

AGENDA

POLICY AND RESOURCES COMMITTEE MEETING



Date: Wednesday 25 November 2015

Time: 6.30 pm

Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Mrs Blackmore, Brice, Chittenden,
Cox, Garland, Mrs Joy, McKay,
McLoughlin, Munford, Naghi, Ross,
Round, Sargeant, Mrs Stockell and
Mrs Wilson (Chairman)

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1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members
5. Disclosures by Members and Officers

Continued Over/:

Issued on Tuesday 17 November 2015

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 Caroline Matthews on 01622 01622 602743**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

Alison Broom

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

6.	Disclosures of Lobbying	
7.	To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8.	Minutes of the Meeting Held on 21 October 2015	1 - 5
9.	Minutes of the Meeting held on 5 November 2015	6 - 8
10.	Presentation of Petitions (if any)	
11.	Questions and answer session for members of the public (if any)	
12.	Reference from Heritage, Culture and Leisure Committee - Destination Management Plan	9 - 17
13.	Report of the Head of Policy and Communications - Strategic Plan Performance Update - Quarter 2 2015	18 - 41

MAIDSTONE BOROUGH COUNCIL

POLICY AND RESOURCES COMMITTEE

MINUTES OF THE MEETING HELD ON WEDNESDAY 21 OCTOBER 2015

Present: Councillor Mrs Wilson (Chairman), and
Councillors Mrs Blackmore, Brice, Cox, Garland,
Mrs Joy, McKay, D Mortimer, Munford, Naghi,
Mrs Ring, Ross, Round, Sargeant and
Mrs Stockell

72. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Chittenden and McLoughlin.

73. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor D Mortimer was substituting for Councillor Chittenden. Councillor Mrs Ring was substituting for Councillor McLoughlin.

74. URGENT ITEMS

There were no urgent items.

75. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

76. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures from Members and Officers.

77. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

78. EXEMPT ITEMS

RESOLVED: That the items on Part II of the agenda be taken in private as proposed.

79. MINUTES OF THE MEETING (PART I) HELD ON 23 SEPTEMBER 2015

RESOLVED: That the Minutes (Part I) of the meeting held on 23 September 2015 be approved as a correct record subject to the following:-

In relation to Item 56 - Urgent Decision Referral from Strategic Planning,

Sustainability and Transportation Committee 8/9/15: Landscapes of Local Value

Paragraph 7 should read:-

Members were reminded that in the Maidstone Borough Wide Local Plan 2000 only a proportion of the Low Weald was actually designated, largely centred on the east of the Borough, including Headcorn but not stretching as far as Staplehurst or **Marden** (with the exception of a small area immediately east of Staplehurst unconnected to any other part of the Low Weald SLA).

80. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

81. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC (IF ANY)

It was noted that no questions had been received from members of the public.

82. REFERENCE FROM HERITAGE, CULTURE AND LEISURE COMMITTEE - DESTINATION MANAGEMENT PLAN

The Committee considered the Reference from Heritage, Culture and Leisure Committee which requested that the nominations already received from Policy and Resources Committee be confirmed.

RESOLVED:

- 1) That the following Members be nominated as representatives for the specific Destination Management Plan (DMP) Task and Finish Groups:-

Group One: River – Councillors Naghi and Paine

Group Two: Town – Councillors Mrs Joy and Paine

Group Three: Events – Councillors Naghi and Round

Group Four: Countryside – Councillor Perry

- 2) That Officers report back to the next meeting of this Committee more details on the methodology to be used for selection on the Task and Finish Groups.

Voting: For: 15 Against: 0 Abstentions: 0

83. REPORT OF THE HEAD OF MID KENT REVENUES AND BENEFITS - COUNCIL TAX SUPPORT SCHEME 2016/2017

The Committee considered the report of the Head of Mid Kent Revenues and Benefits which related to the Local Council Tax Reduction Scheme to be applied during 2016/17.

RESOLVED:

- 1) That having noted the potential impact on claimants including those with disabilities, carers and other working age groups, **the Committee recommends to Council** that the Council Tax Reduction Scheme be maintained from 1st April 2016 at its current level;
- 2) That the Director of Environment and Shared Services be given delegated authority to make such technical changes as are necessary to maintain the effective operation of the scheme; and
- 3) That the Council contributes towards the planned county wide review of the scheme and alternative schemes to be implemented for 2017/18 and request a further report on progress of the review in March 2016.

Voting: For: 15 Against: 0 Abstentions: 0

84. REPORT OF THE HEAD OF FINANCE AND RESOURCES - DISPOSAL OF LAND AT PARKWOOD PARADE

The Committee considered the report of the Head of Finance and Resources which related to an approach by Golding Homes to purchase areas of open space land at Parkwood Parade in order to facilitate Phase 3 of the redevelopment of social housing in Parkwood.

Members expressed concern about whether the Council would be getting value for money and requested that some provision be put into the agreement to safeguard the Council's position.

RESOLVED: That the disposal of the open space land hatched on the plan attached to the report of the Head of Finance and Resources be agreed subject to delegated powers being given to the Officer to negotiate with Golding Homes on the agreement in the terms requested by Members.

Voting: For: 15 Against: 0 Abstentions: 0

85. REPORT OF THE DIRECTOR OF ENVIRONMENT AND SHARED SERVICES - MAIDSTONE LEISURE CENTRE SOLAR MICROGENERATION

Councillor Mrs Wilson left the meeting temporarily and Councillor Mrs Blackmore took the chair for this item.

The Committee considered the report of the Director of Environment and Shared Services which related to the installation of a solar microgeneration system at Maidstone Leisure Centre.

RESOLVED:

- 1) That the installation of a solar microgeneration system (solar panels) at Maidstone Leisure Centre be approved;
- 2) That a budget of up to £270,000 is made available for the delivery of the project;
- 3) That Officers be instructed to obtain the necessary permissions and licences to implement the recommendations, including registration for Feed in Tariff; sale or export of electricity; and appropriate agreements with the District Network Operator; and to assign those permissions and licences as appropriate; and
- 4) That delegated authority be given to the Head of Commercial and Economic Development, in consultation with the Head of Legal Partnership, to enter into and conclude negotiations with Maidstone Leisure Trust and Serco regarding their purpose of the electricity generated.

Voting: 14 Against: 0 Abstentions: 0

PART II

86. EXCLUSION OF THE PUBLIC FROM THE MEETING

RESOLVED: That the public be excluded from the meeting for the following items of business because of the likely disclosure of exempt information for the reason specified having applied the Public Interest Test:

Head of Schedule 12A and Brief Description

Minutes (Part II) of the meeting held on 23 September 2015	Paragraph 3 – Info re financial/business affairs
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87. MINUTES OF THE MEETING (PART II) HELD ON 23 SEPTEMBER 2015

RESOLVED: That the Minutes (Part II) of the meeting held on 23 September 2015 be approved as a correct record and signed.

88. REPORT OF THE DIRECTOR OF ENVIRONMENT AND SHARED SERVICES - PLANNING SUPPORT SHARED SERVICE

The Committee considered the exempt report of the Director of Environment and Shared Services which related to the factors that would form the basis of the decision making at the co-located meeting on

5 November and the background information.

RESOLVED:

- 1) That the factors as set out in the exempt report of the Director of Environment and Shared Services that will form the basis of the decision making at the co-located meeting on 5th November be agreed; and
- 2) That bullet point 2 of paragraph 3.1 of the available options be identified as the preferred option.

Voting: For: 15 Against: 0 Abstentions: 0

89. DURATION OF MEETING

6.30 p.m. to 7.30 p.m.

Agenda Item 9

MAIDSTONE BOROUGH COUNCIL

POLICY AND RESOURCES COMMITTEE

MINUTES OF THE MEETING HELD ON THURSDAY 5 NOVEMBER 2015

Present: Councillor Mrs Wilson (Chairman), and
Councillors Ash, Mrs Blackmore, Chittenden, Cox,
Mrs Gooch, Hemsley, Mrs Joy, McKay, Perry, Mrs Ring,
Round and Sargeant

91. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Brice, Garland, McLoughlin, Munford, Naghi, Ross and Mrs Stockell.

92. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Hemsley was substituting for Councillor McLoughlin, Councillor Mrs Gooch was substituting for Councillor Munford, Councillor Mrs Ring was substituting for Councillor Mrs Stockell, Councillor Richard Ash was substituting for Councillor Garland and Councillor Perry was substituting for Councillor Brice.

93. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

94. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures from Members and Officers.

95. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

96. EXEMPT ITEMS

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

97. REPORT OF THE DIRECTOR OF ENVIRONMENT AND SHARED SERVICES -
PLANNING SUPPORT SHARED SERVICE

The Committee considered the report of the Director of Environment and Shared Service which provided an update on the discussions and respective position of the partner local authorities following an 'in principle' decision by Tunbridge Wells Borough Council to disaggregate from the Mid Kent Planning Support (MKPS) shared service and to consider what approach Maidstone Borough Council wished to take with

regard to its future role within the shared service.

Members were also given a brief introduction by the Director of Mid Kent Services in relation to the Business Case.

The Director of Mid Kent Services advised that the Business Case had been prepared by a project board of officers across the three authorities. He gave thanks to those involved, particularly the Planning Support team and the Planning Support Manager who have continued to focus on business as usual throughout.

Members noted that the Business Case considered the cost implications of the various scenarios, which were to disaggregate the three way shared service; to reconstitute a planning support service for Tunbridge Wells Borough Council (located at Tunbridge Wells) and a shared service between Maidstone and Swale Borough Councils (which would continue to be located at Maidstone).

Members noted that the final implementation date would be in July 2016.

During the joint discussion, in response to questions raised by Members, it was noted that:

- * the IDOX system would not go live until all the tests had been completed and the processes signed off by all three parties.
- * in terms of Tunbridge Wells Borough Council bearing any reasonable costs associated with the disaggregation of the project, a line would be drawn once the project goes live and the systems are implemented.
- * the improvement targets had been agreed between Maidstone and Swale Borough Councils but the respective Councils would be looking to improve those targets as the service moves on.

RESOLVED:

- 1) That the Business Case prepared and presented by the Mid Kent Services Director, subject to any amendments following necessary consultation with affected staff, be agreed;
- 2) That the disaggregation of Tunbridge Wells Borough Council from the Mid Kent Planning Support Service be agreed;
- 3) That Maidstone Borough Council's partnership in the Mid Kent Planning Support Service with Swale Borough Council continue, subject to:
 - moving to a 'volume based' contribution mechanism; and
 - undertaking a joint review of the service with Swale Borough Council by June 2017.

