

# AGENDA

## CABINET MEETING



Date: Wednesday 10 March 2010  
Time: 6.30 pm  
Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors Garland (Chairman), Ash, Greer, Moss,  
Mrs Ring and Wooding

---

Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of the Meeting held on 10 February 2010

1 - 8

**Continued Over/:**

---

**Issued on 2 March 2010**

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

**David Petford, Chief Executive, Maidstone Borough Council,  
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

### **KEY DECISION REPORTS**

- |    |                                                                                                                                                 |         |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 8. | Report of the Assistant Director of Development and Community Strategy - All Saints Link Road                                                   | 9 - 17  |
| 9. | Report of the Assistant Director of Development and Community Strategy - Maidstone 2020 Sustainable Community Strategy (SCS) Performance Report | 18 - 28 |

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

- |     |                                                                                          |         |
|-----|------------------------------------------------------------------------------------------|---------|
| 10. | Report of the Director of Change and Environmental Services - Corporate Improvement Plan | 29 - 43 |
| 11. | Report of the Leader of the Council - Forward Plan                                       | 44 - 47 |

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

#### **MINUTES OF THE MEETING HELD ON WEDNESDAY 10 FEBRUARY 2010**

**Present:** Councillor Garland (Chairman), and  
Councillors Garland, Ash, Greer, Moss, Mrs Ring and  
Wooding

**Also Present:** Councillors FitzGerald and Mrs Wilson

142. **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

143. **URGENT ITEMS**

There were no urgent items.

144. **NOTIFICATION OF VISITING MEMBERS**

Councillor FitzGerald indicated his wish to speak on Items 8, 12 and 13  
and Councillor Mrs Wilson indicated her wish to speak on Item 18.

145. **DISCLOSURES BY MEMBERS AND OFFICERS**

The Chief Executive and Directors declared a prejudicial interest in Item  
18 as they were the subject of the report and they left the meeting whilst  
this item was discussed.

146. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

147. **EXEMPT ITEMS**

**RESOLVED:** That the Items on Part II of the Agenda be taken in private as  
proposed.

148. **MINUTES**

**RESOLVED:** That the Minutes of the Meeting held on 13 January 2010 be  
approved as a correct record and signed.

149. BUDGET STRATEGY - CORPORATE REVENUE AND CAPITAL BUDGET 2010/11

RECOMMENDATION MADE TO COUNCIL:

1. That the revised revenue estimates be agreed as set out in **Appendix A** (circulated separately).
2. That the minimum level of General Fund Balances be set at £2m for 2010/11.
3. That the proposed Council Tax of £222.39 at Band D for 2010/11 (an increase of 2.49%) be agreed.
4. That the revenue estimates for 2010/11 incorporating the growth and savings items as set out in **Appendix A** be agreed.
5. That the minor amendment to the provision for the annual cost of living increase following the recent settlement be added to the Leaders Contingency Budget.
6. That the Statement of Reserves and Balances as set out in **Appendix A** be agreed.
7. That the medium term Capital Programme as set out in **Appendix A** be agreed.
8. That the funding of the Capital Programme as set out in **Appendix A**, noting that the funding is dependent upon the delivery of an assumed level of additional capital resource, be agreed.
9. That the Treasury Management Strategy include a contingency for Prudential Borrowing of up to £4m, subject to the prior agreement of the Cabinet, during 2010/11 be agreed.
10. That the Medium Term Financial Strategy as set out in **Appendix A** be agreed.
11. That the Medium Term Financial Projection as set out in **Appendix A** as the basis for future financial planning be endorsed.
12. That it be noted that, at the meeting of the General Purposes Group on 27<sup>th</sup> January 2010, the Council calculated its Council Tax base for the year 2010/11 in accordance with regulations made under Section 33 (5) of the Local Government Finance Act 1992, as 59,765.2 being the amount calculated by the Council in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) regulations 1992.
13. That it be noted that, as detailed in **Appendix B**, the Council Tax Base for each of the Parish Areas, calculated in accordance with Regulation 6 of the Regulations, are the amounts of its Council Tax

Base for the year for dwellings in those parts of its area to which a special item relates (Parish precepts).

