the Committee note the progress outlined in Appendix B.
- 1.3.19 Future Plans – The Council is now looking to produce a new Waste Strategy for 2014 - 2019 to set new objectives and ensure continuous improvement throughout the new contract.
- 1.3.20 The report to the Cabinet Member for the Environment in February 2014 recommended the new Strategy considers the following:
- A target of 60% recycling by 2019
 - Recycling in flats and from communal collection points

- Communication campaigns to increase capture rates for new materials including glass and plastics
- Public engagement through door-knocking
- Options for bulky waste
- Recycling of street litter
- Current waste and recycling policies

1.3.21 These will enable the Council to identify opportunities to reduce service costs as well as having a clear strategy which will enable the Council to attract external funding.

1.3.22 An informational visit was carried out to South Oxfordshire and Vale of White Horse Councils as they have achieved a recycling rate of 65% with a similar service to Maidstone.

1.3.23 This visit identified the areas mentioned above as potential opportunities to increase recycling, reduce waste arisings and improve the service offered to residents.

1.3.24 It is recommended that the Committee consider these suggested areas and make recommendations as appropriate.

1.4 Alternative Action and why not Recommended

1.4.1 The Committee could choose not to consider proposals for the new Waste Strategy, however this is not recommended as it is essential this Strategy offers value for money and which meets the needs of local taxpayers.

1.5 Impact on Corporate Objectives

1.5.1 The recommendations of this report support the Council's priority of Corporate and Customer Excellence.

1.6 Other Implications

1.6.1

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

1.6.2 Whilst the recommendations of this report do not have any specific implications, the adoption of a new five year strategy with further aspirations is likely to have financial and staffing requirements.

1.6.3 These implications will be considered as part of the adoption of a new five year waste strategy.

1.7 Relevant Documents

1.7.1 Appendices

1.7.2 Appendix A – Scrutiny Committee Recommendation Action and Implementation Plan

1.7.3 Appendix B – Cabinet Member Report – Review and Progress Update of Waste Strategy

1.7.4 Appendix C – Waste Strategy 2010-2015

1.7.5 Background Documents

1.7.6 Waste Strategy 2010-2015

<u>IS THIS A KEY DECISION REPORT?</u>	<u>THIS BOX MUST BE COMPLETED</u>
Yes <input style="width: 50px; height: 25px; margin-left: 10px;" type="checkbox"/>	No <input checked="" style="width: 50px; height: 25px; margin-left: 10px;" type="checkbox"/>
If yes, this is a Key Decision because:	
Wards/Parishes affected:	

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Report Title: Making Waste Work for Maidstone Review

Report of Communities Overview and Scrutiny Committee

Date of Publication: Dates to report back to Committee:

Update	Date	Completed?	Note
1 st			6 months after publication
2 nd			12 months after publication
3 rd			

Recommendation¹	Cabinet Member²	Response³	Timetable⁴	Lead Officer⁵
1. That the Waste Team present the Cabinet Member with an options report regarding the replacement of bins for flats, terraced housing and houses of multiple occupancy to move forward with waste and recycling and food collection in line with the rest of the borough;	Councillor Ring	<p>The majority of communal households which can accommodate recycling bins have been provided with the appropriate containers. In some cases the communal recycling bins have been repeatedly contaminated with non-recyclable waste and therefore have been removed.</p> <p>As part of the new contract, it is anticipated that communal food waste collections will be introduced where space allows and where the bins are used correctly. Evidence from other boroughs and previous experience in Maidstone shows that it will not be viable to provide separate food and recycling collections to all flats.</p> <p>The new contract looks to standardise the majority of collections across the</p>	Min. 12 months as needs to fit with the new contract timetable – start date of 30 July 2013	JG

		<p>partnership area – Maidstone, Ashford and Swale.</p> <p>For exempt houses i.e. have a black sack collection, the provision of food waste is currently under review as very few of these properties “opted in” to the service since January 2011.</p> <p>Proposals to develop the services currently offered to flats, HMOs and exempt properties (black sack collections) will be provided to the Cabinet Member for approval.</p> <p><i>All flats have been assessed for their suitability to have food waste collections either through individual containers or communal food waste bins.</i></p> <p><i>Individual food bins have now been provided to flats which are suitable for this service (i.e. less than 6-8 flats in block). The communal food waste bins are being tested in some larger flats which had enquired about more recycling and were interested in trialling the new bins. Compostable bin liners and caddy liners are also being trialled to see if this encourages residents to use the service.</i></p>		
2. That residents are kept informed about the progress		The waste team will continue to publicise developments to the service and recycling achievements to residents. Information	July 2013 –	

<p>of recycling developments in the borough during the lifetime of the waste contract;</p>		<p>will continue to be distributed to all households annually as well as timely updates in the Borough Update.</p> <p>The waste team is about to launch the new "Recycle for Maidstone" App for iPhone and Android mobile phone devices. This free App will allow up-to-date news and information to be provided to residents who download it. This will improve the service's ability to communicate with residents.</p> <p><i>A communications campaign was carried out in preparation of the new contract including roadshows, bus advertsing, leaflets, posters and information on the website.</i></p> <p><i>A new campaign is being launched in March 2014 to encourage residents to recycle more and to increase participation in the food waste service. This campaign will start with a large event in the town centre called "The Green Jubilee" which will celebrate 5 years of the mixed recycling service and promote the food waste collections and enhanced recycling service. This campaign will also include new bin stickers on the refuse and recycling bins to indicate what can be recycled and what should not be put in the refuse bin.</i></p>	<p>October 2023</p>	
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<p>3. That we continue our food waste education and promotion of recycling, including a feature in the Borough Update outlining how much food is thrown away in Maidstone;</p>		<p>Food waste education and promotion will be retained as a key element of the communication plan and will be included as part of roadshows, school workshops and information in the Borough Update.</p> <p>Updates on how much food is thrown away as well as Love Food Hate Waste tips will be included in the Borough Update.</p> <p><i>Information has been included in the Borough Update regarding food waste and will continue to be included in future editions.</i></p> <p><i>A large recycling event in the town centre called "The Green Jubilee" will feature the Love Food Hate Waste roadshow with a chef demonstrating the use of leftovers for meal ideas.</i></p> <p><i>A campaign will also be carried out in the next few months centering on the phrase "I don't waste food. Eat it, compost it recycle it."</i></p>	<p>Ongoing – 12 months?</p>	
<p>4. That flexible and cost effective options in relation to the use of new technologies and</p>		<p>The specification of the new contract has already been produced and provided to bidders as part of the procurement of the Mid Kent Joint Waste Contract.</p> <p>The specification includes the use of real</p>	<p>Already completed</p>	

<p>changes to collectables should be included in the terms of the new waste contract. It should also include a proactive clause for partners to explore opportunities in the market;</p>		<p>time information to improve the customer experience of the service but is not prescriptive to allow potential contractors to offer innovative approaches to technology, collections and developing new partnerships with third parties.</p> <p><i>All frontline vehicles are now equipped with PDAs (in-cab computers) which allow the reporting of issues in real time direct to the client team and contact centre. This has significantly improved the transparency of the service and allows better information to be provided to the customer.</i></p> <p><i>The contract has seen significant improvements to the collection of materials with Biffa introducing separate textile and small electrical collections which were not originally part of the core contract requirement. The mixed recycling collections now also include glass, more types of plastic and cartons.</i></p> <p><i>The contract is already looking to the future and new innovations including looking at the opportunities to recycle street litter and the reuse of bulky waste items.</i></p>		
<p>5. That the reuse and</p>		<p>The Saturday freighter service has not been included as part of the new Mid Kent</p>	<p>July 2013 – in line for the</p>	

<p>recycling of waste collected by the Freighter Service should be investigated by the Waste Team to include Green Waste which cannot be home composted;</p>		<p>Joint Waste Collection Contract to allow the council to retain flexibility for the future of this service.</p> <p>The Saturday freighter service has been reviewed in the past couple of months and there are no plans to change the current service provision. Without radically reviewing the purpose of the freighter, there is little opportunity or benefit of changing the current schedule.</p> <p>The Saturday freighter continues to conflict with the council's Waste Strategy which follows the principles of the waste hierarchy. Therefore sending waste for disposal should be the last resort and all opportunities to prevent waste, reuse items or recycle should be maximised. Unfortunately the current freighter service offers no option to separately collect recyclable or compostable waste.</p> <p>In order to recycle waste collected through the freighter, a split-bodied vehicle or multiple vehicles would be required to collect the waste. The council is exploring the possibility of purchasing a split-bodied vehicle as part of street cleansing's fleet replacement programme. This could enable the council to provide a collection of recyclable items or compostable items alongside the general waste.</p>	<p>end of the current collection contract</p>	
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	<p>Analysis of the waste taken to the freighter showed that very little was reusable and the recyclable element is so varied that separation of a single recyclable waste stream would offer little benefit.</p> <p>The waste team will continue to consider opportunities for developing the Saturday freighter service in line with the objectives of the Waste Strategy.</p> <p><i>Opportunities for reuse and recycling from the freighter service have been explored, however the nature of the service makes this very difficult. The waste is currently collected in a compaction vehicle and the opportunity to salvage anything is limited.</i></p> <p><i>The use of split bodied vehicles for this service has also been eliminated as the relative payloads and the size of the compartments means the vehicle is not practical for this type of bulky collection service.</i></p> <p><i>The cost of the freighter has also increased by almost 100% following the change of contract. The reason for this is that the requirement is outside of the core contract as Ashford and Swale borough councils do not offer this service. In addition the core frontline fleet are split bodied vehicles so a dedicated collection vehicle is required to collect this</i></p>		
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		<p><i>service only.</i></p> <p><i>Assessments of the service have shown that usage is continuing to decline along with a steady increase in residents choosing to use the paid for bulky collection due to it being more convenient. The freighter is regularly used by commercial businesses to dispose of waste at the taxpayers cost rather than their own. This is more evident now changes at Tovil Household Waste Recycling Centre have been made to prevent commercial vehicles using the site.</i></p> <p><i>The council is proposing to look at the freighter and bulky collection service to identify opportunities to create a more sustainable solution which will help residents to dispose of bulky waste and divert other forms of waste to more appropriate disposal facilities.</i></p>		
6. That the current usage of the Freighter service is monitored and the delivery of the service re-evaluated;		<p>The usage of the Saturday freighter continues to be monitored and analysis has been carried out on the potential options to amend the current schedule based on the usage. This has shown that very little can be changed to the current schedule and the opportunities for change would have little impact on the cost of the service.</p>	Completed / ongoing monitoring	

		<p>The service will continue to be monitored and any opportunities to change the service will be discussed with the Cabinet Member.</p> <p><i>Monitoring of the freighter is continuing and will be used to inform the process of identifying more sustainable options for bulky waste disposal in the future.</i></p>		
<p>7. That in order to ensure that further opportunities created by the developments in waste separation technology for reuse and recycling of materials such as wood and metal are not lost the Council actively monitors this area;</p>		<p>The waste team will continue to develop productive partnerships with the third sector and waste disposal and treatment providers to seek opportunities for increasing recovery and recycling.</p> <p><i>The Council is working with Kent County Council to identify new opportunities for recycling including the recycling of street litter arisings.</i></p> <p><i>Currently the Council is not in a position to recycle or reuse other items from the bulky or freighter service due to the mixed collection process. This will be a key consideration when identifying a more sustainable solution for the future.</i></p>	<p>12 months – start of new contract</p>	
<p>8. That reuse and recycling of waste collected by the Bulky Collection should be</p>		<p>The opportunities within the existing contract have been fully explored. Unfortunately the collection and separation of reusable items in a way that retains the integrity of the items is not possible with the current resources.</p>	<p>September 2013</p>	

<p>investigated by the Waste Team, diverting from landfill by working with charities and other social partnerships;</p>		<p>Discussions with charitable organisations have shown that due to the variability of the items collected it is difficult to secure a reliable market for the items. Therefore the waste would have to be brought into the depot and at the present time the Environmental Permit would not be sufficient to cover this additional waste.</p> <p>In addition the current specification and level of resource means the contractor collects the majority of bulky items from outside residents' homes. This means that in bad weather the reusability of the waste is severely affected. There is no option to change the collection point to inside the property for the current contract.</p> <p>The waste team will continue to monitor the waste collected through the bulky collection and provide this to the third sector to help identify potential partners for reuse.</p> <p>Reuse and recycling of bulky waste has been included in the new contract encouraging potential bidders to identify and establish partnerships with the third sector. The new contract provides the opportunity to tailor the service to reuse and recycling, such as specialist vehicles and increased storage for items.</p> <p><i>The current high demand for the bulky</i></p>		
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		<p><i>collection service compared to previous years means the options to separate reusable items are limited. The council is exploring options with Biffa and independently to divert reusable furniture away from the bulky collection service.</i></p> <p><i>A recent information visit was carried out to Amicus Horizons in Swale and Biffa are working on a proposal to divert some bulky waste to this charity.</i></p>		
<p>9. That a service provided by NOAH enterprise for the collection of furniture and white goods from Maidstone Borough Council's bulky collection should be investigated;</p>		<p>NOAH Enterprise have confirmed that they will be able to arrange a bulk collection of reusable items however there would be a cost to the council for this and the council would have to identify a suitable storage location for the items.</p> <p>Analysis of the items actually collected through the bulky has identified a discrepancy between the waste categorised as "reusable" by residents and actual reusable items. Far fewer items are considered reusable following collection, the main reason for this is the reusability of the items is substantially affected by the waste being presented outside for collection.</p> <p><i>Unfortunately it is not feasible to use NOAH directly as an outlet for reusable furniture from Maidstone. However their model is of great interest and the Council</i></p>	<p>July 2013</p>	

		<i>is looking to produce a proposal based on this model over the next few months.</i>		
10. That the relevant select committee and department at Kent County Council be contacted and the model used by NOAH Enterprise should be highlighted;		Information about NOAH Enterprise will be provided to Kent County Council, highlighting the benefits such a scheme could have in Kent. <i>No update.</i>	August 2012	
11. That the use of the Gateway as a collection point for small items such as batteries, ink cartridges, energy saving light bulbs (containing mercury), small electrical items and plastic bottles should be explored with the		The waste team have already implemented a battery collection point in the Gateway and will work with the Gateway Team to look at other collection opportunities, such as light bulbs and small electrical items. It is not recommended to consider items which are currently recyclable through the kerbside service such as plastic bottles, as this is unlikely to increase recycling. <i>Small electrical items are now being collected at the kerbside along with batteries. At the current time it has not been possible to introduce any other</i>	February 2013	

involvement of local voluntary and charitable organisations;		<i>collections in the Gateway; however ink cartridge and light bulb recycling will be further investigated.</i>		
12. That Officers should continue to lobby for the standardisation of plastics used in products to make it easier for residents to recycle; and		<p>The waste team will continue to work with industry organisations to lobby government for the standardisation of plastics.</p> <p>The council will respond to all government consultations relating to waste to ensure the views of local residents are voiced.</p> <p><i>The Council continues to respond to government consultations and contributes to responses produced by the Kent Resource Partnership.</i></p> <p><i>As part of the Kent Resource Partnership, the Council is part of a growing voice on this agenda. The KRP have regular input into government policies and strategy.</i></p>	Ongoing?	
13. That during the course of the 10 year waste contract Maidstone Borough Council takes a lead role in developing a		<p>Maidstone Borough Council will work with Kent County Council to ensure maximum value is gained from the recyclable material to benefit local taxpayers.</p> <p>Kent County Council is in the process of procuring sorting and treatment facilities</p>	October 2023	

<p>partnership with other Kent authorities to achieve best value for money in the collection and selling of plastics.</p>		<p>for the waste generated in Mid Kent. This process looks to expand on the plastics which are acceptable for recycling.</p> <p><i>There is no further update with regard to this. Kent County Council are currently out to tender on the treatment of recyclables. The Mid Kent Contract is already delivering enhanced recycling collections and the additional plastics are being taken to Edmonton Material recycling facility until the new contract for the materials is secured.</i></p>		
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Notes on the completion of SCRAIP

¹ Report recommendations are listed as found in the report.

² Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

³ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

⁴ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

⁵ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

MAIDSTONE BOROUGH COUNCIL

CABINET MEMBER FOR THE ENVIRONMENT

REPORT OF HEAD OF ENVIRONMENT AND PUBLIC REALM

Report prepared by Jennifer Shepherd

Date Issued: 6 February 2014

1. PROGRESS UPDATE AND REVIEW OF WASTE STRATEGY

1.1 Key Issue for Decision

1.1.1 To consider the progress made towards the objectives set out in the Council's Waste Strategy.

1.2 Recommendation of the Head of Environment and Public Realm

It is recommended that:

1.2.1 The achievement of the objectives set out in the Waste Strategy 2010-2015 is noted; and

1.2.2 A new five year strategy is prepared to define the Council's future aspirations to achieve a recycling rate of 60% by 2019.

1.2.3 That the Community, Leisure Services and Environment Overview and Scrutiny Committee be consulted on the new draft waste strategy.

1.3 Reasons for Recommendation

1.3.1 In 2010, the Council adopted a five year Waste Strategy which outlined key objectives to reduce waste and increase recycling.

1.3.2 The strategy followed the principles of the waste hierarchy, focusing on waste reduction, reuse and recycling to achieve a recycling rate of 50% by 2015.

1.3.3 The strategy set out the following key objectives:

- † To increase the amount of household waste sent for recycling, reuse or composting to 50% by 2015 (above the national target of 45%)

- † To reduce total household waste arisings by 10% by 2015 compared with 2005-2010 average.
- † To meet any additional costs of operating the service through the support of the Kent Waste Partnership and efficiency improvements in the rest of the waste collection service.
- † To improve the value for money of the waste collection service.
- † To improve residents' satisfaction with Maidstone Borough Council's waste and recycling services.
- † To increase glass recycling collections by up to 600 tonnes during the period of the plan.
- † To work with KCC to minimise the amount of recyclables sent to incineration and maximise the benefits of the value of those materials for both the Council and KCC.
- † To support the Council's objective of 3% annual carbon reduction through the optimum utilisation of resources, increased consideration of energy efficiency and higher priority given to service improvements which offer energy reduction

1.3.4 As part of the strategy, key actions were identified for each level of the waste hierarchy. These included publicising waste prevention initiatives, reducing waste through fortnightly refuse collections, promoting reuse through enhanced textile collections, introducing new recycling collections such as food waste and minimising waste sent to landfill.

1.3.5 The council has achieved all of these objectives two years ahead of the target.

1.3.6 **Objective: Achieve a recycling rate of 50% by 2015 and increase glass recycling by up to 600 tonnes**

1.3.7 In January 2011 the Council introduced a weekly food waste collection alongside a fortnightly refuse collection.

1.3.8 The weekly food waste collection was extremely successful with over 80% of households participating in the service and achieved a recycling rate of 45% in 2011/12.

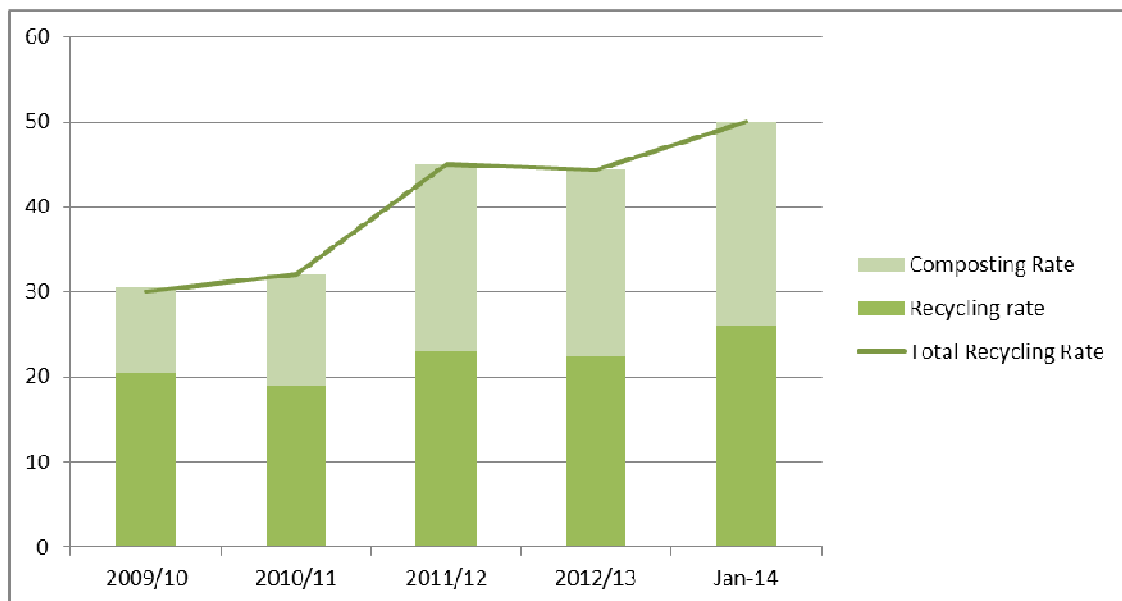
1.3.9 The service was also awarded the Local Authority Recycling Advisory Committee's (LARAC) "Best Communication Campaign 2011" due to the exceptionally high levels of resident engagement and high customer satisfaction.

1.3.10 In 2013, the Council joined in partnership with Ashford and Swale Borough Councils and Kent County Council for a new Mid Kent Joint Waste Contract. This partnership approach has provided Maidstone with significant savings, in excess of £1million per year, and has also improved the services offered to local residents.

1.3.11 In August 2013, the existing recycling services were extended to include glass bottles and jars, plastic food packaging and cartons. Separate collections for textiles, small electrical items and household batteries were also introduced.

1.3.12 The enhanced service has enabled the Council to achieve a recycling rate of 50% during the peak garden waste season. This has exceeded the Council's objective to recycle 50% of household waste by 2015.

1.3.13 The graph below shows the recycling performance over the past 5 years:



1.3.14 Since 2009/10, an additional 1,254 tonnes of glass has been recycled, twice as much as the target. This is expected to increase further now glass bottles and jars are included in the kerbside recycling service.

1.3.15 There have also been other improvements including

1.3.16 **Objective: Reduce total household waste arisings by 10%**

1.3.17 A key objective of the strategy was to reduce total household arisings through the promotion of waste prevention and reduction initiatives.

- 1.3.18 The average annual tonnage for 2005-2010 was 60,093.35 tonnes. In 2012/13, a total of 53,025.91 tonnes of household waste (including recycling) was collected. This is an 11.76% reduction in total household waste arisings.
- 1.3.19 The introduction of the weekly food waste collections resulted in the rubbish in residents' grey wheeled bins falling by 37%, with total waste arising reduced by 11%.
- 1.3.20 The Council has continued to promote waste reduction messages including Love Food Hate Waste and reusable shopping bags.
- 1.3.21 **Objective: Meet additional costs through external funding and service efficiencies and improve value for money of the waste collection service**
- 1.3.22 The Council has introduced significant improvements to the refuse and recycling collections over the past 5 years. However during this time the service has also generated savings to the Council and funded improvements through external funding.
- 1.3.23 The introduction of weekly food collections was cost neutral to the Council. The provision of containers and additional operational costs were funded by the Waste and Resources Action Programme (WRAP), the Kent Waste Partnership (now known as Kent Resource Partnership) and savings generated through changes to the refuse collection.
- 1.3.24 The new waste collection contract in partnership with Ashford and Swale Borough Councils is also enabling the council to improve services whilst cutting costs. This contract is generating savings of £1 million per year for the Council.
- 1.3.25 Kent County Council are also making support payments to the Council which reflect the waste disposal savings.
- 1.3.26 **Objective: Improve customer satisfaction**
- 1.3.27 Quarterly customer satisfaction surveys have been carried out over the past couple of years. These have shown consistently high results with 97% of residents satisfied with rubbish collections and 93% satisfied with recycling collections. These were the same as the results obtained in January 2011, before the new services were introduced.
- 1.3.28 Customers' satisfaction is also measured annually as part of the bi-annual customer survey. This has shown high levels of satisfaction have been maintained.

1.3.29 Objective: Maximise recyclate value and minimise the incineration of recyclables

1.3.30 The Council continues to work with Kent County Council and the wider Kent Resource Partnership to ensure maximum value is obtained from the material collected.

1.3.31 Whilst a fully commingled service has been retained in Maidstone, there is still a strong focus on ensuring high quality materials are captured and segregated. The recycling is now being sent to an advanced material recycling facility (MRF) in Edmonton where technology is used to separate the different recycling streams. The Council's rejection rate is now between 3-4% compared with 15% at the previous MRF.

1.3.32 Objective: Support the Council's objective of 3% annual carbon reduction

1.3.33 The environmental impact of the new waste collection contract was considered during the procurement and is focused on reducing the mileage and fuel use of the collection vehicles.

1.3.34 The service now uses split-bodied vehicles enabling a "single-pass" collection. This has significantly reduced the number of vehicles required to collect the waste and recycling, with 5 less frontline vehicles now being used.

1.3.35 Changes to the garden waste service have also contributed to this objective with collections only being made from services who subscribe to the service rather than all households in the Borough.

1.3.36 Objective: Future Aspirations

1.3.37 As the objectives of the Council's first waste strategy have been achieved, it is recommended that a new strategy is prepared to continue improving performance.

1.3.38 It is recommended that the new strategy considers:

- A target of 60% recycling by 2019
- Recycling in flats and from communal collection points
- Communication campaigns to increase capture rates for new materials including glass and plastics
- Public engagement through door-knocking
- Options for bulky waste
- Recycling of street litter
- Current waste and recycling policies

These will enable the Council to identify opportunities to reduce service costs as well as having a clear strategy which will enable the Council to attract external funding. Recent informational visits to Councils operating similar collection services have highlighted these as key opportunities to increase recycling and improve services.

1.4 Alternative Action and why not Recommended

- 1.4.1 Whilst the Council has achieved and in many cases exceeded the objectives set out in the Waste Strategy, it could decide to maintain the current performance rather than develop any further objectives.
- 1.4.2 This is not recommended as the Council will fail to benefit from additional recycle income as part of the profit-sharing agreement with Kent County Council.
- 1.4.3 As part of the Joint Waste Partnership, the Council will receive a significant proportion of any profit achieved through the sale of additional recycle. It is therefore potentially financially beneficial to the Council to increase the amount of waste segregated for recycling.
- 1.4.4 It is proposed that the Community, Leisure Services and Environment Overview and Scrutiny Committee are consulted regarding the new strategy.
- 1.4.5 In addition, the previous five year strategy has shown that by focusing on waste reduction, reuse and recycling, significant service improvements can be achieved which offer value for money and increase customer satisfaction. Without the focus of a Waste Strategy, there is a risk that the service will lack direction and will fail to deliver continuous improvement.
- 1.4.6 It is also likely that without a new strategy and focus on promoting waste reduction and recycling, the current performance will also start to decline. WRAP studies have shown that residents require repeated engagement in order to maintain performance. Without this, participation and capture rates are likely to decrease and the Council will not generate any profit share.

1.5 Impact on Corporate Objectives

- 1.5.1 The current Waste Strategy supports the Council's objectives to be a decent place to live and for corporate and customer excellence. The service improvements provided as part of this strategy have ensured Maidstone residents are provided with a high standard of service which meets their needs and is cost effective for the local taxpayer.