- 4) That the continuation of the shared Land Charges Service between Maidstone, Swale and Tunbridge Wells Borough Councils be noted; and
- 5) That delegated authority be given to the Director of Environment and Shared Services to finalise the detail of any collaboration agreement(s) that are required as a result of the decisions taken by the Committee.

Voting: For: 13 Against: 0 Abstentions: 0

98. DURATION OF MEETING

2 p.m. to 2.30 p.m.

MAIDSTONE BOROUGH COUNCIL

POLICY AND RESOURCES COMMITTEE

25 NOVEMBER 2015

REFERENCE FROM HERITAGE, CULTURE AND LEISURE COMMITTEE

1. DESTINATION MANAGEMENT PLAN

- 1.1 On 13 July 2015 the Heritage, Culture and Leisure Committee considered the report of the Head of Economic and Commercial Development on the Destination Management Plan (DMP). The Committee noted that the Destination Management Plan Board was constituted from two officers, one Councillor, a representative from Visit Kent and six stakeholders from across the visitor economy sector. A Member of the Committee was also nominated to sit on the Board. Members heard that, at the launch of the Destination Management Plan, several working groups were established to work on the delivery of the DMP Action Plan.
- 1.2 The Committee recognised that there were strategies within other Service Committees' remits that could assist and affect the delivery of the Destination Management Plan.
- 1.3 After the meeting Officers confirmed the titles of the Destination Management Plan Working Groups and explained that, at the launch event, several Councillors had become members of the task and finish groups, one of which was a Member of Policy and Resources Committee as follows:

Group One: River – Councillor Naghi

Group Two: Town

Group Three: Events – Councillor Naghi

Group Four: Countryside

- 1.4 At the meeting the following decision was made:

That the Committee approve and adopt the Destination Management Plan for the Borough of Maidstone and endorse the Action Plan accompanying the Destination Management Plan provided a member representative from each Service Committee is included in the membership of relevant Task and Finish Groups.

- 1.5 Heritage, Culture and Leisure Committee made a reference to Policy and Resources Committee in the following terms:

That the current member of the Policy and Resources Committee who is involved in the Destination Management Plan (DMP) Task and Finish Groups be confirmed as the representative of the Committee on any relevant DMP Task and Finish Groups, or an additional Member representative be nominated as the representative of the Committee on any relevant DMP Task and Finish Groups.

- 1.6 The Policy and Resources Committee responded to the reference with the following request:

That the Heritage, Culture and Leisure Committee provide additional details of the Destination Management Plan's Task and Finish Groups to the next Policy and Resources Committee meeting, to include the methodology that would be used for selection on these Task and Finish Groups.

- 1.7 The Head of Commercial and Economic Development, Dawn Hudd, has produced a document outlining the composition and role of the DMP Board and Working Groups, attached at Appendix A.

2. RECOMMENDED:

- 2.1 That one Member of the Policy and Resources Committee be confirmed as the Committee's approved representative, to be co-opted onto any of the Task and Finish groups when required for specific tasks relating to the Policy and Resources Committee's remit or decisions, as and when the members of the Task and Finish Group see fit.

DELIVERY OF THE DESTINATION MANAGEMENT PLAN (DMP)

The DMP was developed over the first half of 2015 using a proven five stage process which involved extensive consultation with stakeholders and partner organisations. The DMP was adopted by Maidstone Borough Council in July 15 and was officially launched to the sector in September 15. It is a three year plan which incorporates an action plan to deliver the themes identified.

DMP Board

The Project Group which managed the development of the DMP will evolve into the DMP board, responsible for overseeing the delivery of the Plan. The DMP Board will meet quarterly to review progress. It may want to meet more frequently in the first 6 months, as it moves forward with early tasks.

The core DMP Board will comprise one Councillor and two officers from Maidstone Borough Council, a representative from Visit Kent and six industry representatives, chosen for their interests and expertise in the themes of the action plans – events, town and countryside. Additional people will be co-opted as needed, for their specialist input. The role and composition of the DMP Group will be reviewed at year three to check it remains the best way to deliver the DMP. The Council’s Heritage, Culture and Leisure (HCL) Committee nominated Cllr David Pickett to be their representative on the Board on 13 July 15.

The DMP Board will oversee delivery of the Action Plans. Early tasks will be to cost and prioritise the Action Plans and to identify a Lead Organisation for each Action. Some of the DMP actions will be driven forward by individual members of the Board but a number of themed working groups will be established to progress actions over the life of the DMP. This will build the engagement with different interests in the Borough and encourage ownership of the DMP and its delivery by all stakeholders.

Run Workshop sessions for tourism and other businesses and organisations involved in tourism to familiarise them with the Story and to help them think creatively about how they might use it to develop and differentiate their own offer, service or business and help to deliver the Action Plans.

Develop an Online Shared Story Toolkit for tourism stakeholders to use, comprising Story-inspired product development ideas plus downloadable marketing copy (tailored for use in different markets) and images based on the Shared Story – so that people in the place are “singing from the same song sheet”.

Name	Organisation
Dawn Hudd (Chair)	MBC
Laura Dickson	MBC
Cllr David Pickett	MBC, HCL Committee
Natalie Moor	Hazlitt Theatre
Andy Davy	Maidstone Town Centre Management
Leonardo di Gagliano	Hilton Hotel
Kate Blacker	This Art of Mine
Glyn Charlton	Detling showground
Shane Guy	Leeds Castle
TBC	Visit Kent

Working Groups

Four Working Groups have been developed around the following themes:

Working Group 1 – River Access Improvement & River Experience

Working Group 2 – County Town

Working Group 3 – Events

Working Group 4 - The Countryside

The groups will be administered and chaired by MBC officers to provide continuity and to ensure that the Board receives regular and timely updates from the working groups and consistency in reporting against the action plan.

The working groups will be comprised of stakeholders with specific interest and skills in those areas and membership will be fluid to reflect the nature of the projects being worked on. There will be a maximum of two MBC Officers and two MBC Councillors on each working group to ensure that the groups are sector led and that external resources are maximised.

At the HCL meeting when the DMP was adopted members were keen that when necessary members from other Committees would be engaged in the working groups to ensure that necessary actions were undertaken i.e. improvements to shop fronts may require input from Planning.

Current membership is made up of nominated specialist MBC officers, HCL Committee members, those individuals that signed up to be involved at the launch event, key industry partners and others that have been involved in the development of the plan to date.

Working Group 1 – River Access Improvement & River Experience

<p>Programme of enhancements and improvements to make the river more accessible and appealing to visitors:</p> <ul style="list-style-type: none"> • signing and entrance points to the river from the town centre • footpath investment – signing to include distances to key points, accessibility for cyclists • investment in moorings • parking for river visitors
<p>Focus on strengthening visitor hubs on the river:</p> <ul style="list-style-type: none"> • Improve access, facilities, activities and interpretation • Explore opportunities for more camping cabins/pods (luxury camping huts – alternative to camping in the open) to enable long distance walking, canoeing etc <p>Priority hubs :</p> <ul style="list-style-type: none"> • Church of All Saints/amphitheatre • Cobtree by Kent Life • Lockmeadow
<p>Create river-based events & activities that will appeal to visitors, animate the river, provide a reason to come today, contribute to extending the visitor day into the early evening. Opportunities could include – dragon boat racing, rowing events, festival of lights, regattas etc.</p>
<p>Build up marketing activity over time linking to countryside theme. Develop marketing collateral – maps, trails, leaflets.</p>
<p>Prioritise river management – litter, dredging, landscaping, lighting, policing, anti-social behaviour, mooring, illegal camping.</p>
<p>Develop Riverside Walking and Cycling Path from Allington to East Farleigh with connections to the wider Maidstone area. Potential to expand this up to Aylesford Bridge</p>

Name	Organisation
Jason Taylor (Chair)	MBC
Fran Wallis	MBC
Ian Tucker	Maidstone United
Steve Law	Explore Kent
Cllr Gordon Newton	MBC – MBC HCL Committee
Cllr Dave Narghi	MBC
Claire Proctor	Downs Mail
Tony Monk	Streetlife
Nick Kennedy	Kentish lady
Brian Hegarty	Street Life
Neil Gunn	Environment Agency
Adrian Larkin	Allington Marina
Mark Smurthwaite	Medway River Users Association
	Rowing Club
	Kent County Council
Cllr Stephen Paine	MBC – P&R Committee

Working Group 2 – County Town

<p>Develop local markets and fairs – food (including a farmer’s market), arts & crafts etc:</p> <ul style="list-style-type: none">• Review existing provision• Develop and deliver new markets in different town centre locations and develop a calendar of markets throughout the year• Use County Town Market Charter and history as part of the positioning for street markets• Introduce street food• Develop local market management plan – litter/cleaning, selection of stall traders, access
<p>Use themed trails and quarters to help make the town more legible for visitors and encourage exploration:</p> <ul style="list-style-type: none">• Identify trail themes and quarters• Develop a programme of animation and interpretation including:• Making use of green spaces• Pavement trails/digital trails using app• Distinctive lighting• Mark the quarters e.g. with sculpture, distinctive street sign branding, lighting etc.
<p>Shopfront improvements including:</p> <ul style="list-style-type: none">• Shop front design and window displays (produce toolkit)• Maintenance to frontages e.g. redecoration, brand signs
<p>Strengthen town’s association with the countryside through celebrating and promoting local food</p> <ul style="list-style-type: none">• Encourage local restaurants to source local produce and promote it• Explore potential for a new local produce centre
<p>Agree a strategy for improved access by car and coach into the town centre and support with:</p> <ul style="list-style-type: none">• Clear uncluttered road signing• Signing to car parks/coach park• Visitor orientation in the car/coach parks• Pedestrian signing from car parks to the town centre and main attractions.
<p>Review coach parking provision – volume, location and facilities – to reflect needs of international coach parties for shopping, and take account of potential growth.</p>
<p>Improve welcome and visitor facilities at the rail stations:</p> <ul style="list-style-type: none">• Welcome sign and town map on board• Clear signing to drop-off/pick-up points <p>Longer term, a need to deliver new development at Maidstone East station to improve first impressions and provide additional welcome & visitor facilities.</p>

Appendix A

Name	Organisation
Fran Wallis (Chair)	MBC
Lyn Palmer	MBC
Barbara Dunford	Kent Community events
Cllr Richard Ash	MBC
Neil Pattison	Jubilee
Mike Evans	MMF
Larry Williamson	MTCM
Ken Scott	MAAP/Town Team
Lloyd Wright	Fremlin Walk
Chris Seare	Kent Highways
Ilsa Butler	TCM
David Statham	South East Trains
Jayne Jones	House of Fraser
Cllr Denise Joy	MBC, P&R Committee
Cllr Stephen Paine	MBC, P&R Committee

Working Group 3 - Events

Create an Events Experts Group that brings together senior decision makers from the main venues & MBC to “join the dots” when it comes to planning & infrastructure, programming & marketing

Carry out an Audit & Gap Analysis – looking at infrastructure & resources (physical & people), including venue capacities, transport links, traffic management, parking, signing, policing & crowd management. Must take into account potential negative impact on local communities & environment. Should include analysis of processes (licensing, highways, planning etc) too. Gap Analysis will then identify if new infrastructure/processes needed - & specific actions should then be developed.