14. That the following amounts now be calculated by the Council for the year 2010/11 in accordance with Section 32-36 of the Local Government Finance Act 1992:-
- (a) £87,668,186 being the aggregate of the amounts which the Council estimates for its items set out in Section 32 (2) (a) to (e) of the Act;
  - (b) £63,889,949 being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3) (a) to (c) of the Act;
  - (c) £23,778,337 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 32 (4) of the Act as its budget requirement for year;
  - (d) £9,521,064 being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed Non Domestic Rates and Revenue Support Grant, increased by the amount which the Council estimates will be transferred in the year from its Collection Fund to its General Fund in accordance with Section 97 (3) of the Local Government Finance Act 1988 (Council Tax Surplus) and increased by the amount which the Council estimates will be transferred from its Collection Fund to its General Fund, pursuant to the Collection Fund (Community Charges) directions under Section 98(4) of the Local Government Finance Act 1988 (Community Charge Surplus) and reduced by the amount representing the authority's contribution to Council Tax benefit resulting from an increase in its Council Tax calculated in accordance with the Collection Fund (General) (England) Directions 2000, the Collection Fund (Council Tax Benefit) (England) Directions 2000 and the Local Authorities (Alteration of Requisite Calculations) (England) Regulations 2000;
  - (e) £238.55 being the amount at (c) above, less the amount at (d) above, all divided by the amount at 12 above, calculated by the Council, in accordance with Section 33 (1) of the Act, as the basic amount of its Council Tax for the year;
  - (f) £966,097 being the aggregate amount of all special items referred to in Section 34 (1) of the Act as detailed in **Appendix B**;
  - (g) £222.39 being the amount at (e) above, less the result given by dividing the amount at (f) above by the amount at 12 above, calculated by the Council, in accordance with Section

34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates;

- (h) As detailed in **Appendix C**, being the amounts given by adding to the amounts at (g) above, the amounts of the special item (s) relating to dwellings in those parts of the Council's area mentioned in **Appendix B**, divided in each case by the amount at 12 above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax (detailed in Band D) for the year for dwellings in those parts of its area to which one or more special items relates;
- (i) As detailed in **Appendix C**, being the amounts given by multiplying the amounts at (g) and (h) above, by the number which, in the proportion set out in Section (5) (1) of the Act, is applicable to dwellings listed in a particular valuation band 'D', calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

15. That it be noted that for the year 2010/11 Kent County Council, the Kent Police Authority and the Kent and Medway Towns Fire Authority have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

<b><u>Variation Bands</u></b>	<b><u>KCC</u></b> <b><u>£</u></b>	<b><u>KPA</u></b> <b><u>£</u></b>	<b><u>KMTFA</u></b> <b><u>£</u></b>
A	698.52	92.45	45.30
B	814.94	107.86	52.85
C	931.36	123.27	60.40
D	1047.78	138.68	67.95
E	1280.62	169.50	83.05
F	1513.46	200.32	98.15
G	1746.30	231.13	113.25
H	2095.56	277.36	135.90

16. That, having calculated the aggregate in each case of the amounts at 14 (i), and 15 above, the Council, in accordance with Section 30 (2) of the Local Government Finance Act 1992, hereby sets out in **Appendix D**, the amounts of Council Tax for the year 2010/11 for each of the categories of dwellings shown.

For full details of this Record of Recommendation please follow this link:-  
<http://meetings.maidstone.gov.uk/ieListDocuments.aspx?CIId=151&MIId=696&Ver=4>

150. TREASURY MANAGEMENT STRATEGY 2010/11 - 2012/13

RECOMMENDATION MADE TO COUNCIL:

1. That the Revised Code of Practice be adopted.
2. That the proposed Treasury Management Strategy for 2010/11 be agreed.
3. That the Prudential and Treasury Indicators, as detailed in Appendix A, be agreed.
4. That the Head of Finance be given delegated authority (in consultation with the Cabinet Member for Corporate Services) to make use of alternative investment instruments should it be considered prudent to do so and should it be of advantage to the Council.
5. That the Council's Treasury Management Practices be amended to reflect the decisions made above.
6. That the scrutiny of the proposed strategy be agreed, and the performance in year be a function of Audit Committee and that a report on this strategy and on the use of the example clauses to change the Council's financial procedure rules be presented to the Audit Committee.

