

AGENDA

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING



Date: Tuesday 14 February 2017
Time: 7.15 pm **(or at the conclusion
of the Communities, Housing
and Environment Committee
acting as the Crime and
Disorder Committee,
whichever is the later)**

Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Barned, M Burton, Joy, D Mortimer
(Vice-Chairman), Perry, Mrs Ring
(Chairman), Mrs Robertson, Webb and
Webster

Page No.

1. Apologies for Absence

Continued Over/:

Issued on Monday 6 February 2017

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

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

2.	Notification of Substitute Members	
3.	Urgent Items	
4.	Notification of Visiting Members	
5.	Disclosures by Members and Officers	
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 17 January 2017	1 - 10
9.	Presentation of Petitions (if any)	
10.	Questions and answer session for members of the public (if any)	
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PUBLIC SPEAKING

In order to book a slot to speak at this meeting of the Communities, Housing and Environment Committee, please contact Caroline Matthews on 01622 602743 or by email on carolinematthews@maidstone.gov.uk by 5 pm one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

MAIDSTONE BOROUGH COUNCIL

COMMUNITIES, HOUSING AND THE ENVIRONMENT COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY **17 JANUARY 2017**

Present: Councillor Mrs Ring (Chairman), and
Councillors Barned, M Burton, Cox, D Mortimer, Perry,
Webb and Webster

Also Present: Councillor Mrs Gooch

1. **APOLOGIES FOR ABSENCE**

It was noted that apologies for absence had been received from Councillor Mrs Robertson.

2. **NOTIFICATION OF SUBSTITUTE MEMBERS**

Councillor Cox was substituting for Councillor Mrs Robertson.

3. **URGENT ITEMS**

The Chairman advised that there was an urgent update to Agenda Item 12 - Report of the Head of Policy and Communications – Strategic Plan 2015-20, 2017-18 Update (Appendix B).

4. **NOTIFICATION OF VISITING MEMBERS**

Councillor Mrs Gooch indicated that she wished to speak on Agenda Item 13 – Report of the Director of Finance and Business Improvement – Medium Term Financial Strategy and Budget Proposals 2017/18 and Agenda Item 16 – Report of the Head of Housing and Community Services – Service Level Agreements Review and Grant Budgets.

5. **DISCLOSURES BY MEMBERS AND OFFICERS**

The Chairman disclosed an interest in Agenda Item 16 as she was a Trustee of Citizens Advice Bureau. She indicated that she would leave the meeting during consideration of this item and Councillor D Mortimer, the Vice-Chairman, would take the chair.

6. **DISCLOSURES OF LOBBYING**

The following Members were lobbied on Agenda Item 16 – Report of the Head of Housing and Community Service – Service Level Agreement Review and Grant Budgets:-

Councillors Barned, Cox, Joy, D Mortimer, Mrs Ring, and Webb.

7. EXEMPT ITEMS

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

8. MINUTES OF THE MEETING HELD ON 13 DECEMBER 2016

RESOLVED: That the minutes of the meeting held on 13 December 2016 be approved as a correct record and signed.

9. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

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

Miss A. Hogg addressed the meeting to ask a question as follows:-

Council support is vital for charities within Maidstone, to provide the help that meets the needs of local people, such as: Citizens Advice Bureau, Age UK, Homeless Centres to name a few of many.

Without Council support, these Charities, which many have volunteers to provide much needed services for the public, would indeed struggle to carry on, which would inevitably fall to the Council to then provide help to people. In the long term, this would cost the Council more money, to pay staff to provide these services that will not have the expertise of the Charities that provide them at present.

Is it true that the Council still plans in cutting down the money given to these Charities, including the ones mentioned, that have been supported by Maidstone Borough Council for up to 15 years, which have in the past, and continue to provide exceptional service to all residents of the Borough, that rely on the Council's support in order to survive?

In response the Director of Regeneration and Place stated that the Council acknowledged the important role that the third sector delivered, providing a range of services that were not necessarily within the remit of the Council to supply but supported the wider needs of residents within our community.

Mr. Malhotra from the Citizens Advice Bureau delivered a statement which covered the following points:-

- That there would be a diminished service if funding was cut to the Citizens Advice Bureau
- That residents referred to the charity's advice as priceless, invaluable and life changing.

- The service saved money for the Council and helped to prevent homelessness.
- Providing money advice helped residents avoid using credit.
- The volunteers who provide the service got invaluable experience and gained confidence which assisted them in finding paid employment.

Mrs Salisbury of Maidstone Mediation delivered a speech to the committee which made reference to the following:-

- That Maidstone Mediation was unique in its position that it worked with the Safer Maidstone Partnership.
- That who would carry out this vital work in the community if Maidstone Mediation did not.
- That the charity gave advice on anger management and helped with family mediation.

Mrs Bobb from Involve addressed the committee and made the following points:-

- Involve provided essential networking opportunities for various bodies, such as the disabled or older people.
- The Organisation had other smaller community groups with funding.
- They also helped smaller charities to survive.

The Chairman thanked all the visitors for their contribution to the meeting.

11. COMMITTEE WORK PROGRAMME

Members noted that the February and April meetings would include a Crime and Disorder Committee meeting.

Members requested that an item come forward in regard to litter enforcement once the changes to legislation are known.

12. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - STRATEGIC PLAN 2015-20, 2017-18 UPDATE

Members considered the report of the Head of Policy and Communications relating to the Strategic Plan 2016-20, 2017-18 Refresh.

Members made suggested changes to the Strategic Plan within the areas of their specific responsibilities.

RESOLVED:

1. That the following amendments to the draft Strategic Plan 2015-20, 2017-18 Update be recommended to Policy and Resources Committee:

<u>Page</u>	<u>As presented</u>	<u>Committee's amendments</u> (additions in bold)
Vision, Mission and Values Section		
3	Our Vision section followed by Our Mission section.	Reformat so that Our Mission is first section, followed by Our Vision.
Action Section		
3	Under Action – A home for everyone	'Planning and delivery for sufficient homes to meet our Borough's needs' be re-inserted and 'A home for everyone' be taken out.
Our Values Section		
3	STRIVE Section placed on page 3.	Section to be relocated to last page of document.
Providing a Clean and Safe Environment		
4	First paragraph	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 out priorities up until 2018 During the first year of the Strategic Plan The Council has introduced street cleansing and we will ensure we meet that objective.
4	We mean	People feel safe in the Borough and they live in a clean environment of high quality an attractive a safe and clean environment.
4	We will	Working with partners to deliver the Community Safety Plan Strategy 2017-18.
4	We will	Amend: Deliver the Air Quality

		Strategy working with partnerships.
Respecting the Character and Heritage of our Borough		
5	We mean	<ul style="list-style-type: none"> • Not to include - Deliver the blue and green infrastructure strategy • Include - Deliver the biodiversity action plan
Ensuring there are good Leisure and Cultural Attractions		
5	Amend first paragraph	There is always something to see or do in Maidstone borough with the river, two museums and a theatre in the town centre, quality parks and open spaces and a well used leisure centre, a castle, various markets and a variety of festivals and events held across the Borough and throughout the year.
5	We will	<p>Keep the bullet point: Maximise the benefits of our leisure and cultural assets through our commercialisation approach to maintain key services</p> <p>Delete: Deliver the programme of projects a sustainable future for Mote Park</p> <p>Add: Ten year Parks and Open Spaces Strategy</p>
A Home for Everyone		
7	Change title – A home for everyone	Planning and delivery for sufficient homes to meet our Borough’s needs
7	We mean	<p>Amend sentence to read: Having enough homes to meet our residents’ long term needs, to include homes for affordable rent and affordable home ownership. These must be economically sustainable for all our residents.</p> <p>Delete: deliver the affordable housing programme.</p> <p>Not to include: develop and</p>

		implement a housing standards strategy
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2. That it be recommended to Policy and Resources Committee that Key Performance Indicators for the action areas be considered by each Service Committee following the finalisation and adoption of the Strategic Plan 2015-20, 2017-18 update.

13. REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT - MEDIUM TERM FINANCIAL STRATEGY & BUDGET PROPOSALS 2017/18

The Director of Finance and Business Improvement presented a report on the Medium Term Financial Strategy and Budget Proposals 2017/18. The report set out details of the revenue budget proposals for the Committee for the year 2017/18 and the remainder of the five year medium term strategy planning period.

It also provided details of the Chancellor's Autumn Statement and the Local Government Finance Settlement 2017/18.

Members were advised that New Homes Bonus would be reduced from 2017/18 it would only be paid for five years after a new home is built and from 2018/19 for four years. However, the committee noted that this change would not affect the Council's revenue position as New Homes Bonus had always been used to fund revenue projects.

Members' attention was drawn to Appendix 'B' which detailed the Budget Proposals. It was noted that when changes to voluntary sector grants were originally proposed, the voluntary sector grants were first drawn up, the recommendation was to phase out the grants altogether. However, Members had decided against that particular course of action. Therefore the proposal that was considered by the committee in the Director of Finance and Business Improvement's report was to reduce grants by 25% each year.

Members were asked to take into account that Sports & Recreation and Culture & Tourism had been ranked low in terms of importance by members of the public when considering the budget proposals.

In response to questions by Members, the Director of Finance and Business Improvement advised that:-

- The Parish Services Scheme did not form part of the budget proposals under the voluntary sector grants. The scheme would be dealt with in a separate report when it was reviewed next year.
- Although no decision had been made yet on CCTV options, Officers were confident that savings would be made.

- The figure quoted for Disabled Facilities Grants was related to the staff time associated with processing of the applications.
- Savings identified for the Recycling Collection were as a result of taking out a vacant post and using the Kent Resources Partnership for marketing purposes.

RESOLVED That:

1. The budget proposals for services within the remit of the Committee, as set out in Appendix B to the report of the Director of Finance and Business Improvement, be agreed for submission to Policy and Resources Committee.
2. The extension of the existing Parish Services Scheme for one further year to 31 March 2018 be agreed.

Voting: For: 9 Against: 0 Abstentions: 0

14. **REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT - FEES AND CHARGES**

The Director of Finance and Business Improvement presented a report on the Medium Term Financial Strategy 2017/18 – Fees and Charges.

The committee was informed that the fees and charges for 2017/18, as set out in Appendix A to the report, were for services which fall under the responsibility of the Committee and generate income through a charge to the service user. The Director of Finance and Business Improvement advised that some of these charges were at the Council's discretion and others were in accordance with statutory requirements.

In response to questions from Members, the Director of Finance and Business Improvement advised:-

- That some services do not increase the charges as it was either counterproductive to do so; or the charge related to a statutory charge that cannot be changed.
- As the contract for the Pest Control Service had only recently been renewed, Officers intended to retain the current charges.
- That the information, when presented next year, would be separated out to indicate what are discretionary and what are statutory charges.
- That Officers would circulate a copy of the comparisons with other Local Authorities in terms of their fees and charges.

RESOLVED That:

1. The proposed fees and charges for 2017/18 as set out in detail in Appendix A to the report of the Director of Finance and Business Improvement be approved.
2. The fees and charges set by the government for 2017/18, as detailed in Appendix A to the report of the Director of Finance and Business Improvement, be noted.

Voting: For: 9 Against: 0 Abstentions: 0

15. **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**

Report of the Head of Commercial and Economic Development - Property Acquisitions – Brunswick Street Redevelopment

Paragraph 3 – Information re business/financial affairs

Report of the Head of Housing and Community Services – Service Level Agreements Review and Grant Budgets

Paragraph 3 – Information re business/financial affairs

16. **REPORT OF THE HEAD OF COMMERCIAL AND ECONOMIC DEVELOPMENT - PROPERTY ACQUISITIONS - BRUNSWICK STREET REDEVELOPMENT**

Members considered the exempt report of the Head of Commercial and Economic Development on the Property Acquisition for Brunswick Street redevelopment.

It was noted that following the report to the Committee in June 2016 Officers had now completed negotiations with the owners of the sites and the offers had been accepted.

The committee was informed that further negotiation would be required with the current tenant of one of the sites to agree to an early surrender of the lease if possible.

RESOLVED That:

1. The draft Heads of Terms, as set out in Appendix 2 to the exempt report of the Head of Regeneration and Economic Development, for

the freehold acquisition of the premises detailed be agreed.

2. The Director of Finance and Business Improvement be granted delegated authority to conclude negotiations with the owners regarding the acquisition of both sites.
3. The Director of Finance and Business Improvement be granted delegated authority to commence and conclude negotiations with the tenants regarding the early surrender of the lease.
4. The Head of Mid Kent Legal Services be authorised to complete the documentation required for the purchases and early surrender of the lease as agreed by the Director of Finance and Business Improvement.
5. The acquisition costs related to the development of the Brunswick Street car park site be funded from approved resources within the Housing Investments Capital Programme.

