

# AGENDA

## STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 2 December 2014  
Time: 6.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors: Ash, Black, Butler, Edwards-Daem, Mrs Gooch  
(Chairman), Mrs Grigg, Long, Pickett and Mrs Stockell  
(Vice-Chairman)

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Page No.

1. **The Committee to consider whether all items on the agenda should be webcast**
2. **Apologies**
3. **Notification of Substitute Members**
4. **Notification of Visiting Members/Witnesses**
5. **Disclosures by Members and Officers**
6. **To consider whether any items should be taken in private because of the possible disclosure of exempt information**
7. **Minutes of the Meeting held on 7 October 2014** 1 - 6
8. **Complaints Report Quarter 2 2014/15** 7 - 33  
Interview with Sam Bailey, Research and Performance Officer
9. **Mid-Year Strategic Plan Performance Update 2014 15** 34 - 72  
Interview with Clare Wood, Policy and Performance Officer

**Continued Over/:**

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**Issued on 24 November 2014**

*Alison Broom*

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

## 10. Future Work Programme and SCRAIP Update

73 - 102

Report attached 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 Poppy Brewer on 01622 602242**. To find out more about the work of the Overview and Scrutiny Committees, please visit [www.maidstone.gov.uk/osc](http://www.maidstone.gov.uk/osc)

## **MAIDSTONE BOROUGH COUNCIL**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 7 OCTOBER 2014**

**Present:** Councillor Mrs Gooch (Chairman), and  
Councillors Ash, Black, Butler, Edwards-Daem,  
English, Mrs Grigg and Mrs Stockell

66. THE COMMITTEE TO CONSIDER WHETHER ALL ITEMS ON THE AGENDA SHOULD BE WEBCAST

**RESOLVED:** That all items on the agenda be webcast.

67. APOLOGIES

It was noted that apologies for absence had been received from Councillors Long and Pickett.

68. NOTIFICATION OF SUBSTITUTE MEMBERS

The following substitute members were noted:-

Councillor English for Councillor Pickett.

69. NOTIFICATION OF VISITING MEMBERS

There were no visiting Members.

70. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

71. EXEMPT ITEMS

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

72. MINUTES OF THE MEETING HELD ON 2 SEPTEMBER 2014

**RESOLVED:** That the Minutes of the meeting held on 2 September 2014 be approved as a correct record and signed.

73. MINUTES OF THE SPECIAL MEETING HELD ON 15 SEPTEMBER 2014

**RESOLVED:** That the Minutes of the meeting held on 15 September 2014 be approved as a correct record and signed.

#### 74. KEY PERFORMANCE INDICATOR MONITORING QUARTER 1

The Policy and Performance Officer, Clare Wood, introduced the Key Performance Indicator Monitoring Quarter 1. The Committee heard that of 35 KPIs, 17 had been achieved, making an increase of 2 on the same time last year. The number of KPIs showing red had halved from 10 to 5, and of the amber rated KPIs all were within 5% of target, with 7 within 1.5% of target.

The Committee was advised that Homeless figures were set to improve in the next quarter with the opening of Aylesbury House accommodation facility. In response to questions the Head of Finance and Resources told members that:

- Temporary accommodation was provided for as long as necessary where a need was identified according to legislation, however there were targets set by Central Government which stipulated regular reporting;
- Due to the inability to predict the numbers of those who would present as homeless on the day - as opposed to those who were at risk of homelessness - a continuous improvement approach to targets was undertaken. Data on the percentage increase in numbers of people who were presenting as homeless would be provided to the Committee;
- Emergency housing provision was currently and would continue to be provided in cooperation with third sector organisations such as the Salvation Army and Maidstone Christian Care;
- Temporary accommodation was one facet of an overall approach to homelessness, which also included preventative measures and affordable housing delivery. In response to a question it was confirmed that Golding Homes did not provide temporary accommodation, but that Maidstone BC did have nomination rights to some properties. The Budget 1<sup>st</sup> Quarter report would detail the possibilities and potential resources needed to take alternative actions to provision of temporary accommodation.

The Committee discussed Customer Services and reference was made to the following:

- The aim of the channel shift programme was that all channels were providing the same services and achieving the same result. This would ensure that customers were directed to the most appropriate channel, and that those who are not IT literate would still be able to access Customer Services and experience equality of end result. The Business Improvement Manager would be presenting a Channel Shift report to the November Committee.

- The ideal call answering target for the Contact Centre would be 90 seconds but this was unachievable. The target had therefore been set at 120 seconds as this was not prohibitive, with the understanding that a longer wait than this would be considered unacceptable for Customers.
- Additional resources were provided to the Contact Centre when a new service was taken on by them.
- There had been a 50% turnover of staff in the Contact Centre, but figures could be provided for the numbers who had moved into other Council departments.
- There had been a decline in reported instances of fly tipping over a four year trend, the figures for which would be presented to a future meeting of the Committee.

With particular reference to the implementation of the Planning Support Shared Service it was stated that:

- Issues experienced with the Planning Portal could not be rectified at Local Authority level as this was a national product. In contrast, the online forms for Council services provided by Maidstone BC were regularly tested.
- The implementation of a new system had meant that reports were unavailable at the time and that quarter one data could not be reported on at Committee. There would instead be a double report to Committee at quarter two.
- Customer responses to Stage 2 complaints evidenced that Customers are being advised of extended timescales.

**RESOLVED:**

1. That the progress and out-turns of the KPIs at quarter 1 be noted;
2. That the areas where performance was strong and on track to achieve annual targets be noted;
3. That the areas where performance had declined and required further monitoring be noted;
4. That a detailed briefing note on performance indicators HSG 005 and HSG 009 (homelessness) be prepared by the Financial Inclusion and Maidstone Families Matter Programme Manager for inclusion in the Mid-Year Performance Report, for consideration by Committee on 2 December 2014.
5. That the figures with regard to the four year decline in reported instances of fly tipping be provided to the Committee.

## 75. BUDGET STRATEGY 2015-16 ONWARDS - REVENUE

The Head of Finance and Resources presented the Budget Strategy report, and explained to the Committee that the Revenue Support grant from Central Government was expected to decrease to zero by 2020, and that Business Rates were anticipated to grow as per an assumption based upon the business growth index. The Administration Grant that was put in place to assist with welfare reform was also expected to be removed.

The Committee heard that at the current spend there would be a £1 million shortfall, and that there was a £3.3 million savings target in all by 2020. Half of the required savings were expected to be accrued through corporate initiatives, for which consultations and staff reviews were in progress. The Commercialisation programme was expected to make £1 million through the ideas and projects that would be developed.

In response to questions the Committee were advised that:

- The Enterprise Hub would be funded 50% by Maidstone BC and 50% by KCC. Maidstone BC's funding had been earmarked and would be resourced by the Capital Programme;
- Comparison with Local Authorities across Kent took place and data was collated with other members of CIPFA (Chartered Institute of Public Finance and Accountancy) family group. Maidstone BC's stability was based upon high Council Tax which provided resilience. However the Tax Base would be impacted by a number of properties that had been demolished and not yet replaced with new rateable properties.

The Chairman of the Budget Working Group reported back to the Committee on the discussions of the last meeting, and advised that:

- Three items had been identified for consideration: the link between resources available and priorities; proposed savings; and fees and charges;
- During this meeting it was decided that further information was required from the Commercialisation Manager regarding propositions related to parking, debt recovery and charging for events;
- An introduction to the budget for Maidstone Culture and Leisure would be discussed by Economic and Commercial Development OSC in November, and the information from this would be considered at a future meeting of the Committee;
- The next meeting of the Budget Working Group would take place on 27 October 2014 at 5 p.m. and all members were invited to attend.

**RESOLVED:**

1. That the Budget Strategy 2015-16 Onwards – Revenue updated information and amended report be noted.
2. That information regarding priorities, fees and charges and departmental savings be circulated to Members outside of the Meeting.
3. That a Budget Strategy Update report be provided to the November meeting of the Committee.

76. **FUTURE WORK PROGRAMME AND SCRAIP UPDATE**

Senior Corporate Policy Officer, Christian Scade, asked the Committee to consider the Future Work Programme. Members discussed the Irrecoverable Business Rates and Debt Recovery Policy, and it was noted that the Audit Committee had recently considered this matter. As such it was suggested that steering may be required to prevent duplication of work, and that the Strategic Leadership and Corporate Services OSC had scope through its terms of reference to examine the policy, operational and revenue matters arising from these items.

The matter of complaints received with reference to the Social event was raised, and greater detail was requested on this issue alongside the Complaints Quarter 2 report in December.

The Chairman provided an update on the MKIP Joint Task and Finish Group, and explained that the remit of the Group was to examine Communication and Governance. The work would include interviewing Heads of Service, Senior Officers and Council Leaders, and the Group expected to report back to Committee in January.

**RESOLVED:**

1. That the Future Work Programme be noted with the following amendments: that the Financial Inclusion and Maidstone Families Matter Programme Manager be requested to attend to speak on the Mid-Year Review in December; that the Parks and Leisure Manager be requested to attend to speak on the Complaints Quarter 2 report.
2. That the List of Forthcoming Decisions be noted.
3. That the SCRAIP update be noted.
4. That it be noted that, subject to further discussion with Tunbridge Wells BC and Swale BC, the Committee agree to hold a co-located, simultaneous meeting in January to consider the final report of the Joint Mid Kent Improvement Partnership Task and Finish Group.

5. That the continuous professional development of the Committee be considered and noted.

77. DURATION

6.31 p.m. to 8.24 p.m.

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**2 December 2014**

#### **Complaints Report Quarter 2 2014/15**

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions.

Questions I would like to ask regarding this report:

- 
- 
- 
- 
-

**Guidance note - Making Quality Overview and Scrutiny Recommendations**

Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The scrutiny team have identified the following criteria for quality recommendations, they:

- affect and make a difference to local people;
- result in a change in policy that improves services;
- identify savings and maintain/improve service quality; or
- objectively identify a solution.

One way of checking the usefulness of recommendations is to evaluate them against the 'six Ws' set out below:

Good recommendations should answer these questions:

<b>Why does it need to be done?</b>	This will help ensure the outcome is relevant and in the right context – if a meeting is being requested it will ensure the correct people are invited to attend
<b>Who is being asked to do it?</b>	Without this nothing will get done (no one will take ownership)
<b>What needs to be done?</b>	Needs to be clear and specific
<b>HoW will it be done?</b>	Again, needs to be clear and specific, what is the expected output- for example a report to be written or a meeting to be arranged
<b>Where does it need to be done/go?</b>	If it's a meeting – where is it needed If it's a report – where is it to go, who needs to see it
<b>When does it need to be done?</b>	Crucial to have a timescale – without a deadline it will never get done

Thinking about these points will help ensure the outcomes of scrutiny are effective and will aid monitoring.

**MAIDSTONE BOROUGH COUNCIL**

**STRATEGIC LEADERSHIP AND CORPORATE SERVICES  
OVERVIEW AND SCRUTINY COMMITTEE**

**2 DECEMBER 2014**

**REPORT OF HEAD OF POLICY AND COMMUNICATIONS**

**Report prepared by Sam Bailey**

**1. COMPLAINTS REPORT QUARTER 2 2014/2015**

**1.1 Issue for Decision**

1.1.1 To consider the Council's performance in dealing with complaints for July-September 2014 (quarter 2).

**1.2 Recommendation of the Head of Policy and Communications**

1.2.1 That the Committee consider the quarter 2 complaints briefing (Appendix A to this report) and make recommendations as appropriate.

**1.3 Reasons for Recommendation**

1.3.1 Data relating to complaints, compliments and feedback via social media is monitored across the council. The quarter 2 complaints briefing brings this information together and discusses key themes, trends and other areas of interest from this data.

1.3.2 The data and information gathered through complaints can be used to help make service improvements. It can also be used to identify where services, or areas within a service, are not performing as they should.

**1.4 Report Summary**

1.4.1 Of particular interest this quarter is:

- The high overall number of complaints- 215 in total - received this quarter (Section 1 of Appendix A).
- The high number of complaints received by Parks and Leisure (31), Housing Options (23), Development Management (22), Environmental Enforcement (18) and Planning Support (Section 3 of Appendix A)

- The proportion of stage 1 complaints being answered within target time dropping by 4.8% this quarter (section 2 of Appendix A)

1.5 Alternative Action and why not Recommended

1.5.1 The council could choose not to monitor complaints in this way, but this would mean the council would lose a valuable opportunity to make service improvements as a result of complaints. It could also leave the council open to challenge by the ombudsman or the courts if recurring issues are not resolved. Any recurring issues that have resulted in action are detailed in Appendix A.

1.6 Impact on Corporate Objectives

1.6.1 The main corporate objective complaints monitoring falls under is corporate and customer excellence. A fair, efficient and effective complaints handling process is critical to ensure customers have an opportunity to register their dissatisfaction, and seek a resolution, if things go wrong.

1.7 Risk Management

1.7.1 The main risk for this report is reputational. If the council is seen to be ignoring its residents' concerns about certain issues this would be bad for the council's reputation.

1.8 Other Implications

1.8.1

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

1.8.2 Financial- some of the complaints resolved this quarter resulted in payments, refunds or compensation to complainants.

1.8.3 Staffing- some complaints this quarter were about staff.

1.8.4 Legal- some complaints received this quarter may have future legal implications

1.9 Relevant Documents

1.9.1 Appendices

Appendix A: Quarter 2 Complaints Briefing

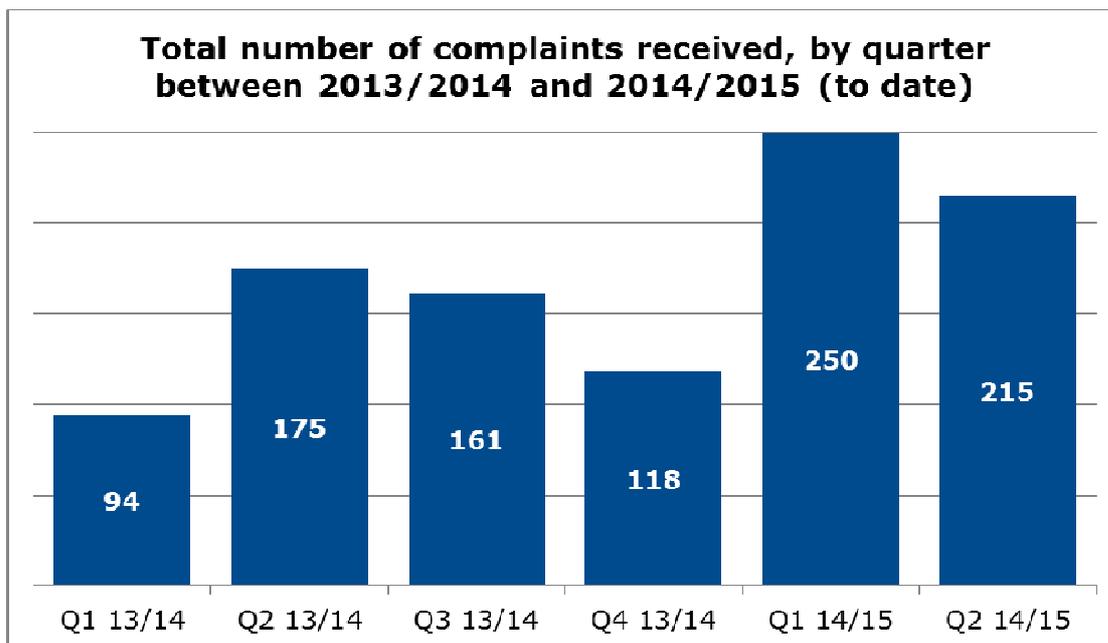
1.9.2 Background Documents

None

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

### 1. Overall Figures

There were 215 complaints received in total this quarter. This was a drop in complaints compared to the previous quarter. However this was a greater number of complaints compared to quarter 2 of 2013/2014. The graph below shows that more complaints were received in quarter 2 of 2014/2015 than any quarter in 2013/2014. The high number of complaints can be pinpointed to six services. This is further explored in section 4- Complaints by Service.



### 2. Complaint Timeliness

14 of the 215 complaints received were responded to outside of target time of ten days this quarter. This represents 93.5% of complaints responded to on time.

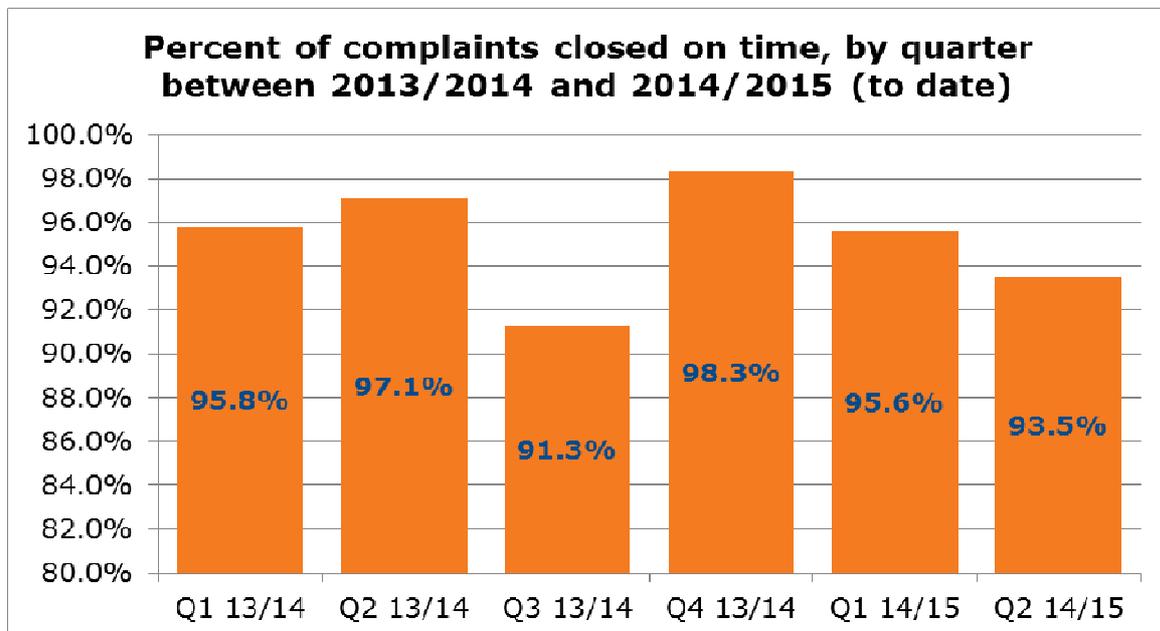
Of the 14 complaints that were closed out of time only three customers were kept updated on the progress of their complaint in line with the policy.