For full details of this Record of Recommendation please follow this link:-  
<http://meetings.maidstone.gov.uk/ieListDocuments.aspx?CIId=151&MIId=696&Ver=4>

151. BEST VALUE REVIEW OF WASTE AND RECYCLING IMPLEMENTATION PLAN

DECISION MADE:

1. That the Implementation Plan, attached as Appendix A to the report of the Director of Change and Environmental Services, which sets out the actions and time frame for each of the options and recommendations from the Best Value Review of Waste and Recycling which was agreed in November 2009, be agreed.
2. That the progress against the Implementation Plan be reported back to the Cabinet Member every six months be agreed.
3. That the recommendations from the Environment and Leisure Overview and Scrutiny Committee be noted.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/mgDelegatedDecisions.aspx?XXR=0&DR=03%2f02%2f2010-17%2f02%2f2010&ACT=Find&K=0&V=0&DM=146C&DS=2&META=mgdelegateddecisions&Next=true>

152. STRATEGIC PLAN 2009-12, UPDATE FOR 2010-11

RECOMMENDATION MADE TO COUNCIL:

1. That the proposed 2010-11 update of the Strategic Plan 2009-12 (as attached at Appendix A) be adopted.
2. That the Key Objectives, actions and performance indicators (as attached at Appendix B) be agreed.

For full details of this Record of Recommendation please follow this link:-  
<http://meetings.maidstone.gov.uk/ieListDocuments.aspx?CIId=151&MIId=696&Ver=4>

153. FIT FOR THE ROAD, MAIDSTONE ROAD SAFETY REVIEW

DECISION MADE:

That the proposed response to the Overview and Scrutiny Committee, as set out in Appendix A to the Report of the Director of Change and Environmental Services, be endorsed, subject to a review of whether it is value for money for the Borough Council to lead on the annual Road Safety Day.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/mgDelegatedDecisions.aspx?XXR=0&DR=03%2f02%2f2010-17%2f02%2f2010&ACT=Find&K=0&V=0&DM=146C&DS=2&META=mgdelegateddecisions&Next=true>

154. DRAFT KENT INTEGRATED TRANSPORT STRATEGY - CONSULTATION RESPONSE

DECISION MADE:

1. That the Council's response to the draft Integrated Transport Strategy should include -
  - a) Recommendations with respect to the context and objectives for the strategy as summarised at section 1.3.13 of the report of the Director of Prosperity and Regeneration;
  - b) Recommendations with respect to the strategic themes as summarised in Appendix A to the report of the Director of Prosperity and Regeneration including reference to the Kent



Freedom Pass to Travel in the buses section and active travel in the sustainable travel section;

- c) Recommendations with respect to the context, key issues, objectives and proposals for Maidstone as set out in Appendix B to the report of the Director of Prosperity and Regeneration;
  - d) A request that KCC should consider delegation of its transport planning responsibilities for the local road network in Maidstone to the Borough Council.
2. That the current Department for Transport 'Delivering a Sustainable Transport System (DaSTS)' study relating to Kent described at paragraph 1.3.14 of the Report of the Director of Prosperity and Regeneration be noted.
  3. That the Council should promote consideration of the Maidstone transport issues, objectives and proposals as set out in Appendix B to the Report of the Director of Prosperity and Regeneration for inclusion in this study and lobbies KCC to ensure the inclusion of any resultant scheme or package of schemes that would meet Maidstone's transport planning objectives.
  4. That a copy of the Council's response should be sent to the Secretary of State for Transport, Leader of Kent County Council, Homes and Communities Agency and West Kent District Councils.