Voting: For: 9 Against: 0 Abstentions: 0

17. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES -
SERVICE LEVEL AGREEMENTS REVIEW AND GRANT BUDGETS

The Committee considered the exempt report of the Head of Housing and Community Services on Service Level Agreements – Review and Grant Budgets.

The Chairman, Councillor Mrs Ring, having declared an interest in this item left the room and Councillor D Mortimer took the chair.

The Director of Finance and Business Improvement informed the committee that the Council had provided financial support for external organisations in order to deliver services on the Council's behalf or to supplement those provided directly by the Council. The total budget for that support amounted to £300,000.

The Council was undertaking a review of all expenditure as part of its Efficiency Plan as it needed to find £4m savings over the next five years.

Members were advised that there were 11 Service Level Agreements (SLA) which all expire in March 2017. The proposal was to reduce the budget used to fund the Service Level Agreements and Grants to Outside Bodies over the next 5 years.

During the discussion Members raised the following points:-

- If the funding was cut to some of the smaller charities, it could be the difference that prevents them from carrying on.
- That robust SLAs should be put in place with particular emphasis on performance, value for money and a definition of what the residents

of Maidstone should be getting from that particular organisation. This would help inform the decision on how the organisations' grants should be cut year on year.

- That an analysis should be carried out which looked at what the organisation did for the Council and what impact it would have if they did not continue to carry out the service.
- In response to a question from the committee, the Director of Regeneration and Place explained that the proposed Maidstone Borough Council lottery was not material to this decision. This was because this idea was at an early stage, and no decision had yet been made to go ahead with this proposal.

RESOLVED: That Option B as set out in paragraphs 3.3 to 3.8 (with the exclusion of paragraph 3.6) in the exempt report of the Head of Housing and Community Services, for funding post April 2017 grants to external organisations under Service Level Agreements with the Council be adopted.

Voting: For: 8 Against: 0 Abstentions: 0

18. DURATION OF MEETING

6.30 p.m. to 9.30 p.m.

Committee	Theme	Report Title	Date
Communities, Housing and Environment Committee acting as the Crime and Disorder Committee	Monitoring Reports	Crime and Disorder - New Strategic Assessment Approach	14 February 2017
Communities, Housing and Environment Committee	Other	Review of CCTV	14 February 2017
Communities, Housing and Environment Committee	Monitoring Reports	Strategic Plan Performance Update Quarter 3	14 February 2017
Communities, Housing and Environment Committee	Monitoring Reports	Third Quarter Budget Monitoring	14 February 2017
Communities, Housing and Environment Committee	Other	Single Employing Authority for Mid Kent Environmental Health	22 February 2017
Communities, Housing and Environment Committee	Income Generation	Commercial Waste Feasibility Report	21 March 2017
Communities, Housing and Environment Committee	New/ Updates to Strategies and Plans	Air Quality Management Areas	21 March 2017
Communities, Housing and Environment Committee	New/ Updates to Strategies and Plans	Public Realm Phase 3	21 March 2017
Communities, Housing and Environment Committee acting as the Crime and Disorder Committee	Monitoring Reports	Crime and Disorder - Safer Maidstone Partnership Strategic Plan and actions	18 April 2017
Communities, Housing and Environment Committee	Housing	Homelessness Performance Quarter Four (inc. number registered this quarter)	18 April 2017
Communities, Housing and Environment Committee	Monitoring Reports	Review of Waste Strategy 2014-19	18 April 2017
Communities, Housing and Environment Committee	Other	MBC Lottery	TBC
Communities, Housing and Environment Committee	Monitoring Reports	Fourth Quarter Budget Monitoring	TBC
Communities, Housing and Environment Committee	Monitoring Reports	Environmental Health Enforcement Policy Update	TBC
Communities, Housing and Environment Committee	Monitoring Reports	Strategic Plan Performance Update Quarter 4	TBC
Communities, Housing and Environment Committee	Monitoring Reports	Maidstone Housing Strategy 2016-2020 Update	TBC
Communities, Housing and Environment Committee	Monitoring Reports	Licensing Partnership Update	TBC
Communities, Housing and Environment Committee	New/ Updates to Strategies and Plans	Taxi Rank Policy	TBC
Communities, Housing and Environment Committee	New/ Updates to Strategies and Plans	Low Emissions Strategy	TBC
Communities, Housing and Environment Committee	New/ Updates to Strategies and Plans	Unauthorised Encampment Policy	TBC
Communities, Housing and Environment Committee	Members Briefing	Homelessness Reduction Bill	21 March 2017

Key
Completing the Local Plan
Housing
Income Generation
Medium Term Financial Strategy
Member Development and Training (not report specific)
Monitoring Reports
Museums and Heritage
New/Updates to Strategies and Plans
Other
Other Finance Issues
Parks and Open Spaces
Town Centre Regeneration

Agenda Item 12

Communities, Housing and Environment Committee

14 February 2017

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

No

Strategic Plan Performance Update Quarter 3 2016/17

Final Decision-Maker	Communities, Housing and Environment Committee
Lead Head of Service	Angela Woodhouse, Head of Policy & Communications
Lead Officer and Report Author	Anna Collier, Policy & Information Manager. Alex Munden, Performance and Business Information Officer
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. Note the summary of performance for Quarter 3 of 2016/17 for Key Performance Indicators (KPIs) and corporate strategies and plans.
2. Note where complete data is not currently available.
3. Note the performance of Key Performance Indicators from Quarter 2 of 2016/17 for which data was not available at Communities Housing and Environment Committee on 15 November 2016.
4. Identify any action that needs to be taken or amendments to the Quarter 3 report.

This report relates to the following corporate priorities:

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

Key Performance Indicators monitor the delivery of the Council's Corporate Priorities as set out in the Strategic Plan 2015-20. The Performance Plan provides progress against the Council's key strategies which deliver the Council's corporate priorities.

Timetable

Meeting	Date
Wider Leadership Team	16 January 2017
Heritage Culture & Leisure Committee	31 January 2017
Strategic Planning, Sustainability & Transport Committee	7 February 2017
Communities, Housing & Environment	14 February 2017
Policy & Resources Committee	15 February 2017

Strategic Plan Performance Update Quarter 3 2016/17

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Communities, Housing and Environment Committee is asked to review the progress of key strategies, plans, and performance indicators that support the delivery of the Strategic Plan 2015-2020.
 - 1.2 Data has been provided where it was not available for the Quarter 2 performance update.
-

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.
 - 2.2 The Strategic Plan now has 32 Key Performance Indicators that were agreed by Committee in April 2016. This is in addition to the existing 14 plan and strategy updates.
 - 2.3 Performance indicators are judged in two ways; firstly on whether performance has improved, sustained or declined, compared to the same period in the previous year. This is known as direction. Where there is no previous data, no assessment of direction can be made.
 - 2.4 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target they are rated green. If the target has been missed but is within 10% of the target it will be rated amber and if the target has been missed by more than 10% it will be rated red.
 - 2.5 Some indicators will show an asterisk (*) after the figure, these are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting in these cases a date has been provided of when the information is expected.
 - 2.6 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.
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3. Quarter 3 Performance Summary

- 3.1 There are 32 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by Policy & Resources Committee for 2016/17.

- 3.2 Overall, 89% (8) of KPIs reported this quarter achieved their annual target for quarter 3. For 78% of indicators, performance improved compared to the same quarter last year.

4. RAG Rating	Green	Amber	Red	N/A	Total
KPIs	8	1	0	3	12
Strategic Actions	6	0	0		6
Direction	Up	Across	Down	N/A	Total
KPIs	7	0	2	3	12

5. Performance by Priority

Priority 1: Keeping Maidstone Borough an attractive place for all

- 5.1 Quarter 2: The recycling and composting rate for quarter 2 was 51.27%. This is below our target, but higher than the Mid Kent and EU recycling targets. This is also an increase on the same period of the previous year. Work undertaken earlier in the year has been successful in reducing the contamination rate. We continue to monitor this, and are on track to achieve our contamination target of 8%.
- 5.2 Quarter 3: Recycling data is only available for October and November. The percentage of recycled and composted waste was 50.61%. This is above the EU and Kent Resources Partnership target of 50%. The data has shown reduced contamination and an increase in recycling tonnage. Further work to tackle contamination is underway. Over the Christmas period, resident engagement with advertisement and social media support was carried out to promote recycling seasonal items.
- 5.3 The percentage of land and highways assessed as having unacceptable levels of litter is 4.5% against a target of 6.5%. The second tranche of monitoring identified a significant improvement in the levels of litter. The street cleansing team have worked hard to target areas that previously required improvement. They have adapted their routes to take hotspots into account.
- 5.4 The percentage of land and highways assessed as having unacceptable levels of detritus is 9.95% against a target of 18%. This is a significant improvement on the same quarter of last year. The second tranche of monitoring identified a significant improvement in comparison with the first tranche of monitoring. The team have worked hard to target areas with high leaf fall during the Autumn and in doing so have reduced detritus levels, improving the standard of the street scene.
- 5.5 The number of incidences of fly-tipping in quarter 3 was 222. This shows an expected seasonal decrease from quarter 2. There has however been an increase in comparison to 2015/16, but the figure is comparable with 2014/15. Domestic waste accounted for 54% of reported fly tips. Further work is required to raise awareness of household duty of care, as many of these fly tips are in urban locations.

- 5.6 The Community Partnerships team provided domestic abuse training to 150 people in quarter 3. This now brings the indicator back on track, achieving its target for this point of the year. Communities, Housing, and Environment Committee agreed the safeguarding policy on 18 October 2016.
- 5.7 Crime in the borough has seen a 14% increase in the year to date up to November. Figures are not yet available for December 2016 but are expected to be available by the end of January. October and November 2016 compared to 2015 had 221 additional crimes.
- 5.8 The number of Disabled Facilities Grants completed is 25 for quarter 3 against a target of 25. This is a significant improvement on the same quarter in 2015/16 when 18 were completed.
- 5.9 23 people completed a course at the Leisure Centre following GP referral in quarter 3. Of these, 61% achieved 3% weight loss, and 22% achieved 5% weight loss. 24 people were referred to the course, showing a high level of completion for participants.
- 5.10 The number of older isolated people prevented from social isolation was 23 for the quarter. Café Culture at the museum continues to run successfully.

Priority 2: Securing a successful economy for Maidstone Borough

- 5.11 Homelessness preventions exceeded the target with 85 preventions in quarter 3, against a target of 75. This figure also now includes households prevented from homelessness due to an award of Discretionary Housing Payments, and work carried out by Citizens Advice Bureau. There is increase prevention activity in the Housing Advice Team that contributes to an increase in preventions.
- 5.12 A total of 69 affordable homes were delivered, exceeding the target of 45 for the quarter. There has been 258 affordable completions up to 31 December 2016. The annual target has already been exceeded by 78 completions. Affordable completions have been strong this year as a result of some sites being delivered as 100% affordable housing. Some phases of affordable housing have been brought forward on sites in the emerging local plan.
- 5.13 We have housed 172 people through the housing register for quarter 3 2016/17. This is comparable to the number housed for the same period last year, and has exceeded the quarterly target of 150.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Strategic Plan Performance Update will be reported quarterly to the service committees; Communities Housing and Environment Committee, Strategic Planning, Sustainability and Transport Committee, and Heritage, Culture, and Leisure Committee. The report will then go to Policy & Resources committee following these meetings, with any feedback from the Committees.

7. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 7.1 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as the frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.
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8. 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. They also cover a wide range of services and priority areas, for example waste and recycling.	Angela Woodhouse, Head of Policy & Communications
Risk Management	The production of robust performance reports ensures 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.	Angela Woodhouse, Head of Policy & 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. Performance issues are highlighted as part of the budget monitoring reporting process.	Section 151 Officer

Staffing	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.	Angela Woodhouse, Head of Policy & Communications
Legal	None identified.	Legal Team
Equality Impact Needs Assessment	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in place. If there has been a change to the way in which a service delivers a strategy, i.e. a policy change, an Equalities Impact Assessment is undertaken to ensure that there is no detrimental impact on individuals with a protected characteristic.	Equalities and Corporate Policy Officer
Environmental/Sustainable Development	A number of performance indicators relate to our performance in environmental services. This has a significant effect on our ability to monitor the Environment in Maidstone. This is also important as one of our key priorities is to provide a clean and safe environment.	Policy and Information Manager
Community Safety	We have Key Performance Indicators that relate to important areas of community safety. These ensure that the work being done by the Community Safety Unit is relevant, and that key areas such as safeguarding are being developed.	Policy and Information Manager
Human Rights Act	None identified.	Policy and Information Manager
Procurement	Performance Indicators and Strategic Milestones monitor the any procurement needed to achieve the outcomes of the Strategic Plan.	Policy and Information Manager

Asset Management	Performance Indicators that measure our commercial activities monitor our use of our assets. Good performance shows good management of our assets, or can highlight where assets can be utilised more efficiently.	Policy and Information Manager
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9. REPORT APPENDICES

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

- Appendix I: Strategic Plan Performance Update Q3 2016/17

10. BACKGROUND PAPERS

2016/17

Quarter 3 Performance Update



For further information about Performance Management at Maidstone Council, please contact Alex Munden, Performance and Business Information Officer.