The Head of Policy and Communications will send a reminder to unit managers to ensure complaints are closed on time. But if this is not possible customers must be kept updated as to the progress of their complaint.

The services that closed complaints outside of the 10 working day turnaround time are highlighted in the table below, along with any explanatory notes about these complaints.

<b>Service</b>	<b>Number of late complaints</b>	<b>Notes</b>
Development Management	3	One customer kept updated. One complaint was closed late as it was sent to another exec support team during holiday cover but was missed.
Electoral Registration	1	No reason given.
Housing Options/Register	6	One customer was kept updated. One customer's response was ready but response had to be collected from the Gateway as customer had no address- this happened late.
Parks and Leisure	4	One customer was kept updated.

The percentage of complaints being closed on time has declined each quarter since quarter 4 of 2013/2014. Performance has dropped from 98.3% of complaints answered on time to 93.5%, this equates to a drop in performance of 4.8%. However it is worth noting that a lower than average (for 2013/2014) number of complaints were received during Q4 of 2013/2014.

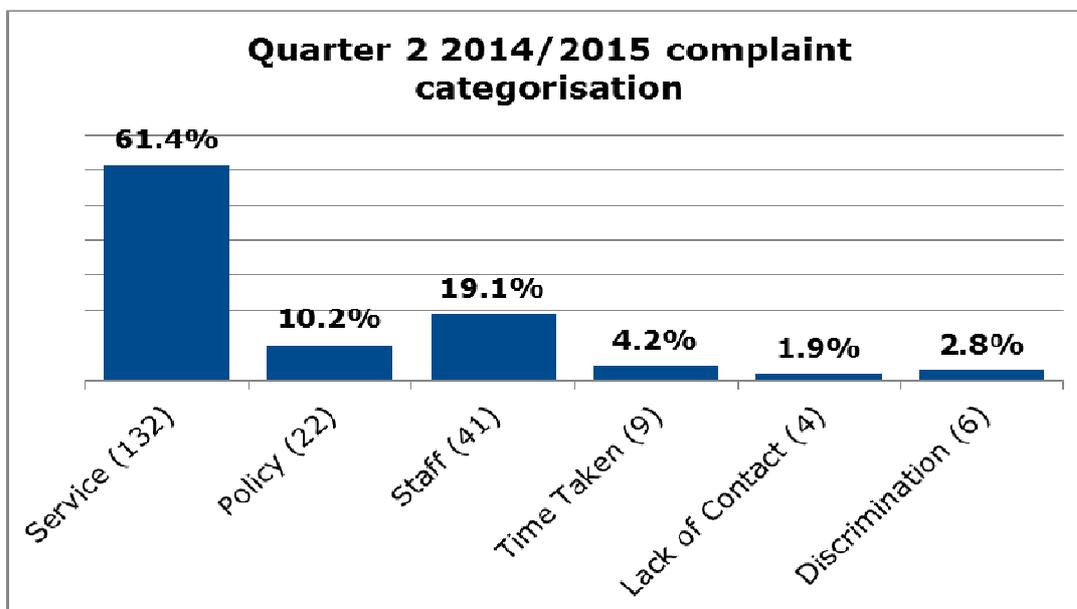


For comparison purposes, a table comparing volumes of complaints received and the percentage of complaints that were answered on time for the last 18 months can be found below.

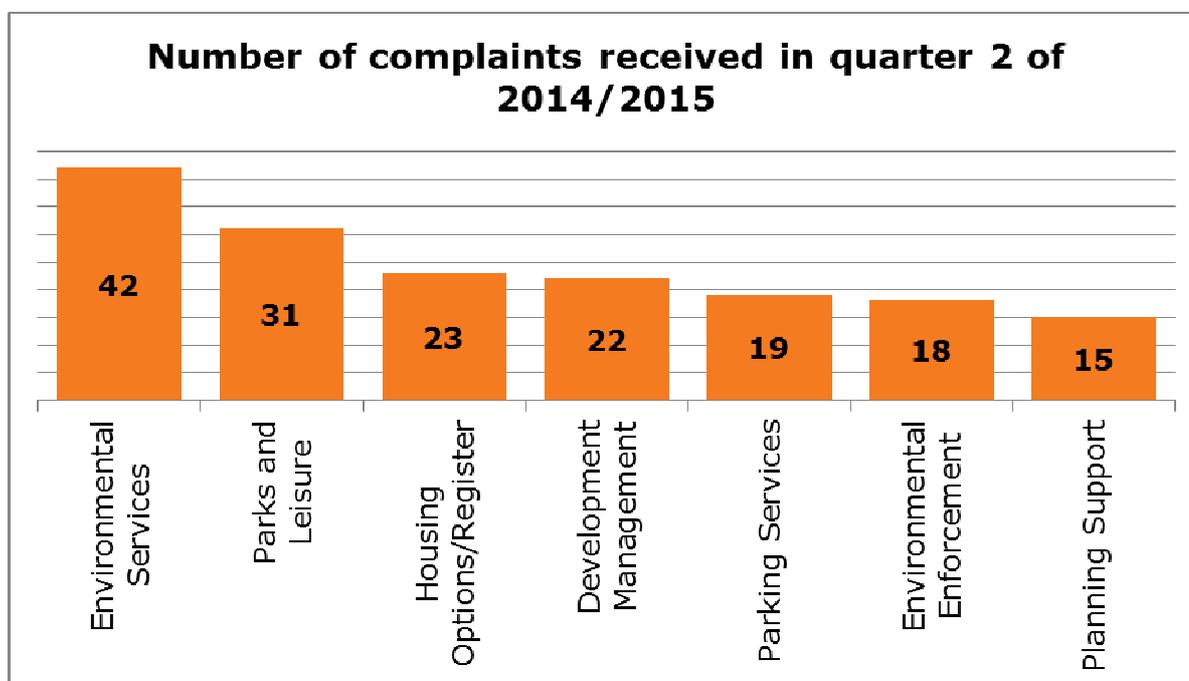
	<b>Year</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Overall number of complaints received</b>	<b>13/14</b>	94	175	161	118
	<b>14/15</b>	250	215	-	-
<b>Percent of complaints responded to on time</b>	<b>13/14</b>	95.8%	97.1%	91.3%	98.3%
	<b>14/15</b>	95.6%	93.5%	-	-

### 3. Complaint Categorisation

The vast majority of complaints received were about service. It is important to note that many complaints are about more than one element (for example, time taken as well as lack of contact) and complaints of this nature are usually categorised as service complaints.



### 4. Complaints by Service

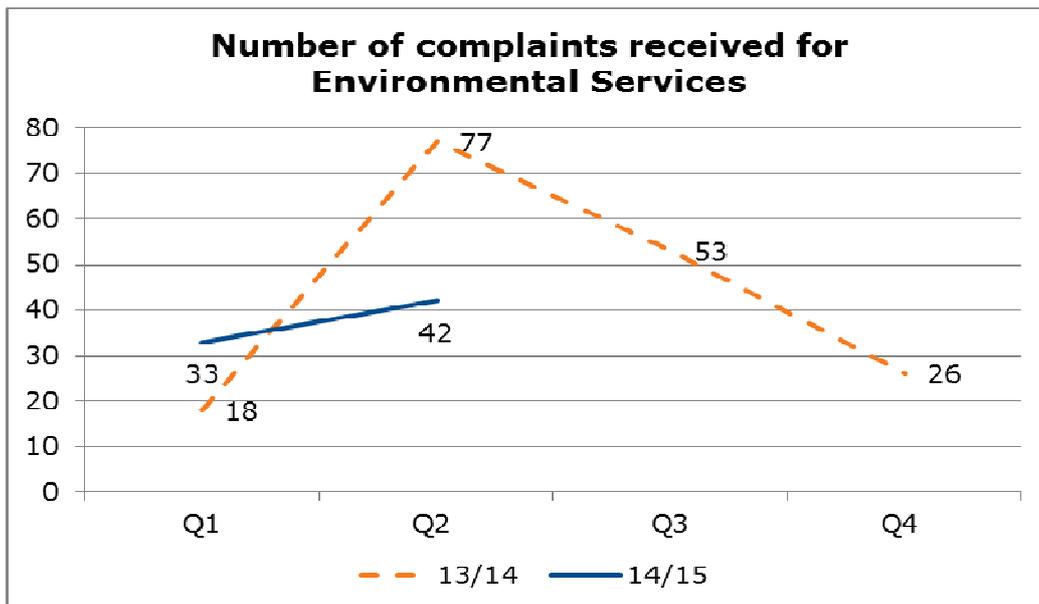


Environmental Services received the greatest number of complaints this quarter, closely followed by Development Management. Environmental Services usually receive the most complaints overall, but this is because this service includes Waste Collection and is used by the majority of residents in the borough.

Planning Support and Parks and Leisure both experienced particular issues that generated a large number of complaints this quarter. These issues are covered in their respective sections below.

### Environmental Services (including Waste Collection)

Complaints for this service peaked in quarter 2 of 2013/2014 as this was when the new waste collection contract was introduced. Complaints about this service had been decreasing up until quarter 4 of 2013/2014. Over the last two quarters there has been an increase in the numbers of complaints from 26 in the last quarter of 2014 to 42 this quarter.



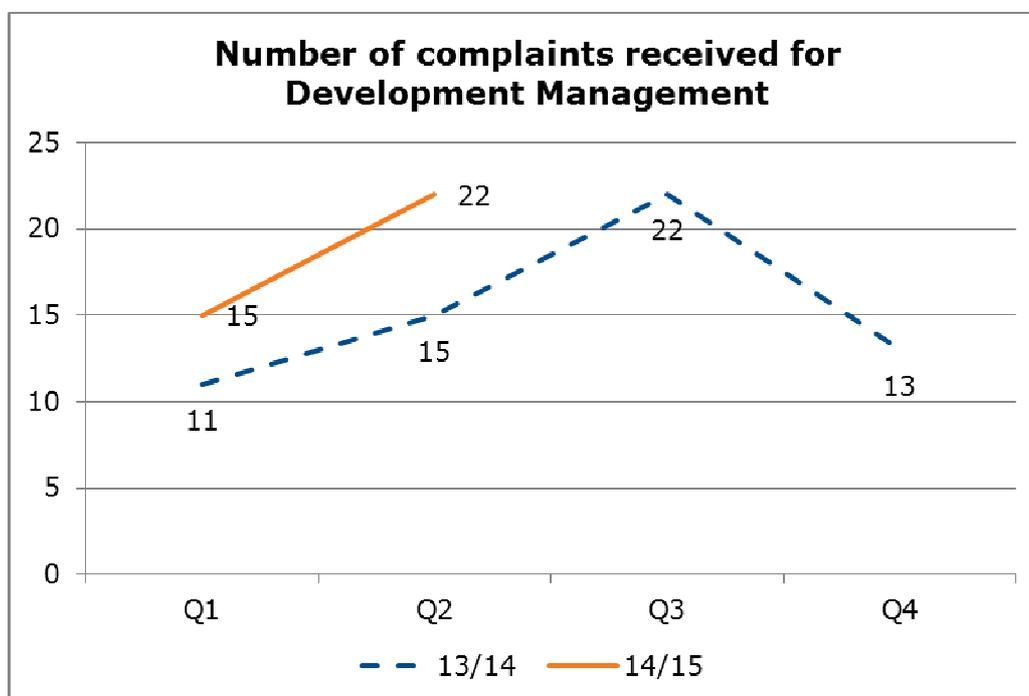
Of the 42 complaints for this service for quarter 2:

- 19 were about missed collections, including 5 about missed garden waste collections;
- Two were about missed bulky collections;
- Two were about side waste that was not collected; and
- Two were about recycling information stickers placed on the bins of customers.

## Development Management and Planning Support

Development Management received a high number of complaints this quarter- equal to their previous high number of complaints which was reached in quarter 3 of 2013/2014. There were no individual issues that generated large numbers of complaints for this service. However there were common themes in the complaints received. These were:

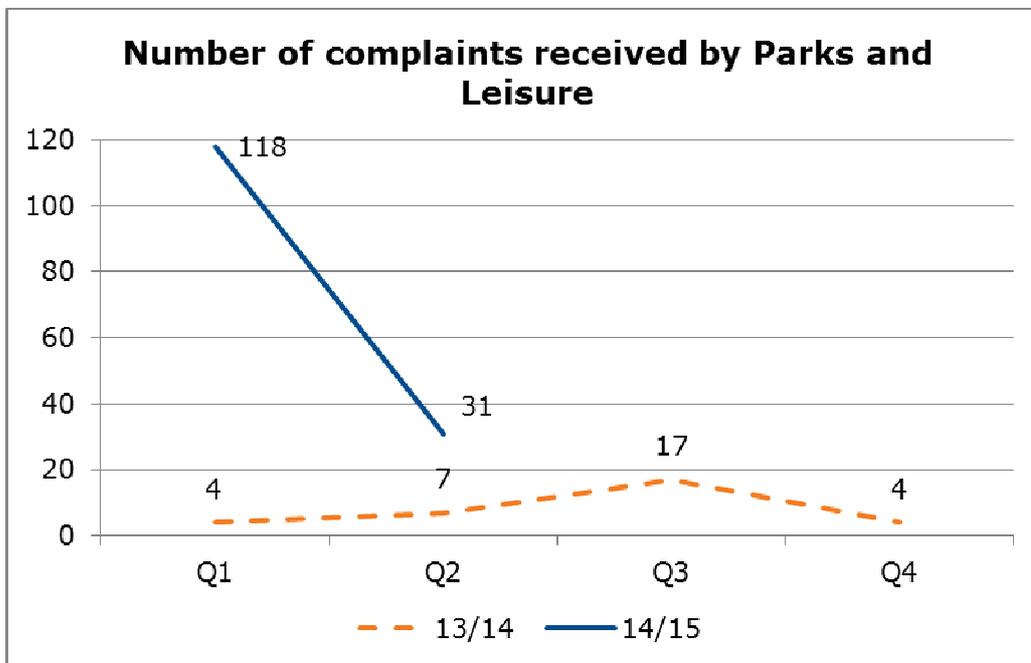
- Lack of contact by planning officers;
- Time taken to determine planning applications;
- Complainants unhappy with planning decisions;
- Complainants unhappy with the pre-application advice service; and
- Residents unhappy that they did not receive notifications of a planning application.



In addition to complaints about Development Management, Planning Support received 15 complaints this quarter. The main reason for these complaints was delays in validating applications due to the implementation of the Planning Support shared service. Fifteen complaints can be directly attributed to problems around the implementation of the service. It is important to note that previously, complaints about planning support were few and far between and would have been classified under Development Management. However as Mid Kent Planning Support is now an individual service it will now have its own category on the complaints system and in future complaints reports.

## Parks and Leisure

Parks and Leisure received a high number of complaints this quarter compared to complaint volumes in 13/14; however the number received was significantly lower than the previous quarter.



The reason for the high number of complaints received by this service was 'The Social' festival which was held in Mote Park on 13<sup>th</sup> September. This festival resulted in 19 complaints. The complaints received raised the following issues:

- Noise levels being too high, including the bass levels;
- Residents not informed of the event in advance;
- Insufficient parking enforcement around the event;
- Antisocial Behaviour- including public urination;
- Litter following the event- including glass bottles;
- People taking 'legal high' substances;
- Lack of Police presence; and
- Large numbers of people leaving the event after 11pm, causing disruption.

In response to these points, Parks and Leisure stated:

- The licence set the noise levels and duration of the event. The Environmental Enforcement team were on site to monitor noise levels, and the event did not breach the conditions of the licence.
- The event was advertised in Mote Park, local media, around the town and houses bordering the park received a letter drop from the organiser. Work is being carried out to put together an email list to inform residents in advance of any future large events.
- To prevent antisocial behaviour, future event organisers will be required to have stewards patrolling the approach to events.

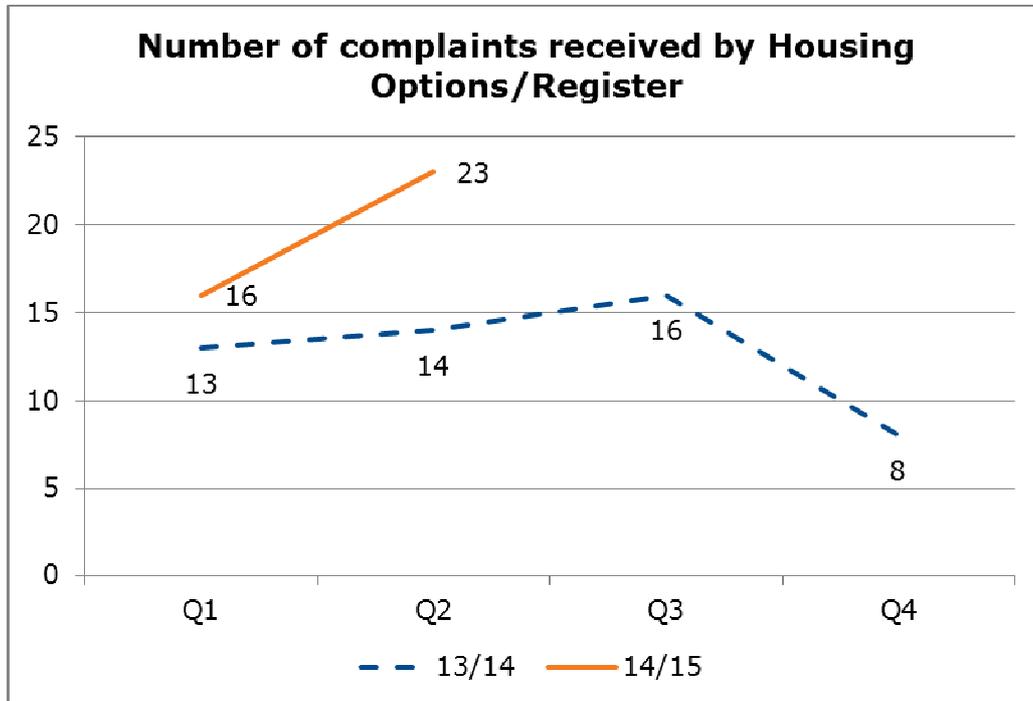
- Event organisers will be requested to place portaloos at the entrance to the park to discourage people from urinating in the street. This tactic is used to good effect in areas surrounding large football and rugby stadiums.
- The event organiser had a litter picking team working during and after the event. This ensured the park was mostly clear of rubbish by the morning after the event. For future events additional litter bins will be placed on the approach to the event.
- The parking arrangements were not effective for this year's festival. In the future, surrounding streets will be made no parking zones and there will be off road drop off/pick up points to minimise disruption to local residents.