Develop an Event Organisers’ Toolkit – to make it easier to hold an event in the borough.

Set up a “No Clash Diary” – for venues to enter information on provisional as well as firm bookings. This is an “internal” tool for venues, organisers, accommodation providers and public agencies within the Borough (and neighbouring areas) to use – to help them avoid clashes, to spread events across the year, and also facilitate identification of potential “clusters” for joint development & marketing (see next action).

Develop themed seasons/festivals, inspired by the Shared Story and by major events. May need a DMP Group sub-group – an “Events Development Taskforce”. Members of the Taskforce to be selected for their specific skills (marketing, events management, programming, fundraising).

Develop a consumer-facing “Events for Visitors Calendar” – comprising an online realtime database of confirmed events for consumer marketing (website content, emarketing, social media & traditional media relations work), linked to the Culture Kent data pool. Evolution of current online events calendar on Visit Maidstone. Related to “No Clash Diary” – but serves different purpose. Drives events information on Visit Maidstone & Visit Kent websites, but also for tourism industry’s own marketing (could incorporate a “widget” for tourism providers to use on their own websites, providing a live feed). Will need to be promoted to visitor-facing businesses as well as consumers. Needs tight criteria & market focus so only features events with clear visitor-appeal, and presents them in a way that motivates visits (e.g. clustering them, using Shared Story themes etc).

Name	Organisation
Laura Dickson (Chair)	MBC
Jason Taylor	MBC
Sam Bromley	Leeds Castle
Jo Hage /Sarah Macdonald	Rise communications
Lucy Hegaty	Kent Showground
Barbara Dunford	Kent community Events
Larry Williamson	MTCM
Cllr David Pickett	MBC, HCL Committee
Ed Martin	Produced in Kent
Cllr Dave Narghi	MBC, P&R Committee
Neil Pattison	Jubilee
Jamie Freeman	Headcorn Aerodrome
Luke Bentall	Social Festival
Tracy Brunt	KCC
Cllr Martin Round	MBC, P&R Committee

Working Group 4 - The Countryside

Product audit – map & gap current provision of trails, walks and countryside & river experiences.
Marketing audit – understand who currently markets the countryside experiences, where and how. Find best digital solution to make sure that online information for visitors from various sources is easily found. Consider how best to use/work with existing brands and sub-brands e.g. Garden of England, Heart of Kent, Our Land .
Develop themed experiences and trails that use Shared Story for inspiration, include key attractions, pubs etc along trail to drive more spend .
Develop marketing collateral – digital and offline. Rich online content.
Audit walks and trails selected for promotion to visitors to ensure they are easy to use and attractive – safe and easy to find car parks at start points, good facilities along the way, e.g. picnic sites, interpretation, benches, viewpoints etc. Ensure the routes are consistently signed and that refreshment stops and attractions along the route provide appropriate facilities for walkers and cyclists, e.g. cycle lock ups . Develop a plan for investment to plug gaps in provision.
Develop rural Visitor Information Points – “i” branded.
Work towards becoming Kent’s first “Walker Friendly” destination using the Cyclist Welcome and Walkers Welcome <ul style="list-style-type: none"> • Identify key towns/villages and support Walkers Welcome accreditation (prioritise villages with direct train links into Maidstone) • Promotional activity

Name	Organisation
Christine Dier (Chair)	MBC
Abi Lewis	MBC
ClIr Peter Spearink	Staplehurst Parish Council
Jo Hage / Sarah Macdonald	Rise Communications
Steve Law	Explore Kent
Ed Martin	Produced in Kent
Yvonne Stark	
Victoria Rose or Julian Barnes	Biddenden vineyards
Jamie Freeman	Headcorn Aerodrome
Nick Johanssen	Kent Downs AONB
Joe Gluck	Kent Wildlife Trust
Valerie Woollven	Tithe Barn Lenham
ClIr Gordon Newton	MBC, HCL Committee
ClIr Richard Ash	MBC, HCL Committee
ClIr John Perry	MBC, P&R Committee

Agenda Item 13

Policy and Resources Committee

25 November 2015

Is the final decision on the recommendations in this report to be made at this meeting?

Yes

Strategic Plan Performance Update – Q2 2015/16

Final Decision-Maker	Policy & Resources Committee
Lead Head of Service	Angela Woodhouse, Head of Policy & Communications
Lead Officer and Report Author	Clare Wood, Policy & Information officer
Classification	Public
Wards affected	

This report makes the following recommendations to this Committee:

1. Note the position of the quarterly key performance indicators (KPIs), and updates on key strategies that support the Strategic Plan 2015-20 (Appendix A).
2. Note the areas where progress is not on track to achieve annual targets and identify action where appropriate.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

The Corporate priorities are set in the Strategic Plan 2015-20, this is a progress update on the performance measures and key strategies in the Strategic Plan.

Timetable

Meeting	Date
Policy & Resources Committee	25 th November 2015

Strategic Plan Performance Update – Q2 2015/16

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Committee is asked to review the progress of key strategies, plans and performance indicators which support the delivery of the Council's Strategic Plan 2015-20.

2. INTRODUCTION AND BACKGROUND

- 2.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan. The top-level indicators are referred to as Key Performance Indicators (KPIs).
- 2.2 Each April the KPI set is reviewed and new targets and indicators were agreed by the Policy & Resources Committee in July 2015. The Strategic plan 2015-20 contains 29 performance indicators, of which 12 can be reported quarterly and 12 plan and strategy updates.

3. PERFORMANCE SUMMARY

- 3.1 Appendix A shows the results for all of the KPIs that can be reported quarterly and provides progress updates on all of the strategic actions. Some indicators are collected bi-annually or annually, these indicators have not been included in this report.
- 3.2 Strategic actions have been rated based on progress towards delivering the actions outlined in the relevant Council plan or strategy. If no update has been provided the action will be rated Red.
- 3.3 Ratings

The table below show the status of the KPIs in relation to the target and direction.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	2	2	2	6	12
Strategic Actions	10	2	0		12
Direction	Up	Across	Down	N/A	Total
KPIs	5	0	4	3	12

Good Performance

- 3.4 There has been an 11.5% decline in recorded crime. This is positive considering there was a 2.1% increase in recorded crime for this period last year. For the year to date anti-social behaviour, vehicle crime, burglary and theft offences have decreased when compared to 2014/15. However, violent

crime has increased by 21%, overall during quarter 2, 92% of all crime in the borough was victim based.

- 3.5 In relation to the Community Safety Strategy, the Strategic Assessment will be undertaken in December to inform the revised plan which is expected to be endorsed by Committee in April 2016.
- 3.6 The Regulation 19 version of the Local Plan will be reported to SPST Committee on 12th January 2016 and then full Council on 25th January.
- 3.7 The 'Percentage of people claiming Job Seekers Allowance (JSA)' has continued to reduce. Only 1% of Maidstone's population are claiming this benefit, which equates to 981 people. The last time the proportion of people claiming JSA was this low was in June 2008.

Poor Performance

- 3.8 The 'Number of households prevented from becoming homeless' has been rated red for the second quarter running. The staffing issues that occurred during quarter 1 carried on into quarter 2, this coupled with the increase in the numbers of those presenting as homeless has led to the red rating. Two new Housing Advisors started in August and it is expected that performance will now improve. However, based on performance from the previous year and the increase in homeless presentations it is expected that the annual target will not be achieved.
- 3.9 The number of affordable homes delivered has failed to achieve the quarterly target. However, the overachievement of the target in quarter 1 means that for the year to date they have delivered a total of 76 affordable homes against 80 targeted. The overall programme is still on track and expected to deliver excess of 160 affordable homes.
- 3.10 We have not reported 'User Satisfaction with the Leisure Centre' for quarter 2. There have been some issues with the data collection for this indicator therefore the Policy & Information team will undertake a review of this indicator.
- 3.11 At the mid-year point the following indicators are not expected to achieve the annual target, a predicted rating has been provided in brackets.
 - Percentage of household waste sent for reuse, recycling or composting (Amber)
 - Number of household prevented from becoming homeless through the intervention of housing advice (Red)
 - Number of on-board Park and Ride bus transactions (Amber)

4. REASONS FOR RECOMMENDATIONS

- 4.1 It has been recommended that the Committee note progress made against strategic actions and Key Performance Indicators and make recommendations in order to improve performance.

- 4.2 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements such as changing the reporting frequency. This is not recommended as this could lead to action not being taken to address performance during the year and the Council failing to deliver its priorities.

5. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives as well as covering a wide range of services and priority areas; for example, waste and recycling.	Head of Policy and Communications
Risk Management	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.	Head of Policy and Communications
Financial	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. 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.	Section 151 Officer & Finance Team
Staffing	Having a clear set of targets enables staff	Head of Policy and

	outcomes/objectives to be set and effective action plans to be put in place	Communications
Legal	None arising significantly from this performance update.	Head of Legal Partnership
Equality Impact Needs Assessment	None identified	Policy & Information Manager
Environmental/Sustainable Development	None identified	Head of Policy and Communications
Community Safety	None identified	Head of Policy and Communications
Human Rights Act	None identified	Head of Policy and Communications
Procurement	None identified	Head of Policy and Communications Section 151 Officer
Asset Management	None identified	Head of Policy and Communications

6. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

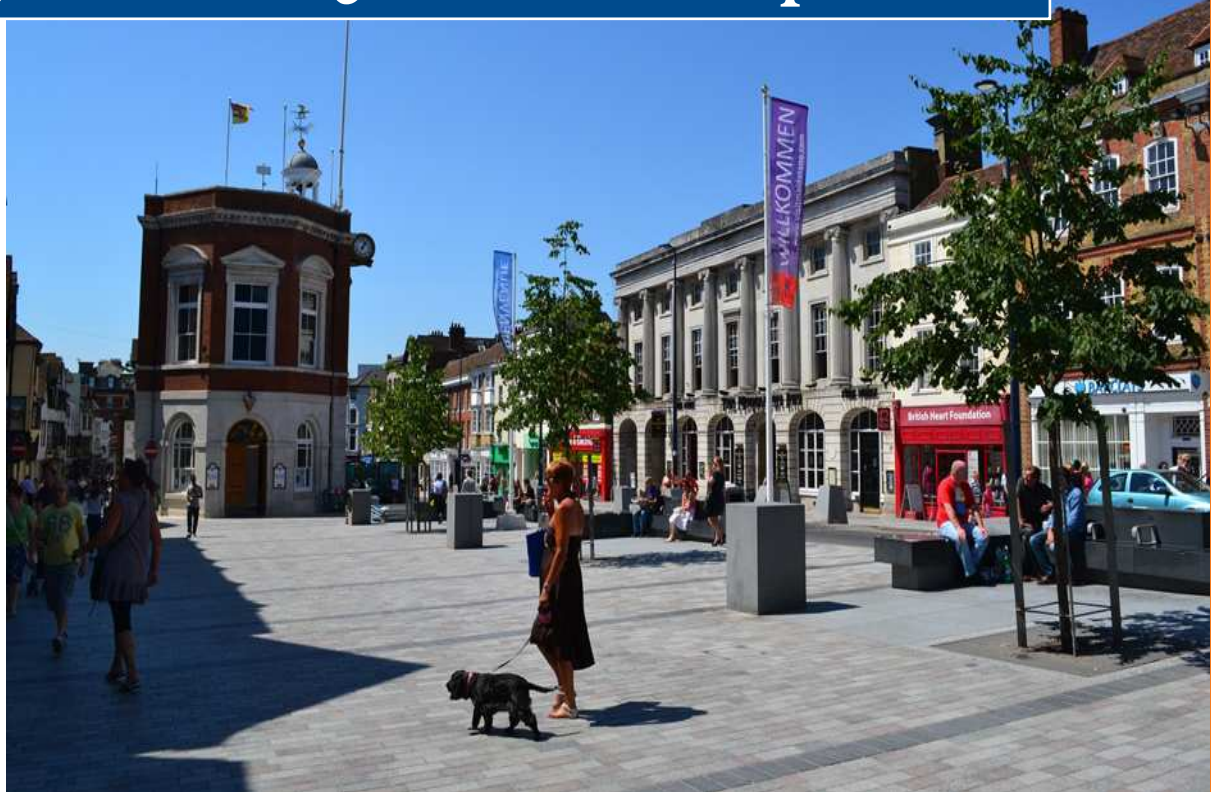
- Appendix I: Strategic Plan Update Quarter 2 2015/16

7. BACKGROUND PAPERS

Strategic Plan 2015-20

2015/16

Strategic Plan Quarter 2 Update



OUR VISION

That our residents live in decent homes, enjoy good health and a pleasant environment, with a successful economy that is supported by reliable transport networks.

OUR MISSION

Putting People First.

PRIORITY 1

Keeping Maidstone Borough an attractive place for all

PRIORITY 2

Securing a successful economy for Maidstone Borough

Providing a clean and safe environment

Encouraging good health and wellbeing.

Respecting the character of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

Securing improvements to the transport infrastructure of our Borough

Promoting a range of employment opportunities and skills required across our Borough

Planning for sufficient homes to meet our Borough's needs

OUR VALUES

Service

Everything we do impacts on our customers, both internal and external. We will listen to and understand their needs, then take action to provide the right service in a positive and professional manner.

Teamwork

Working together to achieve our objectives and goals in a way that utilises the talents and creativity of everyone in our organisation.

Responsibility

We work in an environment that encourages us to take ownership for our actions. Making the right choices and decisions that lead to a satisfactory outcome for all.

Integrity

We have the courage to act on our convictions to build trust and honesty. We work with our partners and customers to create a feeling of openness and transparency in everything we do.

Value

Taking care and weighing up our options, aiming to get the maximum effect for every penny of public money we spend.

Equality

Valuing our differences and understanding how they can contribute to a better working environment and services that are fair and easy to access.

Understanding Performance






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 annual out-turns will be compared against 2013/14 annual 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 may show an asterix (*) after the figure, these are provisional out-turns that are awaiting confirmation.

Data Only 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.

Strategic Actions have also been rated using the RAG Status. The ratings are there to provide an assessment of how well the strategy or plan is progressing.

RAG Rating	
	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

Performance Summary


This is the second quarterly updates on Maidstone Borough Council's Strategic Plan 2015-20. It sets out how we are performing against the Key performance indicator and Strategic actions that directly contribute to the achievement of our priorities: Keeping Maidstone and attractive place for all and Securing a successful economy for Maidstone Borough. Outlined below is a summary of the ratings and direction that have been given at quarter 2.



RAG Rating	Green	Amber	Red	N/A	Total
KPIs	2	2	2	6	12
Strategic Actions	10	2	0		12
Direction	Up	Across	Down	N/A	Total
KPIs	5	0	4	3	12

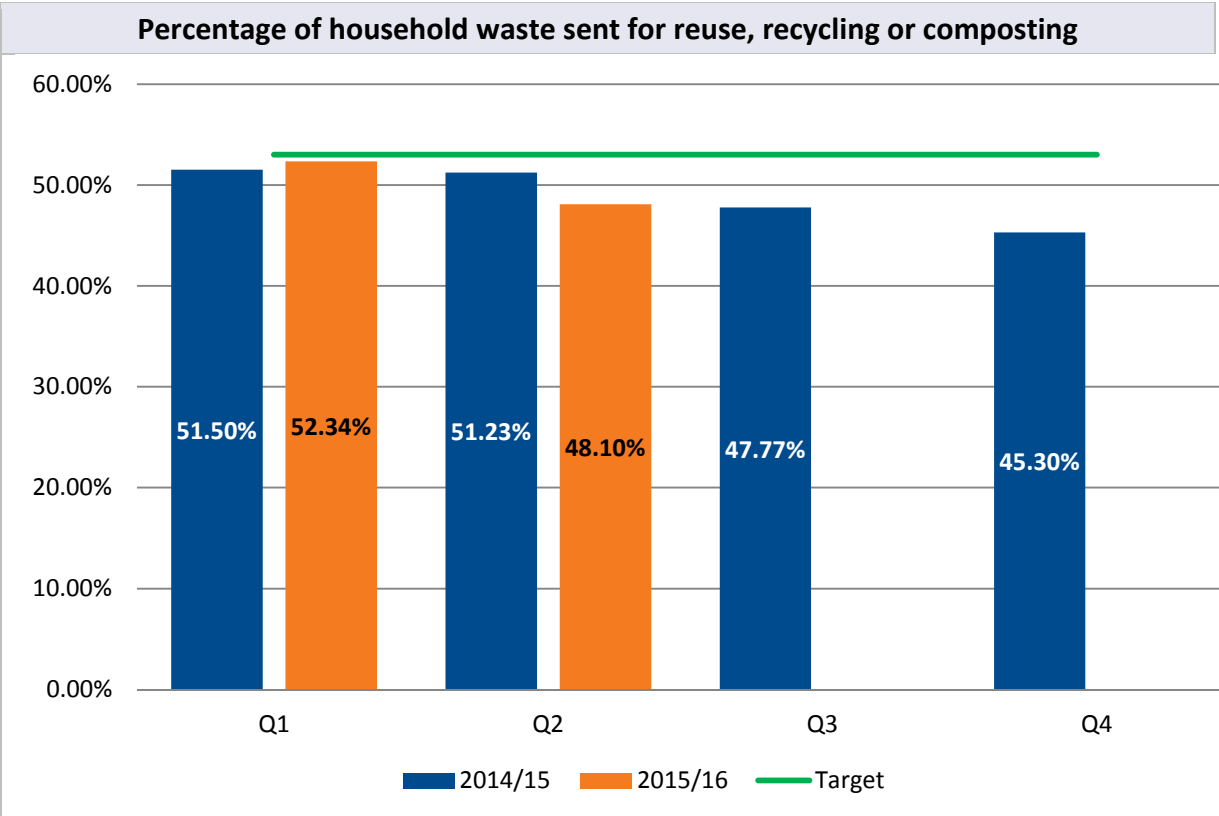
Priority 1: Keeping Maidstone an attractive place for all

Providing a Clean and Safe Environment

Over the past 5 years, Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services as a result our recycling rate has improved significantly. Maidstone does not experience high levels of crime. We have with our Community Safety Partnership agreed that reducing anti-social behaviour, domestic abuse, reoffending and improving road safety are our priorities up until 2018.

Waste & Recycling Strategy Quarter 2 Update 
<p>During quarter 2, the Waste & Recycling team launched the Big Maidstone Food Waste Challenge, or “Bin It To Win It”. The aim of the scheme is to promote our weekly food waste collection service. The team have also been running trial in one apartment block since September of different designs and sizes of waste containers to measure whether design changes can encourage greater recycling take-up.</p> <p>The team are in the process of undertaking the first Waste Compositional Analysis since 2008/9. The detailed data from this study is expected in late December and will inform both our long-term strategic planning and the annual review of our Waste and Recycling Strategy. In addition, several engagement events took place in the past quarter, the highlights of which were Maidstone Mela and the summer Mote Park Community Fun Day. More recently, the Waste & recycling team’s education staff have been visible in The Mall and elsewhere promoting seasonal Pumpkin recipes and appropriate recycling.</p>

Percentage of household waste sent for reuse, recycling or composting					
<p>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. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.</p>					
Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
48.10%	53.00%	-4.9%			Target will be slightly missed



Performance Comment:
 Confirmed data is not yet available from KCC and the Kent Resource Partnership for September but early indications are that we have maintained our year-to-date performance at just under 52%. Overall, the amount of waste produced per household in Quarter 1 dropped to an average of 105.27kgs, a reduction of 3.6% compared to Quarter 1 last year, making us the fourth lowest waste-producing borough per household in Kent. Countywide, the percentage of waste sent to landfill dropped to a new low of just 8% in Quarter 1, compared to 10% in Quarter 1 last year.
 The year to date figure shows a recycling rate of 50.7%. Generally, the first two quarters of the year have the highest recycling rates due to the collection of garden waste, which does not take place over winter. Based on the current data it is expected that the annual target will be marginally missed however, this position could change when the September data is made available.