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.

OUR PRIORITIES

Keeping Maidstone Borough an attractive place for all

Securing a successful economy for Maidstone Borough



ACTION AREAS

Providing a clean and safe environment

Encouraging good health and wellbeing

Respecting the character and heritage 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, 2016/17 annual performance will be compared against 2015/16 annual performance. 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 asterisk (*) after the figure, these are provisional figures that are awaiting confirmation.

Data Only indicators are not targeted but are given a direction. Indicators that are not due to be reported or where there is a delay in data collection are not rated against targets or given a direction.

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

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

Performance Summary

This is the annual update on Maidstone Borough Council's Strategic Plan 2015-20. It sets out how we are performing against the Key Performance Indicators and Strategic actions that directly contribute to the achievement of our priorities: Keeping Maidstone an 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 for the annual results.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	8	1	0	3	12
Strategic Actions	6	0	0		6
Direction	Up	Across	Down	N/A	Total
KPIs	7	0	2	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.

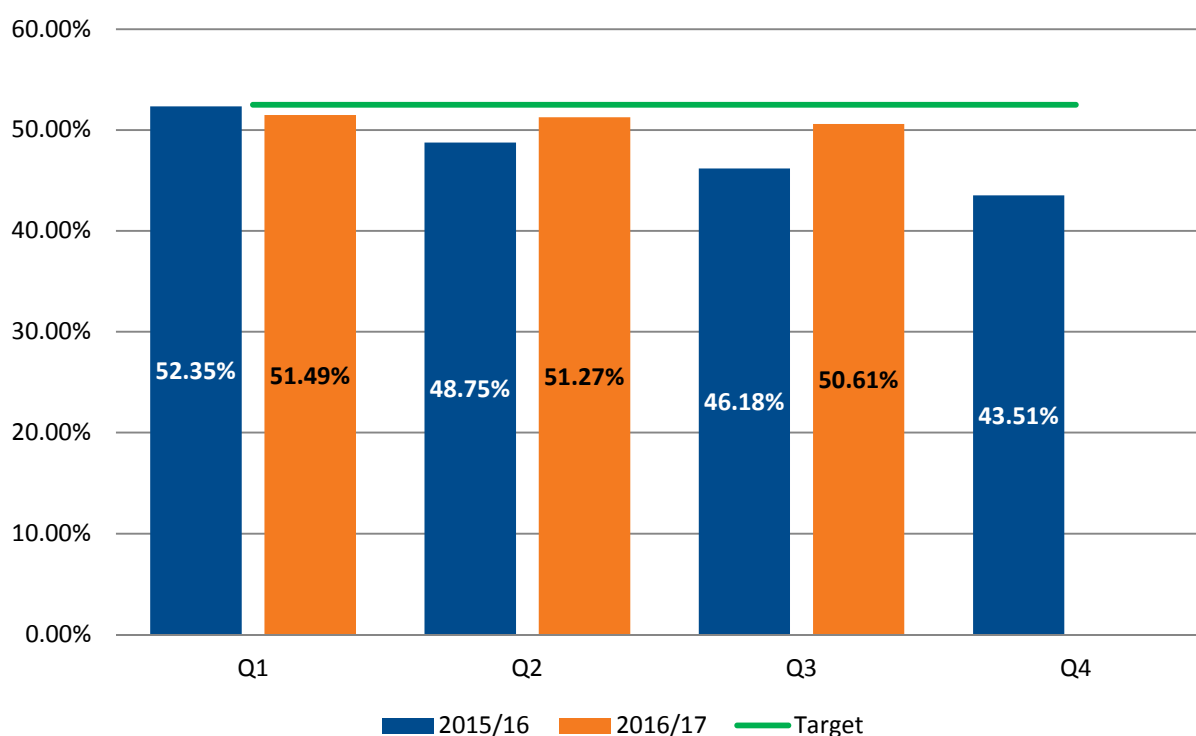
Waste & Recycling Strategy

The food waste campaign is due to be launched in February with "No Food Waste" stickers being attached to refuse bins, a school campaign and an animated video. The activities are funded from the DCLG incentive fund which awarded Maidstone £68,000 to increase participation in the food waste service and the Kent Resource Partnership. The recycling rate is currently 52%, however data from October 2016 is still outstanding from Kent County Council. Following the launch of the new targeted campaign, the service will be closely monitored to assess the impact on participation and performance.

Percentage of household waste sent for reuse, recycling or composting

The indicator measures percentage of household waste that has been sent by the Council for reuse, recycling, composting or anaerobic digestion. This is a key measure of a local authority's 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.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
50.61%*	52.5%	-1.89%	↑	🚩	Target will be slightly missed



Performance Comment:

Update for Quarter 2 as information wasn't available in previous report:

The recycling rate for Quarter 2 is 51.27%. This is below our own target but higher than the Mid Kent and EU recycling targets of 50%. The recycling rate is higher than for the same quarter of the previous year. Work undertaken earlier in the year has resulted in improvements to the recycling contamination rate as the weight of rejected recycling has reduced. We are continuing to monitor contamination performance and currently this is on track to achieve the target of a rate of contamination at 8% or lower. For quarter 2 we have seen good organic waste tonnages which are mainly attributed to the levels of garden waste.

Quarter 3:

Our recycling rates is below our target of 52.5% however it remains above both the EU and Kent Resource Partnership targets of 50% by 2020. We are still awaiting figures for December from KCC, but the data that we currently have, shows reduced levels of total household waste, reduced contamination and an increase in recycling tonnage when

Percentage of household waste sent for reuse, recycling or composting

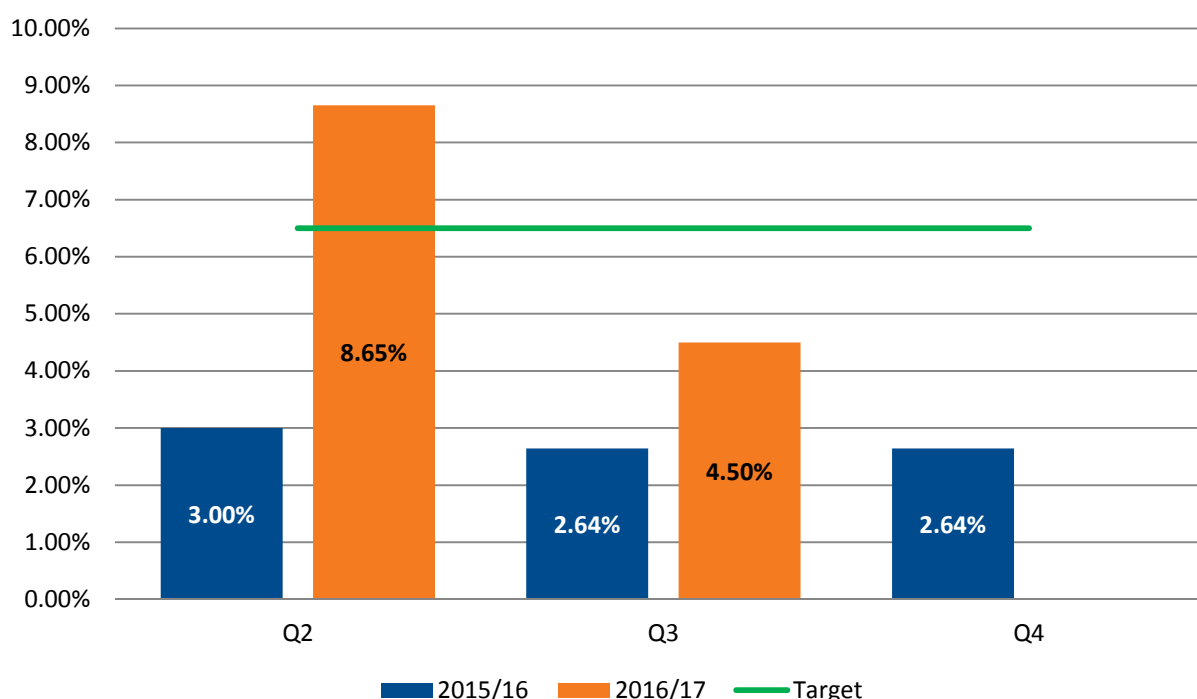
compared to the same quarter of the previous year. We are still on target to achieve a contamination rate of 8% or lower for the year. Further work to tackle contamination is underway, including crew monitoring. Over the Christmas period, resident engagement, with advertisement and social media support was carried out to promote recycling of additional seasonal items. We will also be running a campaign over the next couple of months promoting the food recycling service which is hoped to have a positive impact on our recycling rate.

The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level

Reducing unacceptable levels of litter formed a key part of Government's 'Cleaner Safer Greener Communities'. Through using the improved management information that the indicator provides, the score should be reduced year-on-year.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations. Good performance is indicated by a lower figure.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
4.5%*	6.50%	-2%	↓	✓	Target will be achieved



***Data for April to July only. The environmental survey is conducted every four months, and so data is produced 2 months in arrears for the second, third, and fourth quarter.**

Performance Comment: Monitoring is carried out in three tranches over the course of 12 months. During each tranche different wards are surveyed in line with the index of deprivation and land types. The 2nd tranche of monitoring to assess relevant land and

The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level

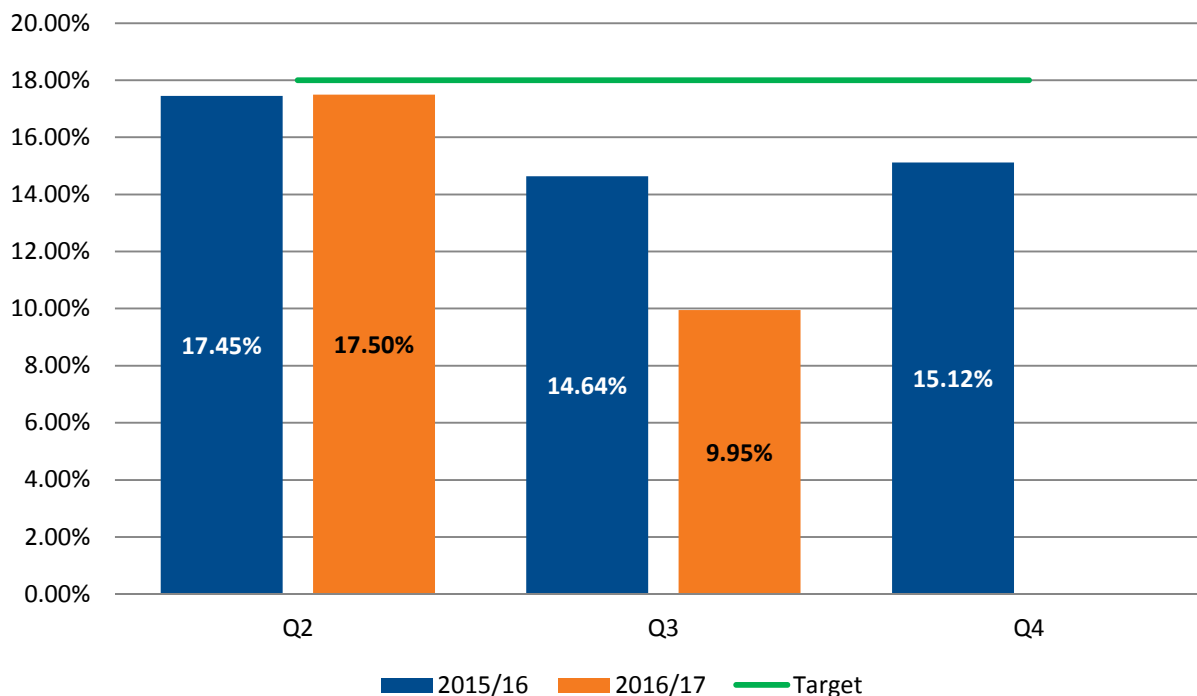
highways that have deposits of litter that fall below an acceptable level was undertaken independently of the street cleansing service and identified a significant improvement in the levels of litter and detritus. The street cleansing team have worked hard to target areas identified previously as requiring improvement and have adapted their routes to take into account hotspots.