1.6 Risk Management

1.6.1 This is an update of actions which have already been taken and therefore there are no risks associated with the recommendations of this report.

1.6.2 Risks associated with the new strategy will be considered as part of a separate report and will include risks associated with possible legislative changes including the EU requirement to separately collect paper, metals, plastic and glass.

1.7 Other Implications

1.7.1

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	

1.7.2 Whilst the recommendations of this report do not have any specific implications, the adoption of a new five year strategy with further aspirations is likely to have financial and staffing requirements.

1.7.3 These implications will be considered as part of the adoption of a new five year waste strategy.

1.8 Relevant Documents

1.8.1 Appendices

1.8.2 Appendix A – Waste Strategy 2010-2015

1.8.3 Background Documents

1.8.4 Waste Strategy 2010-2015

IS THIS A KEY DECISION REPORT?

Yes

No

If yes, this is a Key Decision because:

.....

Wards/Parishes affected:None.....

.....

How to Comment

Should you have any comments on the issue that is being considered please contact either the relevant Officer or the Member of the Executive who will be taking the decision.

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Waste and Recycling Strategy 2010-2015



 **recycle** for Maidstone

keeping our borough tidy

www.maidstone.gov.uk

Introduction

Maidstone Borough Council is committed to reducing household waste, increasing reuse and recycling whilst offering cost effective and sustainable waste and recycling services.

This needs to be achieved in partnership with our residents, local businesses and other boroughs including the County Council (who are the waste disposal authority). The Council will be letting a new waste collection contract in 2013 and also wants to assess the sort of service that is required in the longer term, particularly as waste disposal costs increase.



39

As part of the Kent Waste Partnership, Maidstone is committed to the Kent Waste Strategy. Waste minimisation and reuse are key priorities with the intention to break the link between waste production and economic growth as well as increasing recycling or composting to over 40% by 2012/13. These are reflected in Maidstone's vision and the objectives set out in Maidstone's Waste Strategy.

The 'Vision for Kent' is the county-wide community strategy which is about the social, economic and environmental wellbeing of Kent's communities. This sets out an objective for waste disposal infrastructure, including processing, composting and transfer facilities, to be delivered in line with improvements in district services at best value to the Kent taxpayer. Maidstone's Waste Strategy supports this objective through partnership working, cost effective services and consideration of local recycling and treatment opportunities.

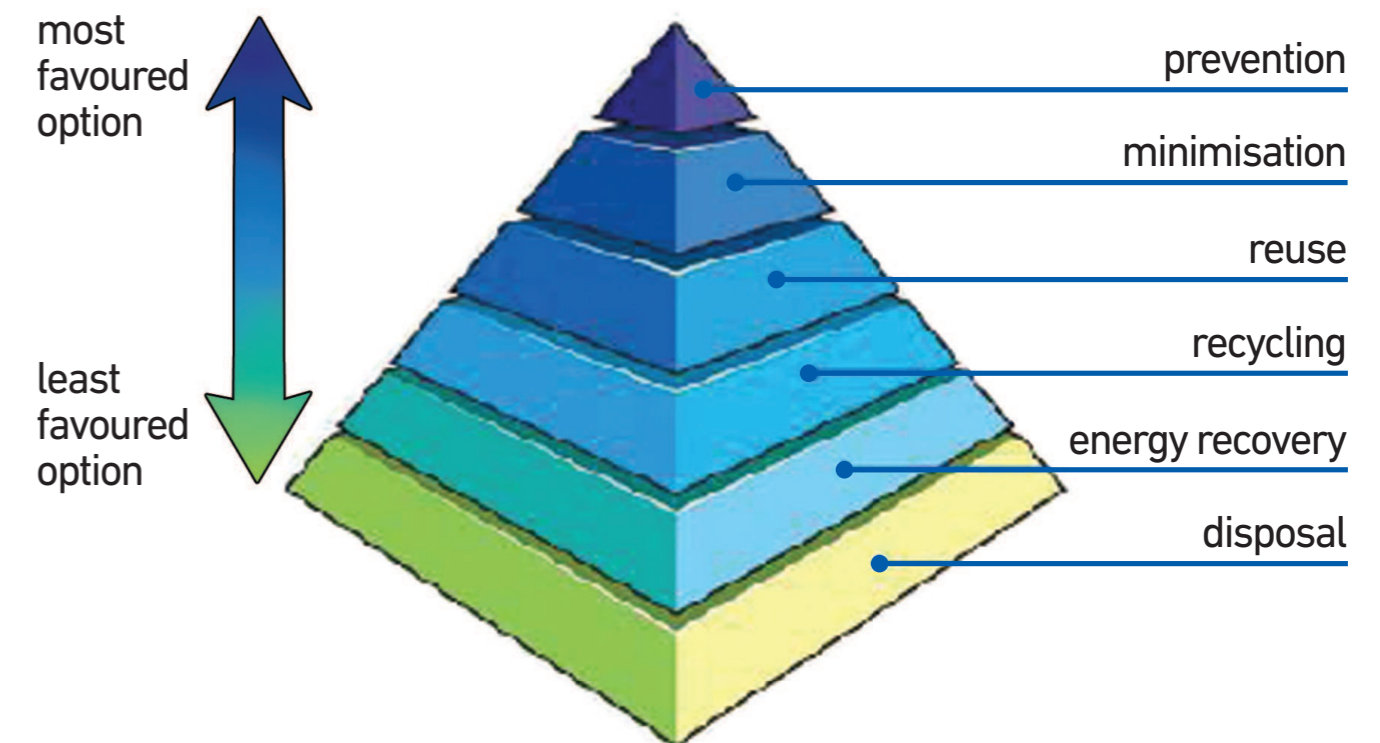
Nationally, the government has recently announced its ambition for a zero waste economy, with focus on waste prevention through innovative product and packaging design. A full review of waste policies in England is being carried out by Defra to ensure that this ambition is achieved. With the forthcoming adoption of the revised EU Waste Framework Directive into UK legislation, nationally the focus remains on waste prevention and reduction initiatives. This strategy fulfils the objectives of both European and national priorities for waste management. The outcome of this review will also produce new targets for recycling which will at least meet the current national targets of 45% of waste arisings recycled by 2015 and 50% by 2020.

The revised EU Waste Framework Directive (WFD) is to be brought into UK domestic legislation by 12 December 2010. The main features of this directive are the application of the waste hierarchy as a priority order in waste prevention and management legislation, the separate collection of paper, metal, plastic and glass by 2015 and a recycling target of 50% from households by 2020.

This strategy supports the revised directive and recycling targets set.

Maidstone Borough Council will apply the principles of the waste hierarchy whereby waste prevention and minimisation offer the optimum solutions to waste management compared with energy recovery and disposal. Appreciation of the most favourable options will ensure Maidstone meets local and national targets and enable us to move to the forefront of waste management in Kent.

This is the first Waste Strategy that the Council has produced and will sit alongside the Council's medium term plans (Strategic Plan and Medium Term Financial Plan).



Our Vision

Overall the Council wants Maidstone Borough to be a place that is clean and green and one that provides value for money for local taxpayers. For waste services this is to provide an excellent service which will reduce waste, ensure sustainable and cost effective recycling collections and enable Maidstone residents to achieve high levels of participation.

Objectives - what are we going to do?

In order to achieve the vision for the future of the service, the following objectives are proposed:

1. To increase the amount of household waste sent for recycling, reuse or composting to 50% by 2015 (above the national target of 45%)
2. To reduce total household waste arisings by 10% by 2015 compared with 2005-2010 average.
3. To meet any additional costs of operating the service through the support of the Kent Waste Partnership and efficiency improvements in the rest of the waste collection service.
4. To improve the value for money of the waste collection service.
5. To improve residents' satisfaction with Maidstone Borough Council's waste and recycling services.
6. To increase glass recycling collections by up to 600 tonnes during the period of the plan.
7. To work with KCC to minimise the amount of recyclables sent to incineration and maximise the benefits of the value of those materials for both the Council and KCC.
8. To support the Council's objective of 3% annual carbon reduction through the optimum utilisation of resources, increased consideration of energy efficiency and higher priority given to service improvements which offer energy reduction

By reaching a recycling rate of 50%, Maidstone will also exceed the national diversion target of reducing waste which is not recycled, reused or composted by 35% from the level of waste in the year 2000, by 2015.

How are we going to do it?

In order to achieve the objectives and ultimately the vision for Maidstone's waste and recycling services, there needs to be the combination of service development and targeted promotion. Priority will be given to development options which best support the objectives and principles of the waste hierarchy, starting with waste prevention as the most favourable option.

1. Waste Prevention

Waste prevention primarily focuses on the avoidance of waste from manufacturers and retailers; however it is important that residents are aware of ways they can also help. This will remain a key message throughout the educational campaigns, with advice about avoiding products with excessive packaging and using their consumer power to force manufacturers to improve their sustainability.

The Council also supports the Courtauld Commitment which is a voluntary agreement for retailers, manufacturers and suppliers to reduce household packaging and food waste. Details will be available on Maidstone's website, including links to free support from organisations such as Envirowise and BREW (Business Resource Efficiency and Waste Programme).

2. Waste Minimisation

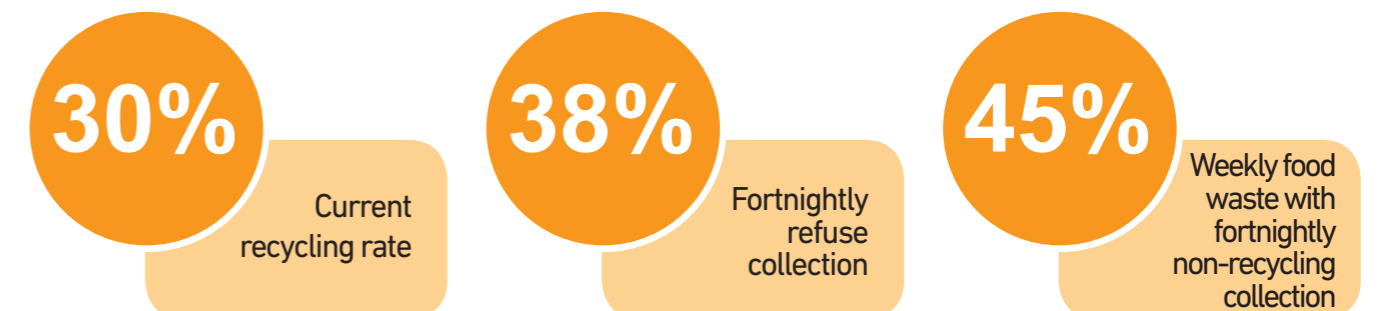
The key priority is to promote waste minimisation or reduction through strategic service developments. All options which support this priority will be considered.

Collecting the non-recyclable element of household waste on a fortnightly basis has been shown to reduce the amount of waste collected by 25%. It also encourages residents to use recycling services more effectively thereby increasing recycling rates and offering better value for money. This waste minimisation measure helps engage residents with their recycling service, raising participation rates and reducing waste sent for disposal. It is therefore intended to move to fortnightly collection of residual waste to increase recycling by encouraging greater participation in the established fortnightly collection of dry recyclables. This move will also significantly improve the cost effectiveness of the waste collection service which is currently the highest in Kent.

Waste minimisation also supports the Council's objective of 3% annual carbon reduction, through reduction in transportation requirements and therefore fuel usage. Optimisation of the fleet through careful monitoring through the use of technology, such as GPS tracking and in-cab devices will also ensure that the Council actively seeks ways to reduce the carbon impact of the waste and recycling service.

Although fortnightly collections offer a more efficient service, reduce household waste arisings and increase recycling rates, alone they will not enable the Council to achieve the current national recycling targets.

Surveys of residual waste have confirmed that up to 40% of that waste is food arisings. The option to combine the approach of fortnightly collections with a separate weekly food waste collection scheme will ensure that food, which is the highest category of waste that is currently present in the non recycling bin is recycled. In addition this type of service has also been shown to decrease the amount of food waste produced by highlighting the vast amount of food which is thrown away. By combining these themes the Council will be moving towards 50%.



Waste Minimisation Strategy: Fortnightly non-recycling collections and weekly food waste will support the Council's objectives of reducing household waste arisings and increasing the amount of waste recycled or composted



Therefore the Council intends to introduce borough-wide weekly collections of food waste alongside the implementation of fortnightly residual waste collections from end of January 2011. The cost of the food waste collections will be met through the savings gained from the fortnightly refuse collections and through support from the Kent Waste Partnership. Set up costs for the new service will be provided by WRAP and the Kent Waste Partnership. It is also projected that by moving to this collection service now, additional savings will be made in 2013 when the new collection contract is let.

In addition to the above initiatives home composting offers two major benefits; the composting of garden waste and vegetable peelings produces nutritious plant food whilst also reducing the amount of waste which needs to be collected for disposal or treatment. Although the recycling of garden waste through kerbside collection or the Household Waste Recycling Centre is preferable to disposing of it in landfill or burning it, reducing the amount of garden waste collected significantly reduces the transportation and energy requirements, providing environmental and financial benefits. The council currently promotes subsidised home compost bins in order to encourage residents to use this option for waste reduction over the alternatives. The scheme will be monitored throughout 2010/11 to identify ways to increase uptake year on year.

The majority of methods to encourage waste minimisation are through education and increasing public awareness, including use of the Love Food Hate Waste campaign and these initiatives will continue with local groups and individuals. School workshops teaching children about waste prevention and inspiring them to be inventive with scrap materials remain a key part of the strategy. Regular roadshows demonstrating easy waste reduction techniques will also continue throughout the borough.



3. Reuse

Reuse of items, such as furniture, is a very effective way of reducing the amount of waste sent for disposal.

Some items collected through the bulky waste collection and Saturday freighter services have the potential for being reused or recycled, whilst for other items on the freighter (such as green waste) there are better disposal options. A review of the services identified the composition of this waste and the extent that can be reused.

The weekend freighter service was re-launched in August as a Saturday-only service and no longer accepts items which could be easily recycled or reused within the borough. Diverting garden waste and large bulky items from disposal will reduce the Council's costs, increase recycling performance and reduce Maidstone's household waste arisings.

Discussions will take place with private and voluntary sectors regarding the reuse of furniture and electrical items in order to identify options available to divert these items from disposal.

Another area for reuse is textiles. Textiles are currently collected at the majority of Maidstone's recycling sites for reuse or recycling. Expansion of these banks and investigating options for a kerbside collection, facilitated through a third party partnership, will increase the reuse of textiles within Maidstone.

Smaller scale reuse also plays a fundamental role in the educational activities, with workshops and school assemblies showing children how to reuse everyday items into fun creativity. These remain an essential part of the Council's comprehensive educational campaign along with fostering children's imaginations through challenges and competitions.

4. Recycling

Although Maidstone already recycles 30% of household waste, there is the potential to increase this to 45% through the introduction of weekly food waste and fortnightly residual waste collections. The current participation rate with the recycling service is high, over 80% and this will be built upon to ensure the success in the future. Through the expansion of the materials collected and concerted efforts to maintain and indeed increase participation levels it is hoped to reach the 50% recycling target by 2015.

Maidstone intends to investigate and implement the following improvements to the existing recycling service:

Food Waste

The food waste collected as part of the new service will be recycled through in vessel composting which ensures any pathogens are killed and produces high grade compost.

Maximising recycled material values

Currently recyclable materials collected in the borough are taken to KCC's materials recovery

facility at Allington. Wherever possible the material is processed and sent for recycling. Contaminated materials are sent for incineration along with the residual waste.

The borough council receives no income from the value of the recycled materials. However paper collected in the paper banks and glass collected in the glass banks does provide income for the Council. Therefore over the period of the strategy the Council will work with Kent County Council to find ways to minimise the amount of contaminated recyclable materials which are incinerated and maximise the benefits of the value of the recycled materials for both authorities.

Garden Waste Collections

The performance of this chargeable service is subject to seasonality and annual weather fluctuations. Promotion of the service, in particular the garden waste bins, is essential to maximise the recycling of garden waste whilst recognising the importance of home composting as the more favourable option for garden waste.



After six weeks of monitoring the weekend freighter service, it was evident that garden waste was the primary type of waste being disposed of by residents. As all waste disposed of through this service is sent to landfill, the Council decided to disallow garden waste to be disposed of in this way from 21st August 2010.

The decision has also been taken to change from plastic garden waste sacks to compostable ones for the garden waste recycling collections. This will reduce the amount of non-recyclable waste generated by the council and improve the efficiency of the service. These bags will be available to purchase from retailers from the beginning of October 2010.

Recycling Sites

The need for paper and cardboard banks with Maidstone is perhaps questionable as these items are now collected through the kerbside service. However the paper banks generate the Council an income and aid the separation of a high quality

material. For this reason the paper banks will be retained although options for cost savings will be investigated. However the cardboard banks were removed from the end of July 2010 as this material can be collected more cost effectively through the kerbside recycling collection and have negligible impact on Maidstone's recycling rate.

Separating glass by colour is the most effective and environmentally beneficial form of recycling glass as new bottles can be produced time and time again. Therefore additional glass recycling banks will be provided throughout the borough where locations can be agreed with local communities. Identifying suitable sites which will be convenient yet unobtrusive is difficult so a new joint proforma is being created with all stakeholders to highlight the criteria required for new recycling locations. Maidstone Borough Council is committed to increasing the number of recycling sites for glass and will continue to work with Ward Councillors, Parish Councils and businesses to find suitable locations over the next 5 years.



650

tonnes of extra glass could be recycled through additional glass banks, increasing Maidstone's recycling rate by 1%

Other materials such as CDs, batteries, WEEE (waste electrical and electronic equipment) and drinks cartons can be recycled and the possibility of increasing the materials accepted at local recycling sites will be investigated. The Council proposes to collect new materials at the recycling sites by March 2012.

5. Energy Recovery

Maidstone's priority is to reduce the overall volume of waste requiring treatment and maximise the diversion of waste from energy recovery to recycling or reuse. Energy recovery however presents a more favourable option to disposal through landfill. Therefore household waste which can not be reused or recycled should be sent for energy recovery wherever possible. The Allington Energy from Waste (EfW) facility allows the recovery of energy from the majority of Maidstone's household waste.

Kent County Council is currently undertaking a trial of shredding bulky waste to allow it to be taken to Allington EfW for recovery. Maidstone supports this trial for any bulky waste which is not suitable for recycling or reuse and will work with the County Council to encourage the extension of this trial.

6. Disposal

Disposal is the least favourable option as it is costly both environmentally and financially. Maidstone Borough Council is committed to maximising the diversion of waste away from disposal.

At present the only waste which is sent to landfill from Maidstone is bulky waste collected through the bulky waste service or the weekend freighter. The Council is committed to achieving zero waste to landfill by 2015 with the support of Kent County Council, the waste disposal authority.

Public engagement and community ownership

It is important to ensure that Maidstone residents understand why changes are being made and want to become involved.



The Recycle for Maidstone "brand" has played a key role in the past few years and is widely recognisable;

however the priority of waste reduction and reuse has out-grown this campaign.

Maidstone Borough Council's commitment to waste reduction, reuse and recycling through the development of a coordinated service will be promoted in the same way; a coordinated campaign which is recognisable and promotes community ownership.

A comprehensive communications campaign will be used to promote the complete package of changes being undertaken as well as ensuring that the profile of the service is raised and that local communities are more engaged. This will include direct public engagement through meetings, roadshows, community events, school workshops and door-knocking alongside promotion through Maidstone's website, Borough Update, local press and informational leaflets. Mosaic will also be used to identify and target key messages to individuals or groups.

It is important that the local press are provided with details of the schemes and actively engaged to ensure that the true benefits of the proposals are realised and that any negative experiences elsewhere do not adversely impact the success of Maidstone's services.

Financial implications

Efficiencies, savings and the generation of increased income will allow the service to evolve and develop and increase performance. At present the cost for Maidstone's waste and recycling services is the highest in Kent. Therefore increasing the cost efficiency of the service is a key objective. The strategy aims to fulfil this through the introduction of services which will maximise income and reduce costs. This will also need to be undertaken in collaboration with the current contractor (SITA) in the short term and also the County Council. In addition, through taking a more proactive approach to dealing with waste it is envisaged that the Council will be able to access a range of regional improvement funds, including the Kent Waste Partnership's Service Improvement Plan (SIP) Fund.

It is also envisaged that through these initiatives the overall kilograms of waste per household will be reduced (currently one of the highest in Kent) which will also have an impact on the service costs. However, at this stage the financial savings are being investigated.

The costs of implementing the services identified in this strategy will be met from improvements to service delivery and the kind support from WRAP and the Kent Waste Partnership.

The Kent Waste Partnership has also agreed to fund the preparation of a business case for the possible joint procurement and contract arrangements for those mid and west Kent authorities seeking new contracts in 2013. This work will be completed before the end of this year and will identify contract options and potential savings.

Further details

If you require any details please contact the waste and recycling team on 01622 602600 or email waste@maidstone.gov.uk

Alternatively information on waste and recycling initiatives can be found on the Council's website at www.maidstone.gov.uk/recyclingrubbishandwaste

01622 602600
www.maidstone.gov.uk



MAIDSTONE BOROUGH COUNCIL

COMMUNITY, LEISURE SERVICES AND ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

TUESDAY 11 MARCH 2014

REPORT OF HEAD OF HOUSING & COMMUNITY SERVICES

Report prepared by John Newington

1. AIR QUALITY ACTION PLAN UPDATE

1.1 Issue for consideration for scrutiny

1.1.1 To note this update and approve the recommendations

1.2 Recommendation of the head of Housing & Community Services

1.2.1 That scrutiny note this update and provide comment to the Cabinet Member for the Environment.

1.3 Reasons for Recommendation

1.3.1 Our statutory duty is to work towards achieving the air quality objectives in those areas identified as exceeding through the implementation of the Local Air Quality Management Regime. In Maidstone we have six areas that have been identified as exceeding the annual mean nitrogen dioxide air quality objective (AQO) and there are two sites under investigation for potentially exceeding the hourly nitrogen dioxide AQO. All six sites fall within the urban area of Maidstone and into the Air Quality Management Area (AQMA) that was declared in 2008.

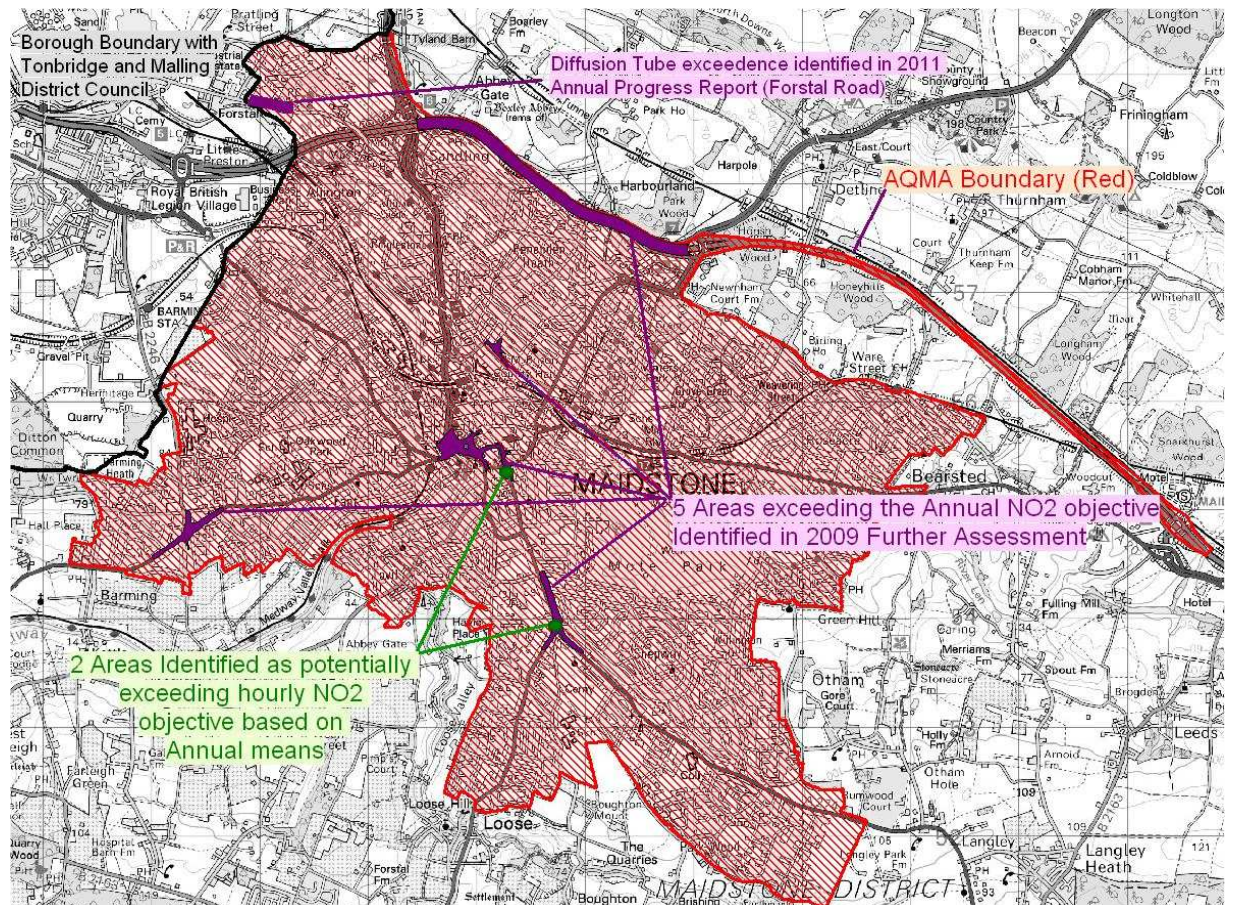
1.3.2 There are 43 AQMAs across Kent & Medway (mainly for the annual nitrogen dioxide mean and not for particulates) and all districts and County partners work together under the Kent & Medway Air Quality Partnership currently chaired by Maidstone.

1.3.3 The Air Quality Action Plan (AQAP) represents the Council fulfilling its statutory requirements under Part IV of the Environment Act 1995 which places a statutory duty on local authorities to review and assess the air quality within their area and take account of Government Guidance when undertaking such work.

1.3.4 The action plan was published in 2010 and we have fulfilled our statutory obligation of delivering the actions contained within it and providing annual reports to Defra each year since that time.

1.3.5 The action plan identified 40 measures in total. 17 of these measures are relevant to the specific geographic area within the air quality management area (see map below 1.3.6) and will be most influential in working towards the target values.

1.3.6 Map Showing the Air Quality Management Area (Red Outline) and Air Quality Objective Exceedence Areas (purple):



1.3.7 Table 1 attached in appendix 1 outlines the top 17 measures and shows progress made against them, however updates on any of the 40 can be provided on request and will be provided in the 2014 Annual Progress report to Defra which is currently being prepared. Successes include:

- Significantly improved bus fleet, which now includes 16% hybrid buses and with soon to be implemented retrofitting 43% EU 4&5 rated buses
- In 2012-13 the walk to school scheme identified in the Action Plan removed 25,524 car trips in peak travel times around the hotspot areas.
- Grant aided publically accessible Electric Vehicle charging points will be installed by April 2014 at 3 town centre

locations and next year there are plans to install 1-2 Rapid charging facilities which can charge a vehicle in 20-30mins.

- Specific Air Quality Policy to directly link the Local Plan with the Air Quality Action Plan and emerging Low Emission Planning guidance which is under development.