For full details of this Record of Decision, please follow this link:-

<http://meetings.maidstone.gov.uk/mgDelegatedDecisions.aspx?XXR=0&DR=03%2f02%2f2010-17%2f02%2f2010&ACT=Find&K=0&V=0&DM=146C&DS=2&META=mgdelegateddecisions&Next=true>

155. BUDGET MONITORING - THIRD QUARTER 2009/10

DECISION MADE:

1. That the position as detailed in the report of the Head of Finance be noted.
2. That the reviewing of the use of balances and other available resources to support budget pressures as part of the final outturn report for 2009/10 be agreed.
3. That the proposals for slippage in the capital programme be agreed.

For full details of this Record of Decision, please follow this link:-

<http://meetings.maidstone.gov.uk/mgDelegatedDecisions.aspx?XXR=0&DR=03%2f02%2f2010-17%2f02%2f2010&ACT=Find&K=0&V=0&DM=146C&DS=2&META=mgdelegateddecisions&Next=true>

156. QUARTER 3 PERFORMANCE REPORT 2009/10

Cabinet considered the report of the Head of Change and Scrutiny regarding the Quarter 3 Performance Report 2009/10.

RESOLVED: That the progress being made be noted.

157. FORWARD PLAN

The Cabinet considered the report of the Democratic Services Manager regarding the Forward Plan for period 1 March 2010 to 30 June 2010.

RESOLVED: That the Forward Plan for period 1 March 2010 to 30 June 2010 be noted.

158. 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 12 A and  
Brief Description**

Report of the Director of Change and Environmental Services - Appointment of a Contractor for the Maidstone Museum East Wing Redevelopment Project	1 - Individual
----------------------------------------------------------------------------------------------------------------------------------------------------	----------------

Report of the Leader of the Council - Review of the Council's Senior Staff Structure	1 - Individual
--------------------------------------------------------------------------------------	----------------

159. APPOINTMENT OF A CONTRACTOR FOR THE MAIDSTONE MUSEUM EAST WING REDEVELOPMENT PROJECT

EXEMPT DECISION MADE:

That the recommendations be approved.

160. REVIEW OF THE COUNCIL'S SENIOR STAFF STRUCTURE

EXEMPT DECISION MADE:

That the recommendations be approved.

161. DURATION OF MEETING

6.30 p.m. to 8.36 p.m.

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**10<sup>th</sup> MARCH 2010**

## **REPORT OF ASSISTANT DIRECTOR OF DEVELOPMENT AND COMMUNITY STRATEGY**

**Report prepared by John Foster**

### **1. All Saints Link Road**

#### 1.1 Issue for Decision

1.1.1 To consider whether to continue to promote and implement the All Saints Link Road.

#### 1.2 Recommendation of Assistant Director of Development and Community Strategy

1.2.1 That the implementation of the All Saints Link Road is not pursued as there is not a clearly identified mechanism to deliver it.

1.2.2 That the saved Maidstone Borough Wide Local Plan Policy T18 (iv) is reviewed through the LDF process.

1.2.3 That a recommendation is made to Kent County Council's Cabinet Member for Environment, Highways and Waste, either directly or through the Joint Transportation Board to consider deleting the ASLR as an adopted road scheme.

1.2.4 That officers are instructed to examine the feasibility of creating an environment which is less dominated by motor vehicles and more sympathetic to pedestrians in this area.

#### 1.3 Reasons for Recommendation

1.3.1 The All Saints Link Road is a proposed new road linking Bishops Way, Mill Street and Knightrider Street. See Appendix 1. Its purpose is to take traffic out from the Archbishop's Palace, Gatehouse and Carriage Museum complex and reduce the traffic in Palace Avenue and Lower Stone Street. Its construction would bring significant environmental benefits to Palace Avenue and Lower Stone Street, on which there are many Listed Buildings, and significantly join together some of Maidstone's most valued historical assets of the Palace and the Barn again bringing about considerable environmental improvements.