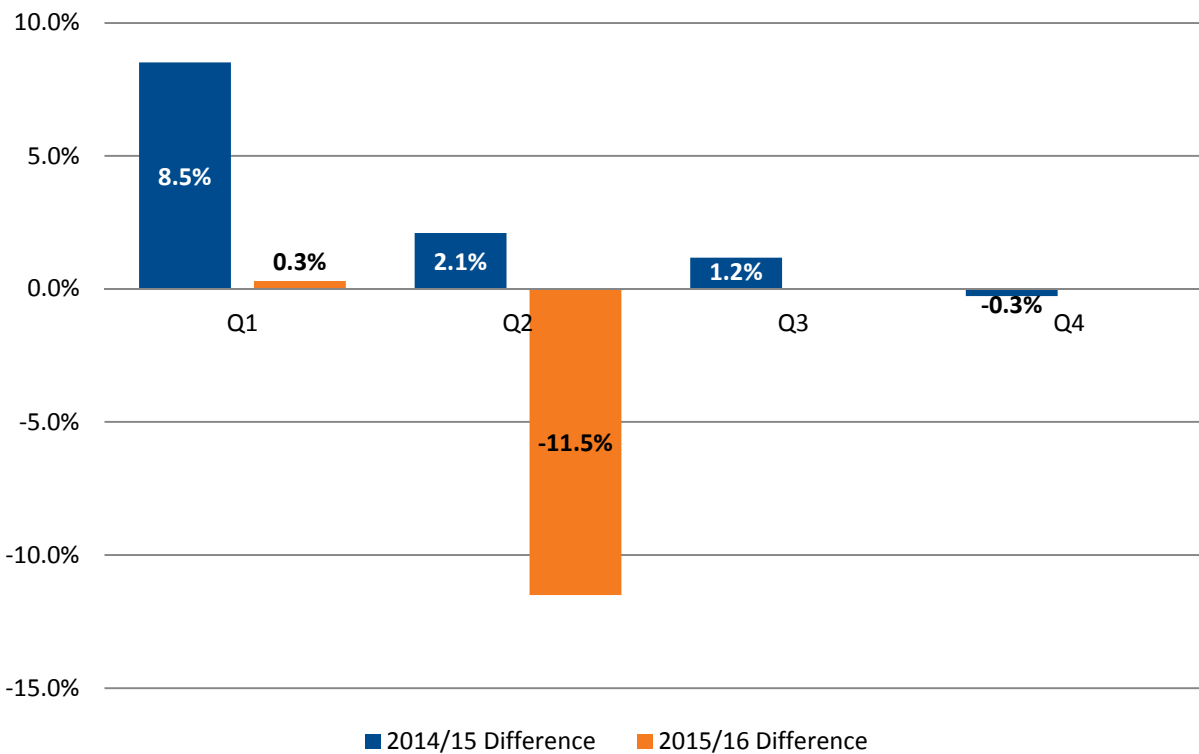
Community Safety Strategy Quarter 2 Update

For 2015, Maidstone's Community Safety priorities are Anti-social Behaviour (ASB), Domestic Abuse, Violence Against the Person (Night Time Economy), Substance Misuse and Road Safety (Killed or Seriously Injured). The Annual Community Safety Plan is a rolling document that is refreshed annually. The 2016 Strategic Assessment and Plan will be updated from December 2015, when Kent County Council Community Safety Unit's data sets are released to the districts. The refreshed Assessment and Plan are expected to be endorsed by April 2016. The current Community & Housing Manager will be leaving MBC at the end of November, this work will, in the interim, fall to the Head of Housing & Community Services.

Percentage Change in All Recorded Crime (Information Only)

This indicator reports the percentage change in the number of all recorded crime in the borough to provide an indication of the crime trends in the borough and help assess the impact of the work the Council undertakes in relation to Community Safety. 2014/15 Difference show the percentage difference between the volume of crime between the financial years 2013/14 and 2014/15. The 2015/16 difference shows the same for the financial years 2014/15 and 2015/16. *Note: Improving performance for this indicator is demonstrated by a negative figure.*

Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
-11.5%					



Performance Comment: For quarter 2 2015 (July to September), the volume of all recorded crime in the borough has decreased by 11.5% compared to quarter 2 in 2014/15. For the year to date there has been a 5% decline in all recorded crime. Data for the year to date shows that Anti-social Behaviour incidents have declined by 9% and that vehicle crime has declined by 18% when compared to the same period in 2014/15. However, violent crime has increased by 21% when compared to the same period in 2014/15.

Air Quality Strategy Quarter 2 Update

The Carbon Management Plan came to an end on March 2015 and a report was presented to the Communities, Housing & Environment Committee on 15th September 2015 giving the final outcome. The Council has set itself a target to reduce emissions of CO₂ by 20% by 2014/15 from a level of 5840 tonnes CO₂ emissions in the baseline year of 2008/09. The data presented to the Committee showed the level of CO₂e emitted in 2013/14 was 4791 tonnes, a reduction of 18.4% from baseline. The overall target was narrowly missed due to a breakdown of the Combined Heat and Power (CHP) plant at Mote Park Leisure Centre which resulted in a large increase in electricity consumption than had been forecasted. Had this incident not occurred the Council would have achieved its overall target. The Environmental Health shared service has undertaken a review of the Carbon Management Plan, Air Quality Action Plan and explored the value of having a Low Emission Strategy (LES). Consultation on the proposed themes of a LES is due to close on 6th December.

Encouraging Good Health and Wellbeing



Deprivation in the borough is lower than average, however 15% (4,300) of children (under 16 years old) in Maidstone live in poverty. There is a larger difference in life expectancy of men and women; 7 years lower for men and 4 years lower for women in the most deprived areas of Maidstone than in the least deprived.

Health Inequalities Action Plan Update

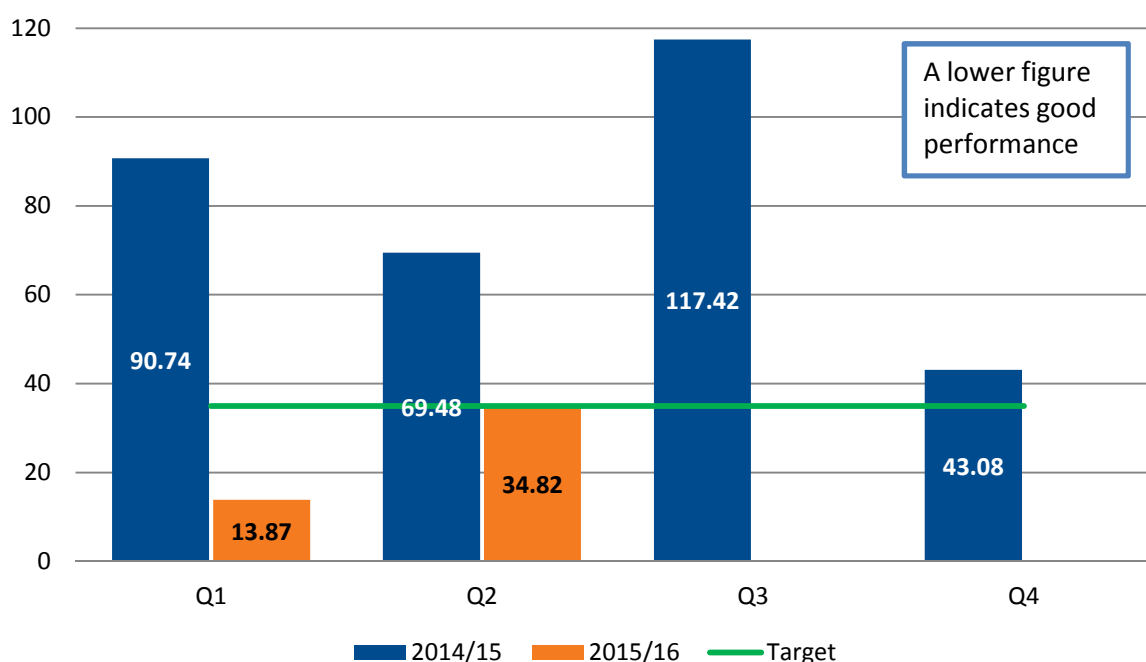
The current Health Inequalities Action Plan expires in 2020. A review and refresh is planned for the Action Plan in April 2016. One area where we aim to improve is the Action Plan's links to other MBC strategies, including the Parks and Leisure Strategy (due to be refreshed) and the Housing Strategy (also due to be refreshed). Kent Public Health contacted all districts in late September to confirm that they will be refreshing the Kent Mind the Gap (HI) Strategy. It is expected that this work will be completed by March 2016. On completion, the districts will be given 6-9 months to complete a refresh of their local plans. On a separate note, Kent is also drafting its Active Travel Strategy and it will be worth keeping a watching brief of how this could feed into local plans, including the Maidstone Health Inequalities Action Plan.

Average number of days taken to process Disabled Facilities Grants (DFG's)

Disabled Facilities Grants (DFGs) are used to provide home adaptations for disabled people, generally to improve access - access into and around the home and access to, or provision of, basic amenities such as bathing and WC. They are an important part of the work we do to supporting people who want to remain independent or stay in their own home.

Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
34.82 days	35.00 days	-0.18 days			Target will be met

Average number of days taken to process Disabled Facilities Grants (DFG's)





Performance Comment: The Private Sector Housing team have recently been restructured and have introduced new ways of working due to these changes. Last year they started the new financial year with a backlog in applications and from quarter 3, 2014/15 onwards the Private Sector Housing Manager has been reviewing all new applications on a weekly basis. During quarter 2, 11 applications were completed, so far for 2015 demand for DFG's is lower than in 2014 with 34 applications received to date compared to 74 for the same period in 2014.

Housing Strategy Quarter 2 Update

See 'Planning for Sufficient homes to meet the borough's needs' section for update.