The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level

Reducing unacceptable levels of detritus formed a key part of Government's 'Cleaner Safer Greener Communities'. Through improved management information that the indicator provides, the score should be reduced year-on-year.

Detritus includes dust, mud, soil, grit, gravel, stones, rotted leaf and vegetable residues, and fragments of twigs, glass, plastic, and other finely divided materials. Good performance is indicated by a lower figure.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
9.95%*	18%	-8.05%	↑	✓	Target will be achieved



***Data for April to July only. The environmental survey is conducted every four months, and so data is produced 2 months in arrears for the second, third, and fourth quarter. Performance Comment:** The environmental survey is conducted every four months, and so data is produced 2 months in arrears for the second, third, and fourth quarter. The 2nd

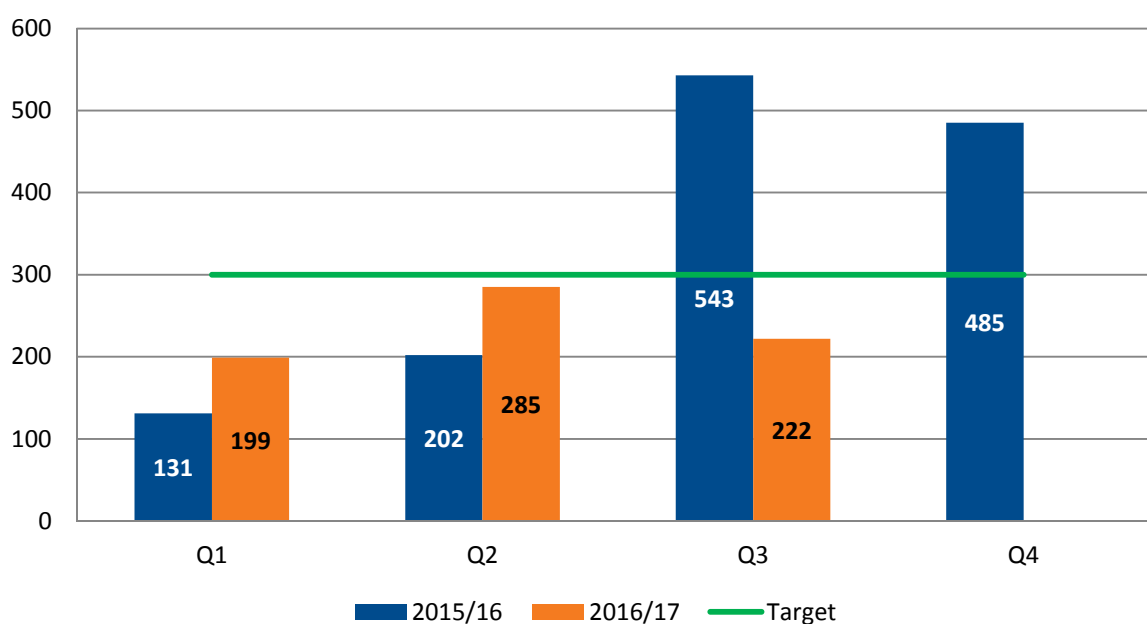
The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level

tranche of monitoring to assess land and highways that have deposits of detritus that fall below an acceptable level has been undertaken independently of the street cleansing service. It identified a significant improvement in the levels of detritus recorded compared with the first tranche. The team have been working systematically to target areas with high leaf fall during the Autumn and in doing so have reduced detritus levels and improved the overall standard of the street scene.

Number of incidences of fly-tipping

This indicator gives a wider view of the issues in waste management beyond street cleansing. It also reflects the work undertaken to reduce the level of fly-tipping in the borough through projects and deterrents. Good performance is indicated by a lower figure.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
222	300	-78	↑	✓	Target will be achieved



Performance Comment:

Number of incidents

The Q3 figure shows an expected seasonal decrease from Q2. The year on year comparison of Q2 2015/16 (124) shows a slight increase and is comparable with the 2014/15's figure.

Type of waste

Despite another decrease in the number of incidents reported involving "other household waste" the overall reduction in fly tips from other sources means that with white goods and domestic black sacks, domestic waste accounted for 54% of the reported fly tips. Further work is required to raise awareness of household duty of care as many of these fly tips are

Number of incidences of fly-tipping

in urban locations. Construction/demolition waste remained the next highest individual waste type after other house hold waste and represented 35% of Q3's figure. This indicates a sustained trend as it remains higher than 2015/16. This will be monitored as part of a longer term strategy to target Small to Medium Enterprises and construction companies.



Community Safety Strategy

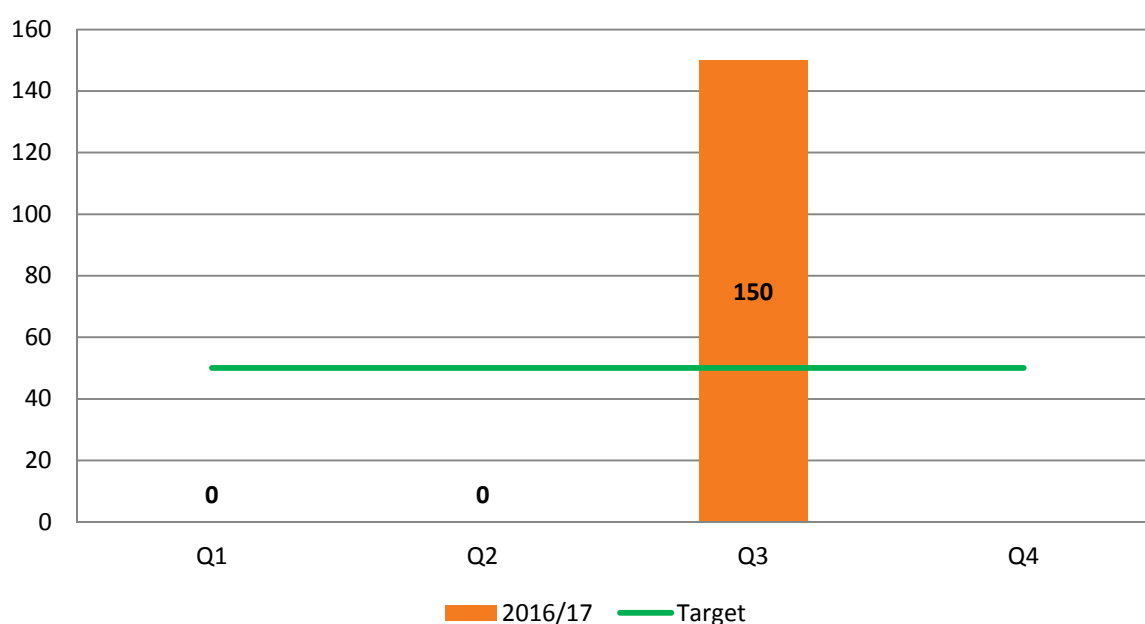
The Community Safety Partnership (CSP) has completed a first draft of the Strategic Assessment (SA) for 2017/18. With the SA are data sets from the partner agencies that make up the CSP, they reflect the crime and disorder trends over the last year (November 2015 to October 2016). This assessment is used by the CSP to set its priorities for the coming year, an away day is planned for February where partners will come together to discuss the priority areas and how best to address the key issues for each. This will involve both the formation of new sub groups and draw together learning from existing sub groups which can then be included within the CSP's Community Safety Plan for 2017.

Maidstone's Domestic Abuse Forum is now a CSP sub group rather than being a charity, the funds from the charity have been handed over to Choices who are operating the account for the CSP. The Domestic Abuse Awareness Day held on the 9th November was a huge success. The event was opened by the Mayor of Maidstone and dignitaries included Lord High Sheriff of Kent

Number of safeguarding practitioners trained

Safeguarding has been identified as a national priority and a compulsory part of what we do as a Council. This indicator measures the number of internal and external staff trained in areas such as child sexual exploitation and anti-extremism. Having more practitioners trained in safeguarding ensures the protection of vulnerable adults and children across Maidstone.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Outcome
150	50	+100			Target will be achieved



Performance Comment: The Community Partnerships team provided domestic abuse training to 150 people in quarter 3. This now brings the indicator back on track, achieving its target for this point of the year. Communities, Housing, and Environment Committee agreed the safeguarding policy on 18 October 2016. We are currently in the process of doing a skills and training audit to identify training needs. Any officers identified in this audit will receive safeguarding training

Air Quality Strategy





The newly formed working group has met and agreed its terms of reference. A series of themed based meetings have been diarised, the first of these was completed before the Christmas break to consider procurement, Council owned estate and carbon management. The next scheduled meeting will look at the topic of transport and will take place in January. The working group is expected to report back the CHE Committee in the early Spring.

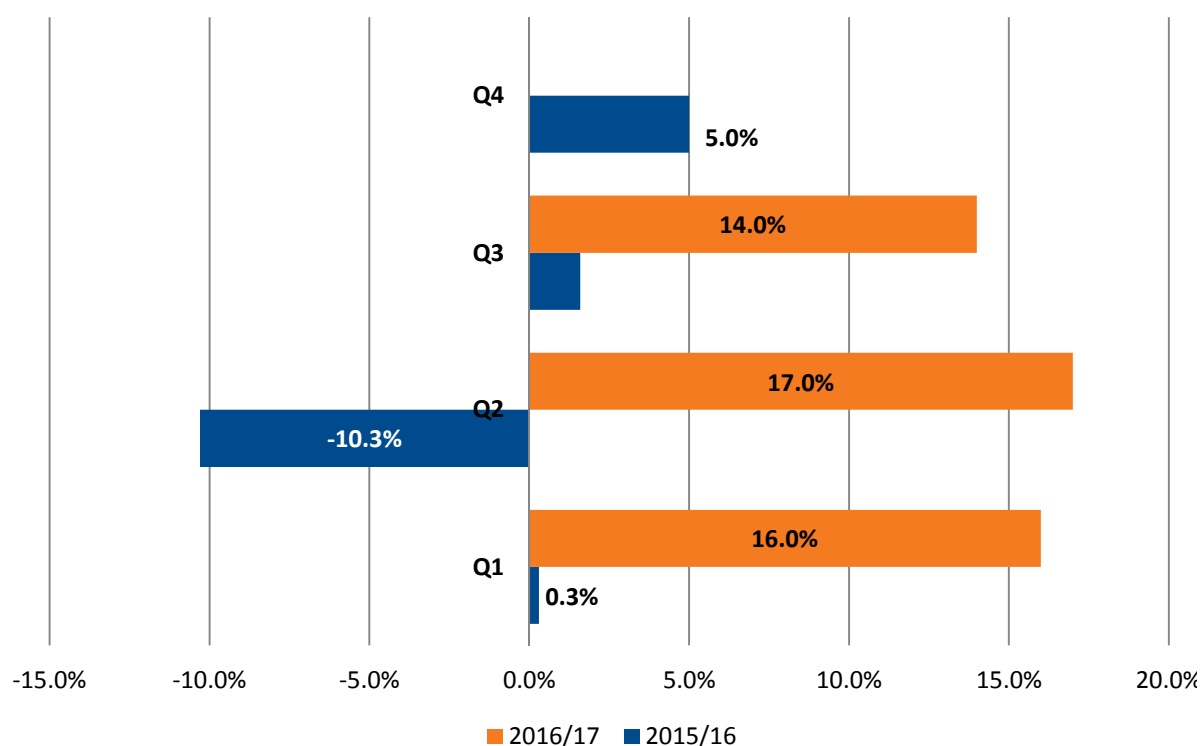
Environmental Quality Survey

The 2nd tranche of environmental survey has been undertaken and has shown a significant improvement in the levels of litter and detritus. This work continues to be carried out independently of street cleansing to ensure it provides an accurate record of cleansing standards across the Borough. Recruitment of a new Compliance Manager has started and this officer will work with the Environmental Improvement Manager to use the survey data to identify improvements to the service.

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. *Note: Improving performance for this indicator is demonstrated by a negative figure.*

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
14%					



Performance Comment:

Figures for November as December data are not yet available. There has been a 14% increase in crime year to date since November. This represents an additional 221 crimes. There has been a 28% increase in violent crime; A 20% reduction in shoplifting; a 21% reduction in burglary of a dwelling; a 25% increase in sexual offences which equates to an extra 57 offences.