Last year the event received 11 complaints compared to 19 this year showing a significant rise. More needs to be done to learn from the mistakes in both years if the number of complaints is to be reduced. A debrief is also due to be carried out with the event organiser to look at how the event can be improved in the future

It is worth noting that this event was enjoyed by 7,500 attendees and brought economic benefits to the borough as a whole, as well as directly to the council. There were also many positive comments made on social media about this festival. These are covered in more detail in section 8: Social Media

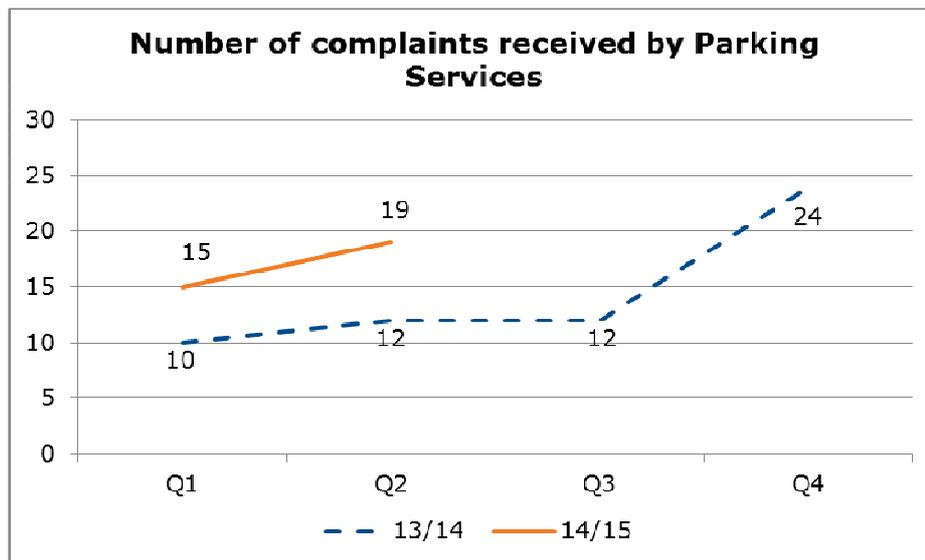
## Housing Options/Register

There were no particular issues that generated a large number of complaints for this service during quarter 2. Nevertheless, the overall number of complaints received appears to be steadily rising.



## Parking Services

19 complaints were received by Parking Services this quarter. This is a higher number of complaints than q2 of 13/14. However there were no particular issues that generated a high number of complaints for this service.

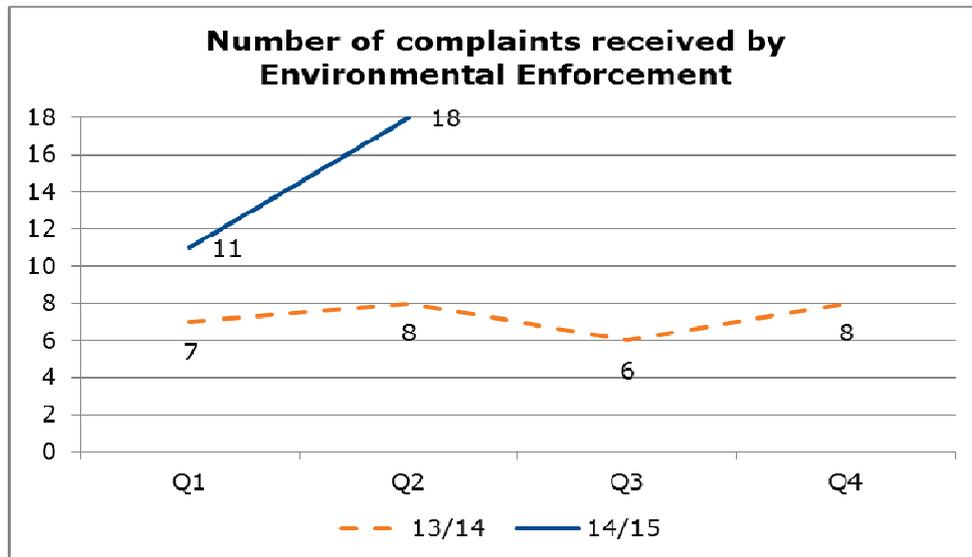


There was no significant change in the number of penalty charge notices (PCNs) issued this quarter. The number of PCNs issued each quarter, going back to quarter 1 of 2013/2014 can be seen in the table below. This suggests there is no correlation between the number of PCNs issued and the number of complaints received.

<b>Number of PCNs issued by Parking Services in 2013/2014 and 2014/2015</b>				
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>2013/2014</b>	7538	7425	8352	8379
<b>2014/2015</b>	7881	8114	-	-

## Environmental Enforcement

Complaints against Environmental Enforcement have been steadily increasing since quarter 3 of 2013/2014. The number of complaints received against this service is relatively low when considering the nature of the service that is provided.



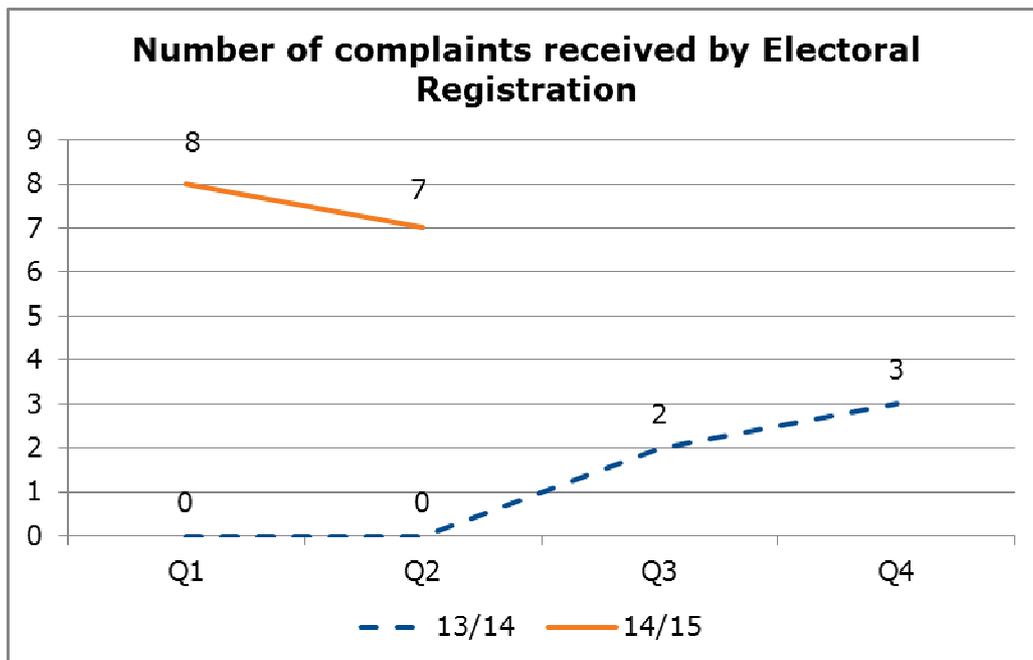
15 complaints received by Environmental Enforcement during quarter 2 were received about the council's litter enforcement scheme. These complaints were either about the conduct of Litter Enforcement officers whilst issuing litter fines or about the operation of the scheme itself.

## Electoral Registration

Electoral Registration received seven complaints this quarter. This is a high number of complaints for this service compared to the volume of complaints in previous quarters. The reason for this high number of complaints was an error in a letter that was sent out in September about the new individual registration system. Five complaints were received about this issue.

The letter sent out had been mail-merged incorrectly meaning those who had opted to not be on the open register received a letter incorrectly stating they were on the open register, and vice versa.

The graph below shows the numbers of complaints received by Electoral Registration over the past 18 months.



## 5. Stage 2 Complaints

This quarter, the council received 24 stage 2 complaints. One of which was closed outside of the target time (20 working days). The complainant was kept updated with the progress of the complaint.

Of the 24 stage 2 complaints, eight were found to be justified this quarter. Of these eight complaints, three resulted in refunds, payments or compensation. This is covered more thoroughly in section 9: Payments, refunds and compensation.

The table below shows stage 2 complaints by service.

<b>Service</b>	<b>Stage 2 Complaints</b>	<b>Number Justified</b>
Benefits	1	1
Building Control	1	0
Council Tax	1	1
Customer Services	1	0
Development Management	5	2
Electoral Registration	1	1
Environmental Services	1	0
Housing Options/Register	2	1
Market	1	0
Parking Services	5	2
Parks and Leisure	4	0
Planning Enforcement	1	0
<b>Total</b>	<b>24</b>	<b>8</b>

The services that received the most stage 2 complaints this quarter were Parking Services and Development Management. However it is worth noting that Development Management received less stage 2 complaints this quarter than last (in Q1 of 14/15 8 stage 2s were received for Development Management) despite receiving more stage 1 complaints.

Some statistics on stage 2 complaints overall can be seen below:

	Year	Q1	Q2	Q3	Q4
<b>Number of stage 2 complaints received</b>	<b>13/14</b>	23	16	39	17
	<b>14/15</b>	32	24	-	-
<b>% of complaints escalated to stage 2</b>	<b>13/14</b>	24.5	9.1	24.2	14.4
	<b>14/15</b>	12.8	11.1	-	-
<b>% justified stage 2 complaints</b>	<b>13/14</b>	47.8	37.5	41.0	23.5
	<b>14/15</b>	31.3	33.3	-	-

Overall the number of stage 2 complaints has dropped this quarter compared to the last quarter. In quarter 1, 32 stage 2 complaints were received. The escalation rate was also lower than in quarter 1 of 2014/2015. The percentage of justified stage 2 complaints has increased slightly compared to the previous quarter, but there is no significant variance compared to previous quarters.

## 6. Complaint Handling Satisfaction

Usually a complaint satisfaction survey is sent to every complainant following the closure of their complaint at Stage 1. In total 173 surveys were sent out for quarter 2 out of 215 complaints as the resources required to send out the survey were not available. This meant that complaints surveys were not sent to every complainant, leading to a low response rate for the quarter compared to the total number of complaints made. However the response rate was also low compared to the number of actual surveys sent out (8.1%). The satisfaction rate was 0% for quarter 2- the low response rate most likely contributed to the low result for this quarter. The response rate to the customer satisfaction survey for the last 18 months can be found in the table below.

	Year	Q1	Q2	Q3	Q4
<b>Response rate</b>	<b>2013/2014</b>	10.6%	14.3%	29.2%	30.5%
	<b>2014/2015</b>	22.8%	8.1%	-	-

## 7. Compliments

Several teams received compliments during quarter 2. The Number of compliments for each team are shown in the table below:

Team	Number of compliments
Bereavement Services	2
Environmental Services	8
Business Improvement	1
Grounds Maintenance	2
Planning Support	1
Planning Policy	1
Community Safety	1
Heritage, Landscape and Design	1
Council Tax	2
Housing Options	1
Parks and Leisure	2
Communications	3
Street Cleansing	1
Customer Services	1
Parking Services	1

A selection of quotes from the compliments received can be found in the boxes below:

*Vinters Park is such a beautiful place, so well cared for, and a lovely welcoming place to visit.*

*(A resident) would like to comment on the lovely job the grass cutting team have done in Rivers Walk today and everyone has commented that it is the best job they have done in a long time.*

*I have seen that the council is considering spending £2m on new safe cycling routes around Maidstone. As someone who regularly cycles in and around Maidstone, this news is warmly welcomed.*

*I am most grateful to you for the trouble taken and endeavour given to answering my request. If there is such a thing you should certainly be recommended for some form of meritorious recognition under MBC's customer service programme. I am more than happy for you to forward this email to any relevant "powers-that-be" or to provide further endorsement.*

*(A resident) rang to let us know that she thought the contractors were incredibly patient this morning when cars blocked the entrance to Holtye Crescent. The contractors got out and knocked on the doors and kept going round even after no one was answering, eventually getting the cars moved to complete their round.*

## 8. Social Media

Interactions on social media are gathered and classified by the Communications team. Everything with the word Maidstone in is logged, and classified by subject. Pictures are then made up on a monthly basis, using the names of the subject, with the larger the word the greater the number of mentions on social media. There is an overall summary provided below, along with the pictures for each of the months in the quarter.

### Summary

- In July there was a large storm that generated a large amount of activity on social media. This month also saw Race for Life mentioned.
- In August there was some discussion of the new McDonalds drive through that was being built.
- Nightlife and transport issues (traffic, trains and cycling) are, as always, a major theme with a large number of mentions on social media. July had a larger than usual number of mentions for cycling.
- There are two different pictures for September- one including Maidstone United and one not including Maidstone United. Maidstone United had a large number of mentions due to their 10-0 victory over Littlehampton Town.
- Other issues from September from the picture without Maidstone United include:
  - The Social- split into positive, neutral and negative. You will notice that the positive comments are much more prominent than the neutral or negative. Negative comments about the festival are so small they are unreadable;
  - DemonCon08 was a Comic book convention (a gathering of comic book, sci-fi and fantasy enthusiasts) event at the Royal Star Arcade; and
  - Maidstone Studios received more mentions than usual as they were filming Jools Holland there.
- Luna Cinema, an open air cinema event that was run in partnership between the council and a private company, generated mentions during August.
- Mote Park received a number of mentions during August and September, and the Museum received a number of mentions in July.

July

MAIDSTONEUNITED  
RACEFORLIFE  
CONKSION  
POLICEOPENDAY  
MUSEUM  
MOTEPARK  
BYELECTION  
JOEFESTIVAL  
JOEYESSSEN  
TRAFFIC  
CYCLING  
STORM  
TRAINS  
SHOPPING ALANCARR  
MUSEUM

# August

# nightlife

trains

MotePark  
MaidstoneUnited  
ChrisSmalling

shopping  
Museum  
McDonnals  
JoeyEssex  
rain  
LunaCinema



# September (with Maidstone United)

trains  
nightlife  
MaidstoneUnited  
SocialPositive

## 9. Payments, Refunds and Compensation

Payments, refunds and compensation as a result of complaints are listed in the table below.

<b>Service</b>	<b>Stage</b>	<b>Reason</b>	<b>Amount</b>
Council Tax	1	Cancelled court costs	£110
Development Management	1	Refund for pre- app advice given	£36
Environmental Services	1	Refund for a bulk collection fee	£22.50
Parking Services	1	Additional fee waived as wrongly advised when applying for a permit	£25
Parking Services	2	Refund of an overpayment made due to an error by the council	£15
Parking Services	2	Refund offered as parking machine generated a ticket that was unreadable. Refund offered but not taken	90p
<b>Total</b>			<b>£209.40</b>

The total cost of payments, refunds and compensation as a result of complaints is significantly lower than quarter 1 (£1026.42). However quarter 1 had a large ex gratia payment to a complainant (£500) and the refund of several Penalty Charge Notices (£290) due to a resident permit error.

## 10. Methods of Contact

Methods of contact for complaints received can be found in the table below.

	Email	Post	Telephone	Face to Face	Social Media
<b>Number</b>	96	27	75	17	0
<b>%</b>	44.7	12.6	34.9	7.9	0

In quarter 2, complainants were most likely to complaint by email with nearly half of all complaints received by email. This is a higher proportion that in quarter 1, when 35.2% of complaints were made using this method of contact. Correspondingly, the proportion of complaints made by telephone has dropped from 52.4% in quarter 1 to 34.9% in quarter 2, and the proportion of complaints received by face to face and post have both risen since quarter 1 (6.0% and 6.4% in quarter 1).

A table showing methods of contact to the council for the past 18 months can be found below.

	Year	Q1	Q2	Q3	Q4
<b>Email</b>	<b>13/14</b>	34.0%	35.6%	29.2%	39.8%
	<b>14/15</b>	35.2%	44.7%	-	-
<b>Post</b>	<b>13/14</b>	19.1%	27.5%	17.4%	10.2%
	<b>14/15</b>	6.4%	12.6%	-	-
<b>Telephone</b>	<b>13/14</b>	29.8%	31.2%	47.8%	40.7%
	<b>14/15</b>	52.4%	34.9%	-	-
<b>Face to Face</b>	<b>13/14</b>	11.7%	5.0%	5.0%	9.3%
	<b>14/15</b>	6.0%	7.9%	-	-
<b>Social Media</b>	<b>13/14</b>	0.0%	0.6%	0.06%	0.0%
	<b>14/15</b>	0.0%	0.0%	-	-

# Agenda Item 9

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**2 December 2014**

#### **Mid-Year Strategic Plan Performance Update 2014/15**

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions.

Questions I would like to ask regarding this report:

- 
- 
- 
- 
-

**Guidance note - Making Quality Overview and Scrutiny Recommendations**

Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The scrutiny team have identified the following criteria for quality recommendations, they:

- affect and make a difference to local people;
- result in a change in policy that improves services;
- identify savings and maintain/improve service quality; or
- objectively identify a solution.