Number of households prevented from becoming homeless through the intervention of housing advice

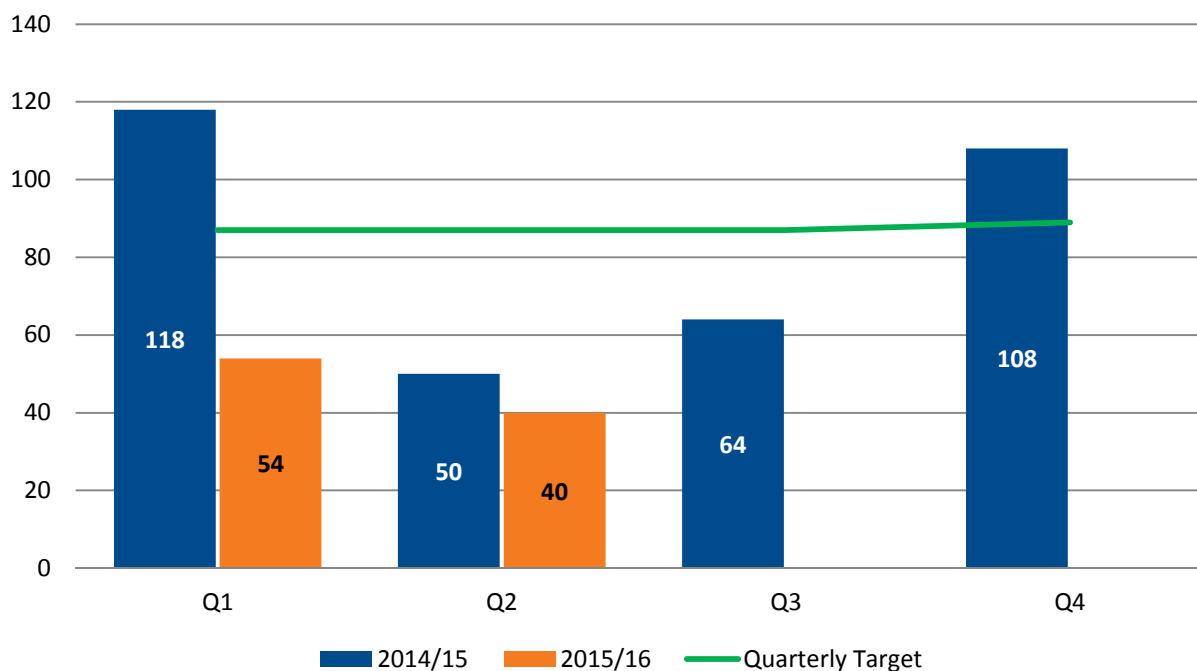
The provision of comprehensive advice plays an important part in delivering the Council's strategy for preventing homelessness in Maidstone. This measure provides an indication of the effectiveness of housing advice given by the Council in preventing homelessness or the threat of homelessness. The annual target is split to give a quarterly target of 87.

Current Value	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
40	350	-47			Target will not be achieved

Number of households prevented from becoming homeless through the intervention of housing advice

The provision of comprehensive advice plays an important part in delivering the Council's strategy for preventing homelessness in Maidstone. This measure provides an indication of the effectiveness of housing advice given by the Council in preventing homelessness or the threat of homelessness. The annual target is split to give a quarterly target of 87.

Current Value	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
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Performance Comment: In 2014/15, 340 households were prevented from becoming homeless due to intervention from the Housing Team. This was against a target of 350. The team started the year with a vacant post which impacted on the number of preventions they were able to process during quarter 1. For quarter 2 (July to September) ongoing staffing issues coupled with an increase in approaches has meant that this figure remains low. Two new housing advisers started in August, however it will take time for all of their training to be completed. Overall, homeless approaches increased by approximately 30% between quarters one and two. At this stage in the year, it is expected that the annual target will not be achieved.

Respecting the Character of our Borough

Maidstone is the county town of Kent, in terms of its geography, it is largely rural and the countryside offers high quality landscape and biodiversity. Approximately 50% of the borough population lives in a parished area. We are focused on achieving economic prosperity, whilst at the same time balancing protecting the environment and landscape that makes the borough of Maidstone a great place to live, work in and visit.

Communications & Engagement Strategy Quarter 2 Update

Work on the Communications & Engagement Strategy Objectives is progressing. An Events tool-kit has been finalised and is available online for community groups and parishes councils. A Communication Plan has been for the new Committee system has been compiled and a new leaflet for Local Democracy week on how to get involved and have your say has been produced. A Schools event is also planned for Local Democracy Week with Councillors and a social media campaign to raise residents' awareness of the Council's decision-making process. The biennial Resident Survey has gone out, and will close on the 4th December. This year's survey includes a question about Borough Update which will inform the review of our external communications.

NB: Parish charter developed in consultation with parishes and KALC

No Performance Indicators for quarterly monitoring

Priority 1: Keeping Maidstone an attractive place for all & Priority 2: Securing a successful economy for Maidstone Borough

Ensuring there are good Leisure and Cultural Attractions

There is always something to see or do in Maidstone with the river, two museums and a theatre in the town centre, four green flag parks, a well-used leisure centre, a castle, various markets and a variety of festivals and events held across the Borough and throughout the year.

Festivals & Events Strategy Quarter 2 Update

Strategy adopted in August 2014. Work now being undertaken to develop an on-line toolkit for event organisers which will be tested with local stakeholder organisations. We have been successful in bringing a new major music festival to Mote Park – Ramblin' Man which successfully took place at the end of July 15 and has resulted in excellent feedback from those that attended and has raised the profile of Maidstone Borough as a festival destination. A plan has been put in place to address issues with the Social. A report will be taken to HCL Committee in early 2016 outlining the options for the future of the Mela and Proms in the Park, which are currently funded by MBC, together with a proposal to set out the frequency and type of events we allow in our parks and open spaces.

Destination Management Plan Quarter 2 Update

The Destination Management Plan (DMP) was adopted by Heritage, Culture and Leisure (HCL) Committee on 13th July 2015. The plan has wide stakeholder support and was officially launched with the sector in September 2015.

The action plan focuses on four key areas: Embedding the shared story and destination branding; Improving the county town's appeal to visitors; Improving the impact of events on

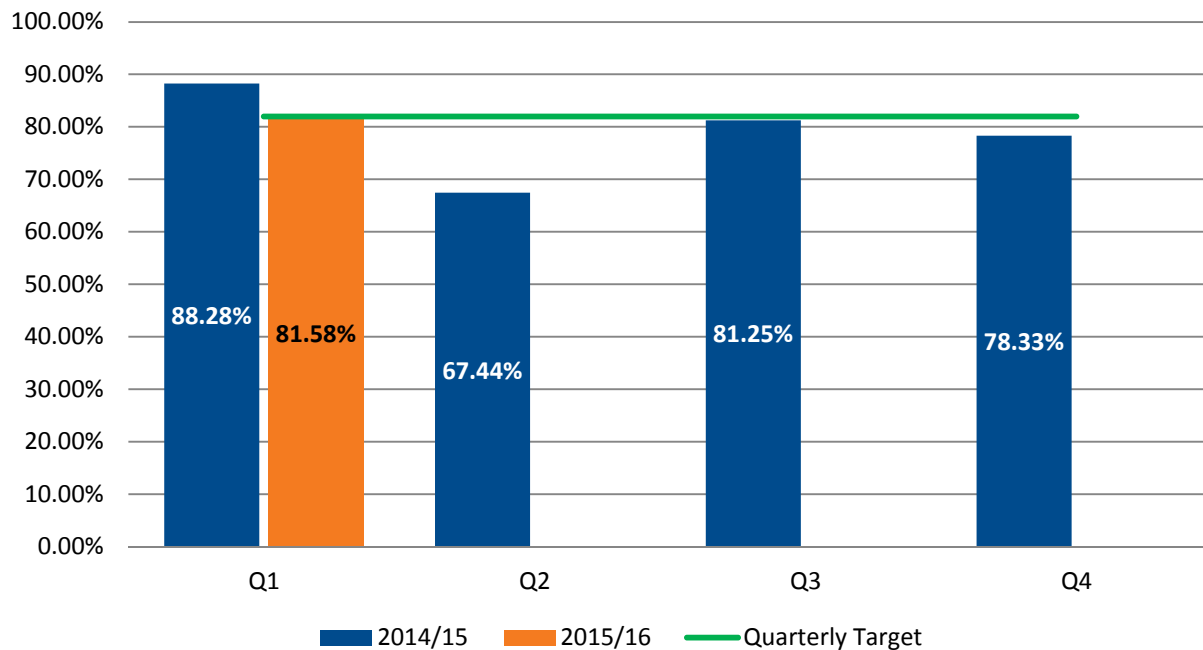
the visitor economy and making the most of the countryside.

The DMP Board has now been established and will oversee the delivery of the three year action plan, together with four Working Groups that are tasked with delivering the actions plans. All groups will have met for first meeting by end November 2015 the action plans will be prioritised and costed and delivery will commence on the priority actions.

User Satisfaction with the Leisure Centre

The council recognises that access to leisure services plays an important role in making somewhere a good place to live. This indicator measures customer satisfaction with the Leisure Centre.

Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
N/A	82.00%	N/A	N/A	N/A	N/A

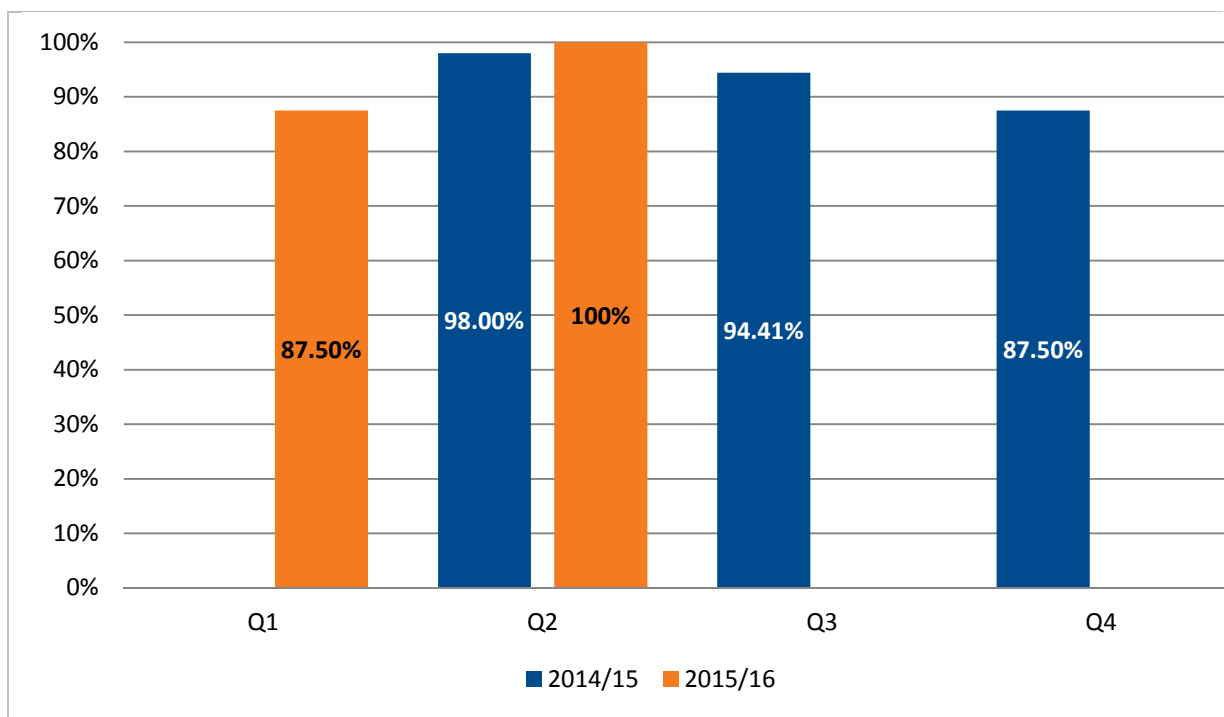


Performance Comment: We have not reported this indicator for quarter 2. There have been some issues with the data collection for this indicator therefore the Policy & Information team will undertake a review of this indicator before the quarter 3 report.