Percentage Change in All Recorded Crime (Information Only)

We are reliant on the police for this data; they state that there is an improvement in the integrity of crime reporting, there are fewer crimes being discounted or included as a secondary incident which is pushing crime up. This is all due to the changes introduced following the HMRC inspection and the Home Office crime category changes a little over a year ago, we are effectively in a position of having to wait for a new baseline year to emerge.

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

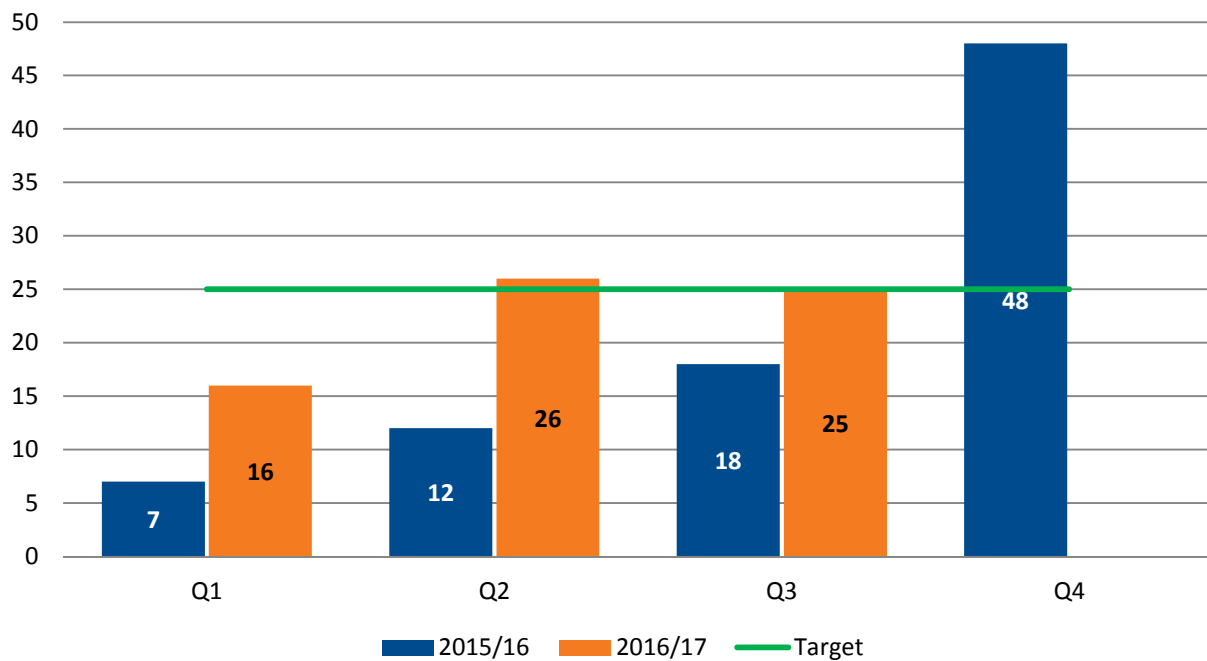
The Community Housing and Environment Committee agreed the refreshed Health Inequalities Action Plan on 18 October 2016. The action plan demonstrates how the key functions we deliver such as planning, housing, economic development, environmental health, leisure and community safety impact on the health of our communities. We must work together to achieve results. The Maidstone Health and Wellbeing Board are the key mechanism to ensure that priorities for health and wellbeing in our area are identified and driven forward. A board is being organised early in the New Year. To support the delivery of the action plan internally, 'Health Champions' have been nominated by Heads of Service to champion public health across the Council, identify best practise, and innovation and be the voice of service areas, on how they can contribute to reducing health inequalities. A briefing session has been scheduled for 6th February 2017.

The Council is working alongside Kent County Council to deliver their health inequalities action plan 'Mind The Gap 2016'. The agreed approach by KCC is to approach health inequalities by building on the assets and community infrastructure of the 10th most deprived lower super output areas (LSOA) in Kent. In Maidstone, there are 5 LSOA areas which have been divided into 3 identifiable communities; in Park Wood, in High Street and in Shepway South. It is essential we are a key partner as we are close enough to our communities to understand how they work and how to best reach and support them.

Number of completed Disabled Facilities Grants

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 support people who want to remain independent or stay in their own home.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
25	25	=	↑	✓	Target will be achieved



Performance Comment: We have met the target for quarter 3, and performance has shown an improvement against the same quarter last year. If the trend from last year continues and the number of grants completed increases for quarter 4, we expect the annual target to be achieved.

Housing Strategy Update

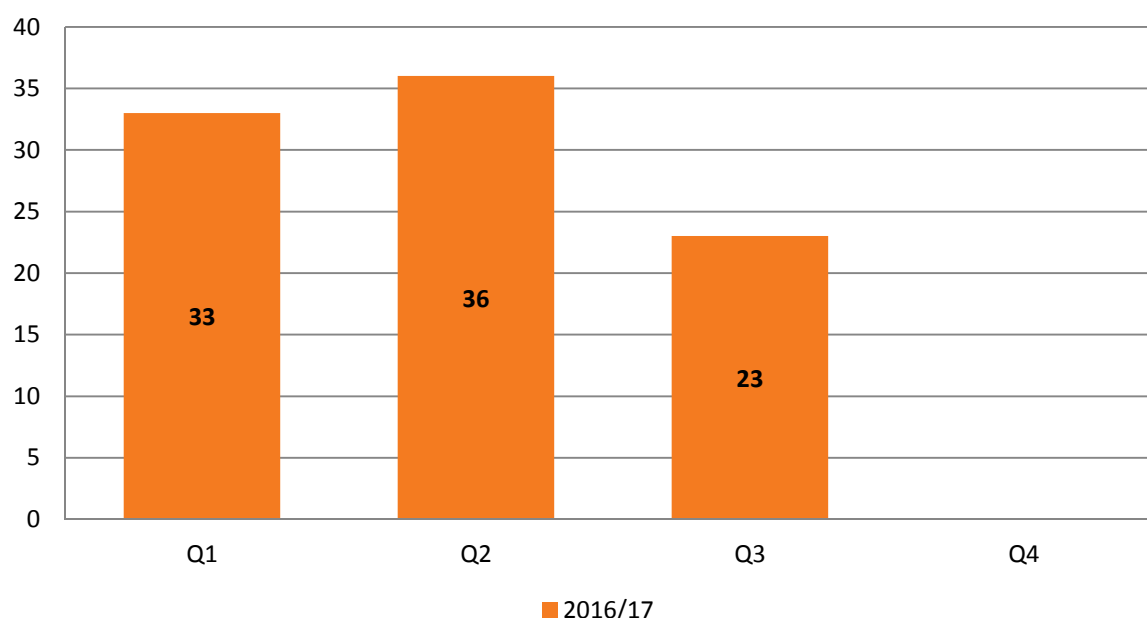
The Housing Strategy has entered into its delivery phase and implementing the action plan. The Council has set up a property holding company to progress the acquisition, delivery and retention of accommodation through direct intervention. Two major sites are being progressed in addition to smaller purchases that will support the Council's new temporary accommodation strategy. The Council is also working with housing providers to maximise the potential delivery of affordable housing, which should see an additional 200+ homes provided this year.

During the quarter a new Temporary Accommodation Strategy was developed and adopted by the Communities, Housing & Environment Committee. The strategy sets out how the Council will assist those households who find themselves homeless, ensuring that good quality accommodation can be acquired whilst at the same time reducing the financial burden on the general fund. A range of measures including acquiring new accommodation and enabling greater access to both social housing and the private rented sector.

Number of people successfully completing a course at the leisure centre following referral by GP

This indicates the key work that is being completed at the Leisure Centre around health. This part of the Leisure Centre's work is not reflected in ratings of satisfaction. This indicator has no target and is for information only.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Outcome
23					



Performance Comment:

Maidstone Leisure Centre deliver a 10 week programme which includes one free seminar supporting people around their diet and nutrition and one circuit training class a week helping people to get more active. The circuit training costs £1.70. Whilst on the programme

Number of people successfully completing a course at the leisure centre following referral by GP

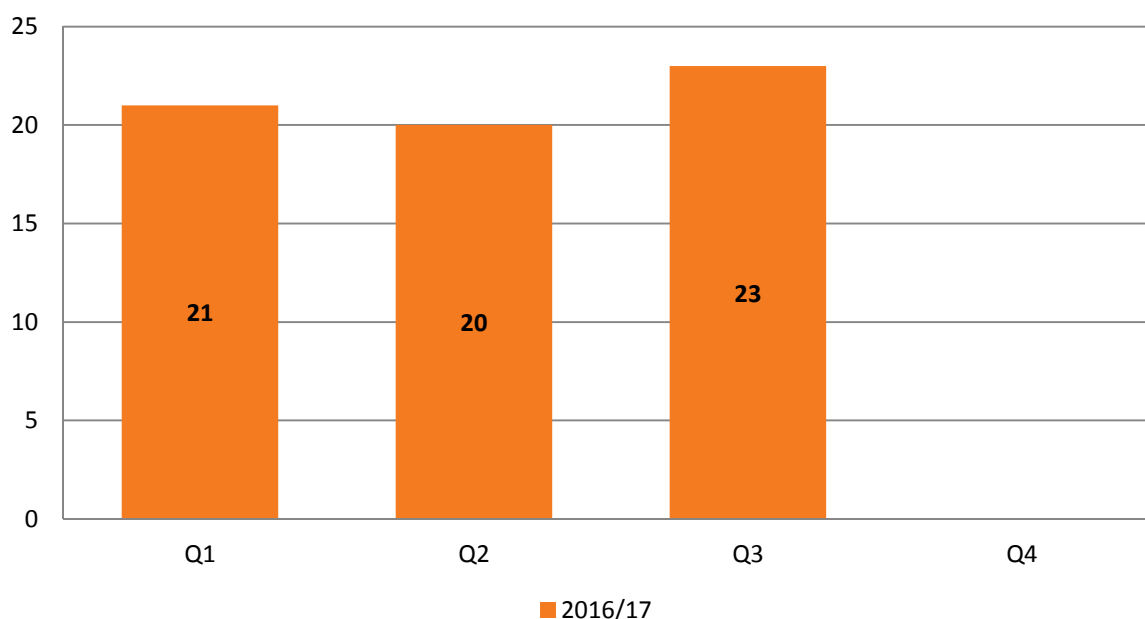
participants can use the gym and swimming facilities for a discounted cost of £1.70 per visit.

- Of the 23 completing the course, 14 achieved 3% weight loss (61%)
- Of the 23 completing the course, 5 achieved a 5% weight loss (22%)
- 24 people were referred to the programme in this period

Number of older isolated people prevented from social isolation through museum projects

This is a unique sector leading project, which is currently funded. In the longer term, it will look to continue without funding. It seeks to engage older people in learning in a community group to prevent social isolation.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
23					



Performance Comment: The Cafe Culture project continues to run successfully. Participant consultation has identified new ideas the group would like to try such as visits to other museums but it is important that the scheme is run with only minimal staffing costs. Following a volunteer recruitment event in February, we anticipate more of the running of this scheme to be carried out by volunteers which will make it much more financially sustainable. A review of the future of the group is taking place in 2017 to ensure that it is still meeting its original objectives of encouraging as wide a range as possible of older people to mix, socialise and enjoy the museum.

Priority 2: Securing a successful economy for Maidstone Borough

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.