1.3.8 One of the challenges in delivering this action plan is to ensure that it remains up to date. In 2011 KCC underwent significant structural re-organisation which is not reflected in this action plan. The recent inclusion of public health to County and their new responsibility to report against air pollution related targets under their Public Health Outcomes Framework are also not recognised within this document and neither is the districts health inequalities action plan work as the AQAP predates it.

1.3.9 Despite the range of changes across partner organisations, which has seen 51% of originally named partners changing, progress has been made in relation to the action plan. It is acknowledged that the plan needs to be refreshed and this will take place once the planned MKIP shared Environmental health Service has been established in the Summer of 2014.

1.3.10 Other documents that will be considered for the review include:

- 1.3.10.1 Action Plan Quantitative appraisal (2013) where the following measures were assessed:
- 1.3.10.2 Local Plan developments including ITS & associated Parking Standards.
- 1.3.10.3 Low Emission Zone/Scheme Feasibility Study (in progress).

1.3.11 The quantitative appraisal modelling assessed the following scenarios:

- LDF Optimal Option (2026);
- Tackling Hotspots for Hourly NO₂ Objective (peak hour HGV restrictions through Town Centre);
- Controlled Motorway (Peak Hour and 24/7 50mph speed limit);
- Urban Traffic Management and Control (UTMC) 10-20% increase in speed through town centre; and
- Improvements to Bus Fleet Composition

It concluded that the current AQAP is unlikely to bring air pollutant concentrations below the target values by 2015 and therefore new measures and schemes are required in any reviewed document. The Low Emission Zone/Scheme Feasibility study has already identified several schemes and the work of this project should help the council deliver the modelled shortfall.

1.3.12 The Council continues to comply with the requirements at a district level, engage with key partners at county level and is always looking for opportunities align the work in related areas with the Air Quality Action Plan and realise the co-benefits that this work can provide to our communities.

1.3.13 The review and update of the AQAP will reflect this.

1.4 Alternative Action and why not Recommended

1.4.1 Not engaging in this topic would lead to a missed opportunity to maximize both health and economic benefits to the Borough. It could also lead to European fines being handed down to Local Authorities through Localism Bill. Further information on this can be found here:

http://www.theguardian.com/environment/2014/feb/20/air-pollution-european-commission-legal-action-uk-nitrogen-dioxide?CMP=tw_t_gu

<http://www.bbc.co.uk/news/science-environment-26257703>

1.5 Impact on Corporate Objectives

1.5.1 **For Maidstone to have a growing economy:** The AQAP supports the councils vision of growing in a sustainable way and therefore ensure continued growth into the future. If the AQAP is not considered then growth will not be sustainable and economic growth may be hindered in the medium to long term.

1.5.2 **For Maidstone to have a growing economy:** The AQAP directly supports the council deliver this objective by encouraging and working towards a cleaner environment for all that come to the Borough. It also provides support for financial savings to local business through improved sustainable transport options.

1.5.3 **Corporate and Customer Excellence:** The AQAP makes a significant contribution to tackling health inequality as it is often the people living in deprived areas that are most impacted by poor air quality. Poor Air Quality impacts vulnerable groups the most including the elderly, the sick and the young.

1.6 Other Implications

1.6.1

- 1. Financial
- 2. Staffing
- 3. Legal
- 4. Equality Impact Needs Assessment
- 5. Environmental/Sustainable Development

X

- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management

1.6.2 The recommendations, if accepted, could benefit many decision making bodies both within and outside the council thereby positively influencing the understanding of air quality and it's role as a key component of sustainable development.

1.7 Relevant Documents

1.7.1 Appendices

1.7.2 Table 1 Measures 1-17 Progress 2010 - 2014

1.7.3 Background Documents

1.7.4 Annual Progress report 2013 available on request or from (http://www.kentair.org.uk/documents/Maidstone_APR2013_Final.pdf)

<u>IS THIS A KEY DECISION REPORT?</u>		<u>THIS BOX MUST BE COMPLETED</u>	
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes, this is a Key Decision because:			
.....			
Wards/Parishes affected: All			
.....			

Measure	Actions	Lead Authority	Status in 2010	Targets/ Indicators	Progress and updated status to Date (Feb 2014)
<p>Measure M1: Input from the Air Quality & Transport Steering Committee (AQTSC) to Transport Hub Package & any other travel schemes within the Borough.</p>	<p>a) Regular meetings of the AQTSG to oversee Local Air Quality Management issues.</p> <p>b) Identification and prioritisation of any transport and travel measures which may affect traffic flows in Maidstone.</p> <p>C) Section 287 Works</p>	<p>KCC Transportation & Development</p> <p>+</p> <p>MBC</p> <p>KCC County Works Improvements Team</p>	<p>Potential schemes identified. Funding required.</p>	<p>a) Annual traffic counts that KCC carry out at the inner and outer cordons around the Maidstone town</p> <p>b) Response to Integrated Transport Strategy and LDF consultation.</p> <p>c) Identify status of any transport or infrastructure schemes identified in the Integrated Transport Strategy and LDF to ensure quantitative assessment of air quality implications.</p> <p>d) Identification of funding sources for air quality assessments of any identified schemes</p> <p>e) Source funding and carry out feasibility study investigating the potential for the use of traffic orders or Low Emission Zones for hotspot Areas</p>	<p>a) In 2011 the Kent Traffic Counts Programme ceased. Therefore no data is available from that time onwards. A new indicator is required.</p> <p>b&c) Environmental Health have been actively involved in Spatial Policy Team's work to develop policies and the Local Plan. The draft ITS includes direct links with the air quality action plan and there is now a proposed air quality policy.</p> <p>d) Several schemes have been identified and funding procured. These include publically Electric Vehicle Charging points, 10 retrofitted buses, 11 hybrid buses,LEP funding for a new park and ride site</p> <p>e) Obtained £40K grant funding to carry out the feasibility study. This is currently half way through. A quantification of the action plan (£15K) grant funding was also obtained. This has informed the feasibility study.</p>

<p>Measure M2: M20 Junctions 4 - 7 Controlled Motorway and Network Performance Monitoring.</p>	<ul style="list-style-type: none"> - Highways Agency to seek ministerial approval - Investigate ways to monitor effect - KHS to coordinate any information emerging from the controlled motorway system with the KCC Urban Traffic Management Scheme & Control System 	<p style="text-align: center;">HA</p> <p style="text-align: center;">+</p> <p style="text-align: center;">KCC & KHS Transportation & Development</p>	<p style="text-align: center;">Await legal process for enforcement of the variable speed limit</p>	<ul style="list-style-type: none"> - Ministerial approval of Controlled Motorway. - Implementation of traffic management measures by target year. - Identify funding for monitoring. 	<p>Controlled Motorway in place during peak times. The AQAP quantification study suggests that a 24/7 50mph speed restriction would enable the Maidstone BC to meet the air quality objective along the motorway. A new measure is required to reflect this.</p>
<p style="text-align: center;">UT</p> <p>Measure M3: Urban Traffic Management and Control (UTMC) Enhancements.</p>	<p>Collection and analysis of data.</p>	<p style="text-align: center;">KCC & KHS Transportation & Development</p> <p>Jacobs Technical Director Traffic Systems</p>	<p style="text-align: center;">Improvements to equipment (2 year programme ends March 2010)</p>	<ul style="list-style-type: none"> - 10% reduction in congestion on baseline 2005/6. - Annual review of situation. 	<p>The AQAP quantification study investigated the effect of increasing speeds by 10% and 20% through the town centre by using the UTMC. Both scenarios would improve air quality but neither would enable the objective target to be attained. Future schemes to assist increasing travel speed an smoothing flows through the town centre like the Gyrotory scheme or use of e-mote systems need to be explored and written into revised action plan.</p>
<p>Measure M4: Tackling Congestion Hotspots in Maidstone.</p>	<p>MBC to work with the KCC Network Management Team to identify congestion hotspots in Maidstone, using various data such as journey time, NI 167, ANPR; plus grade these hotspots against a congestion priority ranking system</p>	<p style="text-align: center;">KCC Network Management Team</p> <p style="text-align: center;">+</p> <p style="text-align: center;">KHS (Transportation & Development Manager)</p> <p style="text-align: center;">+</p> <p style="text-align: center;">MBC</p>	<p style="text-align: center;">Review & investigation ongoing</p>	<ul style="list-style-type: none"> - Review and update the 2006 KCC congestion hotspots report. - Establish annual periodic review of congestion hotspots from 2011 onwards. - Congestion performance indicator NI 167. - Reduction of journey times into Maidstone. - Annually report any other action taken. 	<p>No longer being recorded. Contact for the information for this measure needs to be found and indicator reworked.</p>

<p>Measure M5: Improved Co-ordination of Roadworks.</p>	<p>Strategy to be developed to improve co-ordination of road works in relation to Maidstone Air Quality hotspots.</p> <p>Ensure air quality is one of the relevant triggers for permit considerations and conditions.</p>	<p>KHS (Transportation & Development Manager) +</p> <p>Jacobs (Traffic systems Technical Director)</p> <p>+</p> <p>KCC Network Performance Team (Network Management Manager & Roadworks Manager)</p> <p>+</p> <p>MBC</p>	<p>Permit scheme commenced</p> <p>25th January 2010</p>	<p>- Periodic review of new permit scheme as outlined in the KCC document entitled "Measuring the Success of the Kent Permit Scheme (2010).</p> <p>- Implementation & review of co-ordination strategy.</p>	<p>Scheme has been in operation but no evaluation data is available.</p>																												
<p>52</p> <p>Measure M6: Improvements to Public Transport</p>	<p>1) Maidstone Quality Bus Partnership: Lobby for fleet emissions improvements within Partnership agreement</p>	<p>KCC (Transportation & Development Manager)</p> <p>+</p> <p>MBC) +</p> <p>Arriva Bus Company</p>	<p>Funding & approval required</p>	<p>- To decrease age of fleets and to increase percentage of EU 4 & 5's within fleets plus increase proportion of low emission vehicles in use.</p>	<p>1) The main bus supplier in the area is Arriva and they had a fleet of 92 buses in 2011 and 72 in 2014. Funding for retrofitting 10 buses will take place in Summer 2014.</p> <table border="1"> <thead> <tr> <th></th> <th>2011</th> <th>2014</th> <th>Post retrofit</th> </tr> </thead> <tbody> <tr> <td>EU1:</td> <td>11%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>EU2:</td> <td>31%</td> <td>16%</td> <td>16%</td> </tr> <tr> <td>EU 3:</td> <td>36%</td> <td>39%</td> <td>25%</td> </tr> <tr> <td>EU 4:</td> <td>14%</td> <td>8%</td> <td>8%</td> </tr> <tr> <td>EU5:</td> <td>7%</td> <td>21%</td> <td>35%</td> </tr> <tr> <td>ULEV:</td> <td>0%</td> <td>16%</td> <td>16%</td> </tr> </tbody> </table>		2011	2014	Post retrofit	EU1:	11%	0%	0%	EU2:	31%	16%	16%	EU 3:	36%	39%	25%	EU 4:	14%	8%	8%	EU5:	7%	21%	35%	ULEV:	0%	16%	16%
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2) Bus Lanes

3) Park and Ride

KCC
 (Transportation &
 Development Manager)
MBC

Approval required
 & funding through
 development

Approval required
 & funding through
 development

- Implementation of scheme through LDF core strategy.
- Passenger numbers.

- Implementation of scheme through LDF core strategy.
- Passenger numbers.

Improvements to public transport schemes update report to be submitted to AQTSG annually (April)

- 2) Changes to Core Strategy, ITS and the evolving Local Plan has delayed progress of delivering bus lanes.

 Funding for new Park and Ride site sought through LEP. Park and Ride sites are key parts of the ITS plan. Details are yet to be confirmed.
- 3) Park and Ride passenger numbers have declined but are looking steady and a new contract is currently out for tender. It is considered to be an important aspect of the Local Plan delivery.

	4) Rail Network Improvements	<p>KCC (Transportation & Development Manager)</p> <p>+</p> <p>MBC</p> <p>+</p> <p>South Eastern</p> <p>+</p> <p>Network Rail</p>	Ongoing improvements	<ul style="list-style-type: none"> - Feasibility study J8 M20 Maidstone Parkway. - Implementation of schemes. - Passenger numbers. - Research potential for Park & Rail scheme 	4) No further information available on the park and rail scheme. South Eastern are part of the roll out for electric vehicle charging points and negotiations continue. The high speed service to London has been successfully running since 2012.
<p>Measure M7: Optimisation of the types and distributions of HGVs in Maidstone town, particularly with respect to air quality, congestion and business-needs issues.</p>	<p>Identify funding sources for freight/HGV distribution study.</p> <ul style="list-style-type: none"> -Identify sources of information. - Develop & implement a Freight strategy. 	<p>KCC Network Performance Team</p> <p>+</p> <p>MBC</p>	Funding required plus ongoing investigation re relevant sources of information	<ul style="list-style-type: none"> - Identify funding sources. - Preparation of Freight/HGV distribution study. - Develop & implement a Freight/HGV strategy. 	<p>Assessment of the potential for peak hour ban on freight through the town centre was investigated as part of the AQAP quantification study. Minimal improvements shown. Therefore if promoted it should form one of a number of measures.</p> <p>County co-ordinate Freight actions and published a Freight Strategy in 2012.</p> <p>We are investigating a scheme to install a gas fuelling station at the John Lewis site near J6 of M20 with KCC and the operator.</p>

<p>Measure M8: Tackling hotspots with hourly NO₂ objective exceedences.</p> <p>55</p>	<p>- Investigate the potential for implementing schemes which reduce peak hour flow of traffic.</p> <p>- Investigate the use of actions which specifically discourage/reduce exposure where hourly exceedences.</p>	<p>MBC</p> <p>KHS</p> <p>(Transportation & Development Manager)</p>		<p>- Investigation report regarding schemes to reduce peak hour flow of traffic.</p> <p>- Investigation report regarding schemes to discourage /reduce exposure at road sites where members of the public may be exposed to levels of pollution in breach of the hourly NO₂ Objective.</p> <p>- Demand Management to be a consideration in the LDF transport strategy.</p>	<p>Two sites identified as potential exceeding hourly objective includes Upper Stone Street and the Wheatsheaf junction. The quantification study examined scenarios for these two sites and concluded that further schemes required, especially for Lower Stone Street.</p> <p>A preliminary investigation has been carried out on the potential of reversing the one way system. Conclusions are promising from an air quality perspective and this is being pursued.</p> <p>Other schemes that target peak hour traffic flows include walk to school schemes. Environmental Health actively sponsor this scheme and are running a school councils event in the Town Hall on 2nd April 2014. The scheme has been very successful removing 25,524 car trips at peak times in 2012-13.</p>
<p>Measure M9: Town Centre Regeneration Action Plan.</p>	<p>Maidstone High Street redesign & improvement measures.</p>	<p>MBC</p>	<p>High Street works start Autumn 2010; phasing subject to funding</p>	<p>- Implementation of High Street improvement scheme.</p> <p>- Adoption/implementation Area Action Plan.</p>	<p>High Street works completed. Changes to bus stops and taxi operations currently being monitored.</p>

<p>Measure M10: MBC & KCC will seek improvements in Emissions Standards for KCC & MBC Council Fleets and Public Service Vehicles.</p>	<p>Development of Green Procurement Strategy.</p>	<p>MBC + KCC Operations (Street Scene Manager)</p>	<p>Currently in development but not approved by cabinet yet</p>	<p>- Average age fleet and Euro category/Fuel type.Target to be set)</p>	<p>A sustainable procurement strategy was developed in 2011 but probably needs to be updated in line with changes in transport emission and procurement legislation.</p>
<p>Measure M11: MBC will ensure local air quality is fully integrated into the LDF process and development scenarios are appropriately assessed with respect to potential impacts on air quality.</p>	<p>An air quality Supplementary Planning Document (SPD) is being developed and may be implemented following LDF adoption.</p>	<p>MBC</p>	<p>Await LDF adoption 2011 and subsequent final draft of SPD</p>	<p>- Adoption of Air Quality SPD or similar guidance.</p>	<p>Scrutiny and Cabinet have agreed a draft air quality policy for inclusion in the Local Plan and a draft Low Emission and Air Quality Planning guidance document is being developed through the Low Emission Feasibility Study Project.</p>
<p>Measure M12: MBC will request contributions for developments likely to have an air quality impact on the AQMA. either through the use of S106 agreements or through a Community Infrastructure Levy (CIL).</p>	<p>- Framework to be developed for calculation of contributions in relation to air quality issues either for use in S106 agreements or in a CIL. - CIL/tariff levels may be debated through the core strategy Inquiry.</p>	<p>MBC</p>	<p>Ongoing</p>	<p>- Contributions secured, (either through S106 agreements or a CIL/ strategic tariff), to be used to fund initiatives that assist Local Air Quality Management.</p>	<p>Use of S106 has been limited. The role of CiL and S106 is being developed by Spatial Planning in order to support delivery of the ITS.</p>
<p>Measure M13: MBC will ensure effective co-ordination between climate change and air quality strategies and action plan measures.</p>	<p>Strategy to be developed to improve co-ordination between climate change and air quality strategies and action plan measures.</p>	<p>MBC</p>	<p>Ongoing</p>	<p>- Implementation of co-ordination strategy - Reciprocal attendance of air quality and climate change working groups/steering committees</p>	<p>Climate Change and Air Quality all fall under Environmental Health as of 2012.</p>

<p>Measure M14: MBC will continue its active involvement and support of the Kent and Medway Air Quality Partnership.</p>	<ul style="list-style-type: none"> - Attend quarterly meetings of partnership and share information. -Continue annual payment of fee to support membership and running of the Kent and Medway Air Quality Network. - MBC will continue to work together the Kent and Medway Air Quality Partnership on promotional activities to raise the profile of air quality in Kent and Maidstone. 	<p style="text-align: center;">MBC</p>	<p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> - Membership of the Partnership and Network continued. - Number of Partnership events MBC involved with which raise the profile of air quality in Maidstone 	<p>Maidstone continues to be members and currently chair of the group.</p> <p>During our chairmanship the profile of the group has increased and invites for joint presentations with our county public health, sustainable business and climate change colleagues have increased.</p> <p>Including presentation to London Air Quality Partnership, request to use Maidstone Health Impact Assessment as National guidance document and joint poster with KCC public health and the Annual Public Health England Conference 2013.</p>
<p style="text-align: center;">57</p> <p>Measure M15: MBC will continue its active involvement and support of the Low Emissions Strategies (LES) Partnership.</p>	<p>Attend meetings; participate in relevant workshops and questionnaires/surveys.</p>	<p style="text-align: center;">MBC</p>	<p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> - Membership of the Partnership continued. - Application of LES. 	<p>This group has closed. It is now a registered charity and has recently developed a case study tool called the low emissions hub.</p>

<p>Measure M16: MBC will ensure effective co-ordination of local air quality management with Tonbridge & Malling Borough Council.</p>	<p>-T&M BC attendance of MBC Air Quality & Transport Steering Group;</p> <p>- Development of strategy for joint working, particularly in relation to air quality improvements along Forstal Road, Aylesford.</p>	<p>MBC</p> <p>+</p> <p>T&M BC Environmental Protection Team</p>		<ul style="list-style-type: none"> - Organisation of MBC+T&MBC meetings to discuss potential actions and targets. -Development of Strategy for joint working in relation to Local Air Quality Management. - Preparation/Implementation of joint strategy for AQ improvements along Forstal Road, Aylesford. 	<p>The two authorities have attended respective steering groups and successfully applied for £150K grant funding for the bus retrofit project from Defra (2012) which is soon to retrofit 10 Arriva buses.</p> <p>TMBC are actively engaged with the development of the Low Emission Air Quality and Planning guidance as cumulative impacts over the lifespan of our local plans affects both districts.</p>
<p>Measure M17: MBC will investigate potential use of NO_x reducing paving and paints in the AQMA.</p> <p>58</p>	<p>Survey of current studies and evidence</p>	<p>MBC</p>		<ul style="list-style-type: none"> - Review carried out of studies undertaken by other local authorities and any other supporting evidence; - Identify potential funding sources - Implementation of improvement schemes. 	<p>External research suggests that this measure is not cost effective in the long term and does not address the fundamental cause of exceedences. It is recommended that this measure is removed for the time being.</p>

MAIDSTONE BOROUGH COUNCIL

COMMUNITY, LEISURE SERVICES AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

REPORT OF HEAD OF HOUSING AND COMMUNITY SERVICES

Report prepared by Neil Coles

Date Issued: 28 January 2014

1. HOMELESSNESS STRATEGY 2014-19

1.1 Key Issue for Decision

1.1.1 To consider the draft Homelessness Strategy currently being formulated.

1.2 Recommendation of the Head of Housing and Community Services

1.2.1 That the Overview and Scrutiny Committee provides comments to the Cabinet Member for Community and Leisure Services concerning the priorities and actions that are included in the Homelessness Strategy.

1.3 Reasons for Recommendation

1.3.1 Under the 2002 Homelessness Act, it is a statutory requirement for all local housing authorities to publish a Homelessness Strategy at least every five years.

1.3.2 The Homelessness Strategy frames how the council will work to address homelessness in the borough over the next 5 years. It provides a plan of the local authority's intended activities to prevent homelessness and to ensure sufficient provision of accommodation and support for households who are homeless or at risk of homelessness.

1.3.3 The draft strategy has been prepared following the completion of the council's Homelessness Review completed in January 2014, and which was considered by Overview and Scrutiny Committee on 12 November 2013.

1.3.4 The Homelessness Review identified a number of key findings, including:

- The number of homelessness decisions made by the Council has increased significantly since April 2011
- The number of cases accepted as homeless, eligible for assistance and in priority need has also increased since 2010

- The number of single male homeless households is increasing
- "Parents" no longer willing to accommodate remains the main reason for homeless, followed by "termination of assured shorthold tenancy"
- Homelessness preventions have decreased, although this is most likely to be as a result of changes to how homelessness decisions are recorded by local authorities
- Landlord possession claims have increased steadily since 2006, although the number of orders actually granted are much lower and have only seen a gradual increase
- Mortgage repossessions orders have decreased since 2009/10 although they remain at a higher level than before the financial downturn
- Levels of rough sleeping have decreased since 2010

1.3.5 The strategy has been framed around 5 key objectives:

- Preventing homelessness amongst local residents who are homeless or at risk of homelessness;
- Securing sufficient levels of appropriate accommodation within Maidstone to house homeless households;
- Ensuring vulnerable households have access to appropriate support to enable them to live independently;
- Reducing health inequalities amongst homeless households, and;
- Strengthening partnership working at local, county, and national level.

1.4 Alternative Action and why not Recommended

1.4.1 If the council does not adopt a Homelessness Strategy it will not be complying with the requirements of the Homelessness Act 2002.

1.5 Impact on Corporate Objectives

1.5.1 Addressing homelessness within the borough will assist the council to meet its priority for Maidstone to be a decent place to live.

1.5.2 Homelessness does present a negative impact on the local economy and increasing homelessness has a detrimental effect on economic stability.

1.6 Risk Management

1.6.1 There is a risk that actions contained within the strategy may not be completed. The action plan will be monitored through the council's performance management systems to ensure compliance.

1.7 Other Implications

1.7.1

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

1.7.2 There is a financial impact resulting from the council’s obligation to provide emergency temporary accommodation to certain homeless households. Reducing homelessness will have a positive budgetary impact.

1.7.3 An Equality Impact Needs Assessment will be completed on completion of the strategy.

1.8 Relevant Documents

1.8.1 Appendices - Appendix 1: Draft Homelessness Strategy 2014-19

1.8.2 Background Documents

1.8.3 Homelessness Review – January 2014

IS THIS A KEY DECISION REPORT?

Yes

No

If yes, this is a Key Decision because: All wards affected

.....

Wards/Parishes affected: All

.....

How to Comment

Should you have any comments on the issue that is being considered please contact either the relevant Officer or the Member of the Executive who will be taking the decision.

Cllr J Wilson

Cabinet Member for Community and Leisure Services
E-mail: johnwilson2@maidstone.gov.uk

Neil Coles

Housing Services Manager
E-mail: neilcoles@maidstone.gov.uk

MAIDSTONE BOROUGH COUNCIL

HOMELESSNESS STRATEGY

2014 – 2019

Version 0.2

FOREWORD

[To follow]

1. INTRODUCTION

Dealing with local homelessness remains a strategic priority for Maidstone Borough Council.

Homelessness takes many forms, including sleeping rough, hidden homelessness such as “sofa surfing” and living in unsuitable or temporary accommodation. It can have negative knock-on effects on a person’s health and wellbeing and their ability to access education and employment. Homelessness can affect social cohesion within local neighbourhoods and economic prosperity.

Homelessness can bring significant costs to local housing authorities and their partners, at a time of diminishing public resources. National reforms introduced since the last strategy, such as welfare reform, are also likely to make it more challenging for the Council to deal effectively with local homelessness.

The Homelessness Act 2002 requires all local housing authorities to have a Homelessness Strategy and undertake a homelessness review of the borough every five years. The strategy is required to provide an overall plan of the local authority’s activities to prevent homelessness and to ensure sufficient provision of accommodation and support for households who are homeless or at risk of homelessness.

Since the previous strategy was published in 2008, the Council has made significant progress in tackling local homelessness. Specific achievements include:

- Housing 3054 households from the Council’s housing register
- Enabling delivery of 1155 new affordable homes within the borough
- Revising the Council’s bond scheme to enable more households to access the private rented sector
- The introduction of the Homefinder Scheme to enable the Council to discharge it’s homelessness duty into the private rented sector
- Revising the Council’s Allocation Scheme to prioritise local residents and those contributing to the local community

This strategy sets out how the Council will deal with homelessness within the borough over the next five years. The Action Plan for the strategy will be regularly monitored by Maidstone Borough Council and its partners and progress reported to Members.

2. THE NATIONAL CONTEXT

The wider economic climate, reduced housebuilding, higher levels of unemployment and the introduction of welfare reforms have created a challenging environment for homelessness prevention.

In particular, the changes to benefits (see Fig 1), whilst necessary to reduce households' reliance on the state, also impacts those households' ability to fund their housing costs and may potentially lead to an increase in homelessness.

Figure 1 – Summary of Key Welfare Reform Changes

Local Housing Allowance (LHA)

In April 2011, LHA was reduced from the 50th percentile of market rents to the 30th percentile and an overall cap to LHA of £400 a week was introduced. Since April 2013, LHA increases in LHA have been linked to CPI rather than RPI, which disconnects LHA from likely rent increases. The level of LHA available to people under-35 has also been restricted to the single room rate, making it difficult for them to access self-contained housing. The Government has also talked about possible future restrictions to housing benefit for those under-25.

Council Tax Support

In April 2013, Council Tax Benefit was replaced by locally determined Council Tax Support scheme. Under the new scheme, local authorities can decide the level of Council Tax Support provided to working age claimants. This has resulted in some households seeing a reduction in the level of financial support they receive towards their council tax bill and having to make an additional contribution themselves.

Spare Room Subsidy

Since April 2013, working age social housing tenants in receipt of Housing Benefit with one spare room have had their benefit cut by 14% and those with two or more bedrooms have seen a reduction of 25%. A shortage of one and two bedroom properties has meant that many households who want to move can't and are meeting the rent shortfall themselves.