One way of checking the usefulness of recommendations is to evaluate them against the 'six Ws' set out below:

Good recommendations should answer these questions:

<b>Why does it need to be done?</b>	This will help ensure the outcome is relevant and in the right context – if a meeting is being requested it will ensure the correct people are invited to attend
<b>Who is being asked to do it?</b>	Without this nothing will get done (no one will take ownership)
<b>What needs to be done?</b>	Needs to be clear and specific
<b>HoW will it be done?</b>	Again, needs to be clear and specific, what is the expected output- for example a report to be written or a meeting to be arranged
<b>Where does it need to be done/go?</b>	If it's a meeting – where is it needed If it's a report – where is it to go, who needs to see it
<b>When does it need to be done?</b>	Crucial to have a timescale – without a deadline it will never get done

Thinking about these points will help ensure the outcomes of scrutiny are effective and will aid monitoring.

**MAIDSTONE BOROUGH COUNCIL**

**STRATEGIC LEADERSHIP & CORPORATE SERVICES  
OVERVIEW & SCRUTINY COMMITTEE**

**TUESDAY 2 DECEMBER 2014**

**REPORT OF HEAD OF POLICY & COMMUNICATIONS**

**Report prepared by Clare Wood**

**1. MID YEAR STRATEGIC PLAN PERFORMANCE UPDATE 2014/15**

**1.1 Issue for Decision**

1.1.1 The Committee are asked to consider progress made to date for the 2011-15 Strategic Plan Actions and progress made in the second quarter for the Key Performance Indicators (KPIs)

**1.2 Recommendation of Head of Policy & Communications**

1.2.1 It is recommended that Cabinet:

- a) Note the progress made against the Strategic Actions;
- b) Note the out-turns of the KPIs (Appendix A), definitions are included for reference at Appendix B;
- c) Note the following indicators that are unlikely to achieve the annual performance target:
  - Processing of minor planning applications within statutory timescales.
  - WCN 004 Total waste arisings per household.
- d) Identify if there are any other areas where further action is required.

**1.3 Reasons for Recommendation**

1.3.1 The Council has 29 Strategic Actions that were agreed as part of the Strategic Plan 2011-15. The Mid-year performance report includes progress updates against all Strategic Plan actions to assess if the Council is going to achieve its outcomes and priorities.

- 1.3.2 The Council has also set 61 Key Performance Indicators (KPIs) in the Strategic Plan 2011-15, 2013-14 update; there are 34 indicators that can be reported at the mid-year point to check if the authority is on track to meet its targets.
- 1.3.3 The Council's quarterly performance reporting cycle is aligned with financial reporting to enable it to effectively oversee financial performance against corporate priorities and assess whether value for money is being achieved in the delivery of services. The financial monitoring report for the second quarter shows an under spend of £461,040 with 139 out of 233 cost centres under spending. A significant proportion of the underspend can be attributed to employee costs. More information on financial monitoring is available in the Quarter 2 Budget Monitoring Report that will be taken to Cabinet in November.

#### 1.4 Context

- 1.4.1 The Council uses a range of information to manage performance, including performance indicators. The Council's top-level indicators are referred to as Key Performance Indicators (KPIs). The Key Performance Indicators are set out in the Strategic Plan. These were reviewed in April 2014 with new targets and indicators agreed by Cabinet in July 2014. These will continue to be reviewed annually to ensure that they are aligned with the Council's priorities.

#### 1.5 Performance Summary

- 1.5.1 Appendix A shows progress updates against the Strategic Plan Actions and out-turn data for all indicators that can be collected. Some indicators are collected bi-annually or annually, these indicators have not been included in this report.
- 1.5.2 Where an indicator is new and there is no quarterly data, no direction can be given. Where direction is available compared the quarter 2 out-turn for 2013/14 with the quarter 2 out-turn for 2014/15.
- 1.5.3 The following tables show the status of the Key Performance Indicators in relation to targets and direction of travel.

Priority	Green	Amber	Red	N/A	Total
A growing economy	3 (75%)	1 (25%)	0	2	6
A decent place to live	8 (62%)	3 (23%)	2 (15%)	2	15
Corporate & customer excellence	5 (38%)	7 (54%)	1 (8%)	0	13
Total	16	11	3	4	34

	(53%)	(37%)	(10%)		
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Priority	Up	Down	N/A	Total
A growing economy	5 (83%)	1 (17%)	0	6
A decent place to live	5 (45%)	6 (55%)	4	15
Corporate & customer excellence	8 (62%)	5 (38%)	0	13
Total	18 (60%)	12 (40%)	4	34

1.5.4 Overall, 53% (16) of performance indicators have been rated green (currently on target), compared to 47% (18) at the same point in 2013/14. Of the 30 KPIs where direction can be assessed, 60% (18) have improved when comparing 2013/14 quarter 2 with that of 2014/15. The table below shows a comparison of the indicator ratings and direction of travel assessment for quarter 2 2013/14 and 2014/15.

Status	Green	Amber	Red	N/A	Total
2013/14	18 (47%)	9 (23%)	12 (31%)	3	41
2014/15	16 (53%)	11 (37%)	3 (10%)	4	34

Direction	Up	Across	Down	N/A	Total
2013/14	8 (27%)	2 (7%)	19 (66%)	9	38
2014/15	18 (60%)	0	12 (40%)	4	34

1.5.5 It should be noted that at this point in 2013/14, 47% (18) of all KPIs achieved their quarterly targets and 27% (8) of out-turns had improved since the previous year. Each year all targets are reviewed and where possible a continuous improvement approach is used to ensure that targets are challenging.

1.5.6 Eleven KPIs have been rated amber, however nine of the year to date out-turns for these indicators are within 5% of the mid-year target and five are within 1% of the mid-year target.

1.5.7 Of the 29 Strategic Plan Actions, 14 (48%) have been completed and resulted in improvement or efficiencies to services. The majority of the remaining actions are expected to be completed by March 2015, however there have been some delays in certain areas namely in relation to the Local Plan, Integrated Transport Strategy and

Infrastructure Development Plan, these areas will be assessed as part of the development of the new Strategic Plan and carried forward depending on progress made to date.

1.5.8 Highlights to date from the Strategic Actions include:

- Completed phases one and two of the High Street regeneration project, this has created focus point for the town centre.
- Improved links and communication between Planning, Housing and Economic Development teams.
- A new Homelessness Strategy and a Housing Assistance Policy have been produced and adopted.
- We have carried out improvements in Mote Park. Since these improvements footfall in Mote Park has risen, the park has been awarded a green flag and was awarded second place in the Green Flag People’s Choice Awards.
- A more efficient approach has been adopted in relation to street cleaning with area based cleaning implemented.
- A new Waste Contact with an enhanced recycling service has been rolled out and is having a positive impact on our recycling rate.
- Neighborhood Action Planning has taken place in Park Wood and Shepway.
- Early on in our Strategic Plan we reviewed how we interact with customers and produced a Customer Improvement Strategy that details our model for customer service delivery going forward. We have now reviewed our customer service operation and improvements are scheduled for 2015 to further the work on digital services.
- Since 2011 we have delivered 797 affordable homes and brought 314 private sector homes back into use.

1.6 Performance by Priority

**For Maidstone to have a growing economy**

Green	Amber	Red	N/A	Total
3 (75%)	1 (25%)	0	2	6

Up	Down	N/A	Total
5 (83%)	1 (17%)	0	6

1.6.1 There are four indicators relating to this priority that can be rated, three have been rated green and one has been rated amber. Direction can be given to all six indicators that can be reported at quarter 2: Five show improvement compared to the same period in 2012/13.

- 1.6.2 The amount of income from pay and display car parks has increased by £13 per space, compared to the same period last year, it should be noted that the number of pay and display car park spaces has decreased during the same period.
- 1.6.3 While there has been a 0.7% decrease in Park and Ride transactions, this is a much smaller decline than was reported at the same period last year, where performance was showing a 7.7% decline in Park and Ride transactions between quarter 2 2012/13 and quarter 2 2013/14. Improvements have been made to the service during quarter 2 and it should be noted that quarter 3 is generally the best performing quarter for the year due to the run up to Christmas.
- 1.6.4 The Local Plan, Infrastructure Delivery Plan and the Integrated Transport Strategy are all following the same programme. The next round of consultation will take place in July 2015. Submission of the Local Plan to the Secretary of State is expected to take place in November 2015, with the likelihood that adoption of the plan will be Summer 2016.
- 1.6.5 A draft Economic Development Strategy has been produced and scheduled to go to Cabinet in November for approval, public consultation will then take place to inform the final Strategy. Following the completion of phases one and two of the High Street regeneration project, proposals for phase three (north end of Week street, Gabriel's Hill and Earl Street) have been drafted. The next stage is for these proposals to be assessed in relation to their economic impact.

**For Maidstone to be a decent place to live**

Green	Amber	Red	N/A	Total
8 (62%)	3 (23%)	2 (15%)	2	15

Up	Down	N/A	Total
5 (45%)	6 (55%)	4	15

- 1.6.6 There are 13 Key Performance indicators relating to this priority that can be rated. Eight have been rated green, three have been rated amber and two red. Eleven indicators relating to this priority can be given a direction, five are showing and improvement compared to quarter 2 in 2013/14.
- 1.6.7 Out of the three processing indicators for planning (majors, minors and others), only the majors have achieved the quarterly target and improved performance compared to the same period last year. Performance in relation to processing minor and other planning applications have not achieved their quarterly targets and are showing a decline compared to quarter 2 in 2013/14. It should be noted that

there was drop of 23% (-25) in minor planning applications and a 34% drop (-114) in other applications determined in this quarter compared to the same period last year. Based on historic data the Performance Officer does not believe that the annual target will be achieved. An interim Head of Service has been introduced to oversee the planning support shared service to add capacity to the service.

- 1.6.8 Both the number of affordable homes delivered and number of private sector homes improved have achieved their quarterly targets. While the number of private sector home improved has dropped compared to the same period last year it is worth noting that both of these indicators have profiled targets. Therefore we currently consider them on track to achieve the annual targets. Actions on homelessness are progressing with a new triage service being implemented in the Gateway and the purchase of Aylesbury House, both of which are expected to have a positive impact on the use and cost of temporary accommodation.
- 1.6.9 Recycling rated dipped slightly in quarter 2 compared with quarter 1, when the 50% rated was reached for the first time. However, performance is still currently on track to achieve the annual target. Total waste arisings has been rated amber for the second consecutive quarter. This is the first year that this indicator has been reported and no direction is available however, based on performance to date the Policy and Performance Officer believes that the annual target is likely to be marginally missed.
- 1.6.10 The majority of actions that related to the objective: Continue to be a clean and attract environment for people who live in and visit the borough, have been completed. But work to maximize our leisure and culture offer continues through our commercialisation strategy, with one of the work streams relating to Mote Park, which has seen an increase in visitors.
- 1.6.11 The Maidstone Families Matter programme is progressing well, over 200 families have now been accepted onto the programme and the annual target has been achieved. The next step is to engage with these families and to date over 80% have been engaged with.
- 1.6.12 The Community Development and Partnerships team are currently in the process of refreshing the Community Development Plan and the engaging with parishes and cabinet to review and refresh the Parish Charter. In January they will be hosting an Engagement and Participatory Appraisal workshop for local community groups and members.

### **Corporate & Customer excellence**

Green	Amber	Red	N/A	Total
5 (38%)	7 (54%)	1 (8%)	0	13

Up	Down	N/A	Total
8 (62%)	5 (38%)	0	13

- 1.6.13 There are 13 key performance indicators that relation to the priority Corporate and Customer Excellence. Five of these have been rated green, seven have been rated amber and one rated red. For eight performance has improved compared to the same period last year.
- 1.6.14 Both KPIs that relate to complaints have been rated amber. There were 40 additional complaints made in quarter 2 this year than in the same period in 2013/14. For the year to date 465 complaints have been received compared to 269 at the same point last year, this equates to an increase of 73%. Due to staff sickness fewer satisfaction surveys were sent during quarter 2 than usual, this impacted on the response rate, with only fourteen surveys returned and none of them satisfied. At present it is still possible that both indicators will achieve the annual targets.
- 1.6.15 Working days lost to sickness absence have improved compared to the same period last year. At present performance is marginally over the target level and therefore it has been rated amber. Long-term sickness increased during quarter 2, rather than short-term sickness. It should be noted that the out-turn is based on a rolling year. It is possible that the annual target could be achieved.
- 1.6.16 The waste collection team experienced issues with the collection vehicles during quarter 2. Collection rounds were covered by other crews however, this has led to an increase in missed bins. The vehicle issue has since been resolved and it is still possible that the annual target will be achieved.
- 1.6.17 Despite two of the three channel shift indicators being rated amber, all are moving in the right direction with fewer visits to the gateway and calls to the contact centre and an increase in people contacting us through the website.
- 1.6.18 The strategic plan is being developed along with our budget strategy. Roadshows are currently being held in various places around the borough to gather resident's feedback and opinions on the budget and inform the priorities for the new strategic plan.

1.6.19 The Business Improvement team have completed a review in Parking which has identified over £6000 in potential cashable savings. They have also reviewed the processes around the booking and delivery of events and have identified several improvements that are expected to deliver efficiencies in staff time. The review of the Revenues and Benefits service has just begun and the Business Improvement team is also working with the Business Delivery Unit in Tunbridge Wells and the Kent Channel Migration to look at how to reduce avoidable contact.

1.7 Alternative Action and why not Recommended

1.7.1 The Strategic Actions and Key Performance Indicators reflect local priorities and measure progress towards the Council’s Strategic Outcomes. They are the Council’s top level actions and indicators and are linked to the Council’s Strategic Plan.

1.7.2 Not monitoring progress against the Strategic Plan 2011-15 could mean that the Council fails to deliver its priorities and would also mean that action could not be taken effectively to address performance during the year.

1.8 Impact on Corporate Objectives

1.8.1 The Strategic Actions and Key Performance Indicators are part of the Council’s overarching Strategic Plan 2011-15 and play an important role in the achievement of our corporate objectives as well as covering a wide range of service and priority areas; for example, waste and recycling.

1.9 Risk Management

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

1.10 Other Implications

1.10.1

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

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


**Financial**

- 1.10.2 Performance indicators and targets are closely linked to the allocation of resources and determining good value for money.
- 1.10.3 The financial implications of any proposed changes are also identified and taken into account in the Council’s Medium Term Financial Plan and associated annual budget setting process with performance issues highlighted as part of the budget monitoring reporting process.

**Staffing**

- 1.10.4 Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.

**Environmental**

- 1.10.5 The actions and indicators cover and are used to monitor a number of priority areas.

1.11 Relevant Documents

Strategic Plan 2011-15 (2014/15 Refresh)

1.11.1 Appendices

Appendix A – Mid-Year Strategic Plan Performance Update  
 Appendix B – Key Performance Indicator Definitions

**IS THIS A KEY DECISION REPORT?**

**THIS BOX MUST BE COMPLETED**

Yes

No

If yes, this is a Key Decision because: .....

.....

Wards/Parishes affected: .....

.....

Understanding Performance Tables

This is the performance measure.

Quarterly Data reported throughout the year.

Direction of Travel (D) shows change compared to the previous year please see keys to symbols below.

PI Ref	Indicator Description	Q1 2013/14	Quarterly Data reported throughout the year.				2014/15		Responsible Officer	D	Status
			Value	Target	Q2 2014/15	Q3 2014/15	Q4 2014/15	Value			

The unique reference number.

Results for previous year so that comparisons can be made.

Values and Targets for the financial year 2014/15.

The status symbol shows if the target has been achieved please see keys to symbols below. Based on year to date performance and targets

Key to performance ratings

Performance indicators are judged in two ways; firstly on whether performance has improved, been sustained or declined, compared to the same period in the previous year for example, 2014/15 quarter 2 out-turns will be compared against 2013/14 quarter 2 out-turns. This is known as Direction. Where there is no previous data no assessment of Direction can be made. The second way in which performance is assessed looks at whether an indicator has achieved the target set and is known as PI status. Some indicators will show an asterisk (\*) after the figure, these are provisional out-turns that are awaiting confirmation. Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.

PI Status	
	Target not achieved
	Target missed (within 10%)
	Target met
	No target to measure performance against
	Data Only

Direction	
	Performance has improved
	Performance has not changed / been sustained
	Performance has declined
	No previous performance to judge against

**For Maidstone to have a growing economy**

**Objective 1. A transport network that supports the local economy**

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
PKG 002	Income from pay and display car parks per space	£223.66	£291.15	£304.34	£226.49			£595.49	£1029.49	Jeff Kitson		
PKG 007	Number of on-board Park & Ride bus transactions	90,847	89,849	90,217	90,720			180,066	378,000	Jeff Kitson		

Code	Action	Due Date	Status	Latest Note
47 OUT 001.01	Deliver an integrated transport strategy	31-Mar-2015		There have been a number of delays in transport modelling but the modelling is now underway. The results of the modelling will need further analysis, so the Project Board agreed that the ITS should follow the local plan programme. Consequently, the next round of consultation for the draft Integrated Transport Strategy will be undertaken in July 2015.
OUT 001.02	Implement an infrastructure delivery plan	31-Mar-2015		The Infrastructure Delivery Plan (IDP) is part of the evidence base that supports the Maidstone Borough Local Plan. A verbal update on progress was given to Planning, Transport & Development Overview and Scrutiny Committee on 16 September 2014, and a further verbal update will be given at the Committee's January meeting when representations on draft local plan site allocations will be considered. The IDP is following the local plan programme so will be revised to reflect changes in the Publication version of the Maidstone Borough Local Plan which is expected to be published for consultation in July 2015.