- 1.3.2 The purpose for the new road was explained in the adopted Borough Wide Local Plan in 2000. It considered that the road could have wider benefits stating, "This connection will complete a good quality highway route around the south of the town centre thereby providing the opportunity to relieve High Street and King Street of through traffic. The removal of traffic from the precincts of the Archbishops' Palace/All Saints Church area, and from the historic listed buildings in Lower Stone Street, would considerably improve their setting and would generally improve access from the south of the town to the benefit of the commercial viability of Maidstone town centre. The achievement of this scheme is a high priority and the Borough Council will pursue all possible avenues to obtain funding, having regard to the considerable economic and environmental benefits of the scheme."
- 1.3.3 The route of the link is safeguarded under policy T18 (iv) in the Local Plan and is an adopted road scheme by KCC. The plan goes on to say that the Council would seek to exploit external funding sources in order to implement its construction.
- 1.3.4 A joint working group between Kent County Council, Maidstone Borough Council and Town Centre Management was established post 2000, to consider environmental improvements to Lower and Upper Stone Street, Wrens Cross and the All Saints area.
- 1.3.5 In 2006 Maidstone Borough Council secured Channel Corridor Partnership funding to produce a Regeneration Strategy for the High Street Ward. Urban Initiatives were commissioned to undertake the work. The consultants recognised the environmental, heritage and regeneration benefits of the ASLR but considered that the proposed alignment did not address townscape and accessibility issues successfully. It described the proposed ASLR as "...a sweeping road alignment that ignores the traditional street, block and plot layout found in historic urban area and creates problems with fronts and backs of properties as well as creating an awkward island site. Land is used inefficiently... the highway is effectively dominating this area of town". Urban Initiatives proposed a new alignment (ASLR Option 2 or ASLRO2), which is shown in Appendix 2. The new alignment was considered to offer a better balance between traffic movement and pedestrian accessibility. It created street frontages and offered the possibility of opening up new development sites.
- 1.3.6 Both alignments of the ASLR result in the need to redesign the junction at Wrens Cross, where Knight rider Street, Lower Stone Street, Mote Road and Upper Stone Street meet. The scale of this junction would affect the listed building at Wrens Cross. Wrens Cross and land extending from this corner of the junction (about 1 acre) is derelict and in need of renewal. KCC own the site and have been working with MBC on plans for its redevelopment.

- 1.3.7 In September 2008 the Regeneration and Sustainable Communities Overview and Scrutiny Committee requested the Cabinet not to allocate further funds on commissioning the detail designs of the ASLRO2 until the costs of constructing the road were known and the resources to pay for it were clearly identified.
- 1.3.8 In December 2008 Cabinet agreed to progress the concept designs produced by Urban Initiatives which would enable cost estimates to be produced. MBC and KCC jointly commissioned Jacobs to produce an outline design of the whole of the ASLRO2, which would enable an initial signal design at each of the junctions to be carried out and the data from this and the proposed new junction at Wrens Cross tested using the Maidstone Town Centre Traffic Model. This work was expected to confirm that the ASLRO2 route was suitable to be included in the Core Strategy.
- 1.3.9 Jacobs reported in March 2009. A number of concerns were raised by the work. The land necessary to construct the ASLRO2 impinged upon a greater number of properties than previously indicated in the concept designs. A significant part of the Mill Pond required a bridging structure to be built. The report concluded the road, if constructed, would have a negative impact on traffic movements throughout the town centre.
- 1.3.10 Jacobs were subsequently asked to look at 2 further variants of the ASLRO2 scheme.
1. An adjustment at the northern end to bring the alignment closer to the east side of the Carriage Museum, in order to reduce the impact of the scheme on the River Len Mill Pond.
  2. A reduced scheme which consists of a route for northbound traffic only to the east of the Carriage Museum. South bound traffic would continue to use Palace Avenue and Lower Stone Street and Knightrider Street would remain unchanged.
- 1.3.11 In addition to providing plans of these two variants of Option 2, Jacobs were asked to provide cost estimates.
- 1.3.12 Variant 1 resulted in only a slightly reduced impact on the Mill Pond, but with the negative consequence of the road sweeping closer to the Carriage Museum. Variant 2, a reduced scheme, resulted in a greater impact on both the Mill Pond and the Carriage Museum.
- 1.3.13 Jacobs produced Early Cost Estimates to implement the whole ASLRO2 and the Variant 2 reduced scheme. Costs were presented as a range due to the uncertainty regarding aspects of the valuations, particularly statutory undertakers' ducts and plants.