Benefit Cap

An overall benefit cap was introduced in July 2013, limiting total working age benefits to average (median) net earnings for a working household, currently £26K a year. Couples and households with children receive £500 per week for a household and single people £350. This puts particular pressure on larger families, who have much higher housing costs.

Disability Benefits

From April 2013, Disability Living Allowance and Incapacity Benefit started to be replaced by Personal Independent Payments (PIP) Employment and Support Allowance (ESA) respectively. Existing claimants will be assessed before being transferred to the new benefits and may find that their current benefit entitlements are either reduced or cut completely, putting additional pressure on their finances.

Universal Credit

The proposed introduction of Universal Credit in 2017 will see all working age benefits (excluding Disability Living Allowance or Carer's Allowance) rolled into one single monthly payment, paid directly to the tenant. This means that many tenants who currently have their Housing Benefit paid directly to their landlord will be responsible for paying their rent to their landlord themselves, which may be difficult for some more vulnerable households to manage.

The Government has committed significant amounts of funding to tackling homelessness, including additional Discretionary Housing Payment funds to help support households cope with the effects of welfare reform.

Despite this, nationally, homelessness is rising, as is use of Bed and Breakfast as temporary accommodation, leading to significant increased costs for local

authorities. “Termination of assured shorthold tenancy” has become the main reason for homelessness across the country, followed by “parents no longer willing to accommodate”.

3. REVIEW OF HOMELESSNESS IN MAIDSTONE

A comprehensive review of homelessness within the borough was carried out in Autumn 2013. The review considered the current and likely future levels of homelessness in the borough, the activities carried out in the borough for the prevention and relief of homelessness, and the resources available in the borough for these activities. The review consisted of analysis of local data over the previous 5 years and consultation with key stakeholders, including social and private landlords and homeless households. A copy of the review can be found on the Council’s website: www.maidstone.gov.uk

3.1. Key findings

The review found that:

- The number of homelessness decisions made by the Council has increased significantly since April 2011
- The number of cases accepted as homeless, eligible for assistance and in priority need has also increased since 2010
- The typical profile of someone who was accepted as having a full housing duty towards them is:
 - A female lone parent (47% of applicants);
 - Aged between 16-44 (82% of applicants) and;
 - With one child (46% of applicants)
- The number of single male homeless households is increasing
- “Parents” no longer willing to accommodate remains the main reason for homelessness, followed by “termination of assured shorthold tenancy”
- Homelessness preventions have decreased, although this is most likely to be as a result of changes to how homelessness decisions are recorded by local authorities
- Landlord possession claims have increased steadily since 2006, although the number of orders actually granted are much lower and have only seen a gradual increase
- Mortgage repossessions orders granted have decreased since 2009/10 although they remain at higher than pre-2007 levels
- Levels of rough sleeping have decreased since 2010, compared to increases in neighbouring local authorities
- The number of homeless people accessing housing-related support from the Kent Supporting People Programme has decreased by around 35% since 2010
- 37 families were affected by the benefit cap and 240 young people were affected by the extension of the shared room rate to under-35s

3.2. Key issues

The review identified the following key issues for consideration within the strategy:

- The increasing importance of the private rented sector in reducing homelessness and the barriers to providing a sustainable affordable housing solution;
- The increasing number of landlord possessions in the private rented sector contrasted with the reduced ability for prospective tenants to access private rented accommodation;
- The relationship between the Allocation Scheme and encouraging homeless applicants into employment, voluntary work or training;
- The reduction in referrals to Kent County Council's Supporting People programme (for example to provide housing-related Floating Support) for homelessness services despite the increasing levels of homelessness in Maidstone, and;
- The increase in mortgage possession orders granted but not yet enforced which may result in a future spike in homelessness as the property market recovers.

4. PRIORITIES AND OBJECTIVES

The key priorities of the Council are:

- Maidstone has a growing economy
- Maidstone is a great place to live
- Maidstone delivers excellent customer service

The Council believes the best way to prevent homelessness is to ensure everyone has the best prospect to develop themselves to make the most of their opportunities. Key to this principle is ensuring that Maidstone's citizens make the most of early year's development, education and training in order to be able to compete in the working environment. The Housing Service works in a collegiate way with other services in the Council, e.g. economic development and community development, and voluntary groups to provide a wide range of services.

To support this approach the Council's Allocation Scheme provides for a greater ratio of social housing vacancies to be advertised to applicants in Band A (community contribution). Applicants in Band A will either be in work, undertaking a voluntary activity or be in education or training; and can be persons owed the full housing duty under the homelessness legislation.

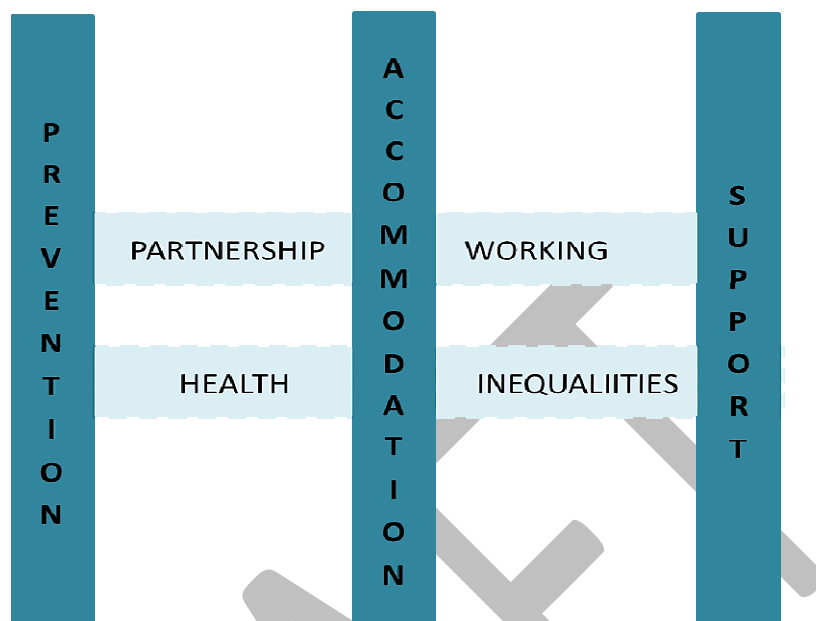
Other homeless applicants fall within Band D and their housing circumstances are more likely to be resolved sooner by accessing the private rented sector. Assistance can be provided in the form of the Homefinder Scheme.

The priorities of the Homelessness Strategy are:

- the prevention of homelessness
- provision of accommodation for homeless and at risk households
- support for vulnerable households

Cutting across these priorities are two key issues: health inequalities and partnership working. These are set out in Fig 2 below.

Fig 2: Priorities and cross-cutting issues



The objectives of this strategy are:

- 1) Prevent homelessness amongst local residents who are homeless or at risk of homelessness
- 2) Secure sufficient levels of appropriate accommodation within Maidstone to house homeless households
- 3) Ensure vulnerable households have access to appropriate support to enable them to live independently
- 4) Reduce health inequalities amongst homeless households
- 5) Strengthen partnership working at a local, county and national level

5. PRIORITY ONE: PREVENTION

Prevention of homelessness is a key national and local priority.

Enabling households to access employment and training opportunities can help to prevent homelessness and boost skills and confidence amongst vulnerable households.

Support for the private sector is growing in importance, as termination of private sector tenancies as a reason for homelessness is increasing. Mediation between landlords and tenants to resolve disputes can help to prevent homelessness. Changes to benefits, including the way in which housing benefit is paid, are a concern for landlords and tenants in both the private and social sectors.

Homelessness amongst young people, particularly those aged 16/17, remains a concern for the Council. Mediation between young people and their families and providing temporary respite accommodation for them to consider their housing options can help to prevent homelessness.

Investment in preventative services can help to realise greater long-term savings by reducing future homelessness presentations and reducing the need for temporary accommodation, including costly Bed and Breakfast.

We will:

- **Ensure homeless households have access to volunteering, training and employment opportunities**
- **Continue to support private sector landlords and tenants to maintain their tenancies**
- **Support affected households to manage changes to the benefit system**
- **Provide crashpad accommodation for potentially homeless young people**
- **Reduce unnecessary customer interactions and use technology to provide housing options advice**
- **Provide housing advice and guidance to households facing repossession**

5.1. Access to employment

Non-working households are more likely to suffer from homelessness than working households. A lack of a permanent address can also prevent households from gaining employment, creating benefit-dependency.

Volunteering and training for those who have never worked or have been out of work for a long time can help to build skills and confidence and prepare people for the world of work.

Helping households to become economically active can help to improve their housing options and boost the local economy. Households who are making a contribution to the local community are placed in Band A on the housing register giving them the best opportunity to secure a social home.

5.2. Private sector support

Landlord possession claims are rising and “termination of Assured Shorthold Tenancy” is now the second highest reason for homelessness within the borough. In partnership with Golding Homes, the Council offers pre-tenancy training to households on the housing register, providing advice and guidance on how to be a good tenant and maintain their tenancies. As part of its Homefinder Bond Scheme, the Council also provides additional support to private sector tenants and landlords, undertaking tenancy sustainment visits with tenants to identify and address any concerns before they lead to the landlord serving notice. This has proved successful in helping to prevent evictions within the private rented sector. The Council will also

be piloting a mediation service between tenants and landlords with Maidstone Mediation Service to help avoid the breakdown of private sector tenancies.

There is real concern amongst private sector landlords surrounding the introduction of Universal Credit. This has led to some local landlords withdrawing from the housing benefit market, particularly as they are able to secure working tenants not in receipt of benefits from the buoyant “professional tenant” market.

The concern centres on two main issues: the payment of housing benefit direct to tenants as one monthly payment and the loss of local benefit teams as a result of the centralisation of benefits within the Department for Work and Pensions. Landlords are worried that tenants will not manage their finances and could end up failing to pay their rent, leading to arrears. The centralisation of benefits could mean that were there any delays in paying benefit or changes that need to be applied it will be harder and take longer to get these resolved than if these were being managed through a local team.

Consultation with landlords has suggested that there is strong support for some form of rent guarantee from the Council for benefit claimants. This could help to prevent evictions.

5.3. Welfare reform

The Government’s welfare reforms aim to reduce the cost to the state of benefits and to incentivise people to get back into work. However it has implications for people in terms of accessing and maintaining their housing.

The introduction of the spare room subsidy, the reduction of LHA to under-35s and the benefit cap have all led to some households in Maidstone having a shortfall between their housing costs and their housing benefits, leaving them to have to make up the difference themselves.

The Government provided local authorities with additional funding for Discretionary Housing Payments (DHP) to help people affected by welfare reform. So far, relatively few claims have been made for DHP by those affected, suggesting that they have been able to meet any additional housing costs. However, households may not be able to continue to subsidise their additional housing costs over the long-term, meaning that the impacts of the reforms could still be felt in the next 6-12 months.

Other reforms such as reduction in Council Tax Support and the changes to disability benefits will see household finances squeezed further and many recipients will receive reduced levels of benefit or possibly none at all. The uprating of benefits in line with CPI instead of RPI may also mean that benefits increases will not rise in real terms.

The proposed introduction of Universal Credit in 2017 will see 6 individual benefits (including Housing Benefit) rolled into one single monthly payment, paid direct to the tenant. This will see many households facing direct payment of their housing costs for the first time. Some people may struggle to manage their personal finances properly and could fall into rent arrears.

With the introduction of welfare reforms putting an increased strain on benefit-dependent households' already tight finances, the ability to budget properly is of particular importance. Special accounts which pay rental costs direct to landlords from a person's bank account could help to ensure that they do not fall into rent arrears.

The Council is already working with Golding Homes to pilot direct payments to tenants to get them prepared for direct payment, budgeting over a longer period and paying their rent themselves. Private sector tenants are harder to reach, but would equally benefit from similar help to prepare for managing their money on a monthly basis.

5.4. Young people

For young people aged 16/17 or former care leavers aged 18-21 who become homeless, the first requirement is for Social Services to work with that young person to determine whether they should be treated as "looked after" by Social Services. Where remaining in their existing home is not possible or appropriate, the Council and Kent Social Services will work together to support that young person to make an informed choice about their care status and subsequent housing options.

Over the last 5 years, just over 40% of those accepted by the Council as being owed a housing duty were under 25. "Parents no longer willing to accommodate" remains the main reason for homelessness amongst households accepted by the Council as being homeless and in priority need, although this has reduced substantially from 60% in 2009/10 to 23% in 2012/13.

Expectations amongst young people in particular around their housing options if they present to the Council as homeless are often unrealistically high. Education about the realities of homelessness, particularly for those aged under 18, would be beneficial, especially with the potential for further cuts in housing benefit to the under-25s being talked about by senior members of the current government.

Homelessness amongst young people can often be resolved through family mediation and conciliation. The Council already works with Maidstone Mediation Service to help young people and their families to resolve conflicts and enable the young person to successfully return to the family home.

"Crashpad" accommodation can also help greatly to facilitate family reconciliation and has been used to great effect in other parts of the country, particularly in Dartford. Crashpads provide temporary respite for young people where they can have time and space away from their family whilst working to resolve their differences. Supported accommodation specifically catering for young people already exists within the borough and could also be used to provide temporary crashpads.

5.5. Housing options and advice

The Council provides housing options information and advice to local residents, ranging from general information about local housing to advice for those threatened with homelessness. Information about employment and training schemes are also discussed, with applicants being signposted to relevant agencies or staff within the

Council. Residents mainly access the housing options team by visiting the Maidstone Gateway or telephoning the team directly.

These types of one-on-one communication are resource intensive and have high transaction costs. In many cases, individual tailored advice is not required, meaning one-to-one contact is unnecessary. Greater use of web and smartphone technologies to provide housing options advice to local residents will help to reduce costs and enable housing advisors to concentrate their time and effort on those households with complex needs. The Council will shortly be introducing an online Home Advice service, which enables customers to enter their details and receive tailored housing advice without needing to see a housing advisor.

5.6. Mortgage repossessions

Mortgage repossessions within the borough spiked in 2009 and have since declined, however they remain higher than before the financial downturn. So far, relatively few homeless acceptances have been as a result of mortgage repossession, but there is a concern that this low level of activity is linked to the reduction in house prices and that more repossessions will occur as the housing market starts to pick up.

The Bank of England base rate remains at a historic low of 0.5%. An increase in base rate and related increase in mortgage rates could see households unable to pay their mortgage. The withdrawal of the Government's Mortgage Rescue Scheme in April 2014 may also leave households struggling to meet their housing costs.

6. PRIORITY TWO: ACCOMMODATION

Not all homelessness can be prevented. Where prevention of homelessness is not possible, the Council will assist local residents to move into accommodation which is suitable for their needs. For the majority, this is likely to be in the private rented sector, as the level of subsidised housing available in the borough is not enough to meet demand.

The Council transferred its housing stock to Maidstone Housing Trust, now Golding Homes, in 2004 and therefore does not own or provide subsidised housing directly. However, it retains a key enabling role, working with Registered Providers, developers and the Homes and Communities Agency to secure the delivery of new affordable homes within the borough.

Use of temporary accommodation is increasing both locally and nationally. Availability of suitable temporary accommodation within the borough is limited. Lack of move-on accommodation is resulting in households having to remain in temporary accommodation for longer, which can impact on people's health and wellbeing, particularly children. Temporary accommodation is also very costly for the Council.

We will:

- **Increase levels of temporary accommodation within the borough and reduce length of stay**
- **Enable the delivery of new affordable housing, particularly 1 and 2 bedroomed homes**
- **Make best use of the private rented sector to house homeless households**
- **Secure shared housing for under-35s**

6.1. Temporary accommodation

Increasing levels of homelessness have put increase pressure on the Council to provide temporary accommodation for homeless households. Levels of suitable temporary accommodation within the borough are limited and not sufficient to meet demand, with some households having to be placed in more expensive hotel accommodation or outside of the borough.

The Council will explore options for increasing the levels of suitable temporary accommodation within the borough, including direct provision.

A lack of move-on accommodation within the borough, particularly 1 and 2 bedroom homes, has meant that households are spending longer staying in temporary accommodation, including Bed and Breakfast, with knock-on effects for their health and wellbeing. Enabling the delivery of more affordable homes within the borough will help to ease this pressure and reduce people's length of stay in temporary accommodation.

6.2. Subsidised housing¹

Demand for subsidised housing (previously known as social housing) within Maidstone remains high and there are currently around 1300 people on Maidstone's housing register. The number of households who have been housed from the register has steadily increased since 20010/11, although not all of these have been housed within the social sector.

There are around 7,500 subsidised homes within Maidstone, however fewer than 10% become available for re-let every year. There is also a particular shortage of smaller sized properties (1 or 2 bedrooms), making it difficult to meet the growing demand for these properties on the housing register from within the existing subsidised housing stock. New supply is also restricted by overall growth in the housing market. Since the economic downturn, housebuilding across all tenures has not kept up with previous levels of provision. Over the last five years, supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historic norms. 244 new affordable homes were built in the borough in 2012/13.

¹ The term "subsidised housing" is used to describe Registered Provider-owned properties available for social rent and affordable rent

Access to subsidised housing within Maidstone is determined by the Council's Allocations Scheme. Following extensive consultation with applicants and stakeholders the new policy was introduced in 2013, and requires applicants to have both a housing need and a local connection to qualify for subsidised housing. The introduction of these criteria halved the number of households on the register. Applicants found the old points based system complex and not very transparent. As a result new banding has been introduced, with those who are homeless being placed in priority Band D unless they have additional housing needs and/or are making a contribution to the local community.

6.3. Private rented sector

The private rented sector forms an increasingly important part of Maidstone's local housing market. High local house prices and deposit requirements have kept many working households who would otherwise have bought a home from getting onto the property ladder. The prevalence of working households renting in the private sector has pushed up rental prices and limited choice for low income households within the sector.

Low levels of subsidised housing within the borough means that access to those homes needs to be rationalised effectively to ensure best use of stock. The majority of households presenting to the Council as homeless or potentially homeless will therefore only be able to secure a home within the private rented sector. This applies equally to so-called non-priority households and households accepted by the Council as homeless, eligible and in priority need.

The Council provides assistance for non-priority households who do not have the money for a deposit to secure private sector properties through its Homefinder Bond Scheme, providing a minimum bond of £1250, which can be called upon should the landlord suffer financial loss such as rent arrears or damage to property.

The Council has also recently joined the HomeHunt Scheme, which enables households to bid for private sector properties that accept benefit recipient or low income households. A bond can be offered if the household does not have funds to raise a deposit.

Using new powers contained within the Housing Act 2011, the Council can end its statutory homelessness duty towards a household with an offer of a 12-month tenancy in the private rented sector, provided the property is suitable for that household's needs.

Private landlords can be reluctant to rent their properties to homeless households. The buoyancy of the professional end of the private rental market has meant that landlords can achieve higher rents with less risk and no longer necessarily need to rent to benefit recipient households. To incentivise landlords to house homeless households, the Council has introduced a Homefinder Offer Scheme, which provides landlords with an upfront fee if they provide a property which can be used by the Council to discharge their homelessness duty for a period of 3 years. So far the scheme has had some success and there are encouraging signs that local landlords are willing to engage with the scheme.

6.4. Single households

The homelessness review identified a lack of accommodation for single people, both in the social and private rented sectors.

In particular, the changes to Local Housing Allowance which have restricted people under-35 to a shared room rate, have greatly limited the housing options for young single people. There is currently a lack of shared accommodation available within the borough for these people to live in. Greater opportunities for this type of housing exist within the private rented sector and landlords need to be made aware of the benefits providing such accommodation can bring, such as good financial returns.

Registered Providers of subsidised housing could also consider whether there is scope to convert some of their existing larger housing stock into shared accommodation for young people.

7. PRIORITY THREE: SUPPORT FOR VULNERABLE HOUSEHOLDS

Many homeless households are often vulnerable and have complex needs that require additional support. Providing such support can help households to sustain their tenancies and avoid becoming homeless again.

Support services are not provided by the Council but by partner agencies, so there need to be strong links and referral processes between organisations to ensure that vulnerable households receive the support they require.

We will:

- **Ensure people with mental health needs have access to suitable housing and support**
- **Continue to support people fleeing domestic abuse**
- **Review provision for rough sleepers**
- **Support ex-offenders to make appropriate housing choices**
- **Ensure vulnerable homeless households are referred to the Supporting People Programme if appropriate**

7.1. Mental health

There is a recognised link between homelessness and mental health issues, with an estimated 70 per cent of people accessing homelessness services nationally having a mental health problem.

Appropriate housing and housing-related support is often not considered by health agencies, who tend to be focused on clinical needs. Establishing agreed referral processes between housing and mental health services will ensure that housing options are considered as an important part of a person's mental health recovery pathway.

Supported accommodation for those with a mental health issue is over-subscribed within the borough. Where access to supported housing is not possible, the Council

will help households to secure a private sector tenancy, ensuring that a high-level of housing-support is put in place to help them to sustain their tenancies.

7.2. Domestic abuse

Violent breakdown of relationships as a reason for homelessness in the borough has increased since 2010. Victims of domestic abuse can access housing advice and support from the One Stop Shop, run by North Kent Women's Aid, which is held in the Maidstone Gateway.

The Council will provide assistance to people fleeing domestic abuse from outside of the borough, who are unable to stay in their local area because of fears for their personal safety.

7.3. Rough sleepers

Rough sleeping is the most visible manifestation of homelessness.

Rough sleeping in Maidstone has decreased since 2010. This compares favourably with neighbouring authorities who have seen rough sleeping increase over the same time period. The number of rough sleepers in the borough remains relatively high at around 14, although it is likely that they are attracted to the borough by the number of homelessness services that are available.

Rough sleepers tend to suffer from a range of complex issues, including health problems, drug and alcohol misuse issues, lack of family and personal support, financial exclusion and poor mental health. They require a range of co-ordinated assistance including housing, health and general support.

Maidstone Churches has piloted a winter shelter for rough sleepers over the winter months of 2013/14. As well as providing overnight support, the shelter signposts rough sleepers to other agencies and services, including those of the Council, to help them access appropriate accommodation and other additional support.

Maidstone town centre has suffered from time to time from street begging which can be misconstrued as rough sleeping. During 2013 a task force was set up involving housing, community development and the community safety unit that tackled the issue with direct intervention. Only half of those engaged during this time were found to be homeless.

Following this initiative the Council approached Porchlight to second a member of staff to work within the Housing & Community Services division to improve outreach work around homelessness and substance misuse. An agreement was entered into to deliver a service over 12 months and to provide an opportunity for shared learning between the agencies.

7.4. Ex-offenders

Housing plays a key role in reducing rates of reoffending and helping ex-offenders to reintegrate back into society.

Ex-offenders need to apply for housing within the borough where they are able to establish a local connection, normally the area where they lived before going into

prison. Offenders serving within Maidstone prisons are not able to gain a local connection by virtue of serving their sentence within the borough and therefore are not eligible to join the Council's housing register.

Ex-offenders can often find themselves homeless upon release from prison and in need of emergency accommodation. The Council will work with the Prison Service and Kent Probation to support ex-offenders to access suitable accommodation within the borough and make appropriate housing choices.

7.5. Supporting People Programme

Kent Supporting People provides housing-related support to vulnerable people with Kent, including homeless hostels, refuges, support accommodation and Floating Support services for people in the private rented sector.

The programme's main clients remain single homeless people with support needs, mainly male, although this has decreased over the last three years. Homeless families with support needs have doubled over the same period, although still in relatively low numbers.

The number of homeless clients accessing housing-related support has decreased in Maidstone by around 35% since 2010, despite an increase in the number of homeless persons in the borough and no decrease in service provision from the programme. This would suggest that the programme is not getting the level of referrals from the Council and other agencies that it previously did. There has been much publicity at a national level around the removal of the ring-fence around Supporting People funding and some assumptions may have been made at a local level that the service capacity has been reduced. However this is not the case.

8. CROSS-CUTTING ISSUES

8.1. Health inequalities

Households who are homeless tend to experience greater health inequalities than the rest of the population.

Living in temporary accommodation can negatively impact a person's health and wellbeing, particularly mental health. People in temporary accommodation often suffer with stress-related health conditions such as depression and children are more likely to suffer illness and experience difficulties at school whilst staying in unsettled accommodation. People in temporary accommodation can also often lose contact with primary healthcare services. This is a particular problem for families, as children can miss out on key immunisations, impacting their future health.

Rough sleepers also tend to suffer substantial health problems. They have high rates of diseases such as tuberculosis and hepatitis, pneumonia, hypothermia, poorer mental health and greater prevalence of smoking, alcohol and substance misuse. The average life expectancy of a rough sleeper is just 47, 30 years below the general population. The lack of a permanent address makes registering with a GP and accessing primary health care services difficult. Where rough sleepers are treated in hospital, they are often discharged without a home to return to, making ongoing provision of healthcare difficult.

8.2. Partnership working

Partnership working underpins the prevention of homelessness within the Borough. The Council already works closely with a range of partners including Registered Providers, Kent Supporting People, Kent County Council, Kent Probation, Maidstone Community Safety Partnership and voluntary and community services including Maidstone Mediation Service, CAB, Maidstone Churches and Maidstone Day Centre. Strengthening existing relationships and developing similarly strong partnerships with other relevant local, County-wide and national organisations will help to ensure the strategy is delivered.

Reductions in public funding are likely to continue throughout the lifetime of this strategy. The Council and its partners will need to ensure that they can continue to deliver effective homelessness services in this challenging financial environment. Opportunities to pool resources and jointly take advantage of any local, regional or national funding opportunities will help all organisations to maintain services, achieve value for money and potentially provide additional services that would otherwise not have been delivered.