**Objective 2. A growing economy with rising employment, catering for a range of the skill sets to meet the demands of the local economy**

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
DCV 002a	Percentage of 'major' business planning applications having pre-application discussions	95.65%		96.00%	92%			96.00%	92%	Rob Jarman		
E&S 001	Work experience placements delivered (by the Council) across the borough	3	13	5				18		John Foster		
E&S 002	Number of employers that have engaged with NEETs (not in education, employment or training) through MBC	17	4	38				42		John Foster		
LVE 002	Percentage of people claiming Job Seekers Allowance	2%	1.5%	1.4%	2.5%			1.4%	2.5%	John Foster		

Code	Action	Due Date		Latest Note
OUT 002.01	Local Development Framework and Core Strategy	31-Mar-2015		The draft Maidstone Borough Local Plan (MBLP) was subject to public consultation in spring 2014 (known as Regulation 18 consultation). At the Planning, Transport & Development Overview and Scrutiny Committee meeting held on 19 August 2014, the Committee noted the officer summaries of representations that were made on the overall strategy, the spatial policies, the development management policies and infrastructure delivery policies. Officer responses and recommendations arising from the development management and infrastructure delivery policies will be

Code	Action	Due Date		Latest Note
				considered by the Committee at its meeting on 16 December 2014 prior to Cabinet decision. At its meeting on 20 January 2015, the Committee will consider the representations received on MBLP site allocations and the resulting recommendations of officers, prior to Cabinet approval to undertake a further, but more focused, consultation on new site proposals (a further Regulation 18 consultation). The results of the consultation, together with officer recommendation for appropriate amendments to the balance of MBLP policies, will culminated in an amended MBLP that will be subject to formal consultation in July 2015 (known as Regulation 19 consultation). Submission of the MBLP to the Secretary of State for public examination is programmed for November 2015, with the examination itself expected to take place in February 2016. Adoption of the MBLP will be around July 2016.
49 OUT 002.02	Review Economic Development Strategy	31-Mar-2015		The Draft Economic Development Strategy has now been produced and is due to go to Cabinet for approval in November before going out to public consultation.
OUT 002.03	Assistance for businesses	31-Mar-2015		It has recently been agreed that Economic Development officers will be invited to all pre-planning meetings with commercial development clients. A monthly meeting between Planning, Economic Development and Housing officers has also been established to review new planning applications and potential developments prior to committee reports being compiled.
OUT 002.04	Review Parkwood Industrial Estate and implement a strategy for its regeneration	31-Mar-2015		Discussions held with key tenants and a regular programme of meetings has been established. Meetings with key owners of development sites have commenced.
OUT 002.05	Work with partners through the LSP to deliver a step change in Maidstone's learning and skills performance to ensure a high-quality skills base sufficient to enable people in Maidstone to realise their full	31-Mar-2015		The Maidstone Locality Board no longer exists, but the priority sub group for Tackling Worklessness and Poverty remains, with the lead being taken by the Economic Development team to develop a programme of apprenticeships, work placements and training/skills development opportunities.

Code	Action	Due Date		Latest Note
	potential.			
OUT 002.06	Deliver the High Street Regeneration Project	31-Mar-2015		The second phase of the High Street Regeneration Project is now complete. The proposals for Phase 3 for the north end of Week Street, Gabriel’s Hill and Earl Street have been drafted and an Economic Impact Assessment on the impact of these, and the results of Phase 1 and 2 is due to be commissioned in the next couple of months.
OUT 002.08 50	Local Implementation Plan (LIP) Homes and Community Agency milestones	31-Mar-2015		The LIP was a mechanism used by the previous government and has not been carried forward by the coalition government in the same way. The only recognisable remnant is the affordable housing programme. The Housing Service has developed a programme in partnership with our housing providers and the Homes & Communities Agency (HCA) that has successfully delivered over 600 new affordable homes over the past three years. The programme has delivered a wide range of property type and size of accommodation, ranging from 1 bedroom flats to four bedroom houses. These homes were provided to rent and also as shared ownership, enabling many families to get their step on the property ladder. In addition the council entered into a contract with the HCA to return 10 long-term properties back into use. The programme was so successful that the HCA provided extra funds to enable a further three long-term empty properties to be repaired and returned to use. This also enabled the Maidstone to acquire a 'developer' status with the HCA and more recently to be appointed as a Registered Provider of social housing.

**For Maidstone to be a decent place to live**

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

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
DCV 004	Processing of planning applications: Major applications (NI 157a)	53.85%	68.75%	80.00%	70.00%			75.00%	70.00%	Rob Jarman		
DCV 005	Processing of planning applications: Minor applications (NI 157b)	80.56%	62.65%	51.81%	75.00%			57.23%	75.00%	Rob Jarman		
DCV 006	Processing of planning applications: Other applications (NI 157c)	90.33%	80.00%	69.12%	85.00%			75.15%	85.00%	Rob Jarman		
<p>The implementation issues with the planning support service have impacted on the processing of minor and other planning applications. Due to the delays in validation, once Officers receive the application and consultation has been carried out the statutory period has already passed.</p>												
DCV 003	Percentage of residential planning applications processed within statutory timescales	77.50%	Data not provided	Data not provided	70.00%			Data not provided	70.00%	Rob Jarman		
<p>We are reporting the statutory data for development control and an interim head of service has been appointed to assist with capacity, one of the issues they will be looking at is progressing performance reporting for this service.</p>												
HSG 001	Number of affordable homes delivered (gross)	32	39	41	40			80	200	John Littlemore		
HSG PS 003	Number of private sector homes improved	101	70	52	45			122	180	John Littlemore		

Code	Title	Due Date		Latest Note
OUT 003.01	New Housing: Enable the delivery of a range of high quality homes that are desirable and affordable to all sections of the community	31-Mar-2015		A total of 189 affordable homes are reported as completed for 2013/14, across a range of tenures (156 were affordable rent, 6 were first buy and 18 shared ownership). The 189 affordable homes comprise of a mixture of one, two, three and four bed units. In total in 2013/14 there were 423 (net) additional homes delivered in Maidstone (ready for occupation). Performance for the year to date is on track to achieve the annual target of 200 affordable homes for 2014/15.
OUT 003.02 52	Existing Housing: Ensure our existing housing is suitable and able to meet future challenges; providing sought after homes now and into the future	31-Mar-2015		The Business Improvement Team is working with the Housing Service to help develop the council's response to stock conditions within the private rented sector and home ownership. The council continues to bring property occupied by vulnerable people up to decent homes standard (276 in 2013/14), using the benchmark worked up by the previous government. The new Housing Assistance Policy provides a more tailored grant regime that encourages landlords to improve their homes and management standards through the council's accreditation scheme. Landlords receiving grants are also required to provide nomination rights to the council, which helps to ease demand on the housing register by providing homes in addition to those provided by housing associations. The scheme also helped Maidstone discharge its homelessness duty into the private rented sector for 14 families, the first local housing authority in Kent to use the new powers under the Localism Act. In 2013/14, 107 private sector dwelling were returned to occupation as a result of action taken by MBC.
OUT 003.03	Homelessness & vulnerable groups: Commission and provide services with partners that meet identified needs, reduce inequalities, are responsive and timely, promote stable, strong communities, self-reliance and encourage positive aspirations	31-Mar-2015		A new Homelessness Strategy has been developed and is due for adoption by the Cabinet Member in early May 2014. The new Strategy builds on recent success in changing service delivery that has seen the introduction of online application forms, text messaging and emailing clients rather than using paper letters. This has improved efficiency by providing a quicker service to applicants whilst also reducing the overall cost of the service. The increase in homelessness has made for a challenging year and although the numbers in temporary accommodation is higher than our standards would want, our figures compares well with most of the other

Code	Title	Due Date		Latest Note
				local housing authorities in Kent. The introduction of the new Allocation Scheme has been a major achievement. The new scheme was introduced in April 2013 together with a new IT system. Both were large projects that were implemented by the Housing Service without difficulties arising. A measure of the success has been the doubling in number of households in the 'Band A community contribution' group. This Band was meant to encourage people to link getting into work or training with access to subsidised housing and the Band has doubled in size since the launch in April, whereas the overall number of the register has only risen by less than 10%. The purchase of Aylesbury House is expected have a positive impact of our temporary accommodation spending.

**Objective 4. Continue to be a clean and attractive environment for people who live in and visit the borough**

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
DCE 001	Percentage of planning enforcement cases signed off within 21 days	94.92%	Data not provided	Data not provided	90%			Data not provided	90%	Rob Jarman		
The reports for this data are in the process of being set up in the new Uniform system. The process of work allocation and investigation continues and productivity within the team remains stable.												
DEP 001	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level (NI 195a)	1.67%	1.66%	1.66%	1.70%			1.66%	1.70%	Gary Stevenson		
WC N 001	Percentage of household waste sent for reuse, recycling and composting	46.30%	51.50%	51.23%	50.00%			51.37%	50.00%	Gary Stevenson		

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
	(NI 192)											
WC N 004	Total waste arising per household (NEW 2014/15)		225.07	212.58	206.25			437.65	825.00	Gary Stevenson		

Code	Title	Due Date		Latest Note
OUT 004.01	Deliver focussed enforcement activity to ensure high impact on the cleanliness of the Borough	31-Mar-2015		Area based enforcement has been trialed and the revised scheme has been implemented. A new contract is now in place and campaigns on littering are being undertaken.
OUT 004.02	Work with partners to ensure that all areas of the Borough are clean and well-maintained	31-Mar-2015		Town centre new approach for Jubilee square to keep it maintained has been implemented.
OUT 004.03	Ensure provision of timely specialist advice and services on heritage and landscape design to protect and enhance Maidstone's environment	31-Mar-2015		This action has been completed with the new MKIP processes for Planning. We are currently monitoring how things are working and advising the relevant teams of any problems which need resolving.
OUT 004.04	Deliver the Carbon Management Plan to ensure that the Council reduces its carbon footprint by 3% per annum	31-Mar-2015		There was a small increase (0.82%) in carbon emissions on the previous year. This is partly explained by the fact that the year was a particularly cold year and a significant increase in emissions from the waste services fleet (which accounts for 33% of the councils emissions. A new contract for the waste fleet services which incorporates the use of vegetable based fuels will reduce this significantly in the 2013-14 year. This service began in August 2013. Due to changes in the conversion factors for emissions related to national grid electricity, all years were recalculated and a re-baselining exercise was undertaken. This was carried out in accordance with the guidance from DECC which are summarised here: <a href="http://www.ukconversionfactorscarbonsmart.co.uk/documents/What's%2">http://www.ukconversionfactorscarbonsmart.co.uk/documents/What's%2</a>

Code	Title	Due Date		Latest Note
				Onew%20guidance_v3.pdf Overall, the council's emissions are 12.5% below the baseline year of 2008/09 and are 1.5% above the target for 2012-13 accounting period.
OUT 004.05	Maximise our leisure and cultural offer to enhance the quality of life for our residents whilst attracting visitors, new residents and businesses	31-Mar-2015		We are looking at how best to maximise our assets and a commercialisation strategy has been agreed and one of the current work streams is looking at the use of Mote Park. The review of Play Areas has been completed and Mote Park came 2 <sup>nd</sup> in the UK in the Green Flag People's Choice Awards. Data shows that there has been a 6.5% increase in visitors to the park for 2014/15 to date compared to the same point in 2013/14.
OUT 004.06 55	New Waste Contract	30-Apr-2013		The new waste contract was rolled out in August 2013 and provided residents with more opportunities to recycle a wider variety of waste including small electrical items. Performance figures show a positive increase in the recycling rate.

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

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
HSG 005	Number of households prevented from becoming homeless through the intervention of housing advice	82	118	50	87			168	350	John Littlemore		
The number of preventions has gone down in the last quarter due to the numbers of people presenting as homeless, rather than contacting the council whilst their situation is preventable. Once the Triage system is implemented next month, we would expect to see these numbers rise, as people who are offered advice by a CSA that prevents their becoming homeless will be recorded. As Triage becomes embedded and frees up some of the Housing Advisors'												

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
	time, it is anticipated that the team will start to do more outreach work which will also contribute to the prevention figures.											
HSG 009	Average length of stay in temporary accommodation (those leaving TA)		73.7 days	48.4 days	57.6 days			60 days	57.6 days	John Littlemore		
MF M 001a	Number of families accepted on the Maidstone Families Matter programme	49	178	39	35			217	189	Ellie Kershaw		
MF M 001b	Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with (year to date)	59.18%	55.06%	81.57%	60.00%			81.57%	60.00%	Ellie Kershaw		
SG R&B 004	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181)	7.74	9.98	9.65	10.00			9.82	10.00	Steve McGinnes		

Code	Title	Due Date		Latest Note
OUT 005.01	Reduce inequalities within communities through preventative action	31-Mar-2015		Following on from the elections and the election of a new Cabinet Member, the Community Development Plan refresh stalled. The new emerging Cabinet priorities will influence the new Plan to reflect a greater focus on mental health and wellbeing. This is still work in progress and although we are behind in schedule, it is important that the document and actions within reflect the Council's emerging vision and priorities.
OUT 005.02	Promote active citizenship – to facilitate and support increased involvement by local people in decision making and involvement	31-Mar-2015		To date for 2014, the Community Partnerships team has delivered a series of training events and workshops to promote active communities and citizenship;

Code	Title	Due Date		Latest Note
57	in their neighbourhoods			<p>May 2014: Launched the Maidstone BME Forum in partnership with Voluntary Action Maidstone.</p> <p>June 2014: Supported Social Enterprise event: delivered in partnership with VAM, to provide support around setting up a social enterprise, funding, marketing etc.</p> <p>May and October 2014: Held Operation Civic in Shepway, Penenden Heath, Yalding and Staplehurst promoting community and partnership engagement.</p> <p>September 2014: Refreshing the Parish Charter - setting up community engagement meetings with each of the Parish Councils in partnership with the relevant Cabinet Member.</p> <p>Upcoming in January 2015: We will be hosting a Neighbourhood Engagement workshop and Participatory Appraisal workshop for local voluntary and community groups and parish/ward councillors.</p>
OUT 005.03	Review the Parkwood Planning for Real activity to inform further work and activities supporting communities in identifying and meeting their needs, opportunities, rights and responsibilities	31-Mar-2015		No further action. The Park Wood Neighbourhood Action Plan work has now been completed. The Shepway Neighbourhood Action Plan was launched earlier in the year and we will now be engaging with residents and agencies in the Shepway North and South wards. Maidstone Borough Council still works within the Park Wood ward, working in partnership with Fusion Healthy Living Centre to support its health and wellbeing programmes, we support training and skills programmes being delivered through the charity Tomorrow's People, support a young parents group at Heather House and continue to manage the local community hall facility.
OUT 005.04	Implement meaningful community commissioning of services for local people	31-Mar-2015		A pilot project was undertaken with the voluntary and community sector to review Social Return on Investment and its impact on the Service Level Agreement funding received through the team. The University of Kent was commissioned to undertake a Research Paper (completed April 2012) which identified that meaningful community commissioning can be undertaken through the neighbourhood action planning process.
OUT 005.05	Increase targeted support for families with	31-Mar-2015		A Task and Finish group was set up with partners to develop a partnership

Code	Title	Due Date	Latest Note
	children aged 0-3, particularly the most vulnerable and deprived		approach and action plan to target families with 0-5s. The action plan has now been completed and adopted by partners. In terms of reporting line, the 0-5s focus group will sit under the Children's Operational Group (replacing the local Local Children's Trust) and will link in with the children centres steering group, which will be extending its reach from 0-11 years.

### Corporate and Customer Excellence

**Objective 6. Services are customer focused and residents are satisfied with them**

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
CTC 001	The average wait time for calls into the Contact Centre	276.00 seconds	149.00 seconds	112.00 seconds	120.00 seconds			130.50 seconds	120.00 seconds	Sandra Marchant		
CTC 002	Percentage of Visitors to the Gateway responded to by a CSA within 20 minutes	59.38%	76.2%	84.55%	75%			80.5%	75%	Sandra Marchant		
PIT 001	Percentage of complaints resolved within the specified timescale	97.14%	95.6%	93.49%	95%			94.62%	95%	Angela Woodhouse		
PIT 002	Satisfaction with complaint handling	40.00%	54.39%	0.00%	45.00%			43.66%	45.00%	Angela Woodhouse		
	The response rate was very low this quarter due to sickness absence in the chief executive's exec support team meaning the team were not able to send out as many complaint surveys as in previous quarters. In the future, if the chief executive's exec support team are unable to send out surveys they will inform the Policy and Information Team who will make alternative arrangements. These issues will be further addressed in the Q2 complaints report, where an accurate response rate figure, based on the number of surveys sent out, will be given.											

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
R&B 009	Overall satisfaction with the benefits service	93.86%	91.15%	90.24%	85%			90.68%	85%	Steve McGinnes		

Code	Title	Due Date		Latest Note
OUT 006.01	Ensure we use performance management data, customer satisfaction and customer feedback to improve services	31-Mar-2015		The new complaints system has been implemented and the complaints survey has been revised and is now sent out weekly rather than quarterly which has improved the response rate. Road shows are being held at various locations around the borough to inform the new Strategic Plan.
59 OUT 006.02	Review the way we interact with our customers	31-Mar-2015		The customer focussed services review was completed in October 2012. It included focus groups, interviews and surveys with residents and businesses, visits to other councils, analysis of customer transaction data and use of Mosaic Public Sector to look at the types of people who contact us, how they contact us, how frequently and for which services, The main aim of the project was to make recommendations on how the Council should be delivering customer services for the future. The new model is essentially digital first - a full range of services provided via the website or through apps, a reduced desire for person to person calls and an increased automated telephone service, face to face available through appointments at our offices and partners supporting transactions and the possibility of online and telephone points throughout the borough and hosted by partners. The new model of customer service delivery for the future and the actions we plan to take to deliver it was detailed in the Customer Service Improvement Strategy adopted by Cabinet on 10 April 2013.

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

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
BIM 003a	Percentage of customer contacts made in person in the Gateway	8.75%	6.90%	7.20%	7.50%			7.05%	7.30%	Georgia Hawkes		
BIM 003b	Percentage of customer contacts made online by visiting the councils website	71.00%	75.47%	73.59%	73.50%			74.54%	75.00%	Georgia Hawkes		
BIM 003c	Percentage of customer contacts made by phone through the contact centre	20.25%	17.63%	19.22%	18.30%			18.42%	17.70%	Georgia Hawkes		
R&B 005	Percentage of Non-domestic Rates Collected (BV 010)	61.12%	33.64%	59.23%	58.08%			59.23%	97.80%	Steve McGinnes		
R&B 006	Percentage of Council Tax collected (BV 009)	58.20%	29.30%	58.10%	58.21%			58.10%	98.30%	Steve McGinnes		
BIM 002	Percentage of financial transactions not carried out on-line or by direct debit/standing order	9.92%	8.7%	8.65%	10%			8.67%	10%	Paul Riley		
HRO 001/ BV 12	Working Days Lost Due to Sickness Absence (rolling year) (BV 12)	9.84 days	7.46 days	8.36 days	8.00 days			8.36 days	8.00 days	Dena Smart		
	Short-term sickness 2.7 days per employee, long-term sickness 5.66 days per employee.											
WC N	Missed bins (per 100,000 collections)	186.0	37.6	41.0	30.0			39.3	30.0	Gary Stevenson		

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
006	Missed collections improved significantly in July and August, with levels reaching 28 per 100,000. Unfortunately a vehicle fault was identified in September which affected 18 vehicles across the Partnership and resulted in a high level of vehicle downtime. As the work was covered by other rounds the level of missed collections rose sharply. The vehicle issue has been isolated as a defective part which has now been replaced on all affected vehicles. The last week of September showed significant improvement with missed collections returning to within target.											