Housing Strategy Update

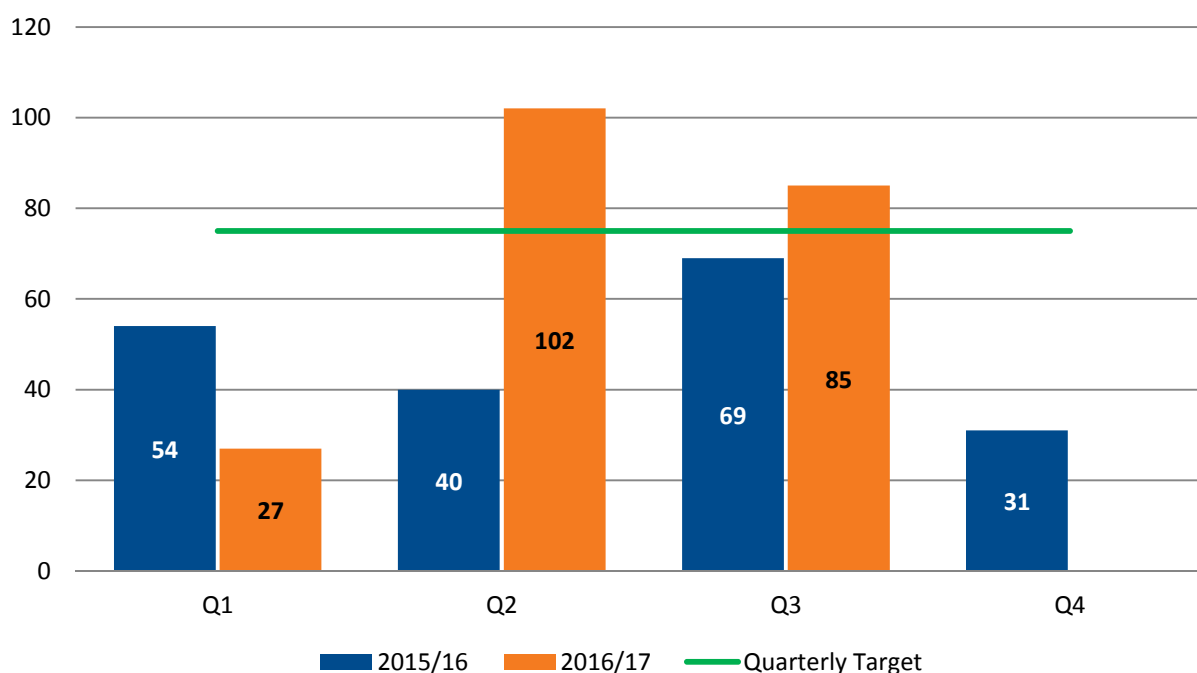
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During the Quarter a new Temporary Accommodation Strategy was developed and adopted by the Communities, Housing & Environment Committee. The strategy sets out how the Council will assist those households who find themselves homeless, ensuring that good quality accommodation can be acquired whilst at the same time reducing the financial burden on the general fund. A range of measures including acquiring new accommodation and enabling greater access to both social housing and the private rented sector.

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 75.

Current Value	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
85	75	+10	↑	✓	Target will be achieved

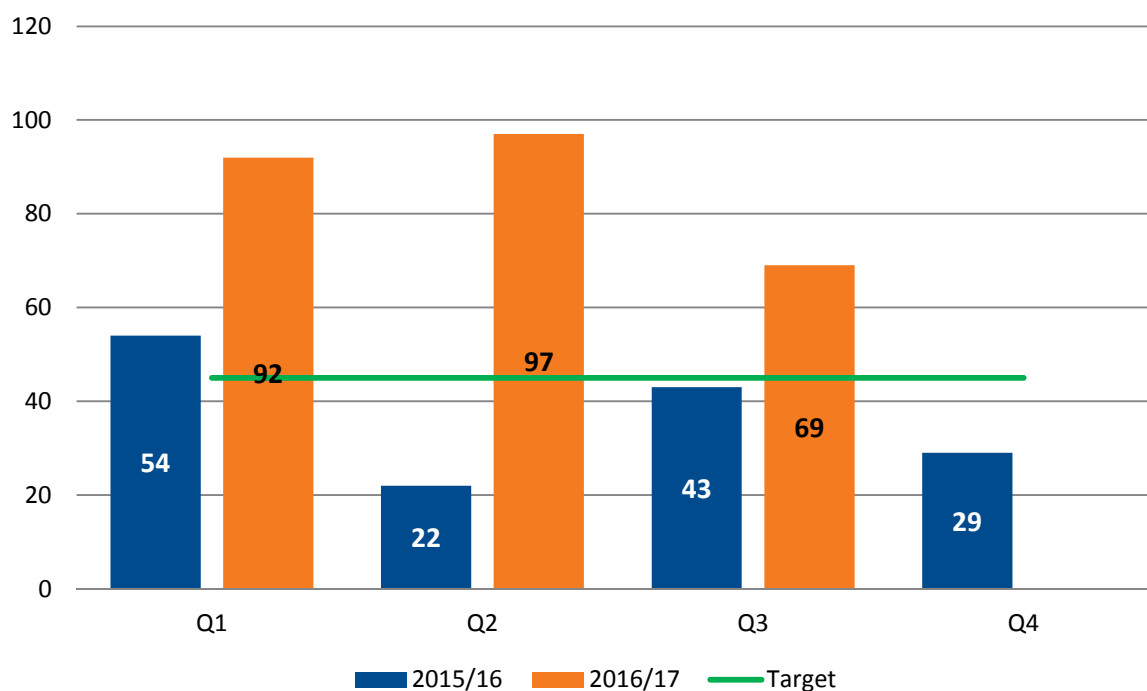


Performance Comment: The reported figure has actually increased to 140 homeless preventions for the quarter, due to figures being provided by the CAB and Revenues & Benefits team after the figures were reported. The increase in homeless preventions for this quarter includes, continuing work in October to record historic cases which had remained open but were homeless preventions. It also now includes households prevented from homelessness due to an award of Discretionary Housing Payments (DHP) and from the work carried out by the CAB. There is also increased homelessness prevention activity within the Housing Advice Team that contributes to the overall increase in number of homeless preventions.

Number of affordable homes delivered

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

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
69	45	24	↑	✓	Target will be exceeded

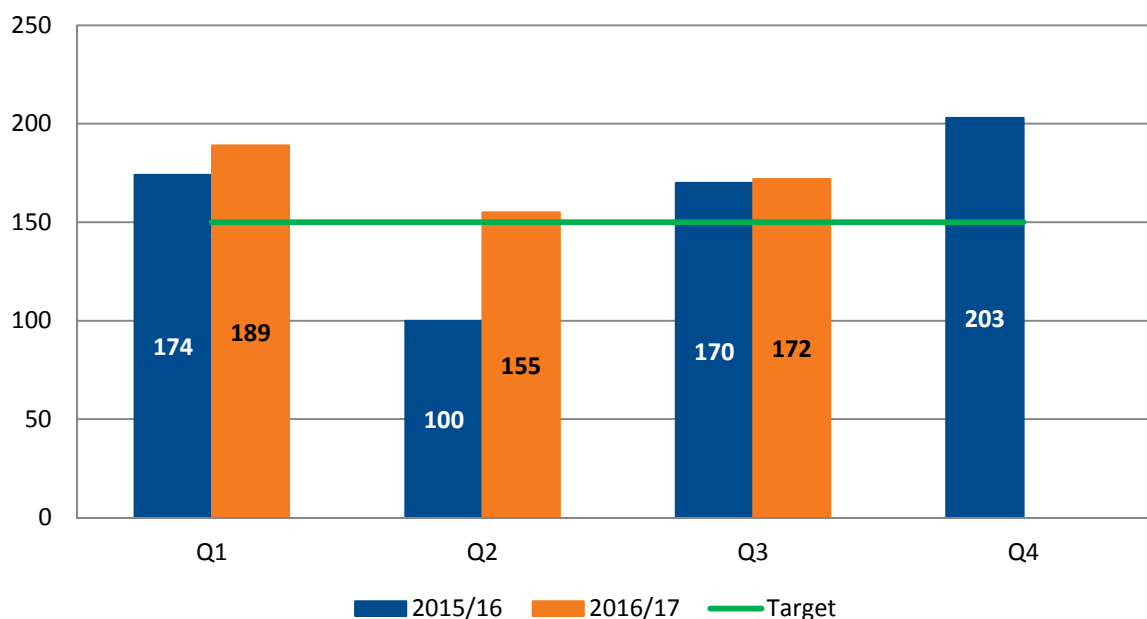


Performance Comment: The quarterly target of 45 affordable completions has been exceeded by 24. There has been 258 affordable completions up until 31st December 2016, which has already exceeded the annual year target (180) by 78 completions, with a quarter to spare. Affordable completions have been strong this year as a result of some sites being delivered as 100% affordable housing and phases of affordable development being brought forward quickly on several strategic allocated sites within the emerging Local Plan.

Number of households housed through housing register

This is an important indicator, which monitors the number of applicants on the housing register who have been successfully rehoused. This provides a balanced view of the work of the housing service, in addition to the homeless preventions indicator.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
172	150	+22	↑	✓	Target will be achieved



Performance Comment: The quarterly target has been exceeded and we remain on track to exceed the year end target. This is a slight increase on the number housed for the same period last year. So far, 516 households have been housed through the housing register in 2016/17. 172 households have been housed via the councils housing register in the past quarter. 34% of properties went to Band A applicants, 12% to Band B, 44% to Band C and 10% to Band D. During this quarter new affordable housing units were made available on developments at Langley Park, Imperial Park and The Coppice (all on the Sutton Road) along with Heath Road at Coxheath, Bridge Nursery and Hermitage Lane. The completion of these new developments continues to help with the amount of households that the council can assist with social housing.

Agenda Item 13

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

14 February 2017

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

Yes

Third Quarter Budget Monitoring 2016/17

Final Decision-Maker	Communities, Housing and Environment Committee
Lead Head of Service	Director of Finance and Business Improvement
Lead Officer and Report Author	Mark Green – Director of Finance and Business Improvement (Lead Officer) Paul Holland - Senior Finance Manager Client Accountancy (Report Author)
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

That the committee:

1. Notes the revenue position at the end of the third quarter and the actions being taken or proposed to improve the position where significant variances have been identified.

This report relates to the following corporate priorities:

The budget is a statement, in financial terms, of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan. The issues raised in this report identify areas where financial performance is at variance with priority outcomes.

Timetable

Meeting	Date
Communities, Housing and Environment Committee	14 February 2017
Policy & Resources Committee	15 February 2017

Third Quarter Budget Monitoring 2016/17

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides the committee with an overview of the revenue budget and outturn for the third quarter of 2016/17, and highlights financial matters which may have a material impact on the medium term financial strategy or the balance sheet.
 - 1.2 As at the 31 December 2016, this committee was showing an overall adverse variance of £396,000. The individual variances for each service area are detailed within **Appendix I**.
 - 1.3 The position for the council as a whole at the end of the third quarter shows a decrease in the overspend forecast at the end of the second quarter. Additional controls over spending that were introduced to address this at the end of the second quarter are detailed at paragraph 2.7 of this report.
-

2. INTRODUCTION AND BACKGROUND

- 2.1 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
- 2.2 The medium term financial strategy for 2016/17 onwards was agreed by full Council on 2 March 2016. This report advises and updates the committee on the current position with regards to revenue expenditure against the approved budgets.
- 2.3 Attached at **Appendix I** is a table detailing the current budget and expenditure position for this Committee's services in relation to the third quarter of 2016/17, to December 2016. The appendix details the net budget per cost centre for this Committee, excluding capital charges. Actual expenditure is shown to the end of December 2016 and includes accruals for goods and services received but not yet paid for.
- 2.4 The columns of the table in the Appendix show the following detail:
 - a) The cost centre description;
 - b) The value of the total budget for the year;
 - c) The amount of the budget expected to be spent by the end of December 2016;
 - d) The actual spend to that date;
 - e) The variance between expected and actual spend;
 - f) The forecast spend to year end; and
 - g) The expected significant variances at 31 March 2017.

- 2.5 **Appendix I** shows that of a net annual expenditure budget of £8,449,380 it was expected that £6,226,923 would be spent by the end of the third quarter. These totals exclude capital charges made to revenue. At this point in time the budget is reporting an overspend of £187,000, and the current forecast indicates that this overspend will be £396,000 by the end of the year.
- 2.6 Explanations for variances within individual cost centres which exceed or are expected to exceed £30,000 have been provided in accordance with the council's constitution.

	Positive Variance Q3 £000	Adverse Variance Q3 £000	Year end Forecast Variance £000
Communities, Housing and Environment Committee			
CCTV – There is an unrealised budget strategy in this service, as well as income targets that will not be achieved this year.		-35	-38
Commercial Waste Services – There are additional vehicle and running costs as which have not been offset by any additional income.		-23	-32
Environmental Enforcement - The majority of the under-spend is ring fenced to support the purchase of new committed litter bins as part of the dog bin removal programme.	33		51
Grounds Maintenance - This service is currently generating additional income from external work.	20		26
Homeless Temporary Accommodation - The level of demand for this service has continued to increase. A number of actions have been taken to reduce the cost of providing temporary accommodation, and this has initially seen the forecast overspend reduce from £500,000 at the end of the second quarter.		-327	-358
Licensing Statutory - Although this is below the variance limit there will be a saving in this area.	16		20
MBS Support Crew – Income recharged internally is not currently sufficient to cover the costs of the service.		-27	-30
Street Cleansing - An overspend of £50,000 is anticipated due to a		-38	-50

previously agreed saving which will not be delivered this year.			
Switch Café – Although this is below the variance limit there will be a saving in this area as the grant to the Switch Café ceased at the end of 2015/16.	14		15
Communities, Housing and Environment Committee Total			-396

- 2.7 The overall forecast for the council at the end of the third quarter shows a decrease in the overspend projected at the end of the second quarter. Increased control in the following areas of spending were introduced across the council at the end of the second in order to improve the position:

1. Recruitment;
2. Temporary staff;
3. Discretionary spending; and
4. Contractual commitments.

These have achieved a measure of success and at this stage a reduction in the previously forecast overspend is projected for the Council as a whole.