9. IMPLEMENTATION

9.1. Action plan

Objective 1: Prevent homelessness amongst local residents who are homeless or a risk of homelessness				
Action		Outcomes	Lead	Timescale
1.1	Ensure homeless and at risk households have access to training, volunteering and work opportunities	<ul style="list-style-type: none"> Homeless households contribute towards the local community More homeless households become economically active 	MBC VCS Jobcentrep lus	April 2017
1.2	Undertake a review of how to make best use of the private rented sector to assist in tackling homelessness	<ul style="list-style-type: none"> Increase housing options for benefit recipient households Reduce housing register 	MBC Private landlords	October 2014
1.3	Engage with private sector landlords and tenants to raise awareness of, and prepare for, Universal Credit	<ul style="list-style-type: none"> Landlords and tenants are aware of Universal Credit and how it will affect them 	MBC Private landlords	April 2017
1.4	Pilot a tenancy mediation service for private sector landlords and tenants	<ul style="list-style-type: none"> Fewer private sector evictions 	MBC Maidstone Mediation Private landlords	September 2015
1.5	Explore options with Kent Savers for budgeting accounts for tenants affected by Universal Credit	<ul style="list-style-type: none"> Fewer rent arrears amongst private sector tenants Fewer private sector evictions 	MBC Kent Savers Private landlords Registered Providers	April 2018
1.6	Provide low income households with finance and budget management advice	<ul style="list-style-type: none"> Fewer rent arrears amongst private sector tenants 	MBC Registered	April 2018

Draft – Version 0.2

	and guidance	<ul style="list-style-type: none"> Fewer private sector evictions 	Providers CAB	
1.7	Increase provision of temporary crashpads for young people within the borough	<ul style="list-style-type: none"> Reduced homeless amongst young people 	MBC Supported housing providers	December 2014
1.8	Educate young people within the borough about the realities of homelessness	<ul style="list-style-type: none"> Fewer young people presenting as homeless 	MBC Schools Housing support providers	December 2014
1.9	Pilot a Home Advice scheme to reduce unnecessary customer demand and interaction with the housing options service	<ul style="list-style-type: none"> Routine queries diverted to alternative channels Transaction costs for housing options reduced Housing options staff able to provide more time to those with most complex needs 	MBC	September 2015
1.10	Monitor mortgage repossession claims and offer assistance and advice to affected households	<ul style="list-style-type: none"> Households at risk of being repossessed receive help and advice at an early stage Mortgage repossessions do not become a major reason for homelessness 	MBC Court Service	On-going

Objective 2: Secure sufficient levels of appropriate accommodation within Maidstone to house homeless households

Action		Outcomes	Lead	Timescale
2.1	Pilot direct provision of emergency accommodation within the borough	<ul style="list-style-type: none"> Reduce use of Bed and Breakfast Reduce costs to the authority 	MBC	December 2014
2.2	Maximise new affordable housing delivery, particularly 1 and 2 bedroom homes	<ul style="list-style-type: none"> More social homes available within the borough Those most in need able to secure a social home 	MBC Registered Providers	On-going
2.3	Review the impact of the Allocations Scheme to ensure social housing is being allocated effectively and revise as necessary	<ul style="list-style-type: none"> Social housing allocated to those most in need Homelessness preventions are not adversely affected by the Allocation Scheme 	MBC Registered Providers	April 2015
2.4	Increase participation in the HomeHunt scheme amongst private landlords	<ul style="list-style-type: none"> Increase access to the private rented sector for homeless or at risk households Increase housing options for non-priority households 	MBC NLA Private landlords	October 2015
2.5	Expand the Homefinder Offer Scheme to more landlords within Maidstone and neighbouring boroughs	<ul style="list-style-type: none"> Increase discharge of homelessness duty into the private rented sector 	MBC Private landlords	October 2015
2.6	Secure provision of shared accommodation for use by under-35s	<ul style="list-style-type: none"> Increase housing options for under-35s Reduce DHP spend 	MBC Private landlords Registered Providers	

Objective 3: Ensure vulnerable households have access appropriate support to enable them to

live independently				
Action	Outcomes	Lead	Timescale	
3.1	Ensure people with mental health needs have sufficient access to housing and support services	<ul style="list-style-type: none"> • Quicker, simpler referrals between housing and health services • People with mental health needs can access appropriate accommodation • Fewer vulnerable households are evicted 	MBC Supporting People Support Providers KMPT Registered Providers	April 2015
3.2	Domestic Abuse	•		
3.3	Raise awareness of housing, health and support services for rough sleepers	<ul style="list-style-type: none"> • Rough sleepers are signposted and connected to housing, primary health care, mental health and substance misuse services 	MBC GPs Support Providers	June 2015
3.4	Review the success of the winter shelter in enabling rough sleepers to access alternative accommodation and support services	<ul style="list-style-type: none"> • Fewer rough sleepers in Maidstone • Rough sleepers supported to access services and accommodation 	MBC Maidstone Churches	July 2014
3.5	Ensure ex-offenders are appropriately supported to access suitable housing and support	<ul style="list-style-type: none"> • Reduction in reoffending rates amongst ex-offenders 	MBC Kent Probation Kent Prison Service Kent Supporting People	March 2015
3.6	Ensure that homeless households in Maidstone are appropriately referred to Kent Supporting People services	<ul style="list-style-type: none"> • More homeless households receive housing-related support • More vulnerable households are able to live independently • Fewer vulnerable households are evicted 	MBC Supporting People VCS	April 2015
Objective 4: Reduce health inequalities amongst homeless households				
Action	Outcomes	Lead	Timescale	
4.1	Improve access to GPs and primary care services for homeless households	<ul style="list-style-type: none"> • Increase no. of households in temporary accommodation accessing primary health care services • Increase no. of rough sleepers accessing primary health care services 	MBC GPs	June 2015
4.2	Develop a homeless hospital discharge protocol for rough sleepers	<ul style="list-style-type: none"> • Homeless people have accommodation upon discharge so increasing opportunities for continuation of care and reduction of readmission 	MBC Hospitals	June 2015
Objective 5: Strengthen partnership working at a local, county and national level				
Action	Outcomes	Lead	Timescale	

5.1	Be an active member of local, county and national networks	<ul style="list-style-type: none"> • Share and learn from best practice • Promote innovation in Maidstone 	MBC	On-going
5.2	Explore opportunities to pool resources and take advantage of local, regional or national funding opportunities as they arise	<ul style="list-style-type: none"> • Reduced costs and better value for money in service delivery • New services are developed at minimal cost to the Council 	MBC KHOG JPPB Registered Providers	On-going

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Agenda Item 12

Maidstone Borough Council

Communities, Leisure Services and Environment Overview & Scrutiny Committee

Tuesday 11 March 2014

Health Inequalities Action Plan for Maidstone

Report of: John Littlemore, Head of Housing and Community Services

1. Introduction

- 1.1 The Communities Overview and Scrutiny Committee have within its terms of reference responsibility for the scrutiny of Health and Wellbeing and Health Inequalities.
- 1.2 The Committee's Chairman and Vice-Chairman were advised that a health inequalities action plan for Maidstone was being drafted and felt it important that the Committee took the opportunity to be involved in agreeing the approach and key priorities for action.
- 1.3 Following the Corporate Governance Review and the decision of Council to develop an enhanced scrutiny model, Councillor John A Wilson, Cabinet Member for Communities and Leisure felt that the development of the action plan would provide an excellent opportunity to involve scrutiny at an early stage. The Committee's involvement is at a pre decision stage, in a strategic action plan, looking at the borough as a whole.
- 1.4 The Chairman and Vice Chairman felt it appropriate to receive a follow up report from the Cabinet Member for Community and Leisure Services and John Littlemore, Head of Housing and Community Services on the final draft of the health inequalities action plan for Maidstone.

2. Recommendation

- 2.1 The Committee should consider the information presented and make comment on the Health Inequalities Action Plan, to the Cabinet Member for Culture and Leisure Services.

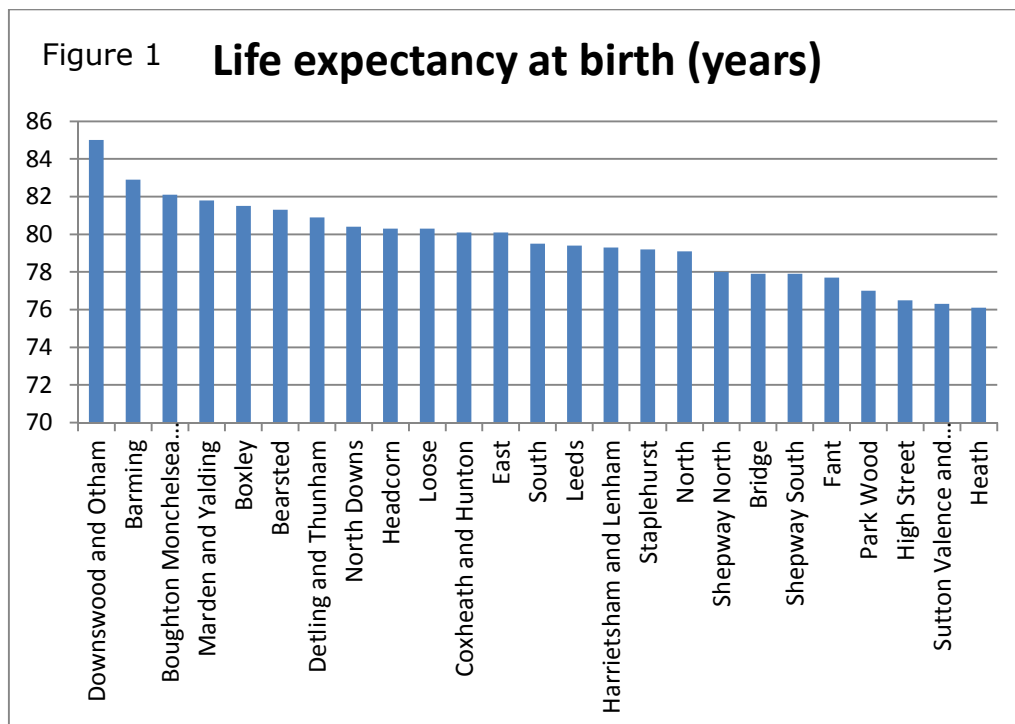
3. Maidstone Health Inequalities

3.1 What is Health Inequalities?

Health inequalities are described as the differences in health status between different groups or communities within the population. At both community and individual level, poor health is linked to social and economic disadvantage and deprivation. Differences in income, employment, education, housing, social environment and access to services all produce inequalities in health outcome. Living in areas of low income, poor employment and poor infrastructure increases the risk of ill health.

3.2 Health Inequalities in Maidstone

Levels of health and wellbeing in Maidstone are generally good, being largely above national and regional averages. This position, however, hides some pockets of deprivation and ill health. The difference in life expectancy at birth of our most affluent wards compared to our most deprived is 8.9 years (figure 1), putting us mid-table when compared to other districts in Kent.



3.3 There is a larger difference in life expectancy of men and women; 7.0 years lower for men and 4.4 years lower for women in the most deprived areas of Maidstone than in the least deprived. Not only does this gap mean that those living in the most deprived areas of Maidstone have a shorter life expectancy, they also have a lower disability free life expectancy than others in our communities.

3.4 The neighbourhoods that make up the areas of higher deprivation lie particularly in the electoral Wards of:

- Park Wood
- High Street
- Shepway North
- Shepway South

3.5 Priority focus will be given to work targeting the wider determinants of health in these areas as an attempt to reduce health inequalities within and between our communities.

4. What this plan will do to tackle health inequalities in Maidstone

4.1 The Maidstone Health Inequalities Action Plan sets out aims and objectives that deliver outcomes in the short, medium and long term, based on the 6 priorities for action outlined by Professor Marmot in his 2010 report 'Fair Society, Healthy Lives'.

4.2 Maidstone Borough Council have adopted a strong multi-agency partnership approach; delivering a universal offer which is targeted both in terms of need (vulnerability) and deprivation (geography).

4.3 Maidstone Borough Council aims to reduce health inequalities by reducing the gap in health status within and between our communities, by improving health most quickly for areas with high levels of deprivation.

4.4 This action plan sets out how all partners will work together to achieve this aim, so that people will live longer in better health, and the variances in life expectancy in Maidstone will reduce.

5. Who will do what?

5.1 The Action Plan provides a framework and tools to identify, analyse and evaluate partnership actions that will contribute to reducing health inequalities in the Maidstone Borough.

5.2 Maidstone Borough Council recognises the importance of reducing health inequalities and improving health and wellbeing, a theme that runs through the 3 strategic priorities and 7 key outcomes set out in the Strategic Plan 2011-15. As such, many of the actions contained in this plan are drawn from service plans and strategies that sit across the council. This action plan seeks to draw together priorities and actions from across the authority and partners that seek to reduce health inequalities in Maidstone.

5.3 The delivery of this action plan will only be successful if delivered in partnership; crucial to this is the development of the Maidstone Health and Wellbeing Group which will have the responsibility to oversee the delivery of this plan and report progress back to the

Kent Health and Wellbeing Board, the West Kent CCG Health and Wellbeing Board and Maidstone Strategic Board. The Group will own the action plan, but will not be the sole owner of some of the actions contained within it.

- 5.4 Work on reducing health inequalities cannot be tackled alone and needs the support of a wide range of local partners. With this in mind Maidstone Borough Council held a Health Inequalities Stakeholder day in July 2013 where partners were asked to identify how they could contribute to reducing health inequalities in Maidstone. The outcomes of the workshop are the actions that are included within this plan.

Maidstone Health Inequalities Action Plan

2014 – 2020

Foreword by Cllr Chris Garland, Leader of Maidstone Borough Council



Welcome to Maidstone Borough Council's Health Inequalities Action Plan. This Plan sets out Maidstone Borough's plans to tackle health inequalities over the next five years.

Health inequalities are stubborn, persistent and difficult to change. They are also widening and will continue to do so unless we do things differently. This means addressing not only the short-term consequences of avoidable ill-health but also the longer-term causes. The benefits of reducing health inequality are social and environmental, as well as economic. Creating a sustainable future is entirely compatible with activities to reduce health inequalities.

The reasons for health inequalities are complex and tackling them requires concerted action at all levels. Tackling health inequalities is a key priority of the Maidstone Community Strategy and has been highlighted in the emerging Local Plan that it is an issue that needs concerted action.

No one organisation can tackle health inequalities alone and co-ordinated and targeted action in partnership is at the heart of this action plan. This plan sets out to focus and co-ordinate the actions of a range of partners that will make the biggest difference to reducing health inequalities. Many of these actions are incorporated within partner's strategic plans and are already in development.

I am confident that this Plan creates the opportunities for sharing good ideas, support and resources helping to make stronger and healthier communities. I look forward to working with you all to ensure that Maidstone becomes even healthier going into the future.

Cllr Chris Garland
Leader of Maidstone Borough Council

Introduction by Cllr John A. Wilson, Cabinet Member for Communities and Leisure Services, Maidstone Borough Council and Chair of the Maidstone Health and Wellbeing Delivery Group



The plan has been developed by Maidstone Borough Council's Health and Wellbeing Delivery Group who will be responsible for monitoring and reporting on progress to the emerging Maidstone Partnership Board and West Kent Health and Wellbeing Board.

Maidstone Borough is a thriving community to live in. Some parts of the area are amongst the most affluent in England; however close to these we have pockets of deprivation.

We know that social exclusion has a major effect on people's health and wellbeing, making it much more likely that they will suffer poor health and die earlier than people who live in more affluent areas.

As Chair of the Maidstone Health and Wellbeing Group, our partners have been instrumental in the development of this plan, forming both our strategic and delivery approach to reducing health inequalities based on:

- Continuing to develop a whole-system approach to health improvement by tackling the underlying causes of ill-health, through improving educational attainment, housing, getting local people into jobs and creating a safe and healthy, sustainable environment;
- Delivering of short, medium and long-term actions to create sustainable improvements in health. These are based on the evidence of what works to support lifestyle changes and improve the impact of health and social care services on reducing health inequalities; and
- Targeting areas / priority groups and empowering communities to improve their wellbeing.

As the determinants of good health relate to a broad range of issues, improvements in the health and wellbeing of the local population can only be achieved through effective partnership working.

This plan will need to be refined further over the next year; we need to ensure our actions to tackle the wider determinants recognise their impact on health. We need to move beyond just trying to change individual lifestyle behaviour to empowering communities to improve their wellbeing in a more holistic way.

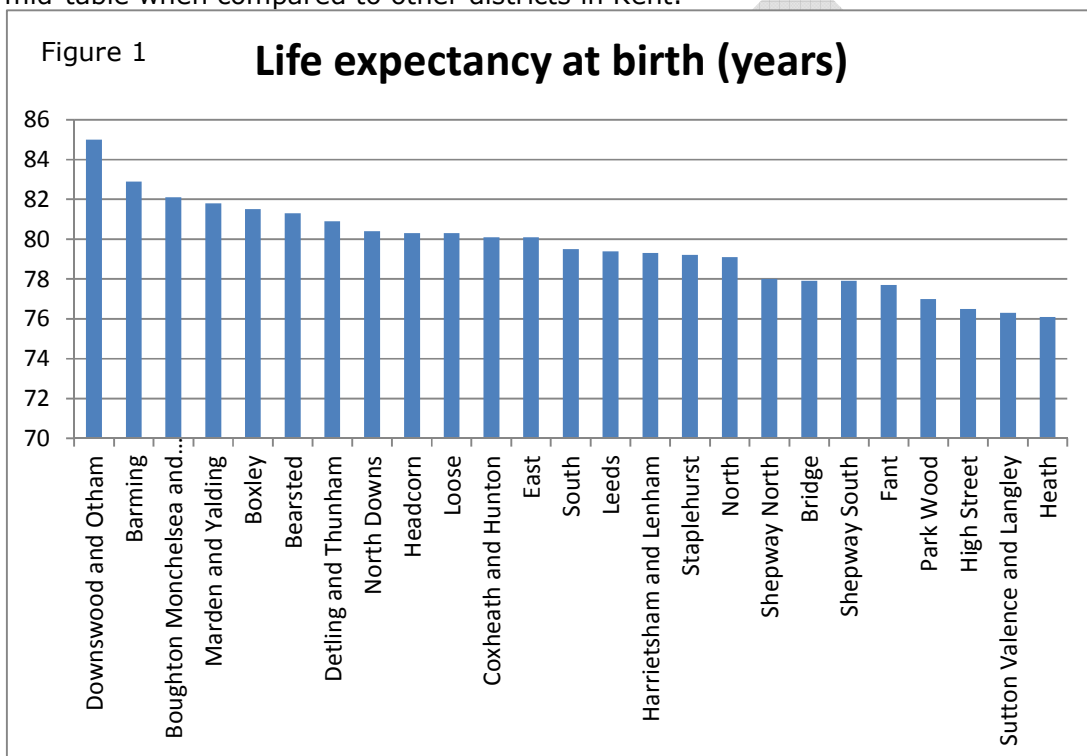
Cllr John A. Wilson
Cabinet Member for Communities and Leisure Services, Maidstone Borough Council
and Chair of the Maidstone Health and Wellbeing Delivery Group

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Health Inequalities in Maidstone

Levels of health and wellbeing in Maidstone are generally good, being largely above national and regional averages. This position, however, hides some pockets of deprivation and ill health. The difference in life expectancy at birth of our most affluent wards compared to our most deprived is 8.9 years (figure 1), putting us mid-table when compared to other districts in Kent.



There is a larger difference in life expectancy of men and women; 7.0 years lower for men and 4.4 years lower for women in the most deprived areas of Maidstone than in the least deprived. Not only does this gap mean that those living in the most deprived areas of Maidstone have a shorter life expectancy, they also have a lower disability free life expectancy than others in our communities.

The neighbourhoods that make up the areas of higher deprivation lie particularly in the electoral Wards of:

- Park Wood
- High Street
- Shepway North
- Shepway South

Priority focus will be given to work targeting the wider determinants of health in these areas as an attempt to reduce health inequalities within and between our communities.

What this plan will do to tackle health inequalities in Maidstone

The Maidstone Health Inequalities Action Plan sets out aims and objectives that deliver outcomes in the short, medium and long term, based on the 6 priorities for action outlined by Professor Marmot in his 2010 report 'Fair Society, Healthy Lives'. Maidstone Borough Council have adopted a strong multi-agency partnership approach; delivering a universal offer which is targeted both in terms of need (vulnerability) and deprivation (geography).

Maidstone Borough Council aims to reduce health inequalities by reducing the gap in health status within and between our communities, by improving health most quickly for areas with high levels of deprivation. This action plan sets out how all partners will work together to achieve this aim, so that people will live longer in better health, and the variances in life expectancy in Maidstone will reduce.

Who will do what?

The Action Plan provides a framework and tools to identify, analyse and evaluate partnership actions that will contribute to reducing health inequalities in the Maidstone Borough.

Maidstone Borough Council recognises the importance of reducing health inequalities and improving health and wellbeing, a theme that runs through the 3 strategic priorities and 7 key outcomes set out in the Strategic Plan 2011-15. As such, many of the actions contained in this plan are drawn from service plans and strategies that sit across the council. This action plan seeks to draw together priorities and actions from across the authority and partners that seek to reduce health inequalities in Maidstone.

The delivery of this action plan will only be successful if delivered in partnership; crucial to this is the development of the Maidstone Health and Wellbeing Group which will have the responsibility to oversee the delivery of this plan and report progress back to the Kent Health and Wellbeing Board, the West Kent CCG Health and Wellbeing Board and Maidstone Strategic Board. The Group will own the action plan, but will not be the sole owner of some of the actions contained within it.

Work on reducing health inequalities cannot be tackled alone and needs the support of a wide range of local partners. With this in mind Maidstone Borough Council held a Health Inequalities Stakeholder day in July 2013 where partners were asked to identify how they could contribute to reducing health inequalities in Maidstone. The outcomes of the workshop are the actions that are included within this plan.

PRIORITY 1a: Give every child the best start in life (conception to 9 months)

Why is this a priority for Maidstone?

Infant mortality

- The rate of infant mortality in Maidstone is 3.5 per 1,000 live births compared to the England Average of 4.7.
- Deaths in infancy disproportionately affect life expectancy. Reducing infant mortality in Maidstone would increase overall life expectancy in the borough.

Low birth weight

- Babies born with a low birth weight may be more likely than babies born at a normal weight to have certain medical conditions later in life. These include high blood pressure, diabetes and heart disease.
- 4.9% of babies born in Maidstone weigh less than 2.5kg compared to 5.12% in Kent and 7.5% nationally. However, low birth weight is as high as 11% (more than double the county average) in some wards of the borough.

Smoking

- Levels of smoking in pregnancy are just under the England average. Smoking in pregnancy is known to affect both birth weight and incidence of infant mortality and continues to impact on the health of a child. Rates are disproportionately high in teenage mothers.

Domestic Abuse

- Domestic abuse is more likely to occur to women in their reproductive years, from lower socio-economic areas and often increases during pregnancy. 30% of new domestic abuse cases in England are pregnant women.
- A particularly vulnerable group is teenage mothers who are much more likely to be posing considerable risk to both themselves and their babies. They are also highly likely to access services late, potentially further compromising their care. Teenage mothers had a statistically significant higher rate of stillbirths. Postnatally they have much lower rates of breastfeeding at both birth and at 6-8 weeks.
- The rate of teenage pregnancy in Maidstone is higher than the national average.

Breast feeding

- Breastfeeding is beneficial for baby and mother with some of these protective effects lasting well beyond the period of feeding. A modest increase in breastfeeding rates could result in a reduction in childhood obesity by about 5% or a decrease of 16,300 obese children nationally. This in turn would see a reduction in annual health-care expenditures of circa £1.63 million (Preventing disease and saving resources: the potential contribution of increasing breastfeeding rates in the UK, UNICEF, 2012).
- Breast feeding initiation in Maidstone is fractionally under the England average at 74.6%, with only 41.5% of mothers continuing to breast feed at 6-8 weeks.

Targets:

Reduce number of low birth weight babies by 1% by 2015
Increase breast feeding initiation rates by 2% by 2015
Increase rate of breast feeding at 6-8 weeks by 2% by 2015
Reduce infant mortality rate to less than county average of 3.1/1,000 live births
Reduce the number of women smoking during pregnancy by 50% by 2020

PRIORITY 1a: Give every child the best start in life (conception to 9 months)

Aims	Actions	Timescale	Partners
1.1 Support good health and wellbeing in pregnancy and the newborn	Ensure all women have access to good information to support their lifestyle choices and wellbeing during their pregnancy and are signposted to services that can improve their health and wellbeing. Target campaigns on key risk factors such as smoking, alcohol, teenage parents and domestic abuse.	<i>Short</i>	Maidstone Borough Council Kent County Council Children's Centres West Kent NHS Trust – Midwives and Health visitors West Kent CCG – Commissioners and GPs
	Ensure vulnerable groups have additional support i.e. teenage mothers, those experiencing domestic abuse	<i>Medium</i>	
1.2 Support to increase breast feeding rates	Work to promote Maidstone as a breast feeding friendly town	<i>Long</i>	Maidstone Borough Council Kent County Council Children's Centres West Kent NHS Trust – Midwives and Health visitors West Kent CCG – Commissioners and GPs
	Work with midwives and health visitors to deliver a targeted campaign to promote breast feeding in wards which have high levels of childhood obesity, deprivation and low breast feeding rates.	<i>Medium</i>	
1.3 Ensure teenage mothers have additional support	Deliver actions contained in Maidstone Teenage Pregnancy Action Plan	<i>Medium</i>	Maidstone Borough Council Kent County Council Children's Centres West Kent NHS Trust – Midwives and Health visitors West Kent CCG – Commissioners and GPs KCHT Golding Homes
	Strengthen links with family nurse partnership to deliver in areas of highest need	<i>Short</i>	
	Deliver smoking cessation projects for teenage parents before, during and after pregnancy	<i>Short</i>	
1.4 Support pregnant women who are experiencing domestic abuse	Deliver staff training to give the skills to identify those at risk and knowledge of support available	<i>Medium</i>	Maidstone Borough Council Kent County Council North Kent Women's Aid Children's Centres West Kent NHS Trust – Midwives and Health visitors West Kent CCG – Commissioners and GPs
	Increase referrals to complimentary supportive services including floating support, one stop shop and others.	<i>Long</i>	

PRIORITY 1b: Give every child the best start in life (9 months +)

Why is this a priority for Maidstone?

Obesity

- Obesity is an important issue in Maidstone; 10.7% of 4-5 year olds are obese, while 20% of 10-11 year olds are obese. Nationally, 9.4% of 4-5 year olds are obese and 19% of 10-11 year olds are obese.
- Mounting evidence suggests that a critical period during which to prevent childhood obesity and its related consequences is before the age of five. The best thing we can do for children from 0-5 is create ways of life which continue to make obesity unlikely.
- Children who live in more deprived areas are more likely to be overweight and obese than those from the most affluent areas. Making what may seem like simple changes to daily habits (physical and nutritional) is sometimes simply too difficult given all the other difficulties many families have to confront. Maidstone has the highest level of overweight children in reception year in 2011/12 at 16% of children measured.
- In some of our most deprived wards obesity levels in children aged 4-5 is higher than 12%.

Immunisations

- Immunisation rates for under-5s are 91.4% against a 95% target nationally.
- The national immunisation programme is an essential part of protecting children's health. Low vaccine uptake puts children at risk. Measles has made resurgence in the UK and the rate of take up of the MMR vaccine in Kent whilst improving, is not at the 95% level recorded by the World Health Organisation as being necessary to prevent an outbreak. Maidstone is currently under the national target 95% coverage rate of childhood MMR immunisations, but performing better than the Kent average of 88.3%.
- Work needs to focus on supporting those communities with poor access to primary care to take up immunisation for their children.