Code	Title	Due Date		Latest Note
OUT 007.01	Seek out and implement new ways of delivering services that are not our core business, such as the Theatre and the Museum	31-Mar-2015		The Hazlitt theatre is now being run by Park Wood Leisure. At Museum, discussions have taken place with Legal on alternative methods of governance such as a Trust .Some examples of other Trusts have also been visited .This work will be developed over the coming financial year.
OUT 007.02	Progress the shared services programme for those services that it is practical to do so and savings can be achieved.	31-Mar-2015		<p>The project closure report has been received for the Environmental Health shared service. Work continues on the thye Planning Support shared service with an interim Head of Service appointed to provide capacity.. Performance in Planning Support has dropped and the team are working hard to recover to a business as usual position. Performance in Environmental Health has remained steady, but there remain some significant challenges to resolve.</p> <p>Work has been undertaken to consider what other services might be shared, and MKIP is currently working collaboratively to deliver Digital First initiatives across the three partners, and has submitted a Transformation Challenge Award to DCLG to assist with this. The results of the bid will be known in November.</p> <p>The Mid Kent Services Director trial will continue until May 2015 and baseline evidence to measure the success of the trial has been gathered. A mid point review of evidence will take place in October to ensure the project is on track.</p>
OUT 007.03	Undertake a programme of business improvement service reviews to ensure	31-Mar-2015		As part of the wider Customer Service Improvement Programme the Business Improvement team continue to review and work with services to

Code	Title	Due Date		Latest Note
62	services are customer focused and delivered efficiently and effectively.			<p>deliver staff time efficiencies and cashable savings. The Housing review has been completed in the main, with some changes, like introducing a housing triage service in the Gateway, currently being introduced. The main focus of the review was to minimise the overall cost to the Council of use of temporary accommodation and the full impact of the changes made is still being calculated. Business cases for income generating opportunities in Bereavement Services are being investigated, with the business case for a pet crematorium in particular looking extremely promising. The Parking review has delivered efficiencies in staff time of 0.3 FTE in the Parking Service and 0.2 FTE in Corporate Support and £3,000 cashable savings through reduction of outgoing post are predicted to be delivered in 2015/16. A virtual parking permits system will deliver around another 1.7 FTE in efficiencies in staff time and a further £3,300 cashable savings, but that will not be fully implemented until 2015/16 at the earliest. A mobile working solution has been introduced for Environmental Services that is more efficient for staff and offers more accurate reporting for residents. This is predicted to deliver around 2.9 FTE in staff time efficiencies at the Depot, with further efficiencies in staff time in the front office. The waste, recycling and environmental service reporting app has also been removed, saving £2,670 per year. The process of events has been investigated and a number of improvements identified that will deliver staff time efficiencies. The review of Revenues and Benefits has begun, which has the potential to deliver relatively large efficiencies in staff time in the front and back office as it is such a large service. The two current workstreams are customer contacts, including improving letters to reduce avoidable contact, and looking at payment methods. There are a number of other things that will be considered as part of the review. The Business Improvement team is working with the Business Delivery Unit in Tunbridge Wells and the Kent Channel Migration team to deliver this review. Work will commence with the Museum in November and the Finance review due to start around February 2015 is being planned.</p>

Code	Title	Due Date		Latest Note
OUT 007.04	Ensure that the authority has a productive, proactive and flexible workforce	31-Mar-2015	▶	The Cabinet have now agreed the workforce strategy which will continue to be delivered through the action plan. Systems and processes are in place for effective recruitment, training and performance management of staff. The employee engagement plan is in place and the development of the ambition to reach liP Gold by 2015 should ensure this focus continues.

## For Maidstone to have a growing economy

## Outcomes by 2015:

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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer (attraction)	<b>LVE 003</b> Percentage of vacant retail units within the town centre	Annual	Aim to minimise	John Foster	Maidstone is a shopping centre of regional significance. Its continued attractiveness for businesses, visitors and shoppers is important to the prosperity of the Borough.
Process	<b>LVE 002</b> Percentage of people claiming Job Seekers Allowance	Quarterly	Aim to minimise	John Foster	JSA claimant count records the number of people claiming Jobseekers Allowance (JSA) and National Insurance credits at Jobcentre Plus local offices. People claiming JSA must declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made. Measures the health of the jobs economy.
	<b>DCV 002 a)</b> Percentage of major business planning applications take-up of pre-applications advice <b>b)</b> Percentage of those taking pre-application advice where the applications were approved	Bi-annual	Aim to maximise	Rob Jarman	These indicators measure the take-up and quality of pre-application advice. Pre-application advice is being promoted by the team to ensure that developments are high quality and well designed.
Finance	<b>R&amp;B 002</b> Value of business rateable floor space	Annual	Aim to maximise	Steve McGinnes/ John Foster	The rateable value represents the open market annual rental value of a business/non-domestic property. This means the rent the property would let for on the valuation date, if it was being offered on the open market.
Learning & Development	<b>KCC 003</b> Number of 16-18 year olds who are not in education, employment or training (NEETS) <b>(NEW)</b>	Annual	Aim to minimise	Sarah Robson	Non-participation in education, employment or training between the ages of 16 and 18 is a major predictor of later unemployment, low income, depression, involvement in crime and poor mental health.
Learning & Development	<b>KCC 004</b> Working age people educated to NVQ level 4 of higher <b>(NEW)</b>	Annual	Aim to maximise	Sarah Robson	This indicator is needed because of the important role local authorities have with regard to economic development and the key part that skills and qualifications play in supporting economic development.

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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>PKG 008</b> Percentage change in bus usage on services from Maidstone depot	Annual	Aim to maximise	Jeff Kitson	To assess the change in bus usage as part of the monitoring of the outcome 'a transport network to support the local economy'. This indicator shows if more or less journeys are being made by buses. The source data is provided by Arriva and are global figures for their Maidstone depot –and cover sections of route beyond the boundary however they give a good indication of what is happening in the area.
Process	<b>PKG 007</b> Number of Park and Ride transactions	Quarterly	Aim to maximise	Jeff Kitson	The Indicator compares the on bus transaction figure (these are the cash sales to passengers boarding buses) on Park and Ride with the one for the same period of the previous year therefore, assessing fluctuations in the service usage.
Finance	<b>PKG 002</b> Income from pay and display car parks per parking space	Quarterly	Aim to maximise	Jeff Kitson	Pay and Display income is monitored closely - data collated daily will be used to calculate the income per parking space at each quarter of the financial year. Demonstrating income efficiency and usage in monetary terms.

**For Maidstone to be a decent place to live**

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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>DCV 003</b> Percentage of residential planning applications processed within statutory timescales	Quarterly	Aim to maximise	Rob Jarman	To ensure local planning authorities determine planning applications in a timely manner. These indicators measure the percentage of planning applications dealt with in a timely manner for their respective categories.
Customer	<b>DCV</b> Processing of planning applications within statutory timescales - 004 (Majors), 005 (Minors) ,006 (Others)	Quarterly	Aim to maximise	Rob Jarman	

KPI Explanations 2014

Appendix B

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Process	<b>HSG 010</b> Net addition homes delivered	Annual	Aim to maximise	Rob Jarman	This indicator measures the net increase in dwelling stock over the year. This was originally a national indicator that was introduced to encourage a greater supply of new homes to address the long term housing affordability issue.
	<b>HSG 001</b> Number of affordable homes delivered	Quarterly	Aim to maximise	John Littlemore	To promote an increase in the supply of affordable housing. This indicator shows how many affordable homes have been delivered.
	<b>HSG PS 003</b> Number of private sector homes improved	Quarterly	Aim to maximise	John Littlemore	This is the number of private sector homes that have been improved by various means throughout the year in which the outcome has had a positive impact of the resident's health, safety or welfare.
Finance	<b>DCV 007</b> Average cost of planning service per application	Annual	Aim to minimise	Rob Jarman	This indicator is to assess value for money in the planning processing expressed per application. Costs will exclude enforcement work.
Finance	<b>HSG 003</b> Average grant per MCB funded affordable home unit	Annual	N/A	John Littlemore	Total supply of all affordable dwelling completions built or acquired by RSLs (or other bodies) with financial support (grant) directly from the Council, i.e. all affordable homes delivered via schemes which MBC has contributed to, divided by the total grant paid. This will include any renovations or conversions (resulting in the provision of additional affordable dwellings).
Learning & Development	<b>SPT 004</b> Percentage of new homes built on previously developed land	Annual	Aim to maximise	Rob Jarman	To encourage the provision of additional housing on previously developed land and through conversions of existing buildings in order to minimise development on green fields.

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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>COM 008</b> Satisfaction with local area as a place to live (Resident Survey)	Biennial	Aim to maximise	Sarah Robson	MBC recognises that the quality of place remains a priority to residents and drives how satisfied people are with their local area as a place to live. These indicators will provide MBC with a baseline of local satisfaction which will help us identify and address the sorts of issues affecting how residents feel about their local area.
Customer	<b>DEP 004</b> Satisfaction with street cleaning (residents survey)	Biennial	Aim to maximise	Gary Stevenson	
Customer	<b>PKS 002</b> Satisfaction with Parks & Open Spaces (residents survey)	Biennial	Aim to maximise	Jason Taylor	
Customer	<b>DEP 007</b> Percentage of fly-tipping reports responded to within 1 working day	Quarterly	Aim to minimise	Gary Stevenson	Fly-tipping is the common term used to describe waste illegally deposited on land as described under Section 33 of the Environment Protection Act 1990. This indicator is to monitor the timely removal of illegal dumping of waste on relevant land and highways.
Process	<b>DCE 001</b> Percentage of planning enforcement cases signed off within 21 days	Quarterly	Aim to maximise	Rob Jarman	To ensure a timely response to planning enforcement.
Process	<b>DEP 002</b> Local Street & Environmental Cleanliness a) Litter, b) Detritus (NI 195ab)	Annual	Aim to minimise	Gary Stevenson	The percentage of relevant land and highways that is assessed as having deposits of litter or detritus that fall below an acceptable level.
Process	<b>WCN 001</b> Percentage of household waste sent for reuse, recycling and composting (NI 192)	Quarterly	Aim to maximise	Gary Stevenson	The indicator measures percentage of household waste arising's which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management.
Finance	<b>PKS 001</b> Cost of maintaining the borough's parks and open spaces per head of population	Annual	Aim to minimise	Jason Taylor	To monitor the cost of maintaining the borough's parks and open spaces
Finance	<b>WCN 002</b> Cost of waste collection per household	Annual	Aim to minimise	Gary Stevenson	To monitor cost of municipal waste disposal, to ensure that good value for money is achieved while delivering a high quality service.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Finance	<b>DEP 003</b> Cost of street cleansing per head of population	Annual	Aim to minimise	Gary Stevenson	The cost of street cleansing per head of the residents of Maidstone is an indicator to show any changes in the cost of street cleansing.
Learning & Development	<b>WCN 004</b> Total waste arising's per household (NEW)	Quarterly	Aim to minimise	Jennifer Shepherd	In line with the position of waste reduction at the top of the waste hierarchy, the Council wishes to see a year on year reduction in the total amount of waste arising's per household. Local authorities have an important role to play in assisting their residents to reduce waste (as well as encouraging sorting of waste for recycling, re-use, home composting and other forms of home treatment of waste).
Learning & Development	<b>CMP 001</b> Percentage CO2 reduction from local authority operations	Annual	Aim to maximise	TBC	The public sector is in a key position to lead on CO2 emissions reduction by setting a behavioural and strategic example to the private sector and the communities they serve. The aim of this indicator is to measure the progress made by MBC to reduce CO2 emissions from the relevant buildings and transport used to deliver its functions and to encourage them to demonstrate leadership on tackling climate change.
Learning & Development	<b>CDP 011</b> Recorded crime per 1,000 population	Annual	Aim to minimise	Sarah Robson	This indicator provides a snapshot of the level of crime in the borough and its direction of travel. The data for this indicator comes from Kent Police.

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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>HSG 009</b> Average length of stay in bed and breakfast accommodation (those leaving TA)	Quarterly	Aim to minimise	John Littlemore	Average length of stay in temporary accommodation (TA) for those leaving TA in period. To measure the authority's success in reducing temporary accommodation use.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>INT 001</b> Percentage of the Borough covered by Broadband	Annual	Aim to maximise	Dave Lindsay	A broadband internet connection is increasingly viewed as a vital utility at work and home – the electricity of the 21st century. A largely deregulated market means that broadband services are competitively priced. However, it also makes the provision of these services a commercial decision by Internet Service Providers (ISPs), often favouring the denser urban areas.
Process	<b>R&amp;B 004</b> Average time taken to process new benefit claims and changes of circumstances	Quarterly	Aim to minimise	Steve McGinnes	HB/CTB of £19bn is paid to over 5 million low income households. Delays in the administration of these benefits can impact on some of the most vulnerable people in our society by: <ul style="list-style-type: none"> <li>• Leading to rent arrears and evictions</li> <li>• Preventing access to housing because landlords are reluctant to rent to HB customers</li> <li>• Acting as a deterrent to people moving off benefits into work because of the disruption to their claim</li> </ul>
Process	<b>HSG 005</b> Number of households presented from becoming homeless through intervention	Quarterly	Aim to maximise	John Littlemore	To measure the effectiveness of housing advice in preventing homelessness or the threat of homelessness. Under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002, housing authorities have a duty to ensure that advice and information about homelessness and prevention of homelessness are available free of charge to anyone in their district.
Process	<b>MFM 001a</b> Number of families accepted on the Maidstone Families Matter programme	Quarterly Quarterly	Aim to maximise	Ellie Kershaw	These indicators measure the progress of the Maidstone Families Matter programme. This is Maidstone’s local version of the government’s Troubled Families Programme. Currently this programme runs until March 2015.
	<b>MFM 001b</b> Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with				
Finance	<b>LVE 007</b> Gap between median wage of employee (residents) and the median wage of employees (workplace) (salary differences)	Annual	Aim to minimise	John Foster	Proxy indicator measure for increases in standard of living but also a measure of economic competitiveness with knowledge driven industries requiring higher skilled labour force and able to pay higher wages. Resident based wage

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
					levels in Maidstone are higher than the workplace based levels suggesting lower skilled and lower wage level local economy.
Learning & Development	<b>CDP 003</b> Percentage of residents participating in neighbourhood planning as a percentage of the ward population	Annual	Aim to maximise	Sarah Robson	Resident participation is important for successful neighbourhood planning. This indicator assesses what percentage of the ward population have been involved and participated in the process.
Learning & Development	<b>KCC 003</b> Number of 16-18 year olds who are not in education, employment or training (NEETS) <b>(REPEATED)</b>	Annual	Aim to minimise	Sarah Robson	Non-participation in education, employment or training between the ages of 16 and 18 is a major predictor of later unemployment, low income, depression, involvement in crime and poor mental health.
Learning & Development	<b>KCC 004</b> Working age people educated to NVQ level 4 of higher <b>(REPEATED)</b>	Annual	Aim to maximise	Sarah Robson	This indicator is needed because of the important role local authorities have with regard to economic development and the key part that skills and qualifications play in supporting economic development.