3 AVAILABLE OPTIONS

- 3.1 In considering the current position on the revenue budget at the end of December 2016 the committee can chose to note those actions and reconsider the outcomes at the end of the third quarter or it could chose to take further action.

4 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.

5 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 This report is not expected to lead to any consultation.

6 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The third quarter budget monitoring reports will be considered by the service committees in January and February 2017, culminating in a full report to Policy and Resources committee on 15 February.

- 6.2 Details of the actions taken by service committees to manage the pressures in their budgets will be reported to Policy and Resources committee at this meeting.

7 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's medium term financial strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
Risk Management	The Council has produced a balanced budget for both capital and revenue expenditure and income for 2016/17 This budget is set against a backdrop of limited resources and an difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives this committee the best opportunity to take actions to mitigate such risks. The issues set out in this report do not exhibit the level of potential risk identified in previous years.	Director of Finance & Business Improvement
Financial	Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems	Director of Finance & Business Improvement

	that may prejudice the delivery of strategic priorities.	
Staffing	The budget for staffing represents approximately 50% of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.	Director of Finance & Business Improvement
Legal	The Council has a statutory obligation to maintain a balanced budget this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.	[Legal Team]
Equality Impact Needs Assessment	The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This monitoring report ensures that the budget is delivering services to meet those needs.	Director of Finance & Business Improvement
Environmental/Sustainable Development	No specific issues arise.	Director of Finance & Business Improvement
Community Safety	No specific issues arise.	Director of Finance & Business Improvement
Human Rights Act	No specific issues arise.	Director of Finance & Business Improvement
Procurement	No specific issues arise.	Director of Finance & Business Improvement
Asset Management	Resources available for asset management are contained within both revenue and capital budgets and do not represent a significant problem at this time.	Director of Finance & Business Improvement

8 REPORT APPENDICES

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

- Appendix I: Third Quarter 2016/17 Revenue Monitoring – Communities, Housing and Environment Committee

9 BACKGROUND PAPERS

None

Communities, Housing and Environment Committee
APPENDIX I -Third Quarter Budget Monitoring - Full Summary to December 2016

Cost Centre	Budget for Year	Budget to December	Actual	Variance	Forecast	Year End Variance	Explanation
Aylesbury House	-£3,260	-£1,780	-£3,373	£1,593	-£3,260	£0	
C C T V	£238,890	£179,643	£214,801	-£35,158	£276,890	-£38,000	The variance is a combination of an unrealised budget strategy saving and income targets that have not been achieved.
Commercial Waste Services	-£26,430	-£19,823	£3,822	-£23,645	£6,060	-£32,490	Additional vehicle and running costs are more than budgeted for and have not been offset by additional income.
Community Development	£16,350	£12,263	£1,765	£10,497	£16,350	£0	
Community Safety	£46,440	£30,580	£28,288	£2,292	£46,440	£0	
Community Safety Co-ordinator Section	£162,350	£121,463	£153,228	-£31,765	£162,350	£0	
Contaminated Land	£0	£0	-£515	£515	£0	£0	
Delegated Grants	£2,100	£2,100	£1,505	£595	£2,100	£0	
Depot Services Section	£436,120	£327,090	£290,562	£36,528	£436,120	£0	
Dog Control	£24,150	£15,776	£21,894	-£6,118	£24,150	£0	
Drainage	£31,700	£23,775	£566	£23,209	£31,700	£0	
Environmental Enforcement	£13,580	£1,728	-£31,709	£33,437	-£37,450	£51,030	The majority of the under-spend is ring fenced to support the purchase of new committed litter bins as part of the dog bin removal programme.
Environmental Operations Enforcement Section	£308,430	£231,323	£237,626	-£6,303	£308,430	£0	
Environmental Protection Section	£241,900	£181,425	£169,390	£12,035	£241,900	£0	
Fleet Workshop & Management	£481,550	£361,163	£377,306	-£16,144	£481,550	£0	
Food and Safety Section	£292,050	£219,038	£173,815	£45,223	£292,050	£0	
Food Hygiene	£8,840	£5,801	£246	£5,555	£8,840	£0	
Grants	£217,270	£217,270	£222,500	-£5,230	£217,270	£0	
Grounds Maintenance	£1,260,180	£945,135	£884,825	£60,310	£1,234,180	£26,000	Underspend due to additional income.
Head of Environment and Public Realm	£84,570	£64,353	£62,121	£2,231	£84,570	£0	
Head of Housing & Community Services	£99,470	£74,603	£73,706	£896	£99,470	£0	
Health Improvement Programme	£1,000	£750	£7,500	-£6,750	£1,000	£0	
Health Promotion	£1,750	£1,750	£0	£1,750	£1,750	£0	
HMO Licensing	-£10,380	-£7,785	-£14,825	£7,040	-£10,380	£0	
Homeless Temporary Accommodation	£432,630	£324,473	£652,421	-£327,949	£790,370	-£357,740	The variance has reduced from a forecast overspend of £500,000 at the end of Q2.
Homelessness - Admin	£0	£0	£928	-£928	£0	£0	
Homelessness Prevention	£155,380	£125,285	£112,161	£13,124	£155,380	£0	
Household Waste Collection	£1,019,350	£768,170	£776,411	-£8,241	£1,019,350	£0	
Housing & Enabling Section	£297,060	£222,795	£224,082	-£1,287	£297,060	£0	
Housing & Health Section	£282,720	£212,040	£213,269	-£1,229	£282,720	£0	
Housing & Inclusion Section	£378,240	£283,680	£287,358	-£3,678	£378,240	£0	
Housing Register & Allocations	£10,000	£9,500	£10,993	-£1,493	£10,000	£0	
Licences	-£6,800	-£3,693	-£5,658	£1,965	-£6,800	£0	
Licensing - Hackney & Private Hire	-£68,400	-£48,767	-£42,596	-£6,171	-£68,400	£0	
Licensing Non Chargeable	£7,030	£5,273	£5,171	£101	£7,030	£0	
Licensing Section	£100,170	£75,128	£74,704	£423	£100,170	£0	
Licensing Statutory	-£61,040	-£35,050	-£51,308	£16,258	-£81,040	£20,000	
Magnolia House	-£9,980	-£11,010	-£12,428	£1,418	-£9,980	£0	
Marden Caravan Site (Stilebridge Lane)	£17,920	£14,510	£8,201	£6,309	£17,920	£0	
MBS Support Crew	-£50,460	-£37,845	-£10,732	-£27,113	-£20,460	-£30,000	This variance has arisen as expenditure is currently exceeding income from recharges.
Noise Control	£1,920	£1,795	£1,658	£137	£1,920	£0	
Occupational Health & Safety	£23,670	£16,586	-£473	£17,059	£23,670	£0	
Parish Services	£199,800	£199,800	£201,174	-£1,374	£199,800	£0	
Pest Control	-£12,000	-£9,000	-£9,000	£0	-£12,000	£0	
Pollution Control - General	£25,210	£19,014	£9,116	£9,898	£25,210	£0	

Cost Centre	Budget for Year	Budget to December	Actual	Variance	Forecast	Year End Variance	Explanation
Private Sector Renewal	£2,630	£1,973	-£40	£2,013	£2,630	£0	
Public Conveniences	£102,230	£78,423	£77,417	£1,005	£102,230	£0	
Public Health - Misc Services	£5,440	£4,080	-£11,740	£15,820	£5,440	£0	
Public Health - Obesity	£7,740	£3,662	-£2,294	£5,956	£7,740	£0	
Recycling Collection	£575,260	£212,079	£193,925	£18,154	£575,260	£0	
Safer Communities	£0	-£11,130	£1,177	-£12,307	£0	£0	
Sampling	£3,300	£2,200	£0	£2,200	£3,300	£0	
Social Inclusion	£94,660	£60,633	£55,028	£5,605	£94,660	£0	
St Martins House	£0	£0	-£523	£523	£0	£0	
Strategic Housing Role	£16,540	£13,540	£6,990	£6,550	£16,540	£0	
Street Cleansing	£969,580	£731,435	£769,238	-£37,803	£1,019,310	-£49,730	This variance has arisen from a budget strategy saving which has not been delivered.
Switch Cafe Project	£15,060	£11,295	-£2,613	£13,908	£60	£15,000	
Troubled Families	-£20,100	-£675	-£2,093	£1,418	-£20,100	£0	
Ulcombe Caravan Site (Water Lane)	£6,000	-£910	£8,949	-£9,859	£6,000	£0	
	£8,449,380	£6,226,923	£6,413,920	-£186,996	£8,845,310	-£395,930	

Communities, Housing and Environment Committee

14 February 2017

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

Yes

Pitch fee increase in respect of the Council's Gypsy and Traveller sites

Final Decision-Maker	Communities, Housing & Environment Committee
Lead Head of Service	John Littlemore
Lead Officer and Report Author	Nigel Bucklow
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. The Committee agrees the proposed percentage pitch fee increase of 2.5% for the Council- owned Gypsy and Traveller sites to commence from 3rd April 2017

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all -

Timetable

Meeting	Date
Communities, Housing & Environment Committee	14 th February 2017

Pitch fee increase in respect of the Council's Gypsy and Traveller sites

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To consider an increase of 2.5% in the pitch fees for the two Gypsy and Traveller sites at Stilebridge Lane, Marden and Water Lane, Ulcombe with effect from 3rd April 2017

2. INTRODUCTION AND BACKGROUND

- 2.1 The Council is able to increase pitch fees under the Mobile Homes Act 1983. The Council's agreement with the tenant states the fee can be reviewed at the 1st April but may introduce the charge at anytime, so long as there is no more than one increase during the financial year. The pitch fee levels for the two Council owned sites have not been increased since April 2015.
- 2.2 In line with government advice to public sector landlords the pitch fee should not be increased by more than the annual change in the Retail Price Index (RPI) reported in the previous 12 months. The Council is required to give at least 28 clear days' notice of the alteration to the occupier. For the purpose of determining the relevant date of the RPI change the Council have considered the most recently published RPI data available ahead of this committee date.
- 2.3 The percentage increase of 2.5% was selected by reference to the RPI data published by The Office of National Statistics on 17th January 2017 for the 12 month period ending December 2016(the period considered to be closest to the notice date).
- 2.4 The effect of the proposed increase is set out below:

	Current pitch fee	New pitch fee	Annual Increase
Stilebridge Lane Marden	£48.92 per week per pitch	£50.14 per week per pitch	£1141.92
Water Lane Ulcombe	£56.89 per week per pitch	£58.31 per week per pitch	£1033.76

NOTE

Annual increase is based on 18 pitches at Stilebridge Lane, Marden and 14 pitches at Water Lane, Ulcombe.