Targets:

Reduce the number of obese children: reception year by 1% by 2015

Reduce the number of obese children: year 6 by 1% by 2015

Increase % of children immunised before their 5th birthday to the national target of 95%

PRIORITY 1b: Give every child the best start in life (9 months +)

Aims	Actions	Timescale	Partners
1.5 Support to raise emotionally and mentally healthy children	Work with services who support families with complex needs to support parents e.g. Maidstone Families Matter (MFM)	<i>Short</i>	Maidstone Borough Council Kent County Council North Kent Women's Aid Children's Centres
	Commission and deliver support for parents experiencing domestic abuse	<i>Medium</i>	West Kent CCG Commissioners and GPs
1.6 Encourage access to health services for all	Support people who do not traditionally engage with services to access health professionals (e.g. rough sleepers, Gypsy & Traveller community)	<i>Long</i>	Maidstone Borough Council Kent County Council Children's Centres
	Offer alternative locations/settings to promote take up of childhood immunisations	<i>Medium</i>	West Kent NHS Trust West Kent CCG –GPs KCHT Health Trainers
1.7 Promote healthy weight for children	Commission and deliver healthy eating advice and classes for children and families	<i>Short</i>	Maidstone Borough Council Kent County Council West Kent NHS Trust
	Deliver family weight management programmes	<i>Short</i>	West Kent CCG
1.8 Increase physical activity	Commission targeted projects to increase physical activity for children and young people (e.g. sporty kidz, Aspire, play schemes, 'play in the street', parks and open spaces)	<i>Short</i>	Maidstone Borough Council Kent County Council Children's Centres West Kent NHS Trust West Kent CCG –GPs Private nurseries Primary schools
1.9 Increase literacy in young people & families	Commission work with parents in interactive play to support cognitive development	<i>Medium</i>	Maidstone Borough Council Kent County Council Children's Centres
	Commission a programme of family literacy to target groups (I.e. Gypsy and traveller, English as second language)	<i>Medium</i>	West Kent NHS Trust West Kent CCG –GPs
	Commission reading support to target children (Beanstalk, Reading to dogs)	<i>Short</i>	Private nurseries Libraries Kent Children's University

PRIORITY 2: Enable all children, young people and adults to maximise their capabilities and have control over their lives

Why is this a priority for Maidstone?

Teenage conception

- The under 18 conception rate for Maidstone is 34.3 per 1,000 girls aged 15-17 each year, compared to the England average of 34 per 1,000 and a county rate of 31 per 1,000.
- Our most deprived wards have teenage conception rates over 50 per 1,000, with one ward having a rate of over 100 conceptions per 1,000 girls.
- Teenage mothers under the age of 20 have a 13% higher chance of a stillbirth than mothers aged over 20.
- The risk of infant death is increased by 47% for mothers aged under 20.
- Teenage mothers and their children face particular inequalities. The link with a lack of aspiration is significant, young people need the motivation as well as the means to prevent pregnancy and engagement in education through the teenage years is a strong protective factor.

Self harm

- The rate of admission to hospital for self harm in Maidstone is higher than the national average at 215.3 per 1,000 population. This measure often indicates mental health stress often in teenagers.

Smoking

- 18.7% of Maidstone's population smoke compared to the national average of 20%, an increase from 16.6% in 2010/11
- The rates of smoking are greater in the most deprived wards in the Borough with rates of more than 35% in parts of Park Wood, Shepway South, High Street and North wards
- Smoking related deaths are just under the national average at 189 per 100,000 over 35 population.
- Smoking is a major cause of lung cancer, cardiovascular disease and chronic obstructive pulmonary disease (COPD) and contributes to many other cancers and conditions, such as asthma or high blood pressure.
- In Kent 39% of 11-15 year olds have tried smoking with 9% self reporting as regular smokers. Girls are more likely to smoke than boys and the number of teenagers starting to smoke remains a concern.

Alcohol

- Increasing and higher risk drinking in Maidstone is higher than the national average at 23.9% of the adult population. However, hospital stays for alcohol related harm are lower at 1282 per 100,000 population.
- Life expectancy for Maidstone (79.4 years for males and 83.3 for females) is above the England average (78.9 for males and 82.9 for females).

Older people

- We estimate that there are over 7,000 people aged 65+ in Maidstone who live alone. Of those, just fewer than 3,000 report their health as being bad or very bad.
- There are currently 2118 people in Maidstone suffering with dementia. This is expected to double over the next 30 years.
- Falls are a concern to older people. There has been a 53% increase in the number of falls related hospital admissions in West Kent over the last 5 years. The age

standardised rate for falls related hospital admissions in Maidstone is 2,400 per 100,000 population aged 65+, lower than both the Kent and West Kent rates.

- Hip fracture in the over 65s in Maidstone is higher than the national average, at 468 admissions per 100,000 compared to 457 per 100,000.

Targets:

Reduce number of teenage conceptions to below county average of 40 per 1,000 live births in key wards by 2020

Reduce hospital admissions for self harm to national average of 207.9 per 100,000 population by 2020

Reduce the number of smokers in Maidstone by 22.3% by 2020

Reduce the number of increasing and higher risk drinkers by 2% by 2020

Reduce the number of hip fractures in the over 65s by 2% by 2020

Reduce excess winter deaths by 2020

DRAFT

PRIORITY 2: Enable all children, young people and adults to maximise their capabilities and have control over their lives

Aims	Actions	Timescale	Partners
2.1 Reduce hospital admissions for self harm	Commission supportive services in to schools to support young people’s mental health and wellbeing (SAFE, youth health champions)	<i>short</i>	Maidstone Borough Council Kent County Council West Kent NHS Trust West Kent CCG – Commissioners and GPs
	Increase referrals to targeted support through mapping and development of clear referral pathways	<i>Long</i>	
2.2 Reduce risk taking behaviours	Implement Maidstone Teenage Pregnancy action plan	<i>Long</i>	Maidstone Borough Council Kent County Council West Kent NHS Trust West Kent CCG – Commissioners and GPs
	Provide information, advice and diversionary activities for young people to prevent risk taking behaviour	<i>Medium</i>	Schools
	Provide sexual health education and support to young people in community settings (i.e. Switch Health Hub)	<i>Short</i>	Youth providers KCHT
	Develop a joint campaign to address high risk drinking in the older adult population	<i>Medium</i>	CRI
	Develop a joint campaign to reduce the incidence of smoking in all ages in Maidstone	<i>Medium</i>	Kenward Trust
2.3 support older people to live safe, independent and fulfilled lives	Commission and deliver effective local falls prevention and fractures service linking health and housing to develop a wrap around service	<i>Medium</i>	Maidstone Borough Council Kent County Council West Kent NHS Trust West Kent CCG
	Improve provision of aids and equipment to prevent accidents in the home	<i>Medium</i>	Age UK Brighter Futures
	Develop and commission work on loneliness and social isolation	<i>Medium</i>	

PRIORITY 3: Create fair employment and good work for all

Why is this a priority for Maidstone?

Not in education, employment or training (NEET)

- The number of 16-18 year olds not in education, employment or training in Maidstone is 6%.
- Research has shown that not being in employment, education or training (NEET) between the ages of 16 and 18 is a major predictor of future unemployment, low income, teenage parenting and poor health. Young people who are NEET are also 5 times more likely to enter the criminal justice system, with the life-time cost to the state of each young person who is NEET standing at £97,000.

Employment

- The number of young people between the ages of 18 and 24 who are unemployed in Maidstone is 4.1%.
- Young people continue to be disproportionately affected by the economic downturn with those aged 18-24 making up the biggest proportion of unemployed in the KCC area. Again areas of deprivation are experiencing the biggest impact and the social gradient can be clearly demonstrated.
- Unemployment in Maidstone stands at 2.7% (measured as JSA claimants). Slightly higher than the 2.4% rate for Kent, but below the national average of 2.9%
- The average earnings for full time worker in 2011 were lower in Maidstone compared with the national average. The average weekly earnings in England were £520, in the South East £550, in Kent £540 and in Maidstone £500

Targets:

Reduce number of 16 – 18 year olds who are not in education, employment or training by 1% by 2020

Reduce the number of 18-24 who are unemployed by 2015

Reduce the number of people claiming JSA to below 2.7%

Increase the number of accredited healthy businesses in Maidstone

PRIORITY 3: Create fair employment and good work for all

Aims	Actions	Timescale	Partners
3.1 Improve chances of employment for people facing disadvantage	Seek apprenticeships, work placements and employment opportunities with employers and training providers.	<i>Short</i>	Maidstone Borough Council Kent County Council
	Tackle barriers to work through coordinated multi-agency projects	<i>Medium</i>	Job centre plus VCS West Kent CCG
	Encourage the establishment and growth of businesses (including self employment) in the Borough to increase the choice of jobs	<i>Long</i>	Local businesses KIASS CXK
3.2 Increase proportion of young people (up to 24) in full time education or employment	Extend initiatives that are delivering positive outcomes and share best practice i.e. Work Experience Coffee morning	<i>Short</i>	Maidstone Borough Council Kent County Council
	Develop quality and multiple work experiences and volunteering opportunities for people as a route in to work.	<i>Medium</i>	Job centre plus VCS
	Support schools to improve work-related careers advice and experience	<i>Medium</i>	West Kent CCG Local business schools
	Develop training providers website to promote opportunities in Maidstone	<i>Short</i>	
3.3 Support businesses to have healthy workplaces	Increase the number of local employers providing healthy workplace initiatives	<i>Short</i>	Maidstone Borough Council Kent County Council West Kent CCG
	Reduce the smoking prevalence in targeted groups (e.g. manual workers)	<i>Long</i>	KCHT
	Deliver health check campaign across the Maidstone Borough in workplace settings	<i>Medium</i>	

PRIORITY 4: Ensure a healthy standard of living for all

Why is this a priority for Maidstone?

Deprivation

- The level of deprivation in Maidstone is low with only 7.2% of people living in the 20% most deprived areas in England. However, the borough-wide picture hides pockets of deprivation in key wards.
- Deprivation is associated with a cluster of health problems including higher levels of unhealthy weight and obesity, physical inactivity, smoking, poor blood pressure control, and other factors that effect physical health. It is also integral to lower educational attainment, lack of employment opportunities, poor housing status, poor access to services, referral differences of practitioners and poor compliance with disease management.
- In Maidstone the average house price is £229,099, lower than the region (£281,148) and England (£242,415) averages.
- Low income has far reaching implications of health including long term health and life expectancy

Child poverty

- Child poverty in Maidstone is relatively low at 15.2%. This compares to a Kent rate of 17% of children living in poverty, and a national figure of 21%. This has a detrimental impact on children and their families.

Fuel poverty

- In 2011 Maidstone Borough Council had 10.8% fuel poor households (6,694 out of 61,845 households). This was below the Kent Average of 13.1% and the South East average of 11.5%.
- The people most likely to die or become ill during the cold weather are those least able to afford to heat their homes. For every one degree Celsius that the outdoor temperature falls below the winter average, there are an 8,000 extra winter deaths in England. This would equate to an estimated 240 deaths across Kent. Living in a cold home can lead to or worsen a large number of health problems including heart disease, stroke, respiratory illness, falls, asthma and mental health problems.
- We aim to provide access to affordable warmth through local initiatives which will contribute to reducing levels of fuel poverty in the borough. We will have regard to government targets to reduce fuel poverty by 2016. ((UK Fuel Poverty Strategy 2001)(Reduction by baseline 2010 NI187)).
- We will take advantage of any government initiatives (financial assistance and other benefits) for energy efficient measures and tackling fuel poverty.

Targets:

Reduce deprivation in key areas by 2020
Reduce the proportion of children living in poverty by 2020
Reduce the number of households living in fuel poverty (10%) by 2020
Increase number of households supported to improve their energy efficiency by 2015
Reduce inequality in life expectancy in the borough (male) by 2020
Reduce inequality in life expectancy in the borough (female) by 2020

PRIORITY 4: Ensure a healthy standard of living for all

Aims	Actions	Timescale	Partners
4.1 Support financial capacity and inclusion	Commission partners to provide financial advice to support people to manage debts and finance	<i>Medium</i>	Maidstone Borough Council Kent County Council Citizen's Advice Bureau Job Centre Plus Golding Homes VCS
	Develop and deliver financial inclusion partnership and action plan	<i>Long</i>	
4.2 Promote opportunities to support people out of poverty	Promote Kent Savers to enable people to have access to affordable credit	<i>Medium</i>	Maidstone Borough Council Kent County Council Citizen's Advice Bureau Job Centre Plus Golding Homes VCS Kent Savers ECO KSAS
	Map and promote support available to people in poverty e.g. food banks, CAB, KSAS, WK Housing starter packs	<i>Medium</i>	
	Commission fuel poverty reduction initiatives to support those most in need e.g. collective switching for energy tariffs, energy efficiency schemes, fuel clubs	<i>Medium</i>	
	Work in partnership to advise, educate and promote energy efficiency schemes, grants and discounts to residents in Maidstone	<i>Short</i>	
4.3 Provide information and advice to families to promote ongoing welfare reform support	Develop multi-channel communications for frontline workers and members of the public to explain introduction of welfare reform and available support	<i>Medium</i>	Maidstone Borough Council Kent County Council Citizen's Advice Bureau Job Centre Plus Golding Homes VCS
	Extend Operation Civic as a multi-agency approach to bring local services to the community to target 4 key wards	<i>Short</i>	

PRIORITY 5: Create and develop healthy and sustainable places and communities

Why is this a priority for Maidstone?

Homelessness

- Rates of statutory homelessness in Maidstone are 3.1 per thousand households, higher than the England average of 2.3.
- Our latest figures show almost double the number of people in temporary accommodation than our target of 15 at our monthly snapshot.
- Homeless households in temporary accommodation suffer greater health inequalities. Issues range from losing touch with primary healthcare providers through changing addresses, increased mental health issues due to losing support and social networks, to reduced achievement and increased difficulties in school by young people living in unsettled accommodation.
- The average length of stay in temporary accommodation in Maidstone was over 8 weeks in quarter 3 2013/14, against a target of 6 weeks.
- Due to a lack of supply of available affordable social and private rented accommodation, people stay in temporary accommodation for longer periods than they should, exacerbating their health conditions. The impact of the welfare reforms could see the availability of temporary accommodation being further squeezed due to households migrating from more expensive areas, such as London, in search of cheaper accommodation in Kent.

Crime and Antisocial behaviour

- The most recent strategic assessment shows that all crime in Maidstone fell by 12.9% from October 2011 to September 2012. This compares with a fall of 0.6% in the previous year. With the exception of the percentage of domestic violence repeat victims and shoplifting, levels of crime of all types reduced, with the largest percentage reductions being seen in criminal damage, drug offences, robbery and motor vehicle thefts. The decrease in crime in 2011/12 has meant that Maidstone has improved its position relative to other Kent districts from 8th place county-wide (62.1 crimes per 1,000 population), to 5th place (53.2 crimes per 1,000 population).
- The violent crime rate for Maidstone in 2012/13 was 11.10 compared to the England average of 13.6.
- The number of first time entrants into the youth justice system is 13.7%.

Air quality

- We will work to implement the Maidstone Borough Council Carbon Management Plan to reduce carbon emissions from our activities by 2014-15 by 20% compared to 2008-9 baseline.

Targets:

Increase the number of homeless preventions by 24% by 2015
Reduce number of households in temporary accommodation by 1% by 2015
Reduce length of stay in temporary accommodation to 42 days by 2015
Reduce levels of all crime and antisocial behaviour by 2015
Reduce levels of violent crime by 2015
Reduce by 3% the percentage CO2 production from local authority operations by 3% by 2015

PRIORITY 5: Create and develop healthy and sustainable places and communities

Aims	Actions	Timescale	Partners
5.1 Reduce the negative impacts of temporary accommodation on homeless families	Increase the number of people who are supported so that they do not become homeless	<i>Short</i>	Maidstone Borough Council Kent County Council RSLs Sanctuary VCS Health and Social care coordinators
	Reduce the length of stay in temporary accommodation for homeless households	<i>Medium</i>	
	Increase referrals to supportive services to help people who are in temporary accommodation	<i>Short</i>	
	Reduce the time taken to make homelessness decisions	<i>Medium</i>	
	Promote the use of good quality temporary accommodation (e.g. self-contained and local)	<i>Long</i>	
5.2 Develop our communities to be healthy places	Support work to create safer communities through reductions in crime and ASB	<i>Long</i>	Maidstone Borough Council Kent County Council Kent Police West Kent CCG ECO
	Increase the use of planning powers to promote health improvement (e.g. fast food zoning, green travel, community growing areas, cycle routes)	<i>Long</i>	
	Develop a play area strategy which ensures access for all	<i>Medium</i>	
	Improve housing stock in Maidstone by reducing HHSRS category 1 hazards	<i>Short</i>	
	Work in partnership to advise, educate and promote energy efficiency schemes, grants and discounts to residents in Maidstone	<i>Medium</i>	
5.4 Reduce adverse impacts of air pollution on public health	Improve Sustainable Transport infrastructure and uptake in the Borough	<i>Long</i>	Maidstone Borough Council Kent County Council ...
	Raise Awareness and educate about the impacts of air quality on our health	<i>Short</i>	
	Reduce the public exposure to poor air quality specifically vulnerable groups	<i>Medium</i>	
5.5 Reduce social isolation	Deliver Neighbourhood Action Planning (NAP) projects in identified wards.	<i>Medium</i>	Maidstone Borough Council RSLs Kent County Council Kent Police
	Develop NAP project to tackle social isolation in rural areas	<i>Medium</i>	

PRIORITY 6 Strengthen the role and impact of ill health prevention

Why is this a priority for Maidstone?

Obesity and physical activity

- Maidstone has slightly higher rates of healthy eating and physical activity compared to England as a whole.
- 60.9% of adults in Maidstone participate in at least 150 minutes of physical activity per week. However, this hides some pockets of inactivity in the borough.
- 66.2% of our population is either overweight or obese, higher than the national average of 63.8%.
- 26% of our population is obese, which puts Maidstone in the top 20% of Local Authorities with the highest levels of obesity.
- Access and choice in making healthy food choices are very much more limited in the areas of greatest deprivation. There are more take aways in the most deprived areas of Maidstone, as compared to the most affluent.
- Obesity can contribute to a range of health conditions, such as heart disease, high blood pressure, diabetes, indigestion and some cancers. Adult and child obesity levels are becoming an increasing issue for the health service, as greater numbers of people put on extra weight, through poor diet or insufficient exercise. Obesity is far more prevalent in disadvantaged groups.

Mental Health

- Hospital stays for self harm are higher in Maidstone than the national average at a rate of 215.3 per 100,000 population.
- There is a social gradient in self-harm and some wards present a significantly higher rate of self harm and suicide than Maidstone generally.

Malignant Melanoma

- The incidence of malignant melanoma in Maidstone is higher than the national average at a rate of 19.4 per 100,000 under 75.
- It is unclear if this is related to a higher use of sun beds, or exposure to sun and further work needs to be undertaken to establish the best way to tackle the high malignancy rate.

Targets:

Deliver 1500 health checks by the end of 2015
Reduce the number of obese adults by 2% to below the national average by 2020
Reduce the number of obese children: reception year by 1% by 2015
Reduce the number of obese children: year 6 by 1% by 2015
Reduce the number of hospital stays for self harm by 3% by 2020
Reduce the incidence of malignant melanoma by 5% by 2020

PRIORITY 6 Strengthen the role and impact of ill health prevention

Aims	Actions	Timescale	Partners
6.1 Improve access to screening	Deliver NHS health checks to priority groups and areas	<i>Short</i>	Maidstone Borough Council Kent County Council
6.2 Improve areas of poor performance on Maidstone's health profile	Commission work to: Reduce childhood obesity Reduce adult obesity Reduce the incidence of melanoma Reduce hospital stays for self harm	<i>Medium</i>	Maidstone Borough Council Kent County Council West Kent NHS Trust West Kent CCG – Commissioners and GPs
6.3 Improve partnership work to support good mental health	Support vulnerable groups manage long term mental health conditions	<i>Long</i>	Maidstone Borough Council Kent County Council West Kent NHS Trust West Kent CCG – Commissioners and GPs
	Promote mental health support services in the borough	<i>Medium</i>	
	Deliver a range of activities and training to increase awareness and improve mental wellbeing	<i>Medium</i>	
6.5 Grow partnerships and find new ways to target and deliver services	Develop the partnership between Maidstone HWBG and WK CCG Health and Wellbeing Board to work together to commission work to tackle health inequalities in the borough.	<i>Medium</i>	Maidstone Borough Council Kent County Council West Kent NHS Trust West Kent CCG – Commissioners and GPs
	Develop stronger working relationships with GPs to improve referrals on to community programmes	<i>Medium</i>	
	Investigate the feasibility of "social prescriptions" to support reducing health inequalities	<i>Long</i>	

Targets

Priority	Target description	baseline	target	inc/ red
1a Give every child the best start in life (conception to 9 months)	Reduce number of low birth weight babies	5.80%	4.80%	-1%
	Increase breast feeding initiation rates	74.60%	76.60%	+2%
	Increase rate of breast feeding at 6-8 weeks	41.50%	43.50%	+2%
	Reduce infant mortality rate	2.7/1,000	<3.1/1,000	n/a
	Reduce number of pregnant women smoking during pregnancy	12.20%	6%	-50%
1b give every child the best start in life 9 months +)	Reduce the number of obese children: reception year	10.70%	9.70%	-1%
	Reduce the number of obese children: year 6	20.00%	19.00%	-1%
	Increase % of children immunised before their 5 birthday	91.40%	95%	+3.6%
2 Enable all children, young people and adults to maximise their capabilities and have control over their lives	Reduce hospital admissions for self harm	215.3/100,000	207.9	-3%
	Reduce number of teenage conceptions	34.3	<40/1,000	reduce
	Reduction in increasing and higher risk drinking	23.9	22.30%	-2%
	reduction in number hip fractures in over 65s	468	457	-2%
	Reduction in excess winter deaths	14.8	monitor	reduce
3 Create fair employment and good work for all	Reduce the number of 16-18 year olds NEET	6.00%	5%	-1%
	Reduce the number of 18-24 who are unemployed	765	monitor	reduce
	Reduce the percentage of people claiming job seekers allowance	2.60%	2.60%	reduce
	Increase the number of healthy workplaces	tbs	baseline	increase
4 ensure a healthy standard of living for all	Reduce deprivation in key areas	7.20%	monitor	reduce
	Reduce the proportion of children living in poverty	15.20%	monitor	reduce
	Reduce inequality in life expectancy in the borough (male)	7	monitor	reduce
	Reduce inequality in life expectancy in the borough (female)	4.4	monitor	reduce
	Reduce number of households living in fuel poverty (10% of income)	12.70%	monitor	reduce
	Increase number of households supported to improve their energy efficiency	baseline	monitor	increase

5 Create and develop healthy and sustainable places & communities	Increase number of homeless preventions	592	450	+24%
	Reduce number of households living in temporary accommodation	29	15	-1%
	Reduce recorded crime per 1,000 population	63.6	63.6	maintain
	Reduce levels of violent crime	11.5	monitor	reduce
	Percentage CO2 reduction from local authority operations	5481	5316	-3%
	Reduce length of stay in temporary accommodation to 42 days	56 days	42 days	-25%
	6 Strengthen the role and impact of ill health prevention	Increase the number of health checks delivered	1500	1500
Reduce the number of obese children: reception year		10.70%	9.70%	-1%
Reduce the number of obese children: year 6		20.00%	19.00%	-1%
Reduce adult obesity		26.30%	24.20%	-2%
reduce the incidence of malignant melanoma		19.40	14.5	-5%
Reduce the number of hospital stays for self harm		215.30	207.9	-3%

Glossary of terms

A&E	Accident and Emergency
ASB	Antisocial Behaviour
C&YP	Children and Young People
CAB	Citizens Advice Bureau
CCG	Clinical Commissioning Group
COPD	Chronic Obstructive Pulmonary Disease
CSU	Community Safety Unit
CVD	Cardio Vascular Disease
DFLE	Disability Free Life Expectancy
GP	General Practitioner
HHSRS	Housing Health and Safety Rating System
HIA	Health Improvement Agency
HINST	Health Inequalities National Support Team
HIV	Human Immunodeficiency Virus
HIWIA	Health Inequalities Wellbeing Assessment
HWBB	Health and Wellbeing Board
HWBG	Health and Wellbeing Group
JSNA	Joint Strategic Needs Assessment
KCC	Kent County Council
KCHT	Kent Community Health Trust
KIASS	Kent Integrated Adolescent Support Service
KMPHO	Kent and Medway Public Health Observatory
KSAS	Kent Support and Assistance Service
LAC	Looked After Child
MBC	Maidstone Borough Council
MFM	Maidstone Families Matter
MMR	Measles, Mumps and Rubella vaccination
MWIA	Mental Wellbeing Impact Assessment
NEET	Not in Education, Employment or Training
NHS	National Health Service National Institute for Health and Clinical
NICE	Excellence
PSHE	Personal, Social and Health Education
SEN	Special Educational Needs
SRE	Sex and Relationship Education
STI	Sexually Transmitted Infections
WK	West Kent

MAIDSTONE BOROUGH COUNCIL

COMMUNITIES, LEISURE SERVICES AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 11 MARCH 2014

REPORT OF HEAD OF POLICY AND COMMUNICATIONS

Report prepared by Tessa Mallett

ACCESSING MENTAL HEALTH SERVICES BEFORE THE POINT OF CRISIS - REVIEW REPORT

1.1 Introduction

Before embarking on this review inquiry, members of the Communities, Leisure Services and Environment Overview and Scrutiny Committee had been approached by residents informing them of their difficulties accessing treatment for mental health issues. The Committee therefore decided to investigate what services were available and how they could be accessed. A Working Group was appointed to lead the review.

Members were aware that national and local media reports were reporting a growing number of people at crisis point. The Committee felt it was essential to an individual's long term mental well-being that services were easy to access and focused on early intervention; early intervention is important in the prevention of further deterioration of a condition. However members found their starting point was understanding how, why and if services were being accessed at the point of crisis.

1.2 The desired outcomes specified at the start of the review were:

- To ensure the Mental Health needs of Maidstone's residents are being met before the point of crisis in line with the Government's agenda for prevention and in an efficient, effective and holistic manner and though adequate signposting.
- To put forward through the review recommendations to Kent County Council, the NHS and the West Kent Clinical Commissioning Group that will raise Mental Health awareness within the borough and to ensure Mental Health is part of the commissioning priorities for Maidstone residents.

1.3 Draft Report Recommendations

- The report makes 11 recommendations (see page 17 of the report) and include the four below as an example:
 - That the plausibility of Central County Self Assessment team or unit for mental health be investigated in terms of providing a cost effective and viable service for Kent – to prevent time wasted travelling across the county.
 - That a mental health helpline to link to the NHS for the police is supported as an outcome of the Street Triage Pilot.
 - That the Community Development team signpost via the Council's website the 'In the Stone' website and the borough update to the newly branded Children and Young people's services provided by the NHS Sussex Partnership.
 - That the SAFE project be promoted on the 'In the Stone' website and in the Borough Update and by Kent County Council via its website.

2. Recommendation

- 2.1 The Communities, Leisure Services and Environment Overview and Scrutiny Committee are recommended to consider the Accessing Mental Health Services Before the Point of Crisis – Review Report and make amendments and suggestions as appropriate.
- 2.2 Following any requested amendments to the report, the Committee are recommended to approve the report for submission to the appropriate Cabinet Member and external bodies.

3. Impact on Corporate Objectives

- 3.1 The Council's Strategic Plan 2011-2015 lists "For Maidstone to be a decent place to live" as a key priority. The recommendations within the report contribute to the fulfillment of this objective.

4. Risk Management

The recommendations contained within the report will need to be risk assessed as part of reviewing whether they should be accepted or not.

5. Other Implications

Other implications arising from this report will need to be considered as part of reviewing whether they should be accepted or not.