User Satisfaction with the Hazlitt Theatre

The council recognises that access to leisure services plays an important role making somewhere a good place to live. This indicator measures customer satisfaction with the Hazlitt.

Current Performance	2015/16 Target	Value Vs Target	Direction	Status	Expected Outcome
100%					



Performance Comment: There were no satisfaction surveys completed for Quarter 1 in 2014/15 and therefore no comparative data is available for this period. During quarter 2 2015/16, nine surveys were completed, all of which were satisfied, an increase in performance. 25 surveys have been completed for 2015/16 to date, compared to 50 at this point last year. We will be discussing way to improve the response rate to the survey with Park Wood Leisure. The year to date out-turn is currently 92%. It is expected that the annual out-turn for this indicators will be in excess of 88%.

Income generated from commercial leisure and culture activities

The Council has a Commercialisation Strategy, which is looking into the opportunities for the Council to make better use of our assets to provide increased leisure opportunities for the borough’s residents and visitors. This indicator is to assess the performance and progress of the Commercialisation Strategy in monetary terms.

Current Performance	2015/16 Target	Value Vs Target	Direction	Status	Expected Outcome
£0.00	TBC	N/A	N/A		

Performance Comment: The Commercialisation Strategy was adopted earlier this year. In February 2015 Cabinet considered a report on a Sustainable Future for Mote Park and agreed the creation of a pay-to-use leisure facility within the park consisting of high wire/ropes courses, a climbing wall, crazy golf and Segway hire. To date the Council has not been invoiced in relation to these activities, the first invoice is expected in October and therefore progress on this indicator will be first reported in quarter 3.

Enhancing the Appeal of the Town Centre for Everyone

Maidstone has a historically thriving town centre however, we need to ensure that we keep pace with the changing economic environment and continue to meet the demands of businesses and consumers. Investment in Maidstone town centre is needed if it is to continue to be a popular place for leisure, to live, shop and work.

No Performance Indicators for quarterly monitoring

Town Centre Vision Quarter 2 Update

A report will be taken to Policy & Resources Committee on 16 December 2015 reporting on the work carried out by GVA and Urban Graphics outlining the Town Centre Strategic Plan and the proposal to set up a Town Centre Strategic Board.

Priority 2: Securing a successful economy for Maidstone Borough

Securing Improvements to the Transport Infrastructure for our Borough

Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and M2, with rail connections to central London. With regard to travelling in and around the Borough by car, congestion is an issue particularly at peak time in the town centre. The bus transport network serving Maidstone town is relatively strong whilst rural transport presents distinct challenges.

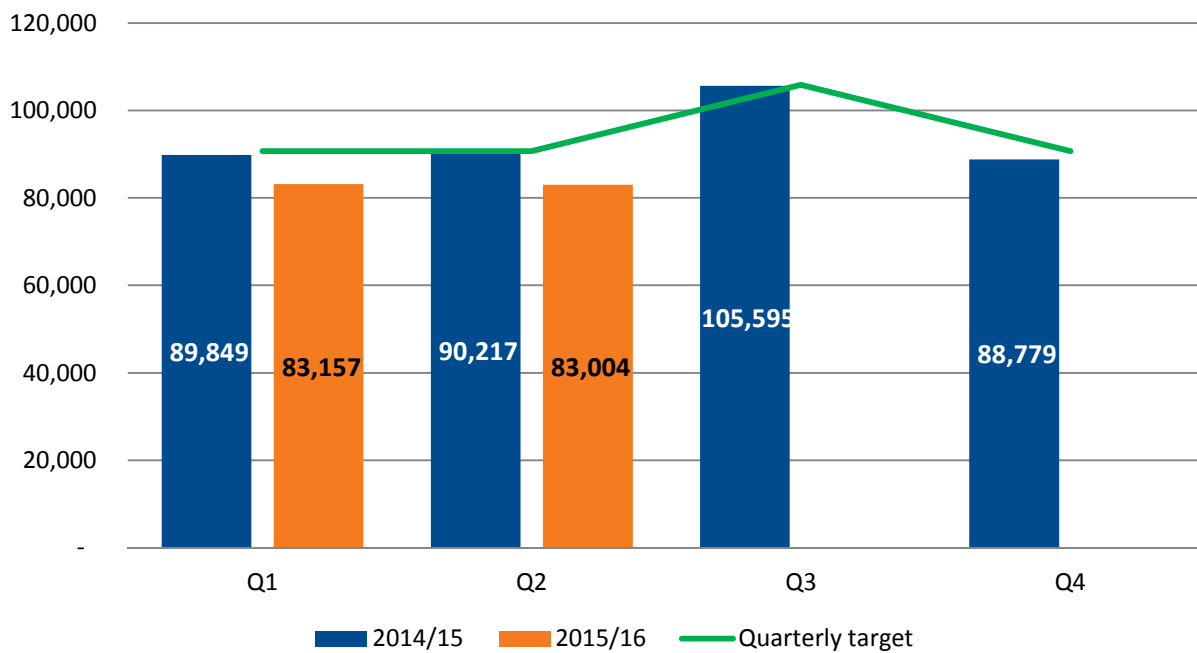
Integrated Transport Strategy (ITS) Quarter 2 Update

The results of transport modelling were presented to the Strategic Planning, Sustainability and Transportation Committee (SPS&T) on 18 August 2015 in accordance with the ITS programme. The draft ITS will be considered by SPS&T Committee on 12 January 2016 when approval to undertake public consultation on the Strategy will be sought. Consultation is planned for February 2016 alongside the local plan programme. Meanwhile, further work on the sustainable transport package is being finalised in partnership with KCC Officers, recognising that this will require agreement by both MBC and KCC Committees.

Number of on-board Park & Ride bus transactions

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. A calculation is made to take into account ten trip passes and other concessions.

Current Value	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
83,004	378,000	-7,716	↓	🚩	Annual target will not be achieved



Performance Comment: Compared to last year on-board Park & Ride transactions have declined by 8% for the quarter 2 period. The service was expanded in August to enable people to use the London road site in the evening. Between 6pm and 11:12pm Monday to Saturday, those who have a valid Park & Ride ticket can use it on the Arriva 71 or 72, alighting at the Sir Thomas Wyatt stop. This expansion was introduced on a trial basis following a publicity campaign, however the evening service was not extended beyond the trial due to low passenger numbers. In February 2016 the Sittingbourne Road Park and Ride Site will close which will affect passenger numbers, therefore the targets for this indicator will be revised to reflect this closure. For the year to date the service is showing a 7.7% decline compared to last year. The third quarter is the busiest for the service due to seasonal shopping however based on previous performance it is expected that the annual target will not be achieved, despite the quarter 2 out-turn being rated as amber.

Promoting a range of employment skills and opportunities across the borough



There were 76,300 people employed in the Maidstone economy in 2014 with a high proportion in the public sector, reflecting the town's status as Kent's County Town and administrative capital. There were 6,885 registered businesses in Maidstone in 2013, equivalent to 43 businesses per 1,000 population, compared to 37 for the United Kingdom and higher proportion of people that are self-employed compared to the South East and to United Kingdom.

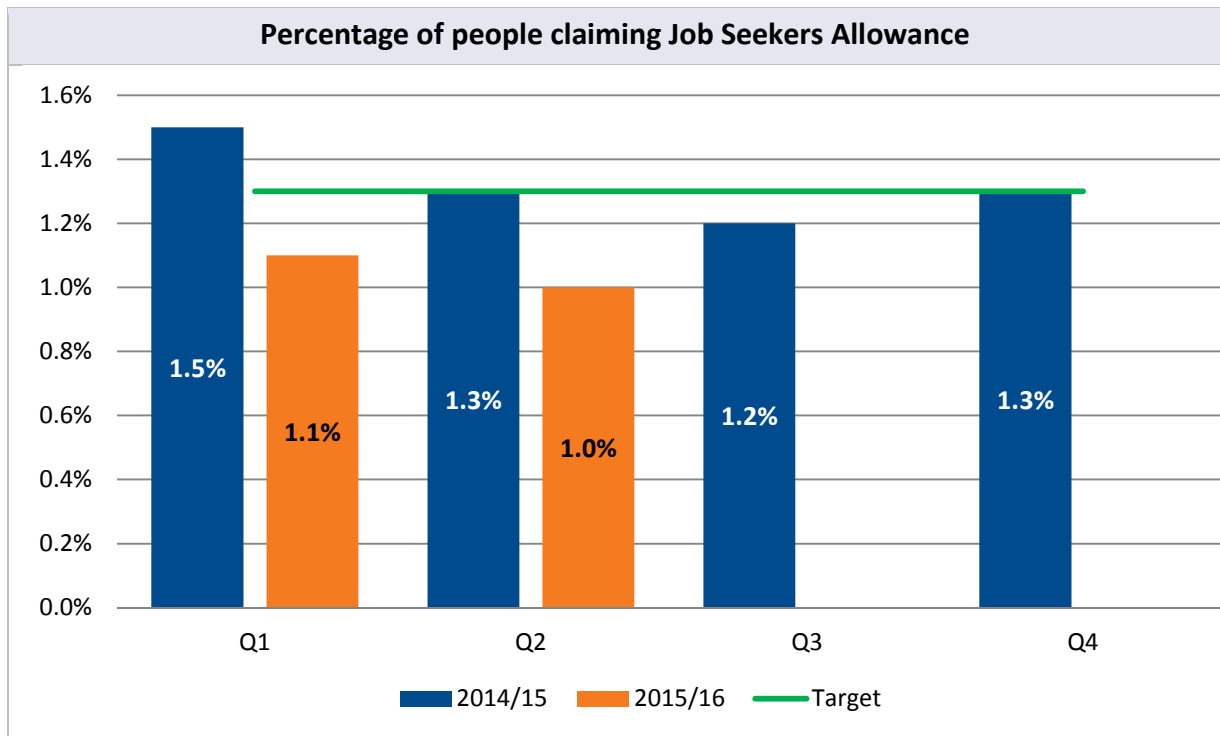
Economic Development Strategy Quarter 2 Update

Progress has been made delivering the Economic Development Strategy' aims. In relation to Maidstone Town Centre, a Strategic Board is being set-up including representation from key landowners and stakeholders. GVA Bilfinger has been commissioned to produce a Town Centre Delivery Framework. The Enterprise Zone Status bid for the Kent Medical Campus has been submitted to Government and the outcome is due 25th November. Woodcut Farm site is proposed as new employment allocation in the Regulation 18 Local Plan consultation. The closure of park and ride services at Eclipse offers the opportunity for new commercial occupiers on Business Park.