3. AVAILABLE OPTIONS

- 3.1 That the Housing and Community Services Committee agrees the percentage pitch fee increase (2.5%) for the Council owned gypsy sites as set out earlier to commence from 3rd April 2017.
- 3.2 The Council could choose not to adopt the increase in the pitch fee. Agreeing the recommended increase will help to maximize the recoverable income from the sites.
- 3.3 The Council could decide to increase the pitch fees by a different percentage increase. This is not recommended as a larger increase will be open to challenge by the residents of the sites and difficult to justify outside the guidance of the Mobile Homes Act 1983. A lower increase would not maximize the fee income for the sites.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 That the Housing and Community Services Committee agrees the percentage pitch fee increase (2.5%) for the Council owned gypsy sites as previously set out to commence from 3rd April 2017. Agreeing the recommended increase will help to maximize the recoverable income from the sites and is within the guidelines of the Mobile Homes Act 1983.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 None required

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The Council is required to give at least 28 days' notice to the occupiers of the sites of any alteration to the pitch fee. The residents of the sites will be notified in writing, as this is a statutory requirement, and followed up by our managing agent with visits as required.
-

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities		Head of Housing & Community Services
Risk Management	There is a small risk that the increased pitch fees will not be paid by the site residents who do not receive full housing benefit and whose income has not increased in line with RPI. This risk is considered to be extremely small as a high percentage of the residents receive housing benefit. If the pitch fees do not increase the Council will be less likely to maintain the site to an acceptable standard.	Head of Housing & Community Services
Financial	Contained within the report	[Section 151 Officer & Finance Team]
Staffing		[Head of Service]
Legal		[Legal Team]
Equality Impact Needs Assessment		[Policy & Information Manager]
Environmental/Sustainable Development		[Head of Service or Manager]
Community Safety		[Head of Service or Manager]
Human Rights Act		[Head of Service or Manager]
Procurement		[Head of Service &

		Section 151 Officer]
Asset Management		[Head of Service & Manager]

8. REPORT APPENDICES

9. BACKGROUND PAPERS

Agenda Item 15

COMMUNITIES, HOUSING & 14 February 2017 ENVIRONMENT COMMITTEE

Is the final decision on the recommendations in this report to be made at this meeting?	Yes
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Provision of a Public Realm CCTV Service

Final Decision-Maker	Communities, Housing & Environment Committee
Lead Head of Service	Head of Housing & Community Services
Lead Officer and Report Author	John Littlemore Head of Housing & Community Services
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. The Committee endorses the decommissioning of CCTV cameras to 30 to ensure compliance with the regulatory Code of Practice.
2. That the Committee agrees to delegate authority to the Head of Housing & Community Services to carry out consultation as outlined in Paragraph 4.1 of the report and to provide a further report to the Committee within 6 months recommending the hours of live monitoring.
3. That the Committee directs the Head of Housing & Community Services to explore and implement alternative technologies that improve data transfer and reduce revenue costs.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all – CCTV is one of the interventions used by the council and our partners to prevent crime and disorder and ensure public safety. Static CCTV cameras are mainly sited in the town centre and vicinity

Timetable

Meeting	Date
Committee: Communities, Housing & Environment Committee	14 February 2017

Provision of a Public Realm CCTV Service

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. In line with government guidance a review of the existing static CCTV cameras has been completed to ensure compliance with the regulatory framework for publicly owned CCTV. As a result of the review a number of cameras are being decommissioned.
 - 1.2 The reduction in the total number of cameras enables a rationalisation of how the images from the remaining cameras are monitored. The report sets out how further reconfiguration of the service can contribute both to tackling crime and disorder and achieving the aims of the Council's Medium Term Financial Strategy.
 - 1.3 The report also outlines the short and medium term plan for securing the future delivery of the monitoring service
-

2. INTRODUCTION AND BACKGROUND

- 2.1. A report was provided to the Communities, Housing & Environment Committee in November 2016 that set out the broad range of options open to the Council in reviewing its public realm CCTV service. It was agreed that a further report would be provided to the Committee providing the options for the future of the service. Specifically:
 - Reduce the CCTV service – considering reduced camera numbers and reduced hours of monitoring of the static CCTV cameras
 - Explore other funding or commercial opportunities
 - Better use of new technology
- 2.2. Compliance with the Surveillance Camera Code of Practice
The Home Office produced Surveillance Camera Code of Practice 2013 requires that local authorities regularly review their use of overt CCTV to ensure it has a "legitimate aim; is necessary to meet a pressing need; is proportionate; is effective, and compliant with any relevant legal obligations."
- 2.3. In identifying which static cameras should be decommissioned because they do not meet the tests of the Code of Practice the following criteria were employed to inform the process:
 - Number of incidents picked up by the camera
 - Number of incidents of crime and disorder in the vicinity of the camera
 - Whether or not the camera is in a car park and/or protects council property
- 2.4. A review of static cameras in November 2016 evidenced that there are currently 82 static cameras. Data on the number of instances of crime and disorder captured by each camera was considered for the 3 month period of June – August 2016. 52 of the 82 existing static cameras picked up fewer

15 instances of crime and disorder over this period, or less than 5 instances on average per month, or were not deemed to be as key in ensuring public safety in the town centre and surrounding area due to their proximity to other static cameras. Whilst the Code of Practice does not provide guidance on the levels of incidents expected to be achieved from each camera this figure was considered to be a reasonably low threshold that could be used as a benchmark.

- 2.5. Officers also looked at figures on crime and disorder in the area of each camera. This information was used to evaluate each camera against the tests in the Code of Practice. This requires a level of judgement; officers liaised with the local police to ensure a 'reality check' to the assessments and consequent conclusions by Maidstone's officers as to which cameras meet and which do not meet the requirements of the Code of Practice.
- 2.6. It is officers' view that retention of all 52 cameras which have picked up 15 or fewer incidents in the evaluation period is disproportionate to the value yielded from preventing or reducing crime and disorder. Therefore, in order to comply with the Surveillance Camera Code of Practice 2013, these cameras will be de-commissioned, leaving just 30.
- 2.7. Reduction Options
The CCTV budget for the current financial year is forecast to be overspent at year end by £40,000 (£370k versus a budget of £330,000). De-commissioning the 52 cameras alone will only reduce the total spend by around £52K. The council could reduce costs even more by reducing the hours the cameras are live-monitored by an operator.
- 2.8. The majority of the current static CCTV cameras are in the town centre and vicinity. Similarly, those cameras identified as capturing the most incidents of crime and disorder are also located in the town centre and vicinity, Gabriel's Hill being the most active with 485 instances recorded in the same 3 month period in 2016.
- 2.9. The retention of key town centre cameras and other key areas concurs with the views of main stakeholders, both Police and voluntary organisations, who value the partnership approach that the CCTV coverage and co-ordination between agencies this supports, particularly in keeping people who come to Maidstone as safe as possible. It also means that the operator who monitors the cameras live in the control centre will have fewer cameras to monitor, so will be able to provide a high quality service monitoring the key cameras which are most crucial to identifying and investigating crime and disorder.
- 2.10. The review carried out by Maidstone Borough Council has identified that little intelligence is gathered from the majority of cameras during quiet periods. This calls into question the value of monitoring cameras on a 24 hour, 7 days a week basis, although the Police view is that cameras should be monitored between 11:00 and 06:00 during the weekend busy time and between 11:00 and 02:00 at other times. The largest area of spend related to CCTV is the cost associated with the monitoring of cameras and in order to provide the CCTV service cost effectively and achieve the required

savings identified in the Medium Term Financial Strategy it is proposed to implement changes to the current service monitoring arrangements.

- 2.11. It is proposed to further explore with a view to decreasing live-monitoring of the remaining static cameras from a 24/7 basis, instead concentrating resources around the periods of most activity associated with the night-time economy. During other periods the cameras would be left in their position and set to record. This will enable incidents to be recorded and downloaded if required as evidence at a later date.

2.12. Existing Contract Negotiations

In line with the recommendation agreed in November 2016, officers have commenced negotiations with Medway CCTV Control Centre to extend the current partnership agreement for 12 months and to achieve a reduction in costs for 2017/18. This arrangement will provide a 12 month period in which to understand the effect of reducing the service and to enable a tendering exercise to be completed for delivery of the monitoring service from 2018/19.

2.13. Risks and mitigations

There is an inherent risk that by reducing the number of CCTV cameras and hours of monitoring that it would become harder to prevent and/or detect crime or disorder. However, it should be noted that in the vast majority of cases as the intelligence being gathered by the static cameras which are to be removed is minimal and at times which the remaining 30 cameras would not be monitored is also minimal; this suggests that the risk of adverse impact for the detection of crime and disorder is low.

- 2.14. In addition a small number of authorities outside of Kent have reduced or turned off their public realm CCTV function. From the limited information made available from these areas there was no evidence to suggest there had been a significant impact on crime and disorder levels.

- 2.15. The greatest impact is likely to be on the Maidsafe radio network operated by One Maidstone. Currently the network between shops and One Maidstone staff is co-ordinated via the Medway CCTV Control Centre. This role has developed through custom and practice rather than being part of the Partnership Agreement. No contractual arrangement or financial contribution exists to perform this function.

- 2.16. If the monitoring service is removed during the daytime there will no longer be the resource within the Medway CCTV Control Centre to provide the co-ordinating role. Discussions have commenced with One Maidstone to help explore alternative arrangements for the Maidsafe network to continue functioning in an effective way.

- 2.17. The risks highlighted through the public and business consultation were largely perceived, rather than actual risks. However, as there is limited data about the effects of reducing or removing totally public realm CCTV. It is therefore proposed that the recommended changes made to CCTV are piloted and the impact of these changes is monitored for a period of 12 months and the service reviewed after that period.

2.18. Mobile Cameras

Mobile cameras provided through the Council's Community Safety Unit were not considered as part of the review, in line with the decision by CHE Committee in November 2016. The current pool of mobile cameras will continue to provide a rapid deployment capability to supplement the retained static cameras.

2.19. Being co-ordinated through the CSU, the mobile camera pool will offer the capacity to deploy a CCTV capability across the whole borough on an intelligence led basis that will be more effective than the current static cameras. The use of mobile cameras in this way will help mitigate against any loss that might result as an unforeseen consequence of removing the current static cameras.

2.20. New technology

Continual improvements in technology provide an opportunity to explore different ways of carrying data from the camera to the monitoring station that could yield not only better quality but also provide a cost saving over current rental and maintenance fees. Officers will continue to work with the provider of the monitoring service to ensure that all aspects of new technology are explored and where these provide a benefit to the service that improvements and savings are implemented.

2.21. The current provider has identified that upgrading the current matrix and recording system would allow for the existing analogue fibre circuits to be upgraded to a digital fibre circuit, which would require a one-off investment of around £20K but would save in the region of £10K p.a. This information will help inform the cost reduction of the existing contract extension or where this cannot be achieved will form part of the tendering exercise for 2018/19.

2.22. Alternative funding

As identified in the initial report to Committee in November 2016, neither Kent Police nor the Police and Crime Commissioner can provide funding in addition to that which is already indirectly provided towards the revenue costs of CCTV.

2.23. The Economic Development Team in conjunction with One Maidstone has been exploring the potential for a Business Improvement District for the Town Centre. If accepted by a majority of businesses the BID would be able to raise a levy that could, in part, contribute towards a public realm CCTV service. However, the vote to enable the BID to be set up is some time away and its outcome cannot be guaranteed and as such has a limited impact on the current funding arrangements.

2.24. Therefore, there are no immediate options to bring in additional funding to help pay for the CCTV service.

2.25. Financial implications

The target budget for the CCTV service reduces by £50,000 pa over the next three financial years, and so for the financial year commencing 2019/20, the budget will be just £180,000, so based on the current actual costs of £370,000, a reduction of £190,000 is required.

		1	2
Option	Camera numbers	24 hour, 7 days per week surveillance (168 hours per week)	50% reduction in surveillance to 84 hours per week.
A	82 Static cameras	£370,000	—
B	30 Static cameras	£318,000	£222,000

3. AVAILABLE OPTIONS

- 3.1. Option A – this option retains the existing number of cameras and level of monitoring but is not recommended as it not only exceeds the current budget but also means the Council will not comply with the Code of Practice.
- 3.2. Option B -
1. Reduce the number of cameras to 30 and retain 24/7 live monitoring.
 2. Reduce the number of cameras to 30 with 50% reduction in the hours of live monitoring to 84 hours per week.
- 3.3. Pursue savings through moving across to improved forms of data delivery and consolidating existing contracts – Potential cost reduction of £10K; this is a sensible additional option to explore further whatever the model of CCTV delivery the council adopts.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1. Option 3.2 B(2) [reduce to 30 cameras, and liaise with Kent Police concerning the reduction of live monitoring] and 3.4 (improving technology) are recommended in order to achieve both compliance with the Surveillance Camera Code of Practice 2013 and the savings proposed by the medium term financial strategy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1. A public and business consultation was carried out in order to produce the report for CHE Committee in November 2016. Since that time and to enable further refinement of the proposed way forward it is proposed to have further discussions with Kent Police and other key stakeholders to refine the hours of live monitoring.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1. In the event that the Committee agrees the recommendation there will need to be a period of negotiation with Medway CCTV Control Centre to enable the reduction in cameras and operating hours to be achieved in a

timely fashion to ensure that compliance with the Code of Practice and savings can be realised.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities		
Risk Management	Included within the report	Head of Housing & Community Services
Financial		[Section 151 Officer & Finance Team]
Staffing		[Head of Service]
Legal		[Legal Team]
Equality Impact Needs Assessment	To be completed	Community Partnerships & Resilience Manager
Environmental/Sustainable Development		
Community Safety	Contained within the report	Head of Housing & Community Services
Human Rights Act		
Procurement		
Asset Management		

8. REPORT APPENDICES

None

9. BACKGROUND PAPERS

- Review of CCTV – Findings and Options report considered by CHE Committee 15 November 2016

- Surveillance Camera Commissioner Report for 2015 to 2016
<https://www.gov.uk/government/news/surveillance-camera-commissioners-annual-report-for-2015-to-2016-published>