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| <ul style="list-style-type: none"> 1. Financial 1. Staffing 2. Legal 3. Equality Impact Needs Assessment 4. Environmental/Sustainable Development 5. Community Safety 6. Human Rights Act 7. Procurement 8. Asset Management | <table border="1" style="border-collapse: collapse; width: 60px; height: 280px;"> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> <tr><td style="height: 30px;"></td></tr> </table> | | | | | | | | | | |
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<p><u>IS THIS A KEY DECISION REPORT?</u></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p><u>THIS BOX MUST BE COMPLETED</u></p>
<p>If yes, this is a Key Decision because:</p> <p>.....</p>	
<p>Wards/Parishes affected:</p> <p>.....</p>	

6. Relevant Documents

Appendix A - Accessing Mental Health Services Before the Point of Crisis – Review Report

Accessing Mental Health Services before the point of crisis

Municipal Year 2013/14



Committee Membership:

Councillors: Mrs Blackmore (Chairman), Brindle, Mrs Gibson, Councillor Mrs Grigg (Co-opted on to Working Group) Mrs Joy (Vice-Chairman), Mrs Mannering, Munford, Mrs Parvin, Vizzard and Yates.

Contents

Contents	2
Working Group’s Summary	3
Terms of Reference	4
Introduction	5
Context	7
Findings	8
Summary of Recommendations	17
The way forward	19
Thank You	20
References	21

Working Group's Summary

Mental Health has remained an important subject for Overview and Scrutiny Members at Maidstone Borough Council. During the 2012/13 Municipal Year the Committee had been involved in the Health and Well-being Strategy in responding to the Kent County Council consultation. The Committee also made a response to the Kent Community Health NHS Trust's Consultation on becoming a Community NHS Foundation Trust in October 2012.

Primarily the members wanted to ensure they were in the best position to remain informed on the significant changes to the structure of the NHS from April 2013 and also the period of transition that would follow.

Before embarking on this review inquiry, members of the Committee had been approached by residents informing them of their difficulties accessing treatment. The Committee therefore decided to investigate what services were available and how they

could be accessed. A Working Group was appointed to lead the review.

Members were aware that national and local media reports were reporting a growing number of people at crisis point. A Panorama programme broadcast on 12 September 2013 entitled 'Locked up for being ill' examined reports that the police regularly detain mental health patients who should be dealt with by the appropriate medical professionals. It was stated that approximately twenty five per cent of police time was spent in this way.

The Committee felt it was essential to an individual's long term mental well-being that services were easy to access and focused on early intervention; early intervention is important in the prevention of further deterioration of a condition. However members found their starting point was understanding how, why and if services were being accessed at the point of crisis.



Councillor Yates



Councillor Mrs Mannering



Councillor Mrs Grigg



Councillor Mrs Joy



Councillor Mrs Blackmore

Terms of Reference

The objectives of the review were identified as follows:

- To evaluate Maidstone's offer of Mental Health Services from the perspective of the Government's 'prevention' agenda and its 'No Health, Without Mental Health' outcomes Strategy – How has Maidstone and West Kent implemented its 6 objectives and is it achieving any outcomes as a result?
- To establish what profile Mental Health has in schools and within the police.
- Establish the role the Voluntary Sector plays in Maidstone.

- Establish how funding is available to Mental Health Services and how it is being Used. Is it being used early enough? Is it funding crisis services or early intervention?
- What evidence is there of joined up working between schools, GPs, youth clubs, health providers, health commissioners, councils and other public bodies such as the police.

The desired outcomes specified at the start of the review were:

- To ensure the Mental Health needs of Maidstone's residents are being met before the point of crisis in line with the Government's agenda for prevention and in an efficient, effective and holistic manner

and though adequate signposting.

- To put forward through the review recommendations to Kent County Council, the NHS and the West Kent Clinical Commissioning Group that will raise Mental Health awareness within the borough and to ensure Mental Health is part of the commissioning priorities for Maidstone residents.

Introduction

Scrutiny members at Maidstone Borough Council began focusing on the Mental Health needs of residents in 2012. It was during the 2012/2013 Municipal Year that the Communities Overview and Scrutiny Committee responded to three consultations in this area reigniting its interest in this vital area of a well-being within the Council's public health role.

The first consultation 'Achieving excellent care in a mental health crisis' in 2012 was run by NHS Kent and Medway and Kent & Medway NHS and Social Care Partnership Trust (KMPT). Members were supportive of the move away from the hospital setting and into the community via Crisis Resolution and Home Treatment (CRHT) teams. This was seen as a positive and key to the way in which services would be delivered in the future in order to achieve a more preventative and holistic approach to an individual's medical needs and overall well-being

The Committee also made a response to the Kent Community

Health NHS Trust's Consultation on becoming a Community NHS Foundation Trust in October 2012. Members were supportive of its four priorities for developing services that would be achieved through working with patients and families, local GPs and others working in health and social care in Kent. These included:

- To provide community-based services to stop people from becoming unwell; and
- To avoid the need for people to have to go into hospital and, if they do require hospital care to provide support so they can leave earlier.

The emphasis was on prevention.

Finally Kent County Council consultation on its Joint Health and Well-Being Strategy was taken into consideration. The strategy was to focus and deliver the outcomes for Kent, underpinned by the Joint Strategic Needs Assessment (JSNA).

The Joint Health and Wellbeing Strategy sets out Kent's vision to improve health outcomes, deliver better coordinated quality care,

improve the public's experience of integrated health and social care services, and ensure that the individual is involved and at the heart of everything it does.

The strategy is the starting point for a long term partnership approach to improve health and care services whilst reducing health inequalities in Kent. It identifies five outcomes that it wants to achieve for the people of Kent. These are:

- Every child has the best start in life;
- Effective prevention of ill health by people taking greater responsibility for their health and wellbeing;
- The quality of life for people with long term conditions is enhanced and they have access to good quality care and support;
- People with mental ill health issues are supported to live well; and
- People with dementia are assessed and treated earlier.

Maidstone Borough Council
Community, Leisure Services and Environment Overview and Scrutiny Committee

Members interviewed the Director of Public Health Improvement at Kent County Council, Andrew Scott-Clark, in relation to the outcome for mental health. They identified there was a call for awareness of local mental health issues in order for the needs of Maidstone to met and improvements made to mental health provisions.

Maidstone is part of a two tier system of local government. Maidstone Borough Council sits below Kent County Council with a number of other district or borough Councils.

The NHS has undergone a major restructure. A number of significant changes took effect on April 1 2013. The changes affected how decisions about NHS services were made and how these services were commissioned. The local primary care trusts (PCTs) and strategic health authorities (SHAs) were replaced with the West Kent Clinical Commissioning Group. This gave local authorities a more influential role in respect of public health.

Health and well-being boards have a duty to encourage integrated

working between commissioners of services across health, social care, public health and children's services.

Local authorities are expected to work more closely with other health care providers. In addition local authorities are using their knowledge of local communities to tackle challenges.

Kent County Council and the NHS continue to work together to tackle some of the key issues that affect health and wellbeing. This is co-ordinated through the work of the Health and Wellbeing Board.

Context

In the context of this review and the emphasis on resources the Committee feel should be placed on and invested in prevention and early intervention of Mental Health Services, the well reported statistics shown throughout this report regarding Mental Health were considered important.

September 2013 by Public Health England, displays a very real warning sign in the area of mental health that has been substantiated by witness evidence as a problem in Maidstone. This is the indicator 'hospital stays for self-harm'ⁱⁱ

The Government's 2011 mental health outcomes strategy, No Health Without Mental Health clearly outlines the importance of understanding and looking after our

mental health. The document states that "good mental health and resilience are fundamental to our physical health, our relationships, our education, our training, our work and to achieving our potential.

The document goes on to say that the success of the Coalition Government will be assessed "not just on bringing about a healthy economy but also on the wellbeing of the whole population."ⁱⁱⁱ

The economic driver behind the way mental health is considered is extremely important and one that

will be likely used in order to motivate and achieve the outcomes detailed by Government across the country.

"Estimates have suggested the cost of treating mental health problems could double over the next 20 years"

"Self-harming in young people is not uncommon (10-13% of 15-16 year-old have self harmed)."¹

The most recent Health Profile for Maidstone, published on 24

Findings

In a report to the Kent Health and Well-Being board on 20 November 2013 Kent County Council's spend on mental health services across Kent was said to be £21.1 million. The report said that £4.9 million of this was spent within the voluntary sector to provide a range of universal services and a further £9.8 million was spent on community services.^{iv}

From the information that could be accessed in the primary stages of this inquiry, such as the information available via the Kent Public Health Observatory (<http://www.kmpho.nhs.uk/>) in the form of its health and social care mapping of service provision, that

there was a fairly comprehensive level of mental health service provision available in Maidstone and across Kent.

This information was included as part of the agenda for the Committee's first evidence gathering session on 10 September 2013^v at which it interviewed:

- A Service User;
- Dr Bob Bowes, Chairman of the West Kent Clinical Commissioning Group (CCG);
- Dr David Chesover, GP Member of the West Kent CCG;
- Meuthia Endrojono-Ellis, Head of Mental Health Commissioning, West Kent CCG;
- Jenny Walsh, Services Manager, Maidstone Mind; and
- Andrew Scott-Clark, Director of Public Health Improvement, Kent County Council (KCC).

Members felt that at this stage in its investigations there was some disparity between the services they were told were on offer and the reality for someone trying to access a service.

West Kent Clinical Commissioning Group

At this time the West Kent Clinical Commissioning Group felt there were gaps and challenges to be faced, a need to improve the quality of provision and to closely monitor services. It informed the Committee it was working towards improvements by opening up access to services and reducing waiting lists.

The Committee established GPs provided a 24 hour, 7 day a week service through out of hours services and should be an individuals first point of contact. It was felt there was confusion as to whether the public were fully aware of this.

The Committee was very interested in the Street Triage Pilot Scheme^{vi} funded by the Department of Health and backed by the Home Office and whether it had been considered for West Kent. Meuthia Endrojono-Ellis informed members that something similar was being developed in East Kent to support the Police. She explained the priority of the West Kent Clinical Commissioning Group was to work to improve crisis care. It

“One in ten children aged between 5 and 16 years has a mental health problem, and many continue to have a mental health problem into adulthood;”

wanted to shift care into the community as part of its 2014/15 community commissioning priorities.

It was established that mental health had not been handed over to the Clinical Commissioning Group from the Primary Care Trust (PCT) in good order and a team was being put in place to remedy this. It was confirmed waiting lists were a legacy of the April handover also but this was being tackled rapidly. GPs were working hard to ensure patients were seen within the timescales or would contact colleagues to make urgent provisions dependant on the problem. It was stated that care would be individualised and their first duty was 'to do no harm' and ensure the patient was seen.

Members were informed that a document was coming out in a few weeks time to all GPs detailing the mental health services available for referral, across child and adult services.

Maidstone Mind

Jenny Walsh, Services Manager from Maidstone Mind informed the Committee on the challenges faced by the Voluntary Organisation. Individuals that were deemed 'fit for work' came to Maidstone Mind for support as well as those who had fallen through the gaps or been discharged from other services and could not access counselling or linking therapies.

Maidstone Mind was a charity reliant on funding but they had no security this would continue. Despite this they were being relied upon on pick up the gaps in service provision in Maidstone.

Kent County Council Public Health

The Committee considered the role of Public Health in mental health services. Andrew Scott Clark, Director of Public Health Improvement at Kent County Council, informed the Committee that commissioning services about understanding the local need and known triggers for mental health

crisis included Welfare Reform and deprivation.

It was confirmed there would now be a more joined up approach to commissioning with the role of Public Health and the Local Authority, post April 2013. It was confirmed that joined up commissioning was starting to happen. Members were informed the Health and Well-Being Board's (HWBB) role was to establish the way forward by identifying priorities with partners. The needs of the whole population in terms of mental health, including those in rural areas of the borough, were considered. Part of meeting this challenge included moving services into the community and maintaining the voluntary sector.

"Mental ill health represents up to 23% of the total burden of ill health in the UK – the largest single

On **29 October 2013** the Committee interviewed:

- Assistant Chief Constable Paul Brandon, Kent Police;
- Chief Inspector Martin Wilson,

- Penny Southern Director of Learning, Disability and Mental Health at Kent County Council;
- Janet Greenroyd, District Supervisor for Maidstone Community Wardens; and
- Liz Lovatt, Community Warden from Boughton Monchelsea, Loose and Chart Sutton.

Members focused on understanding the role of the Police in mental health and its Street Triage Pilot. This immediately took the inquiry to the 'point of crisis' and understanding why individuals were in this position. The following points were highlighted:

- An estimated 14,000 Mental Health calls were received per year, 1,300 detentions were made using Section 136 and of these the conversion rate to inpatient treatment was 20%;
- An assessment of calls received by Kent Police had been undertaken to establish how many involved Mental Health between 20 January and 13 June 2013. 6099 of these calls had been linked to Mental Health, with varying

degrees of severity. Some calls were from other agencies regarding a person's safety;

- The Police were not trained to make clinical assessments; their primary priority was to protect life;
- Officers would not leave a vulnerable person or person at risk alone; they would contact the crisis team. However an increased amount of time was spent supervising;
- The shortest amount of time for a handover from the police to a medical team was 19 minutes; the longest was 19 hours and 41 minutes. The resource involved was a minimum of one officer;
- More often than not taking a person to a 'place of safety' was a police cell which was not an ideal place for a vulnerable person; and
- The transportation of people to medical facilities was not a job for the police.

Concerns were raised over the lack of an assessment suite in the county. The Police could access suites at neighbouring authorities such as

Sussex and had been offered suites as far a field as Yorkshire.

Training was considered. This was provided for those dealing with individuals in custody and training DVDs were being produced. There were also custody nurses available to provide advice to sergeants in custody suites. A reporting form was in development which would provide the Police with the ability to challenge its own procedures as well as identify gaps with other agencies, providing a record as well as measuring outcomes.

Kent Police had bid for funding for the National Street Triage Pilot Scheme but was unsuccessful. It had managed to provide the scheme from internal resources. Chief Inspector Wilson was the project lead on the 12 week pilot street triage project. It was a countywide resource. It involved a Police officer and a mental health nurse going out three times a week on 10 hour shifts. It enabled both access to information from the police and the professional expertise of the nurse. It was reported that early indications were there had been a significant

reduction in the number of S106 issued due to more informed decision making, with multi agency assessments taking place in the street.

The Committee was told the scheme was not a scalable concept. However, the Police would be informed by what they had learned and it would be built into next year's business model, leading to better decisions.

Community Wardens

The Committee established that role of the Community Warden was to monitor changes in the community and make referrals to partnership agencies.

Members were provided with a case study which demonstrated a Community Warden's level of involvement in the community. The incident involved a resident with an underlying mental health condition. It was revealed and addressed because of the level of engagement from the Community Warden. Community Wardens were not a

statutory service and therefore not seen as a 'uniform'.

It was explained a lower level of mental health issues existed in the community that did not necessarily present themselves through crime. A person could be 'disruptive' within their community but there were not necessarily any interventions taking place. It was an issue that was raised at regular Community Safety Unit meetings by the Community Wardens.

The future funding of Community Wardens remained uncertain and was a concern of the Committee. Members felt it was important at this stage in their inquiry to show their support for this service in a letter to the Leader of Kent County Council, Paul Carter (Appendix A).

Kent County Council

Penny Southern, Director of Learning Disability and Mental Health at KCC informed the Committee that Social Care worked with the voluntary sector to prevent crisis. They worked with the Kent and Medway NHS and Social Care Partnership

Trust (KMPT) on prevention through engagement with the community. She told the Committee that joined up working was taking place and Kent County Council were currently

Sickness absence due to mental health problems costs the UK economy £8.4 billion a year and also results on £15.1 billion in reduced productivity." ¹

looking at the potential redesign of the service. Kent County Council were closely aligned with Kent and Medway NHS and Social

Care Partnership Trust (KMPT) and Clinical Commissioning Groups as commissioners.

On **12 November 2013** a police constable involved in the Street Triage Pilot Scheme gave an honest and frank account of his preconceptions of mental health and the learning curve that joint working with the Kent and Medway NHS and Social Care Partnership Trust had provided.

Police Constable McMahon was invited to update the Committee on the Street Triage Pilot Scheme being

undertaken by Kent Police in partnership with the Kent and Medway NHS Social Care and Partnership Trust (KMPT). It was made clear from the outset that the opinions he was expressing were his own. He made the following points:

- The Police's main power was S136 of Mental Health Act, giving power to detain; and
- If someone was found in a public place by the police they would be taken to a place of safety i.e. a hospital or a police cell as still stated in legislation.

The officer described his positive experiences of working with health professionals. He gave an example of working with an ambulance crew and their ability to identify that someone who was thought to be suffering from a mental health crisis was actually suffering from an aneurysm which enabled the correct treatment to be given. He explained that by going out with mental health trained staff as part of the pilot scheme Police had the ability to diagnose and identify the best

treatments. It also provided access to the same tools available to NHS.

The officer spoke of the culture of both organisations and approaches to mental health being challenged through the pilot scheme with positive outcomes. NHS staff were given an insight into some of the crisis situations faced by the Police. As part of the pilot they would encounter someone at a crisis point, possibly under the influence of drugs or alcohol whereas they would usually encounter the person after they had calmed down.

It was confirmed the scheme was a countywide pilot and in addition:

- The Police's responsibility ceased when the person was taken to a place of safety (other than a police cell) and assessment began;
- The resources involved
- included five police officers and five mental health nurses covering a five week shift pattern on Thursday, Friday and Saturdays nights;
- In terms of cost, a hire car was used and the mental

health staff were provided on overtime;

- For someone to be sectioned, 2 doctors were needed; and
- Time was currently lost with S136 teams having to travel across the county. A central unit or team would be preferable.

As a result of the initial 12 week pilot 18 people had not been issued S136 by the police because of the improved knowledge and understanding of a person's needs from working with a mental health professional. This offered a financial saving of between £1200 and £1400 per assessment that would have had to have been made and meant that space was available for those most in need. However in some cases, it was explained, S136 was right course of action.

The Committee was informed that the scheme was about building trust, establishing relationships and breaking down barriers between the Police and the NHS. This could be achieved further by extending the shift rotation period and involving more staff over a longer period of

time, thus increasing involvement. With greater flexibility to have more staff involved, barriers could be broken down and knowledge could disseminate more quickly.

The following points resonated most with the Committee:

- That a central county assessment team or unit was needed to prevent time wasted travelling across the county; and
- A Mental health helpline to the NHS for the police would be a sensible outcome of the Street Triage Pilot scheme.

On **30 January 2014** the Committee held an informal meeting bringing together the following organisations:

- Jo Scott, Programme Director, Sussex Partnership NHS Foundation Trust, Children and Young People;
- Katie Latchford, Community Development Team Leader

- Community Development Team, Maidstone Borough Council
- Dr Chesover, Mental Health Clinical Lead for West Kent and Co-ordinating Mental Health Lead for Kent, West Kent Clinical Commissioning Group
- Dave Holman, Head of Mental Health Commissioning, West Kent Clinical Commissioning Group;
- Ivan Rudd, Public Health Specialist, Kent County Council;
- Sharon Dodd, Kent Integrated Adolescent Support Service Strategic Manager and lead on the Kent Early Intervention and Prevention Strategy, Kent County Council;
- Inspector Steve Seabrook, Kent Police;
- Karen Dorey-Rees, Assistant Director, Acute Service Line, Kent & Medway NHS and Social Care Partnership Trust; and
- Richard Webb, SAFE Project Coordinator Maidstone, Voluntary Action within Kent (VAWK)

The Committee was keen to revisit the issues that had initially been highlighted by the West Kent Clinical Commissioning Group following the changes to the NHS structure post April 2013 at the meeting it held in September 2013. Members had appreciated it would take sometime for the Clinical Commissioning Group and others to establish their new roles and responsibilities as a result of the significant changes.

The Committee's final evidence gathering session served as a timely opportunity to bring together all the important themes it had explored and reach its conclusions.

The involvement of so many organisations in an informal Scrutiny setting

proved to be highly productive. It helped identify the way forward both in terms of what would be achieved within mental health services in

“half of those with lifetime mental health problems first experience symptoms by the age of 14, and three-quarters before their mid-20s; and”

Maidstone and as a forum for future and continued engagement.

Young People

If early intervention and prevention in mental health was to be possible the Committee was aware it needed to happen at an early juncture.

Mention was made of the Common Assessment Framework (CAF), which is a four-step process whereby practitioners can identify a child's or young person's needs early, assess those needs holistically, deliver coordinated services and review progress.

With regards to Children and Adult Mental Health Services (CAMHS) which were being delivered by the West Sussex NHS Partnership Trust it was reported the Common Assessment Framework could be a barrier and caused a block in the pathway for some services for young people at the lower tiers.

A child's cognitive ability was said to be developed by the age of eight.

There was a definite agreement from all parties interviewed by the Committee that the Primary school setting should be the focus for interventions such coping mechanisms in order to prevent long term mental health conditions. Children suffering from anxiety at a young age would feel alone and would not have the ability to understand how they were feeling or why.

Dr Chesover from the West Kent Clinical Commissioning Group described the sense of failure felt by young people owing to exam pressures which continued into adulthood. It was identified that with the grammar school system in place in Kent this pressure and need for coping mechanisms to be developed, was a requirement for children in year 6, if not before.

Further issues identified were children living in unsafe environments, parents arguing and the insecurities that could develop from external pressures. The Committee was informed of Kent County Council's 'Early Intervention and Prevention Strategy', being

developed with Clinical Commissioning Groups and its 'Coping and Resilience Strategy'

Although the 'Early Intervention and Prevention Strategy' had been developed for 11-19 year olds, members were told that strategies were being developed for younger age groups support and would be put in place earlier. Overall it was felt that support and training in mental health was not yet in place in schools.

Importantly the strategies described were being developed with young people and would also include the involvement of parents. Learning how to reach and inform parents was seen as key.

Further schemes in development from Kent County Council Public Health were included in Personal, Social and Health Education (PSHE) curriculums in local schools. Kent County Council Public Health were looking at adapting the Kent Early Intervention and Prevention Strategy. St Augustine's Academy in

Maidstone was piloting a new PSHE programme.

Members were extremely supportive of the work being undertaken. As this was clearly in its formative stages the Committee resolved that it would write to the Corporate Director of Education, Learning and Skills at Kent County Council in support of its 'Coping and Resilience Strategy', adapting its 'Early Intervention and Prevention Strategy' to children of a primary school age and PSHE programmes that would raise awareness of mental health and well-being in schools.

Stigma

The Committee considered the stigma associated with mental health and the way in which this could present a barrier to individuals accessing services. A piece of work undertaken by the Sussex NHS Partnership with young people in Kent and Hampshire involved renaming Child and Adult Mental Health Services (CAMHS) as Children and Young People Services as a way of removing the stigma associated with these services. The Committee

were advised that an unfortunate by product of this was that it made it difficult for users to access information about these services, especially via online searches.

SAFE

The SAFE project was considered by members. This was a 6th form project being undertaken in a number of schools in the borough (see Appendix B for further details). The aim of the project was to spread awareness of mental health, creating 'safe spaces' within schools, students would devise PSHE lesson. The Committee was informed that a public event was to be held for local schools to raise awareness.

The project, commissioned by Maidstone Borough Council, was developed as a result of the high level of self harm identified in the borough by Maidstone's Health Profile^{vii}

Communication

Dr Chesover reported in an audit conducted over the period of a week only two patients had heard of the Live it Well website^{viii}. It was

identified people only source information when they are unwell. The Committee considered what was needed to raise awareness of this established and valuable resource.

The Live it Well website is compiled by people working in the voluntary and statutory sector in Kent and Medway. The website has been designed as a source of information, help and guidance and is designed to promote wellbeing and better mental health in Kent and Medway for all and to help people connect with their local communities. It has also been designed to promote the Live It Well Strategy for Kent and Medway which aims to improve mental health in the next five years^{ix}

The rebranding and marketing of 'Live it Well' was considered but it was a low level approach that were considered to be the most effective such as utilising the Borough Update. The Borough Update is a quarterly magazine insert from Maidstone Borough Council. It is included in a local, free newspaper that is delivered to every household in the borough.

The Borough Update, 'In the stone' website and the Switch cafe^x supported by Maidstone Borough Council were highlighted to the Committee as means of advertising projects like SAFE.

The Committee learned that Kent County Council was also piloting an online resource for young people. It would be developed with young people and identify triggers affecting mental health and well-being and the resources available.

The Committee felt a low level, repetitive advertisement in the Down's Mail or similar publication that drew attention to issues young people could be facing without support such as depression and anxiety would be an excellent starting point and would target parents and grandparents aiding their understanding.

Single Point of Access

The Committee was informed that eight months ago when the Clinical Commissioning Group took over, a single point of access for psychiatric patients was a priority. It was

confirmed that people still did not know how to contact out of hours services via the 111 number which was also preventing the single point of access goal being achieved.

The Police

The Street Triage Pilot scheme has been of ongoing interest to the Committee. It demonstrated the benefits of joint working (between the Police and the NHS) and established a positive way forward. Inspector Steve Seabrook confirmed to the Committee the scheme would be extended until March 2014. The benefit of good clinical advice had provided the following outcomes: a reduction in detentions; and speedier interventions. Inspector Seabrook informed members that the role of the Police was always as part of an emergency but helping vulnerable people was what policing was about.

The role of the Voluntary Sector

The Committee had considered the role of the Voluntary Sector when it interviewed a representative from Maidstone Mind. It was disappointed the organisations faced continued

future funding uncertainty despite the important role they played.

The Committee was informed of a Voluntary Service User Platform led by the Clinical Commissioning Group, on a regular basis and fed into its decision making.

The Clinical Commissioning Group reported that the Voluntary Sector were a crucial element in future commissioning decision making. A project in West Kent was underway with the Locality Planning and Monitoring Group^{xi} (LPMG) which was about ensuring the voluntary sector was an equal partner, receiving funding from the Clinical Commissioning Group and Kent County Council and ensuring good outcomes.

The Clinical Commissioning Group reinforced the role of the voluntary and charity sector further by informing members that at the present time they may not be able to provide the services required but it was about looking to the future, learning from this sector, forming a joint future.

Maidstone Borough Council
Community, Leisure Services and Environment Overview and Scrutiny Committee

The Committee was encouraged to refer any issues it had identified in the voluntary sector to Kent County Council Public Health.

DRAFT

Summary of Recommendations

1. That it be noted that a 'single point of contact or access' to Mental Health services remains, to date, an ongoing challenge for the West Kent Clinical Commissioning Group for severe cases. It is recommended that less severe cases i.e. early prevention remain as much of a priority as part of this ongoing challenge.
2. That the plausibility of a Central County Self Assessment team or Unit for mental health be investigated in terms of providing a cost effective and viable service for Kent – to prevent time wasted travelling across the county.
3. That a mental health helpline to link to the NHS for the police be supported as an outcome of the Street Triage Pilot.
4. That communication and sharing of information between Maidstone Borough Council, Kent County Council and the West Kent Clinical Commissioning Group on mental health and mental health services should remain an ongoing priority. The Committee strongly recommend a regular six monthly update to the appropriate Overview and Scrutiny Committee maintained.
5. That there be continued engagement between the West Kent Clinical Commissioning Group and Kent County Council Public Health and the Community, Charitable and Voluntary Sector and Maidstone Borough Council to ensure that mental health services are commissioned on a well informed basis.
6. That the Community Development team signpost via the Council's website, the 'In the Stone' website and the borough update to the newly branded Children and Young people's services provided by the NHS Sussex Partnership.
7. That the promotion of the established Live it Well Website and Strategy be promoted via all MBC, KCC and CCG staff at team meetings and at every opportunity via their communication channels to ensure its profile is raised and maintained.
8. That the SAFE project be promoted on the 'In the stone' website and in the Borough Update and by Kent County Council via its website.
9. That the West Kent Clinical Commissioning Group include the SAFE project on its website and promote via other appropriate communication channels available to it.
10. That a continued and regular advertisement is placed in the Downs Mail to highlight the pressures faced by school children and the effects such

as anxiety and depression with available services signposted. This is to target parents and grandparents to encourage prevention and early intervention in mental health and well-being and should be a joined up project between Maidstone Borough Council and the CCG.