Percentage of people claiming Job Seekers Allowance

JSA claimant count records the number of people claiming Jobseekers Allowance (JSA). 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. This indicator is expressed as a proportion of the resident population of the area aged 16 to 64 years old and is provided by the office of National Statistics. A lower figure indicates good performance.

Current Value	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
1.0%	1.3%	-0.3%			Target will be met



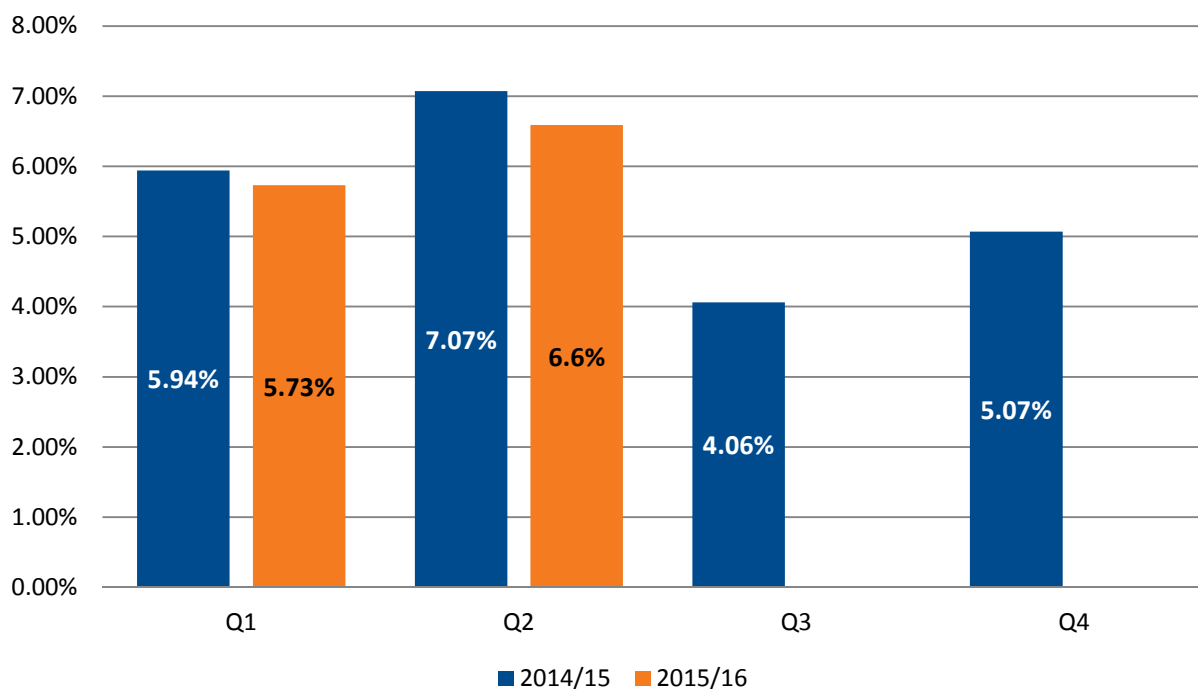
Performance Comment: The numbers of people claiming JSA has dropped since the start of the financial year. In March there were 1,327 people claiming this benefit (1.3%), the figures for September 2015 show that 981 people are now claiming JSA. The last time the level of JSA claimants was this low was in June 2008 with 983 (1.0%).

Percentage of 16 to 18 year olds who are not in education, employment or training (NEETs)

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. The figures are based on the monthly submission made to DfE via NCCIS for Kent County Council. Academic age is the age of the young person on 31st August (i.e: prior to the start of the academic year).

Current Value	2015/16 Target	Value Vs Target	Direction	Status	Expected Outcome
6.59%					

Percentage of 16 to 18 year olds who are not in education, employment or training (NEETs)



Performance Comment: When compared to the other Kent districts Maidstone has the 3rd lowest NEETs figure and is 6th lowest overall proportion of unknowns. Currently there is a large proportion of unknowns (50.64%), this is expected to be resolved by the end of October when college enrolment data will have been completed. Skills and Employability Service are undertaking briefings across Kent. Invitations have been sent to schools, Further Education Colleges and KCC partners in the NEET strategy. These briefings state the core activities that take place across the year and the responsibilities for tracking from schools and colleges, options for young people who are potentially at risk of being NEET and the contact details for the district teams who can assist. In addition 20,000 KentChoices magazines have been distributed to schools, offering high quality careers advice over a number of different pathways, supporting the Careers Information Advice and Guidance programmes run by Schools.

Number of business and enterprises using the Business Terrace

The Business Terrace is a new venture by the Council, to provide office space and facilities to smaller and start-up business with the addition of business support functions. Through local, regional and national partners and other users, The Business Terrace provides formal and informal peer to peer business support and advice underpinned by onsite bespoke mentoring, events, seminars and workshops.

Current Value	2015/16 Target	Value Vs Target	Direction	Status	Expected Outcome
44.4%	Set baseline	N/A			

Number of business and enterprises using the Business Terrace

Performance Comment: The Business Terrace opened in September and has received a lot of interest from local businesses with demand outstripping available space. At the end of September all six offices were fully occupied and three of the desks had been booked on 'unlimited contracts'. The Economic Development team have partnered with national desk finder 'NearDesk' to promote our desks on a hourly basis nationally to business people passing through Kent along with the meeting rooms.

Planning for Sufficient Homes to meet our Borough's Needs

Over the last five years, the supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historic levels. 189 new affordable homes were built in the borough in 2013/14 and 163 in 2014/15. In total 413 new homes were delivered in 2014/15, of these new homes over 75% were built on land that had previously been developed.

Local Plan Quarter 2 Update

The Strategic Planning, Sustainability and Transport Committee (SPS&T) has completed its consideration of a series of reports on recommended amendments to the draft Maidstone Borough Local Plan. Key changes to the draft plan arising from new and amended policies and site allocations have been published for further public consultation (Regulation 18), which commenced on 2 October 2015. A revised Local Development Scheme will be considered by SPS&T Committee on 10 November 2015, which will set out the local plan programme. Approval will be sought for further consultation (Regulation 19) and Submission of the local plan at SPS&T Committee and Full Council in January. Consultation will be undertaken in February/March, and the plan submitted to the Secretary of State in May for independent examination later in the year. Adoption of the Maidstone Borough Local Plan is expected around spring 2017.

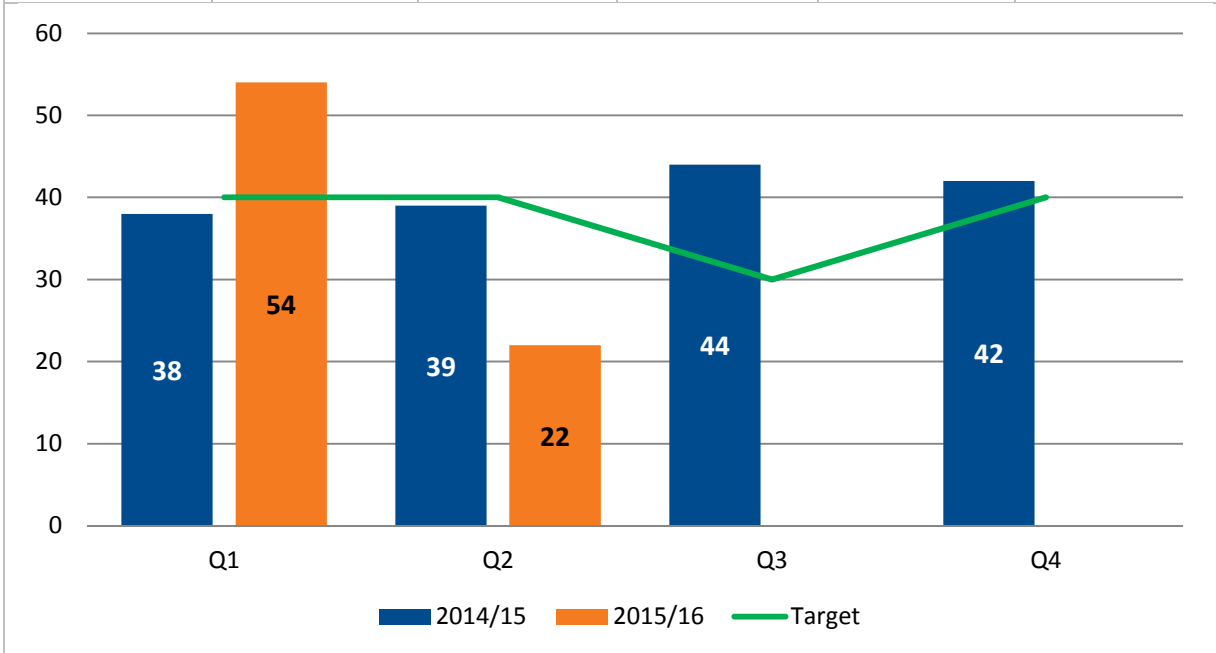
Housing Strategy Quarter 2 Update

The draft Housing Strategy themes were presented to the Wider Leadership Team during the away day in September. The proposed themes prompted useful discussion, which has been used to further refine the consultation document. On the 13th October 2015 the Communities, Housing & Environment Committee, agreed the draft themes. The consultation to date has enabled the first draft of the action plan to be prepared, which will assist with informing elected members as to what needs to appear in the finished draft. The Housing Strategy will provide a broader statement about the strategic direction of all housing delivery, not just affordable housing. To enable this wider approach to be taken the timetable has been extended to allow proper engagement with the housebuilding sector. The project is expected to go out for consultation between November and December 2015 with approval by Policy & Resources in February 2016 and adoption planned for March 2016.

Number of affordable home delivered

Housing supply has simply not kept pace with demand. Many families are locked out of the housing market by unaffordable prices and unobtainable mortgages. Affordable dwellings includes social-rented housing and intermediate housing. These can be new build or acquisitions; the figure does not taken into account any losses.

Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
22	150	18	↓	●	Target will be met



Performance Comment: The quarterly target for this indicator is profiled to take into account seasonal variances. Although the quarterly out-turn has been rated red, as performance is more than 10% away from target. For the year to date 76 affordable homes have been delivered against a year to date target of 80 – making the year to date figure amber. The annual target of 150 is expected to be achieved at the this stage as the dip in performance for quarter 2 is due to being changed (some forward and some back). The overall programme is expected to deliver at least 160 affordable homes, which will exceed the annual target.