## 7 Corporate and Customer Excellence

### Outcomes by 2015:

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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>COM 001</b> Percentage of residents satisfied with the way the Council runs it's services	Biennial	Aim to maximise	Roger Adley	MBC recognises that the quality of place remains a priority to residents and can influence how satisfied people are with their local area as a place to live. These indicators will provide MBC with an indication of local satisfaction which will help them identify and make improvements to the borough and to how services are delivered.
Customer	Percentage of residents satisfied with key services: <b>WCN 003</b> Refuse & Recycling collections <b>PKS 003</b> Maidstone Leisure Centre <b>PKS 002</b> Parks and open spaces <b>DEP 004</b> Street cleanliness	Biennial	Aim to maximise	Gary Stevenson & Jason Taylor	

KPI Explanations 2014

Appendix B

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>R&amp;B 009</b> Percentage of customers satisfied with benefits service	Annual	Aim to maximise	Steve McGinnes	The indicator is intended to gauge the level of customer satisfaction with how the benefit service operates.
Process	<b>COM 007</b> Percentage of residents that feel that the Council keeps them well informed about the services and benefits it provides.	Biennial	Aim to maximise	Roger Adley	One of MBC's key roles is to provide advice, therefore it is important to ensure that residents and customers can easily access and understand the information that we provide. These indicators demonstrate the levels of satisfaction with of our communications.
Process	<b>CTC 001</b> Average wait time for calls (Seconds)	Quarterly	Aim to minimise	Sandra Marchant	This indicator is the average wait time a customer telephoning the Contact Centre has to wait before being answered by a Customer Service Advisor.
Process	<b>CTC 002</b> Percentage of customers to the Gateway seen within 20 minutes	Quarterly	Aim to maximise	Sandra Marchant	This indicator is the percentage of visitors to the Gateway responded to within 20 minutes by a Customer Service Advisor. The aim is to keep customers wait times to a minimum and to improve access to Council services.
Finance	Percentage of residents agreeing that the Council provides value for money (Residents Survey)	Biennial	Aim to maximise	Paul Riley & Roger Adley	This indicator measures the extent to which residents feel that the Council is providing value for money. The Council has a duty provide services that are cost efficient.
Learning & Development	<b>PIT 002</b> Percentage of those making complaints satisfied with how their complaint was handled	Quarterly	Aim to maximise	Angela Woodhouse	These indicators are to measure complaints resolved on time and to gauge the level of customer satisfaction with the complaints process. These are also reported as part of the quarterly complaints report.
	<b>PIT 001</b> Percentage of complaints resolved within specified timescale	Quarterly	Aim to maximise	Angela Woodhouse	

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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>WCN 006</b> Number of missed bins per 100,000 collections	Quarterly	Aim to minimise	Gary Stevenson	This indicator monitors the performance of the contractor and ensures that the service delivers quality and that changes are communicated properly to residents.
Customer	<b>BIM 003a</b> Percentage of customer contacts made in person in the Gateway	Quarterly	Aim to minimise	Georgia Hawkes	This suite of indicators measures contact to council across the Gateway, Contact Centre and Website in order to assess the progress of the channel shift project.
	<b>BIM 003b</b> Percentage of customer contacts made online by visiting the		Aim to maximise		

KPI Explanations 2014

Appendix B

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
	councils website <b>BIM 003c</b> Percentage of customer contacts made by phone through the contact centre		Aim to minimise		
Process	<b>BIM 004</b> Change in the number of outgoing post items,	Quarterly	Aim to maximise (Negative change)	Georgia Hawkes	It is more costly to send an item in the post than it is to do so by email. This indicator monitors the change in number of post items being sent out to inform progress on the channel shift project.
Process	<b>R&amp;B 006</b> Percentage of Council tax collected	Quarterly	Aim to maximise	Steve McGinnes	These two indicators monitor the collection of Council Tax and NNDR against the target, the collection of which is a key local authority function.
Process	<b>R&amp;B 005</b> Percentage of business rates collected	Quarterly	Aim to maximise	Steve McGinnes	
Finance	<b>BIM 002</b> Percentage of financial transactions not carried out on-line or by direct debit/standing order	Quarterly	Aim to minimise	Georgia Hawkes	This is a test of value for money. Payments made on-line or by direct debit, standing order or direct credit cost the Council much less to process than payments made over the phone or cash or cheques sent in the post or deposited at the payment kiosks.
Finance	<b>DVC 007</b> Average cost of planning service per application	Annual	Aim to minimise	Rob Jarman	The measure the cost of the development management team per application they have processed.
Learning & Development	<b>HRO 001</b> Working Days Lost Due to Sickness Absence (rolling year) (BV 12)	Quarterly	Aim to minimise	Dena Smart	To monitor the level of sickness absence in the council.

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**2 December 2014**

#### **Future Work Programme and SCRAIP Update**

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions.

Questions I would like to ask regarding this report:

- 
- 
- 
- 
-

**Guidance note - Making Quality Overview and Scrutiny Recommendations**

Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The scrutiny team have identified the following criteria for quality recommendations, they:

- affect and make a difference to local people;
- result in a change in policy that improves services;
- identify savings and maintain/improve service quality; or
- objectively identify a solution.

One way of checking the usefulness of recommendations is to evaluate them against the 'six Ws' set out below:

Good recommendations should answer these questions:

<b>Why does it need to be done?</b>	This will help ensure the outcome is relevant and in the right context – if a meeting is being requested it will ensure the correct people are invited to attend
<b>Who is being asked to do it?</b>	Without this nothing will get done (no one will take ownership)
<b>What needs to be done?</b>	Needs to be clear and specific
<b>HoW will it be done?</b>	Again, needs to be clear and specific, what is the expected output- for example a report to be written or a meeting to be arranged
<b>Where does it need to be done/go?</b>	If it's a meeting – where is it needed If it's a report – where is it to go, who needs to see it
<b>When does it need to be done?</b>	Crucial to have a timescale – without a deadline it will never get done

Thinking about these points will help ensure the outcomes of scrutiny are effective and will aid monitoring.

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**Tuesday 2 December 2014**

#### **Future Work Programme and SCRAIP Update**

**Report of:** Poppy Brewer, Democratic Services Officer

#### **1. Introduction**

- 1.1 To consider the Committee's future work programme (FWP) and information update to be given by the Chairman.

#### **2. Recommendation**

- 2.1 That the Committee considers the 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.
- 2.2 That the Committee notes the Future Work Programme Update outlined in section 6 of the report.
- 2.3 That the Committee considers the List of Forthcoming Decisions, relevant to the Committee at **Appendix B**, and discuss whether any of these items require further investigation or monitoring.
- 2.4 That, subject to further discussions with Tunbridge Wells Borough Council and Swale Borough Council, the Committee agrees to hold a co-located simultaneous meeting on Monday 12 January 2015 to consider the final report of the Joint Mid Kent Improvement Partnership Task and Finish Group.
- 2.5 That the Committee notes the update in the SCRAIP from 5 August 2014 attached at **Appendix C**.
- 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?RPId=443&RD=0>

#### **5. Scrutiny Committee Recommendation Action and Implementation Plan (SCRAIP) Responses**

- 5.1 The issue of making, and monitoring, recommendations is an important part of the scrutiny process. SCRAIPs set out recommendations following scrutiny meetings/reviews and information is sought on the plan as to whether recommendations are accepted, the action to be taken and by who.
- 5.2 An update on recommendations made by Committee during September and October 2014 is attached at **Appendix C**.

#### **6 Future Work Programme Update**

- 6.1 Following discussions between the Chairman and officers the Customer Service Improvement Strategy, originally scheduled for September 2014, will now be considered by Committee in January 2015.
- 6.2 The Policy and Performance Officer has confirmed that a workshop will be held for Members in January 2015 in order to help develop the Council's Equality Objectives. A report will then come to Committee in February/March 2015.
- 6.3 The Accommodation Project, designated as date to be confirmed, is still in progress with the cross-party Accommodation working party and work is expected to continue until the end of the year. As such no conclusions are expected until early next year, and the item has been rescheduled for the February meeting of the Committee accordingly.

- 6.4 A verbal update on the Local Council Tax Discount Scheme will be provided by the Democratic Services Officer at the December meeting of the Committee.
- 6.5 The Debt Recovery Policy that was due to come to Committee in December is with the Director of regeneration and Communities for consideration, with a future date to be confirmed.

## **7. Impact on Corporate Objectives**

- 7.1 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.
- 7.2 The Committee will consider reports that deliver against the following Council priority:
- 'Corporate and Customer Excellence'

## **8. Financial Implications**

- 8.1 To assist O&S committees in their inquiries, a small budget is available for the purchase of necessary equipment and to cover the costs of training, site visits, meetings in locations other than the Town Hall, witness expenses, specialist advice, books and any other cost that might be legitimately incurred by the committees in the course of their activities.

## **9. Relevant Documents**

- 9.1 Appendix A – Future Work Programme  
Appendix B – List of Forthcoming Decisions  
Appendix C – SCRAIP Updates

## **10. Background Documents**

- 10.1 None

**Strategic Leadership & Corporate Services Overview and Scrutiny Committee**

**Future Work Programme 2014/15**

<b>Meeting Date</b>	<b>Agenda Items</b>	<b>Details and desired outcome</b>	<b>Report Author / Possible Witnesses</b>
10 June 2014	<ul style="list-style-type: none"> <li>Election of Chairman and Vice-Chairman</li> <li>Work programming workshop</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Chairman and Vice-Chairman for 2014/15</li> <li>Ascertain work plan for the year and select and develop review topics focusing on achievable outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Christian Scade</li> </ul>
7 July 2014	<ul style="list-style-type: none"> <li><u>MKIP Update</u></li> </ul>	<ul style="list-style-type: none"> <li>Co-located simultaneous meeting with Tunbridge Wells BC and Swale BC to consider options for scrutiny review.</li> </ul>	<ul style="list-style-type: none"> <li>Paul Taylor / Jane Clarke / Alison Broom / William Benson</li> </ul>
8 July 2014	<ul style="list-style-type: none"> <li>Use of Revenue Underspend</li> <li>Discretionary Housing Payments</li> <li>Q 4 / End of Year Complaints Report</li> <li><u>Local Council Tax Support Scheme</u> – Options for (a) 2015/16 and (b) beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Requested by Committee in May 2014</li> <li>Pre-decision scrutiny before July Cabinet</li> <li>Quarterly Report</li> <li>A topic for scrutiny review. An initial report will be needed in July to set the scene and to consider options for scrutiny involvement moving forwards.</li> </ul>	<ul style="list-style-type: none"> <li>Paul Riley</li> <li>Steve McGinnes</li> <li>Sam Bailey / Angela Woodhouse</li> <li>Steve McGinnes</li> </ul>
5 August 2014	<ul style="list-style-type: none"> <li>Annual Performance Report</li> <li>Cabinet Member Priorities for 2014/15 (Leader of the Council and Cabinet Member for Corporate Services)</li> <li>Capital Programme Update 2014-15</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report and KPI Targets for 2014/17</li> <li>A written report, of no more than one side of A4, was requested by Committee in June, as an information item.</li> <li>Subject to the work of the budget working group (see notes below) this would be an opportunity for a general update and on recommendations made by scrutiny as</li> </ul>	<ul style="list-style-type: none"> <li>Clare Wood</li> <li>Cllr Blackmore and Cllr McLoughlin</li> <li>Paul Riley</li> </ul>

Appendix A

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Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
	<ul style="list-style-type: none"> <li>• Local Council Tax Discount Scheme – Options for Consultation</li> </ul>	part of the Capital Programme Review <ul style="list-style-type: none"> <li>• Options for Consultation / Feedback from the O&amp;S workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Steve McGinnes</li> </ul>
2 September 2014	<ul style="list-style-type: none"> <li>• Q 1 Complaints Report</li> <li>• FWP – including terms of reference for the Budget Working Group</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Report</li> <li>• Recommendations of the Chairman and Vice-Chairman to the Committee on the inclusion of the Capital Programme and Budget Strategy within the BWG terms of reference</li> </ul>	<ul style="list-style-type: none"> <li>• Sam Bailey</li> <li>• Christian Scade</li> </ul>
7 October 2014	<ul style="list-style-type: none"> <li>• Budget Strategy 2015-16 Onwards (Revenue)</li> <li>• Q1 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>• See notes below ref Budget Working Group</li> <li>• Quarterly Report</li> </ul>	<ul style="list-style-type: none"> <li>• Paul Riley</li> <li>• Clare Wood</li> </ul>
4 November 2014 <b>CANCELLED</b>			
2 December 2014	<ul style="list-style-type: none"> <li>• Mid-Year Performance Report</li> <li>• Q2 Complaints Report</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-Year Report – with a detailed briefing (and discussion) on homelessness indicators - HSG005 &amp; HSG 009</li> <li>• Quarterly Report – to include information on complaints ref The Social and Events Management in general</li> </ul>	<ul style="list-style-type: none"> <li>• Clare Wood / Ellie Kershaw</li> <li>• Sam Bailey and Jason Taylor</li> </ul>
6 January 2015	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Communication and Engagement Strategy (Update)</li> <li>• Medium Term Financial Strategy (MTFS)</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Framework Document</li> <li>• Update for consideration at the same time as the Strategic Plan (links to issues discussed by Committee in April 2014)</li> <li>• See notes below ref Budget Working</li> </ul>	<ul style="list-style-type: none"> <li>• Angela Woodhouse</li> <li>• Angela Woodhouse</li> <li>• Paul Riley</li> </ul>

Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
	<ul style="list-style-type: none"> <li>• Budget Strategy – Capital, Revenue, Fees and Charges</li> <li>• Revenue Under Spend – Update</li> <li>• Customer Service Improvement Strategy (<b>Date TBC</b>)</li> </ul>	<p>Group</p> <ul style="list-style-type: none"> <li>• This was requested by Committee in July 2014</li> <li>• Pre-decision scrutiny with an opportunity to look at channel shift / moving services online</li> </ul>	<ul style="list-style-type: none"> <li>• Paul Riley</li> <li>• Georgia Hawkes</li> </ul>
<p>12 January 2015</p> <p><b>PROVISIONAL DATE</b></p> <p><b>(Details TBC)</b></p>	<ul style="list-style-type: none"> <li>• The Mid Kent Services Director to report back to a January 2015 joint meeting with an interim update on the progress of MKIP that should include the independent appraisal of the Director’s post which is being undertaken by a cross authority project team (led by Zena Cooke)</li> <li>• Final Report from the Joint MKIP Task and Finish Group</li> </ul>	<ul style="list-style-type: none"> <li>• Joint OSC meeting with SBC and TWBC ref MKIP</li> </ul>	<ul style="list-style-type: none"> <li>• Bob Pullen (SBC), Holly Goring (TWBC), Jane Clarke, Paul Taylor, Zena Cooke, Alison Broom</li> </ul>
<p>3 February 2015</p>	<ul style="list-style-type: none"> <li>• <u>Work Force Strategy</u> (<b>Date TBC</b>)</li> <li>• Accommodation Project (<b>Date TBC</b>)</li> <li>• Corporate Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• A possible (mini) review – an initial report will be needed to set the scene and to consider options for scrutiny involvement.</li> <li>• Update report following completion of work by the cross-party working party. Report to come to SLCS OSC before Cabinet.</li> <li>• 6 Monthly report</li> </ul>	<ul style="list-style-type: none"> <li>• Dena Smart / David Edwards / Alison Broom</li> <li>• David Edwards</li> <li>• Georgia Hawkes</li> </ul>

Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
	<ul style="list-style-type: none"> <li>• Equality Objectives Update (<b>Date TBC</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• There will be a workshop held in <b>January 2015</b> which will inform the new Equality Objectives. An Equality Objectives Update Report would then be available for consideration by Committee in <b>February/March 2015</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Clare Wood</li> </ul>
3 March 2015	<ul style="list-style-type: none"> <li>• Q 3 Performance Report</li> <li>• Q3 Complaints Report</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Report</li> <li>• Quarterly Report</li> </ul>	<ul style="list-style-type: none"> <li>• Clare Wood</li> <li>• Sam Bailey</li> </ul>
7 April 2015			

**Budget Working Group** – The Committee agreed to set up a Budget Working Group. Terms of reference were agreed by Committee in September 2014.

**Joint MKIP Task and Finish Group** – Final report due for consideration by (Joint) Committee in January 2015.

**Future Items:**

- Planning Support Shared Service – Complaints Report - **DATE TBC**
  - An update was requested by Committee, in July 2014, on complaints received. This update was noted by Committee in August 2014
- New Asset Management Plan – Paul Riley / David Tibbit – **DATE TBC**
- The Debt Recovery Policy to include Irrecoverable Business Rates – a suggestion put forward (in July 2014) by the Local Council Tax Discount Scheme Working Group. The Policy is with the Director of Regeneration and Communities for consideration, and a date for their consideration at Committee is to be confirmed



# LIST OF FORTHCOMING DECISIONS

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Democratic Services Team  
E: [democraticservices@maidstone.gov.uk](mailto:democraticservices@maidstone.gov.uk)

Publication Date: 14 November 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 [committeeservices@maidstone.gov.uk](mailto:committeeservices@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](http://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](http://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?



**Councillor Annabelle Blackmore**  
Leader of the Council  
[annabelleblackmore@maidstone.gov.uk](mailto:annabelleblackmore@maidstone.gov.uk)  
Tel: 07854 684207



**Councillor David Burton**  
Cabinet Member for Planning, Transport and Development  
[davidburton@maidstone.gov.uk](mailto:davidburton@maidstone.gov.uk)  
Tel: 07590 229910



**Councillor Malcolm Greer**  
Cabinet Member for Economic and Commercial Development (also Deputy Leader)  
[malcolmgreer@maidstone.gov.uk](mailto:malcolmgreer@maidstone.gov.uk)  
Tel: 01634 862876



**Councillor Marion Ring**  
Cabinet Member for Environment & Housing  
[marionring@maidstone.gov.uk](mailto:marionring@maidstone.gov.uk)  
Tel: 01622 686492



**Councillor Steve McLoughlin**  
Cabinet Member for Corporate Services  
[stevemcloughlin@maidstone.gov.uk](mailto:stevemcloughlin@maidstone.gov.uk)  
Tel: 01622 761998



**Councillor John Perry**  
Cabinet Member for Community and Leisure Services  
[johnperry@maidstone.gov.uk](mailto:johnperry@maidstone.gov.uk)  
Tel: 07770 734741

### 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)
<b>Audit Committee</b> Due Date: Monday 24 Nov 2014  88	Treasury Management Strategy Mid Year Performance 2014 15  This report sets out the activities of the Treasury Management Function for 2014 15 financial year in accordance with CIPFA's Code of Practice on Treasury Management issued in November 2009.		Paul Riley, Head of Finance & Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a>	Public	Treasury Management Strategy Mid Year Performance 2014 15
<b>Audit Committee</b> Due Date: Monday 24 Nov 2014	Treasury Management Strategy 2015 16  To consider future Treasury Management Strategy for 2015 16		Paul Riley, Head of Finance & Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a>	Public	Treasury Management Strategy 2015 16

Forthcoming Decisions  
November 2014 - March 2015

<b>Decision Maker and Date of When Decision is Due to be Made:</b>	<b>Title of Report and Brief Summary</b>	<b>Key Decision and reason (if applicable)</b>	<b>Contact Officer:</b>	<b>Public or Private <i>if Private the reason why</i></b>	<b>Documents to be submitted <i>(other relevant documents may be submitted)</i></b>
<b>Audit Committee</b>  Due Date: Monday 24 Nov 2014	Annual Governance Statement Action Plan Update  update on the Annual Governance Statement action plan update		Angela Woodhouse, Head of Policy and Communications <a href="mailto:angelawoodhouse@maidstone.gov.uk">angelawoodhouse@maidstone.gov.uk</a>	public	Annual Governance Statement Action Plan Update
<b>Audit Committee</b>  Due Date: Monday 24 Nov 2014	Audit Committee Progress Report - November 2014  Progress update for the Audit Committee on the work of external audit.		Ellie Dunnet <a href="mailto:elliedunnet@maidstone.gov.uk">elliedunnet@maidstone.gov.uk</a>	Public	Audit Committee Progress Report - November 2014
<b>Audit Committee</b>  Due Date: Monday 24 Nov 2014	External Auditor's Annual Audit Letter  External Auditor's Annual Audit Letter		Paul Riley, Head of Finance & Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a>	Public	External Auditor's Annual Audit Letter