11. That a letter of support from Maidstone Borough Council be sent to Patrick Leeson, Corporate Director of Education, Learning and Skills at Kent County Council in support of its 'Coping and Resilience Strategy', and adapting its 'Early Intervention and Prevention Strategy' to children of a primary school age and PSHE programmes that would raise awareness of mental health and well-being in schools.

The Way Forward

The Government's mental health outcomes strategy, 'No health without mental health' published on 2 February 2011 remains one of the primary reference points and is overarching to the way in which policy will be delivered at a local level.

In many ways, in interpreting government policy and the long term outcomes for mental health, the terms mental health and well-being seems almost interchangeable or it would appear in the long term aim is that they will be.

The economic picture is presented as unmanageable if we are to continue the way we are with all health condition. The emphasis therefore is on prevention and early intervention.

At a local level, the six steps for well-being as detailed in the 'No health without mental health' are being implemented.

Further information on the 'Six Ways to Wellbeing' Kent-wide campaign.

and progress reports are available at www.liveitwell.org.uk

Maidstone Borough Council's Public Health role in relation to mental health and well-being is being developed through the Maidstone Health Inequalities Action plan which feeds into overarching documents including Kent County Council's Mind the Gap Action Plan and upwards.

Overview and Scrutiny members will continue to be involved in health and well-being and will remain focused on outcomes for prevention and early intervention.

Thank you

The Committee considered evidence from a variety of sources and would like to thank the following individuals and organisations who have personally contributed to this review:

Maidstone Borough Council

- Katie Latchford, Community Development Team Leader, Community Development Team

West Kent Clinical Commissioning Group (CCG)

- Dr Bob Bowes, Chairman of NHS West Kent CCG's governing body, CCG's lead on information management and technology;
- Dr Chesover, Mental Health Clinical Lead for West Kent and Co-ordinating Mental Health Lead for Kent, West Kent Clinical Commissioning Group;
- Dave Holman, Head of Mental Health Commissioning, West

Kent Clinical Commissioning Group; and

- Meuthia Endrojono-Ellis, Head of Mental Health Commissioning (interim)

Maidstone Mind

- Jenny Walsh, Services Manager

Kent Police

- Assistant Chief Constable Paul Brandon;
- Chief Inspector Martin Wilson;
- Police Constable Shane McMahon; and
- Inspector Steve Seabrook

Sussex Partnership NHS Foundation Trust, Children and Young People

- Jo Scott, Programme Director

Kent County Council

- Andrew Scott Clark, Director of Public Health Improvement;
- Ivan Rudd, Public Health Specialist;

- Sharon Dodd, Kent Integrated Adolescent Support Service Strategic Manager and lead on the Kent Early Intervention and Prevention Strategy; and
- Penny Southern, Director of Learning

Kent and Medway NHS and Social Care Partnership Trust

- Karen Dorey-Rees, Assistant Director, Acute Service Line

Kent County Council Community Wardens

- Janet Greenroyd, District Supervisor for Maidstone Community Wardens; and
- Liz Lovatt, Community Warden for Boughton Monchelsea, Loose and Chart Sutton

SAFE project (VAWK)

- Richard Webb, SAFE Project Coordinator Maidstone,

References

i

[http://www.bbc.co.uk/iplayer/episode/b03b59yw/
Panorama_Locked_Up_For_Being_Ill/](http://www.bbc.co.uk/iplayer/episode/b03b59yw/Panorama_Locked_Up_For_Being_Ill/)

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[http://www.apho.org.uk/resource/item.aspx?RID=
127207](http://www.apho.org.uk/resource/item.aspx?RID=127207)

iii Page 5, No Health Without Mental Health: A
Cross-Government Mental Health Outcomes
Strategy for People of all ages, 2011.

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[https://democracy.kent.gov.uk/documents/g5300/
Public%20reports%20pack%2020th-Nov-
2013%2018.30%20Health%20and%20Wellbeing%2
0Board.pdf?T=10](https://democracy.kent.gov.uk/documents/g5300/Public%20reports%20pack%2020th-Nov-2013%2018.30%20Health%20and%20Wellbeing%20Board.pdf?T=10)

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[http://services.maidstone.gov.uk/ieListDocuments.
aspx?CId=556&MId=2005&Ver=4](http://services.maidstone.gov.uk/ieListDocuments.aspx?CId=556&MId=2005&Ver=4)

vi [https://www.gov.uk/government/news/mental-
health-nurses-to-join-police-on-the-beat](https://www.gov.uk/government/news/mental-health-nurses-to-join-police-on-the-beat)

vii

[http://www.apho.org.uk/resource/item.aspx?RID=
127207](http://www.apho.org.uk/resource/item.aspx?RID=127207)

viii <http://www.liveitwell.org.uk>

ix <http://www.liveitwell.org.uk>

x <http://www.switchcafe.co.uk/switch/>

xi [http://www.liveitwell.org.uk/local-news/west-
kent/#LPMGInformation](http://www.liveitwell.org.uk/local-news/west-kent/#LPMGInformation)

Agenda Item 14

Maidstone Borough Council

Community, Leisure Services and Environment Overview and Scrutiny Committee

Tuesday 11 March 2014

Future Work Programme

Report of: Tessa Mallett, Overview & Scrutiny Officer

1. Introduction

- 1.1 To consider the Committee's future work programme.
- 1.2 To consider the information update given by the Chairman.

2. Recommendation

- 2.1 That the Committee considers the draft future work programme, attached at **Appendix A**, to ensure that it is appropriate and covers all issues Members currently wish to consider within the Committee's remit. Any items on the draft future work programme, highlighted in bold, are provisional items for the Committee to approve.
- 2.2 That the Committee considers the sections of the List of Forthcoming Decisions relevant to the Committee at **Appendix B** and whether these are items that require further investigation or monitoring.
- 2.3 That the Committee considers its continuous professional development needs and recommends possible training or development sessions it would like to undertake.

3 Future Work Programme

- 3.1 Throughout the course of the municipal year the Committee is asked to put forward work programme suggestions. These suggestions are planned into its annual work programme. Members are asked to consider the work programme at each meeting to ensure that it remains appropriate and covers all issues Members currently wish to consider within the Committee's remit.
- 3.2 The Committee is reminded that the Constitution states under Overview and Scrutiny Procedure Rules number 9: Agenda items that 'Any Member shall be entitled to give notice to the proper officer that he wishes an item relevant to the functions of the Committee or Sub-Committee to be included on the agenda for the next available meeting of the Committee or Sub-Committee. On receipt of such a request the proper officer will ensure that it

is included on the next available agenda, the Member must attend the meeting and speak on the item put forward.'

4 List of Forthcoming Decisions

- 4.1 The List of Forthcoming Decisions (**Appendix B**) is a live document containing all key and non-key decisions.
- 4.2 Due to the nature of the List of Forthcoming Decisions, and to ensure the information provided to the Committee is up to date, a verbal update will be given at the meeting by the Chairman. The Committee can view the live document online at:
<http://meetings.maidstone.gov.uk/mgListPlans.aspx?RPIId=443&RD=0>

5. Impact on Corporate Objectives

- 5.1 The Committee will consider reports that deliver against the following Council priority:
- 'For Maidstone to be a decent place to live.'
- 5.2 The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities.

Community, Leisure Services & Environment Overview and Scrutiny Committee Work Programme 2013-14

Meeting Date	Agenda Items	Details and desired outcome
11 June 2013	<ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Work programming workshop • Leader & Cabinet Member Priorities for 2013/14 Municipal Year 	<ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2013-14 • Ascertain work plan for the year and strategic direction for the Council & Select and develop review topics focusing on achievable outcomes.
16 July 2013	<ul style="list-style-type: none"> • Cabinet Member Priorities for 2013/14 Municipal Year • Draft report: Approval of a new Play Area Strategic Standard 	<ul style="list-style-type: none"> • To consider the Cabinet Update and make recommendations as appropriate • To consider the report and make recommendations as appropriate
13 August 2013	<ul style="list-style-type: none"> • CCTV Protocol • Collective Switching of Energy Supplier Service for Householders • Eco Pilot • Draft Health Inequalities Action Plan 	<ul style="list-style-type: none"> • To consider the report and make recommendations as appropriate
10 September 2013	<ul style="list-style-type: none"> • Health Inequalities (Mental Health) Review 	<ul style="list-style-type: none"> • To interview the witness invited to the meeting and participate in a 'act finding' discussion as part of evidence gathering for the review topic.
8 October 2013	CANCELLED	CANCELLED
29 October 2013	<p><i>Acting as the Crime & Disorder Overview and Scrutiny Committee</i></p> <ul style="list-style-type: none"> • Mental Health and the Police and frontline services 	<ul style="list-style-type: none"> • The Committee will be acting as the Crime and Disorder Overview and Scrutiny Committee interviewing the witness invited to the meeting and participate in a 'fact finding' discussion as part of evidence gathering its review topic (Mental Health). Witnesses will include the Safer Maidstone Partnership.
12 November 2013	<ul style="list-style-type: none"> • Homelessness Strategy Review 	<ul style="list-style-type: none"> • The Committee to consider the findings of the Homelessness Strategy Review, interviewing witnesses from a national and local level to

		establish the needs of Maidstone. The Committee will need to consider when the Homelessness Strategy will return to it, pre-decision, before its adoption.
10 December 2013	<ul style="list-style-type: none"> • POSTPONED Pilot Street Triage Scheme – Health Inequalities (Mental Health) Review • UPDATE Eco Homes Pilot 	<ul style="list-style-type: none"> • To interview the Mental Health nursing staff and Police Officers involved in the pilot scheme. To establish the positive outcomes of the scheme and any gaps that have been identified. • To consider the update from officers, making recommendations as appropriate.
14 January 2014	<ul style="list-style-type: none"> • Draft Play Areas Strategy <p>INFORMATION UPDATE: Health Inequalities (Mental Health) Review – follow up interviews with the Clinical Commissioning Group. To take place on 30 January at 7pm (Town Hall, Room B).</p>	<ul style="list-style-type: none"> • To consider the report and make recommendations as appropriate
11 February 2014	<p><i>Acting as the Crime & Disorder Overview and Scrutiny Committee</i></p> <p><i>Topic: Road Safety – to consider in relation to the KCC Consultation - Road Casualty Reduction Strategy for Kent & Revisions and as a priority of the Safer Maidstone Partnership</i></p> <p><i>Maidstone Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny – to consider proposed update</i></p>	

11 March 2014	<ul style="list-style-type: none"> • Air Quality Action Plan • Waste Strategy • Draft Homelessness Strategy (TBC) • Follow up on Scrutiny Waste Review and the new Waste Contract. • Mental Health Review – Final Report 	
8 April 2014	<ul style="list-style-type: none"> • Evaluations of Cabinet Member Priorities for 2013/14 Municipal Year 	



139

LIST OF FORTHCOMING DECISIONS

Democratic Services Team
E: democraticservices@maidstone.gov.uk

Publication Date: **18 February 2014**

List of Forthcoming Decisions

INTRODUCTION

This document sets out the decisions to be taken by the Executive and various Committees of Maidstone Borough Council on a rolling basis. This document will be published as updated with new decisions required to be made.

KEY DECISIONS

A key decision is an executive decision which is likely to:

- Result in the Maidstone Borough Council incurring expenditure or making savings which is equal to the value of £250,000 or more; or
- Have significant effect on communities living or working in an area comprising one or more wards in Maidstone.

At Maidstone Borough Council, decisions which we regard as “Key Decisions” because they are likely to have a “significant” effect either in financial terms or on the community include:

- (1) Decisions about expenditure or savings which equal or are more than £250,000.
- (2) Budget reports.
- (3) Policy framework reports.
- (4) Adoption of new policies plans, strategies or changes to established policies, plans or strategies.
- (5) Approval of portfolio plans.
- (6) Decisions that involve significant service developments, significant service reductions, or significant changes in the way that services are delivered, whether Borough-wide or in a particular locality.
- (7) Changes in fees and charges.
- (8) Proposals relating to changes in staff structure affecting more than one section.

Each entry identifies, for that “key decision” –

- the decision maker
- the date on which the decision is due to be taken
- the subject matter of the decision and a brief summary
- the reason it is a key decision
- to whom representations (about the decision) can be made

List of Forthcoming Decisions

- whether the decision will be taken in public or private
- what reports/papers are, or will be, available for public inspection

EXECUTIVE DECISIONS

The Cabinet collectively makes its decisions at a meeting and individual portfolio holders make decisions independently. In addition, Officers can make key decisions and an entry for each of these will be included in this list.

DECISIONS WHICH THE CABINET INTENDS TO MAKE IN PRIVATE

The Cabinet hereby gives notice that it intends to meet in private after its public meeting to consider reports and/or appendices which contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports and/or appendices to decisions which the Cabinet will take at its private meeting are indicated in the list below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations, please email janetbarnes@maidstone.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

ACCESS TO CABINET REPORTS

Reports to be considered at the Cabinet's public meeting will be available on the Council's website (www.maidstone.gov.uk) a minimum of 5 working days before the meeting.

HOW CAN I CONTRIBUTE TO THE DECISION-MAKING PROCESS?

The Council actively encourages people to express their views on decisions it plans to make. This can be done by writing directly to the appropriate Officer or Cabinet Member (details of whom are shown in the list below).

Alternatively, the Cabinet are contactable via our website (www.maidstone.gov.uk) where you can submit a question to the Leader of the Council. There is also the opportunity to invite the Leader of the Council to speak at a function you may be organising.

List of Forthcoming Decisions

WHO ARE THE CABINET?



© 2011 Kent Messenger

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Tel: 07903 113571



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Councillor Malcolm Greer
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malcolmgreer@maidstone.gov.uk
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Councillor John A Wilson
Cabinet Member for Community and Leisure Services
johnawilson@maidstone.gov.uk
Tel: 01622 720989

List of Forthcoming Decisions

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary:	Key Decision and reason (if applicable):	Contact Officer:	Public or Private (if Private the reason why)	Documents to be submitted (other relevant documents may be submitted)
<p>Chief Executive</p> <p>Due Date: Friday 21 Feb 2014</p>	<p>Planning Support - Shared Service - Choice of Employer</p> <p>To determine the employer for the planning support shared service.</p>	<p>KEY Reason: Expenditure > £250,000</p>	<p>Alison Broom alisonbroom@maidstone.gov.uk</p>	<p>Public</p>	<p>Planning Support - Shared Service - Choice of Employer</p>
<p>Cabinet Member for Environment</p> <p>Due Date: Monday 24 Feb 2014</p>	<p>MKIP Environment Shared Service Model</p> <p>Proposed operational model for the shared service</p>		<p>John Littlemore, Head of Housing & Community Services johnlittlemore@maidstone.gov.uk</p>	<p>Public</p>	<p>MKIP Environment Shared Service Model Enc. 1 for MKIP Environment Shared Service Model Enc. 2 for MKIP Environment Shared Service Model Enc. 3 for MKIP Environment Shared Service Model Enc. 4 for MKIP Environment Shared Service Model Enc. 5 for MKIP Environment Shared Service Model Enc. 6 for MKIP Environment Shared Service Model</p>

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Due Date: Monday 24 Feb 2014	Maidstone Borough Local Plan Public Consultation Draft (Regulation 18) Report seeking approval to undertake public consultation (Regulation 18) on the draft Maidstone Borough Local Plan	KEY Reason: Policies, Plans, Strategies	Sue Whiteside suewhiteside@maidstone.gov.uk	Public	Maidstone Borough Local Plan Public Consultation Draft (Regulation 18)
Cabinet Due Date: Monday 24 Feb 2014	Community Infrastructure Levy - Preliminary Draft Charging Schedule Preliminary draft charging schedule document approval for consultation alongside the Maidstone Borough Local Plan.	KEY Reason: Policies, Plans, Strategies	Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk	Public	Community Infrastructure Levy - Preliminary Draft Charging Schedule

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet</p> <p>Due Date: Monday 24 Feb 2014</p> <p style="text-align: center; font-size: 2em;">145</p>	<p>Infrastructure Delivery Plan (IDP)</p> <p>The purpose of the IDP is to identify the infrastructure required to meet the spatial objectives and growth anticipated in the Local Plan and thus demonstrate that the Plan is both realistic and deliverable.</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk</p>	<p>Public</p>	<p>Infrastructure Delivery Plan (IDP)</p>
<p>Cabinet</p> <p>Due Date: Monday 24 Feb 2014</p>	<p>Business Rates - Retail Relief</p> <p>To consider the award of additional rate relief following announcement in the autumn statement.</p>		<p>Stephen McGinnes stephenmcginnes@maidstone.gov.uk</p>	<p>Public</p>	<p>Business Rates - Retail Relief</p>

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014	Transfer of Oakwood Cemetery To consider the freehold transfer of Oakwood Cemetery to the Council for the purchase price of £1.00		Lucy Stroud lucystroud@maidstone.gov.uk	Public	Transfer of Oakwood Cemetery Enc. 1 for Transfer of Oakwood Cemetery Enc. 2 for Transfer of Oakwood Cemetery Enc. 3 for Transfer of Oakwood Cemetery
Cabinet Member for Community and Leisure Services Due Date: Friday 28 Feb 2014	Warm Homes Eco Pilot Review Describes progress, upcoming issues and seeks decision on next steps for the Warm Homes scheme in Maidstone	KEY Reason: Affects more than 1 ward	Neil Coles neilcoles@maidstone.gov.uk	public	Warm Homes Eco Pilot Review

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Planning, Transport and Development</p> <p>Due Date: Friday 28 Feb 2014</p> <p>147</p>	<p>Annual Monitoring Report 2012/13</p> <p>Maidstone's Annual Monitoring Report (AMR) provides a framework with which to monitor and review the effectiveness of local plan policies that address local issues over the monitoring period 1st April 2012 to 31st March 2013. This is Maidstone's 9th AMR.</p>		<p>Sue Whiteside suewhiteside@maidstone.gov.uk</p>	<p>Public</p>	<p>Annual Monitoring Report 2012/13 Appendix A - Annual Monitoring Report 31 March 2012 to 1 April 2013</p>

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Environment Due Date: Before Friday 28 Feb 2014 148	Review and Progress Update of Waste Strategy To review the progress which has been made towards the objectives of the Council's 5 year Waste Strategy in preparation for a new Waste Strategy for 2015-2020.		Jennifer Shepherd jennifershepherd@maidstone.gov.uk	Public	Review and Progress Update of Waste Strategy Appendix A: Waste Strategy 2010-2015
Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014	Discretionary Housing Payment Future policy for the award of discretionary housing payments.		Stephen McGinnes stephenmcginnes@maidstone.gov.uk	Public	Discretionary Housing Payment


Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Corporate Services</p> <p>Due Date: Friday 28 Feb 2014</p> <p style="text-align: center;">149</p>	<p>Bankruptcy Policy for Council Tax and Business Rates Debt</p> <p>The approach to be adopted by the council in collecting unpaid council tax and business rates through the use of bankruptcy proceedings.</p>	<p>KEY Reason: Policies, Plans, Strategies</p>	<p>Sheila Coburn sheilacoburn@maids.tone.gov.uk</p>	<p>Public</p>	<p>Bankruptcy Policy for Council Tax and Business Rates Debt</p>
<p>Cabinet Member for Corporate Services</p> <p>Due Date: Friday 28 Feb 2014</p>	<p>Council Tax, Business Rates and Housing Benefits Overpayments write offs</p> <p>Approval of write offs for irrecoverable debts of Council Tax, Business Rates and Housing Benefit Overpayments</p>		<p>Sheila Coburn sheilacoburn@maids.tone.gov.uk</p>	<p>Public</p>	<p>Council Tax, Business Rates and Housing Benefits Overpayments write offs</p>

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014	Lease of Giddyhorn Lane Tennis Courts Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playign Fields		Lucy Stroud lucystroud@maidstone.gov.uk	Private because of commercially sensitive information.	Lease of Giddyhorn Lane Tennis Courts
Cabinet Member for Community and Leisure Services Due Date: Friday 28 Feb 2014	Play Area Improvements Programme 2013/14 A report to consider the allocation for the Play Area Improvements Programme for 2013/14		Jason Taylor, Parks and Leisure Manager jason.taylor@maidstone.gov.uk	Public	Play Area Improvements Programme 2013/14
Audit Committee Due Date: Monday 3 Mar 2014	Internal Audit Operational Plan for 2014/15 To agree the 2014/15 Internal Audit Operational Plan		Russell Heppleston russellheppleston@maidstone.gov.uk	Public	Internal Audit Operational Plan for 2014/15


Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Council Due Date: Wednesday 5 Mar 2014	Non-Attendance at Council Meetings report to approve reason for non-attendance on ill health grounds		Angela Woodhouse, Head of Policy and Communications angelawoodhouse@maidstone.gov.uk	public	Non-Attendance at Council Meetings
Cabinet Member for Corporate Services  Due Date: Friday 7 Mar 2014	Disposal of Land at White Horse Lane, Otham To consider the disposal of an area of open space at White Horse Lane, Otham to a resident		Lucy Stroud lucystroud@maidstone.gov.uk	Private Contains commercially sensitive financial information	Disposal of Land at White Horse Lane, Otham
Cabinet Member for Corporate Services Due Date: Friday 7 Mar 2014	Disposal of Land at White Horse Lane, Otham Heads of Terms for disposal of land		Lucy Stroud lucystroud@maidstone.gov.uk	Private because it contains financial details of the disposal	Disposal of Land at White Horse Lane, Otham
Cabinet Due Date: Wednesday 12 Mar 2014	Maidstone Enterprise Hub Consideration of financing options	KEY Reason: Expenditure > £250,000	Karen Franek karenfranek@maidstone.gov.uk	Public	Maidstone Enterprise Hub

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Planning, Transport and Development</p> <p>Due Date: Friday 14 Mar 2014</p> <p style="text-align: center; font-size: 2em;">152</p>	<p>Park and Ride Tender</p> <p>To consider awarding the Park & Ride contract for a three year period following the procurement process identifying supplier A as the preferred supplier.</p> <p>To consider awarding the Park & Ride contract to provide Park & Ride services from Sittingbourne Road, Willington Street and London Road (option 1)</p>	<p>KEY Reason: Expenditure > £250,000</p>	<p>Jeff Kitson jeffkitson@maidstone.gov.uk</p>	<p>Public</p>	<p>Park and Ride Tender</p>
<p>Cabinet Member for Planning, Transport and Development</p> <p>Due Date: Friday 14 Mar 2014</p>	<p>Exempt Appendix to Park and Ride Tender</p> <p>Detailing the procurement process, tender submissions and the preferred supplier.</p>	<p>KEY Reason: Expenditure > £250,000</p>	<p>Jeff Kitson jeffkitson@maidstone.gov.uk</p>	<p>Private due to commercial sensitivity</p>	<p>Park and Ride Tender</p>

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Planning, Transport and Development Due Date: Friday 21 Mar 2014	Green and Blue Infrastructure Responses and recommendations from Green and Blue Infrastructure stakeholder engagement.		Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk	Public	Green and Blue Infrastructure
 Cabinet Member for Community and Leisure Services Due Date: Friday 28 Mar 2014	Free Lets 2014/15 A report to allocate the 5 Free Lets available for Mote Hall at Maidstone Leisure Centre for 2014/15		Amanda Scott amandascott@maidstone.gov.uk	Public	Free Lets 2014/15
Cabinet Due Date: Wednesday 9 Apr 2014	Waste Strategy 2014-2019 New Waste Strategy to outline the key objectives for the next 5 years.	KEY Reason: Policies, Plans, Strategies	Jennifer Shepherd jennifershepherd@maidstone.gov.uk	Public	Waste Strategy 2014-2019

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted (other relevant documents may be submitted)
<p>Council</p> <p>Due Date: Wednesday 23 Apr 2014</p>	<p>Community Safety Partnership Plan annual refresh</p> <p>Annual Community Safety Partnership Plan and Strategic Assessment</p>	<p>KEY Reason: Policy Framework Document</p>	<p>Sarah Robson sarahrobson@maidstone.gov.uk</p>	<p>Public</p>	<p>Community Safety Partnership Plan annual refresh</p>
<p>Council</p> <p>Due Date: Wednesday 23 Apr 2014</p>	<p>Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny</p> <p>That the proposed revisions be put forward as a recommendation to full Council.</p>		<p>Christian Scade christianscade@maidstone.gov.uk</p>	<p>Public</p>	<p>Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny</p>

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Economic and Commercial Development Due Date: Friday 30 May 2014 155	Maidstone Museums' Collections Development Policy 2013 - 2018 To consider the approval of a revised Collections Development Policy for the Council's museums	KEY Reason: Policies, Plans, Strategies	Dawn Hudd dawnhudd@maidstone.gov.uk	Public	Maidstone Museums' Collections Development Policy 2013-2018 Maidstone Museums' Collections Development Policy 2013-2018
Cabinet Due Date: Wednesday 12 Mar 2014	Maidstone Enterprise Hub Consideration of financing options	KEY Reason: Expenditure > £250,000	Karen Franek karenfranek@maidstone.gov.uk	Public	Maidstone Enterprise Hub
Cabinet Member for Planning, Transport and Development Due Date: Friday 21 Mar 2014	Green and Blue Infrastructure Responses and recommendations from Green and Blue Infrastructure stakeholder engagement.		Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk	Public	Green and Blue Infrastructure

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Community and Leisure Services Due Date: Friday 28 Mar 2014	Free Lets 2014/15 A report to allocate the 5 Free Lets available for Mote Hall at Maidstone Leisure Centre for 2014/15		Amanda Scott amandascott@maidstone.gov.uk	Public	Free Lets 2014/15
Cabinet Due Date: Wednesday 9 Apr 2014	Waste Strategy 2014-2019 New Waste Strategy to outline the key objectives for the next 5 years.	KEY Reason: Policies, Plans, Strategies	Jennifer Shepherd jennifershepherd@maidstone.gov.uk	Public	Waste Strategy 2014-2019
Council Due Date: Wednesday 23 Apr 2014	Community Safety Partnership Plan annual refresh Annual Community Safety Partnership Plan and Strategic Assessment	KEY Reason: Policy Framework Document	Sarah Robson sarahrobson@maidstone.gov.uk	Public	Community Safety Partnership Plan annual refresh

Forthcoming Decisions
February 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Economic and Commercial Development</p> <p>Due Date: Friday 30 May 2014</p>	<p>Maidstone Museums' Collections Development Policy 2013 - 2018</p> <p>To consider the approval of a revised Collections Development Policy for the Council's museums</p>	<p>KEY Reason: Policies, Plans, Strategies</p>	<p>Dawn Hudd dawnhudd@maidstone.gov.uk</p>	<p>Public</p>	<p>Maidstone Museums' Collections Development Policy 2013-2018 Maidstone Museums' Collections Development Policy 2013-2018</p>

157