Forthcoming Decisions  
November 2014 - March 2015

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><b>Cabinet Member for Corporate Services</b></p> <p>Due Date: Friday 28 Nov 2014</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>Stephen McGinnes <a href="mailto:stephenmcginnes@maidstone.gov.uk">stephenmcginnes@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Bankruptcy Policy for Council Tax and Business Rates Debt</p>
<p><b>Cabinet Member for Planning, Transport and Development</b></p> <p>Due Date: Friday 28 Nov 2014</p>	<p>VARIATION TO TRAFFIC REGULATION ORDERS</p> <p>To consider the objections received in relation to the formal consultation following the advertising of;</p> <p>The Kent County Council (Borough of Maidstone) Waiting Restrictions Order (variation No 25) Order 2014.</p>		<p>Jeff Kitson <a href="mailto:jeffkitson@maidstone.gov.uk">jeffkitson@maidstone.gov.uk</a></p>	<p>Public</p>	<p>VARIATION TO TRAFFIC REGULATION ORDERS</p>

Forthcoming Decisions  
November 2014 - March 2015

<b>Decision Maker and Date of When Decision is Due to be Made:</b>	<b>Title of Report and Brief Summary</b>	<b>Key Decision and reason (if applicable)</b>	<b>Contact Officer:</b>	<b>Public or Private <i>if Private the reason why</i></b>	<b>Documents to be submitted (other relevant documents may be submitted)</b>
<b>Leader of the Council</b>  Due Date: Friday 28 Nov 2014	Equality Objectives - Mid Year Update  Equality Objectives - Mid Year Update		Clare Wood <a href="mailto:clarewood@maidstone.gov.uk">clarewood@maidstone.gov.uk</a>	Public	Equality Objectives - Mid Year Update
<b>Cabinet Member for Community and Leisure Services</b>  Due Date: Friday 12 Dec 2014	Maidstone Play Strategy - A Strategy for Outdoor Equipped Play Areas 2014-2024  To consider the adoption of the Maidstone Play Strategy – A Strategy for Outdoor Equipped Play Areas 2014-2024 and the actions within the document	KEY Reason: Expenditure > £250,000	Jason Taylor, Parks and Leisure Manager <a href="mailto:jason.taylor@maidstone.gov.uk">jason.taylor@maidstone.gov.uk</a>	Public	Maidstone Play Strategy - A Strategy for Outdoor Equipped Play Areas 2014-2024
<b>Cabinet Member for Corporate Services</b>  Due Date: Friday 12 Dec 2014	Lease of Giddyhorn Lane Tennis Courts  Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playing Fields		Lucy Stroud <a href="mailto:lucystroud@maidstone.gov.uk">lucystroud@maidstone.gov.uk</a>	Private because of commercially sensitive information.	Lease of Giddyhorn Lane Tennis Courts

Forthcoming Decisions  
November 2014 - March 2015

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><b>Cabinet Member for Environment and Housing</b></p> <p>Due Date: Friday 12 Dec 2014</p> <p style="text-align: center; font-size: 2em;">06</p>	<p>ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - NEW ANTI-SOCIAL</p> <p>To provide Members with an overview of the important new measures for tackling anti-social behaviour contained within the Anti-Social Behaviour and Police Act 2014 (the Act). The local plans for its implementation and for Members to consider the implications for the Council, as a 'relevant body', for the purposes of the Act.</p>	<p>KEY</p> <p>Reason: Affects more than 1 ward</p>	<p>Martyn Jeynes <a href="mailto:martynjeynes@maidstone.gov.uk">martynjeynes@maidstone.gov.uk</a></p>	<p>Public</p>	<p>ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - NEW ANTI-SOCIAL</p>

Forthcoming Decisions  
November 2014 - March 2015

<b>Decision Maker and Date of When Decision is Due to be Made:</b>	<b>Title of Report and Brief Summary</b>	<b>Key Decision and reason (if applicable)</b>	<b>Contact Officer:</b>	<b>Public or Private <i>if Private the reason why</i></b>	<b>Documents to be submitted <i>(other relevant documents may be submitted)</i></b>
<b>Cabinet</b>  Due Date: Wednesday 17 Dec 2014	Council Tax 2015 16 Collection Fund Adjustments  To agree the levels of Collection Fund adjustment	KEY Reason: Budget Reports	Paul Riley, Head of Finance & Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a>	Public	Council Tax 2015 16 Collection Fund Adjustments
<b>Cabinet</b>  Due Date: Wednesday 17 Dec 2014	Council Tax Tax Base 2015 16  To advise Members of the information currently available on the Tax Base for 2015 16 for Council Tax purposes.		Paul Riley, Head of Finance & Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a>	Public	Council Tax Tax Base 2015 16

Forthcoming Decisions  
November 2014 - March 2015

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><b>Cabinet</b></p> <p>Due Date: Wednesday 17 Dec 2014</p> <p style="text-align: right; font-size: 2em;">92</p>	<p>Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh</p> <p>To consider the progress made on implementing the Customer Service Improvement Strategy in 2013/14 and the refresh of the Strategy for 2014/15.</p>	<p>KEY Reason: Policies, Plans, Strategies</p>	<p>Georgia Hawkes, Head of Business Improvement <a href="mailto:georgiahawkes@maidstone.gov.uk">georgiahawkes@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Customer Service Improvement Strategy 2013-16 Channel Shift Strategy 2011 Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh</p>
<p><b>Cabinet</b></p> <p>Due Date: Wednesday 17 Dec 2014</p>	<p>Maidstone Enterprise Hub</p> <p>Consideration of financing options</p>	<p>KEY Reason: Expenditure &gt; £250,000</p>	<p>Karen Franek <a href="mailto:karenfranek@maidstone.gov.uk">karenfranek@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Maidstone Enterprise Hub</p>
<p><b>Cabinet</b></p> <p>Due Date: Wednesday 17 Dec 2014</p>	<p>Discretionary Housing Payment</p> <p>Future policy for the award of discretionary housing payments.</p>		<p>Stephen McGinnes <a href="mailto:stephenmcginnes@maidstone.gov.uk">stephenmcginnes@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Discretionary Housing Payment Appendix A - DHP Policy Appendix B - Equality Impact Assessment</p>

Forthcoming Decisions  
November 2014 - March 2015

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>
<b>Cabinet</b>  Due Date: Wednesday 17 Dec 2014	Budget Strategy 2015 16 Onwards  To agree a draft Council Tax and Budget Strategy for 2015 16 Onwards	KEY Reason: Budget Reports	Paul Riley, Head of Finance & Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a>	Public	Budget Strategy 2015 16 Onwards

Forthcoming Decisions  
November 2014 - March 2015

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><b>Cabinet</b></p> <p>Due Date: Wednesday 17 Dec 2014</p> <p style="text-align: center; font-size: 2em;">94</p>	<p>Budget Strategy 2015 16 Fees &amp; Charges</p> <p>To consider the appropriate level of fees and charges for 2015 16 for services where the Council raises income by charging the user of a service and where the setting of the fee to be charged is discretionary. The Council has adopted a policy on the setting of fees and charges to ensure that a rational approach is used that takes account of all factors and creates a result that supports the priorities set out in the strategic plan.</p>	<p>KEY Reason: Fees &amp; Charges</p>	<p>Paul Riley, Head of Finance &amp; Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Budget Strategy 2015 16 Fees &amp; Charges</p>

Forthcoming Decisions  
November 2014 - March 2015

<b>Decision Maker and Date of When Decision is Due to be Made:</b>	<b>Title of Report and Brief Summary</b>	<b>Key Decision and reason (if applicable)</b>	<b>Contact Officer:</b>	<b>Public or Private <i>if Private the reason why</i></b>	<b>Documents to be submitted (other relevant documents may be submitted)</b>
<b>Cabinet</b>  Due Date: Wednesday 17 Dec 2014	Enterprise Hub  Proposal to establish an Enterprise Hub on the Terrace of Maidstone House.	KEY Reason: Expenditure > £250,000	Karen Franek <a href="mailto:karenfrank@maidstone.gov.uk">karenfrank@maidstone.gov.uk</a>	Private: Paragraph 3 of Local Government Act 1972 (Commercial sensitivity).	Enterprise Hub
<b>Cabinet</b>  Due Date: Wednesday 17 Dec 2014	Enterprise Hub  Proposal to establish an enterprise hub on the terrace of Maidstone House.	KEY Reason: Expenditure > £250,000	Karen Franek <a href="mailto:karenfrank@maidstone.gov.uk">karenfrank@maidstone.gov.uk</a>	Public	Enterprise Hub
<b>Cobtree Manor Estate Charity Committee</b>  Due Date: Wednesday 17 Dec 2014	Cobtree Golf Course  A report into the extension of the golf course contract		Joanna Joyce <a href="mailto:joannajoyce@maidstone.gov.uk">joannajoyce@maidstone.gov.uk</a>	public	Cobtree Golf Course
<b>Cobtree Manor Estate Charity Committee</b>  Due Date: Wednesday 17 Dec 2014	Cobtree Golf Course Appendix  Appendices A and B to the report.		Joanna Joyce <a href="mailto:joannajoyce@maidstone.gov.uk">joannajoyce@maidstone.gov.uk</a>	private, the appendix contains commercially sensitive information	Cobtree Golf Course Appendix

Forthcoming Decisions  
November 2014 - March 2015

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>
<b>Cabinet</b>  Due Date: Wednesday 14 Jan 2015	Maidstone Borough Local Plan - Development Management Policies  Proposed amendments to the development management policies in the local plan following regulation 18 public consultation in Spring 2014.	KEY Reason: Policies, Plans, Strategies	Rob Jarman, Head of Planning and Development <a href="mailto:Robjarman@maidstone.gov.uk">Robjarman@maidstone.gov.uk</a>	Public	Maidstone Borough Local Plan - Development Management Policies
<b>Cabinet</b>  Due Date: Wednesday 14 Jan 2015	A Sustainable Future for Mote Park  Measures to secure the financial future of Mote Park	KEY Reason: Expenditure > £250,000	Marcus Lawler <a href="mailto:MarcusLawler@maidstone.gov.uk">MarcusLawler@maidstone.gov.uk</a>	Private Local Government Act 1972 paragraph 3 (commercial sensitivity)	A Sustainable Future for Mote Park
<b>Cabinet</b>  Due Date: Wednesday 14 Jan 2015	Exempt Appenix - A Sustainable Future for Mote Park  Business case	KEY Reason: Expenditure > £250,000	Marcus Lawler <a href="mailto:MarcusLawler@maidstone.gov.uk">MarcusLawler@maidstone.gov.uk</a>	Private. Local Government Act 1972 paragraph 3 (commercial sensitivity)	Exempt Appenix - A Sustainable Future for Mote Park

Forthcoming Decisions  
November 2014 - March 2015

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><b>Cabinet</b></p> <p>Due Date: Wednesday 14 Jan 2015</p> <p style="text-align: center; font-size: 2em;">97</p>	<p>Review of Business Cases</p> <p>Submission of four business cases for early scrutiny. The business cases include: A Sustainable Future for Mote Park; Regeneragtion of Brunswick Street; Widening Crematorium Services; and Investment In Support Of The Economic Development Strategy.</p>	<p>KEY Reason: Expenditure &gt; £250,000</p>	<p>Marcus Lawler <a href="mailto:MarcusLawler@maidstone.gov.uk">MarcusLawler@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Review of Business Cases</p>

Forthcoming Decisions  
November 2014 - March 2015

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><b>Cabinet</b></p> <p>Due Date: Wednesday 11 Feb 2015</p> <p style="text-align: center; font-size: 2em;">86</p>	<p>Budget Strategy 2015 16 Onwards</p> <p>Agree proposed General Fund revenue and capital estimates for 2015 16 and revised figures for 2014 15 in accordance with the Budget Strategy and Medium Term Financial and Capital Strategies and Projections, and the consequent level of Council Tax for submission to Council.</p>	<p>KEY Reason: Expenditure &gt; £250,000</p>	<p>Paul Riley, Head of Finance &amp; Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Budget Strategy 2015 16 Onwards</p>
<p><b>Cabinet</b></p> <p>Due Date: Wednesday 11 Feb 2015</p>	<p>Budget Monitoring 3rd Quarter 2014/15</p> <p>Revenue and capital budget monitoring update</p>		<p>Paul Riley, Head of Finance &amp; Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Budget Monitoring 3rd Quarter 2014/15</p>

Forthcoming Decisions  
November 2014 - March 2015

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><b>Cabinet</b></p> <p>Due Date: Wednesday 11 Feb 2015</p> <p style="text-align: center; font-size: 2em;">66</p>	<p>Treasury Management Strategy 2015 16</p> <p>Review Treasury Management for 2014 15 and consider future Treasury Management Strategy for 2015 16. This will include Prudential Borrowing limits and a proposed Approved Investment Strategy. These matters will be submitted to Council.</p>	<p>KEY Reason: Expenditure &gt; £250,000</p>	<p>Paul Riley, Head of Finance &amp; Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Treasury Management Strategy 2015 16</p>
<p><b>Council</b></p> <p>Due Date: Wednesday 25 Feb 2015</p>	<p>Strategic Plan 2015/2020</p> <p>This document sets out what the council wants to achieve and how it will be achieved.</p>	<p>KEY Reason: Policy Framework Document</p>	<p>Angela Woodhouse, Head of Policy and Communications <a href="mailto:angelawoodhouse@maidstone.gov.uk">angelawoodhouse@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Strategic Plan 2015/2020</p>

## Appendix C: SCRAIP Update Report

Strategic Leadership and Corporate Services OSC



Meeting, Minute & Date	Recommendation	Due Date	Executive Decision Maker	Response	Lead Officer
100 SLCS.1409 02.55.4	That the Head of Commercial and Economic Development be asked to consider distributing event notices for the attention of ward members, to ensure members are informed, and able to offer advice on events/festivals planned for their wards.	10-Oct-2014	Cabinet Member for Economic & Commercial Development	The council's new Festivals and Events Policy aims to increase the number and quality of events held across the borough. The vast majority of these will be delivered by others and they will be given a toolkit and set of guidance to use where permission is required from us to put on the event – such as in one of our parks. We will be clear about the parameters for the event and will use our own experience to guide the event organiser in relation to planning the event. It would be impractical to issue individual notices to ward members, we could however issue a regular email to all members listing forthcoming events that we have given permission for and will investigate further how this can be done.	Dawn Hudd
SLCS.1409 02.55.5	That the presentation of the complaints report, with particular reference to the communication of numerical data and use of percentages, be reconsidered by report authors for future reports.	10-Oct-2014		Work will be carried out on changing the format and content of the complaints report for the quarter 2 report, particularly around the presentation of statistical data.	Sam Bailey
SLCS.1409 02.55.6	That the Shared Head of Environment and Public Realm be asked to ensure Medway Council's out of hours Contact Centre are aware of events/festivals taking place across Maidstone borough to	10-Oct-2014		The Environmental Enforcement Team will notify the Medway Contact Centre of any events that they are monitoring to enable any calls to be routed to them.	Gary Stevenson

## Appendix C

Meeting, Minute & Date	Recommendation	Due Date	Executive Decision Maker	Response	Lead Officer
	ensure if complaints are received out of hours, these are passed on to the appropriate MBC staff to deal with in a timely fashion.				
SLCS.1409 02.55.7  101	That the communication process between Medway Contact Centre and Maidstone BC be clarified and reported back to the Committee via a SCRAIP update.	10-Oct-2014		The Out of Hours process is as follows:  Callers ringing 01622 602000 out of hours hear a long message giving details of what to do. If it is a matter of public safety, callers are asked to press 2 and the call is automatically diverted to Medway. We try to direct callers to the website for other nonurgent matters. If a caller goes through to Medway then the Contact Centre staff will follow our A-Z of Actions to be taken out of hours. There is an entry for Event Safety for what to do if there is a health and safety issue at an event other than that it would be treated as a noise issue and in most cases the caller asked to report it on-line or call back the following day. If it is an event or case that Environmental enforcement is aware of and monitoring the Environmental Enforcement team is contacted.	Gary Stevenson
SLCS.1409 02.55.8	That clarification be provided by the report author on sections 1.11.1 and 1.11.5 of the report with regard to the levels of complaints and compliments received per service.	10-Oct-2014		The figures for this quarter for complaints and compliments were correct, however what was stated in paragraph 1.11.5 was incorrect for this quarter. What was stated in this paragraph is generally true, however it was not the case this quarter due to the higher than usual number of complaints against Parks and Leisure and the high number of compliments received by various teams this quarter.	Sam Bailey
SLCS.1409 15.64.2	That a cross-party workshop, open to all Members, be set up to help with the planned review of the	15-Oct-2014	Leader of the Council	Agreed this will take place in January so that the results of the peer review of the Equality Duty for Local Government can feed into the objective review.	Clare Wood

## Appendix C

Meeting, Minute & Date	Recommendation	Due Date	Executive Decision Maker	Response	Lead Officer
	Council's Equality Objectives to ensure Objectives for 2015-18 meet the needs of the local community and complement the new Strategic Plan.				
SLCS.1409 15.64.3	That findings from the cross-party (Equalities Objectives) workshop be reported back to the Strategic Leadership and Corporate Services Overview and Scrutiny Committee to ensure formal recommendations can be made.	15-Oct-2014		Workshop is due to take place in January with finding reporting back to Committee in February/March.	Clare Wood
SLCS.1410 07.75.4 102	That a detailed briefing note on performance indicators HSG 005 and HSG 009 (homelessness) be prepared by the Financial Inclusion and Maidstone Families Matter Programme Manager for inclusion in the Mid Year Performance Report, for consideration by Committee on 2 December 2014.	10-Nov-2014	Cabinet Member for Corporate Services; Cabinet Member for Environment and Housing	Agreed	Ellie Kershaw; Clare Wood
SLCS.1410 07.75.5	That the figures with regard to the four year decline in reported instances of fly tipping be provided to the Committee.	10-Nov-2014	Cabinet Member for Environment and Housing	Data provided to the committee clerk to circulate.	Clare Wood