- 1.3.14 The costs of construction and purchase of the necessary land and property to build the whole of ASLRO2 was estimated to range between £17,364,000 and £21,939,000. Costs for implementing Variant 2 ranged from £8,942,500 and £10,759,375.
- 1.3.15 ASLRO2 is a highly desirable regeneration project. However recent reports from Jacobs lead to the conclusion that the road is not deliverable and its continued promotion should not be supported for the following reasons:
1. The land necessary to deliver the road is considerably greater than previously indicated and would impact unacceptably upon many properties along its route e.g. bridging structure over the Mill Pond.
  2. There is no identifiable means of funding the scheme. The ASLRO2 main purpose is an environmental improvement and regeneration scheme. KCC has made it clear that it is not suitable for transport funding. The availability of Government grants and external funding is in the future, likely to be restrained due to the current difficult economic conditions and resulting pressures on public finances. In line with the Council's Regeneration Statement 2009, using its land as a catalyst for regeneration has been considered. Whilst the ASLRO2 opens up the potential for some development land to be created it would not release enough value to cover the cost of the scheme. Opportunities for other developments that may benefit from the construction of the ASLR to contribute appear limited.
  3. Traffic Modeling work demonstrates that, as currently proposed, the ASLRO2 would have a negative impact on traffic movements throughout the town centre.
  4. Without a clearly identified mechanism for delivering the ASLRO2 it could not be carried forward through the LDF process.

#### 1.4 Alternative Action and why not Recommended

- 1.4.1 An alternative approach would be to continue to pursue the ASLRO2 in the hope of identifying a funding mechanism sometime in the future. This option has been rejected as it is a requirement of the Local Development Framework process that infrastructure identified in the Core Strategy is demonstrated to be deliverable and that a way of funding the infrastructure is made clear. If this is not produced then there is a danger that the Core Strategy will fail the tests of "soundness".
- 1.4.2 To delay a decision would result in uncertainty regarding the future of the Wrens Cross site.

#### 1.5 Impact on Corporate Objectives

- 1.5.1 The ASLRO2 would have contributed to the Council's objectives regarding the economy and prosperity, in particular the regeneration and renewal of Lower and Upper Stone Street and the All Saints area.

It would have supported the Council’s aspirations around the Live and Enjoy objective, creating a new Heritage Quarter around the Archbishop’s Palace. It is therefore important that an alternative future and vision for this area is developed.

1.6 Risk Management

1.6.1

<b>Risk Description</b>	<b>Likelihood</b>	<b>Seriousness or Impact</b>	<b>Mitigation Measures</b>
The future vision for this area fails to result in substantial opportunities for environmental improvements.	C	2	A group incorporating MBC, KCC and the Homes and Communities Agency should be established to explore opportunities - potentially through the Single Conversation. When The Area Action Plan for the Town Centre is produced it should consider opportunities to improve the environment of the All Saints area.

(Likelihood: A = very high; B = high; C = significant; D = low; E = very low; F = almost impossible)

(Seriousness or Impact: 1= catastrophic; 2 = critical; 3 = marginal; 4 = negligible)

1.7 Other Implications

1.7.1

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

X

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


1.7.2 Environmental/Sustainable Development: The ASLRO2 would have removed traffic from the Archbishop’s Palace complex and reduced traffic in Palace Avenue and Lower Stone Street bringing about considerable environmental improvement. It is not for financial reasons possible to remove the traffic but it is possible to explore whether an environment which is less dominated by vehicles and more sympathetic to pedestrians can be created at a lower cost.

1.8 Relevant Documents

1.8.1 Appendices

- Appendix 1 Alignment of the All Saints Link Road in the Local Plan 2000
- Appendix 2 Alignment of the All Saints Link Road Option 2 (ASLRO2) as proposed by Urban Initiatives.

1.8.2 Background Documents

Jacobs Report Number B1065600 Wrens Cross Junction All Saints Link Road – Option Variants - Early Scheme Estimates June 2009.



**IS THIS A KEY DECISION REPORT?**

Yes

No

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

April 2010..

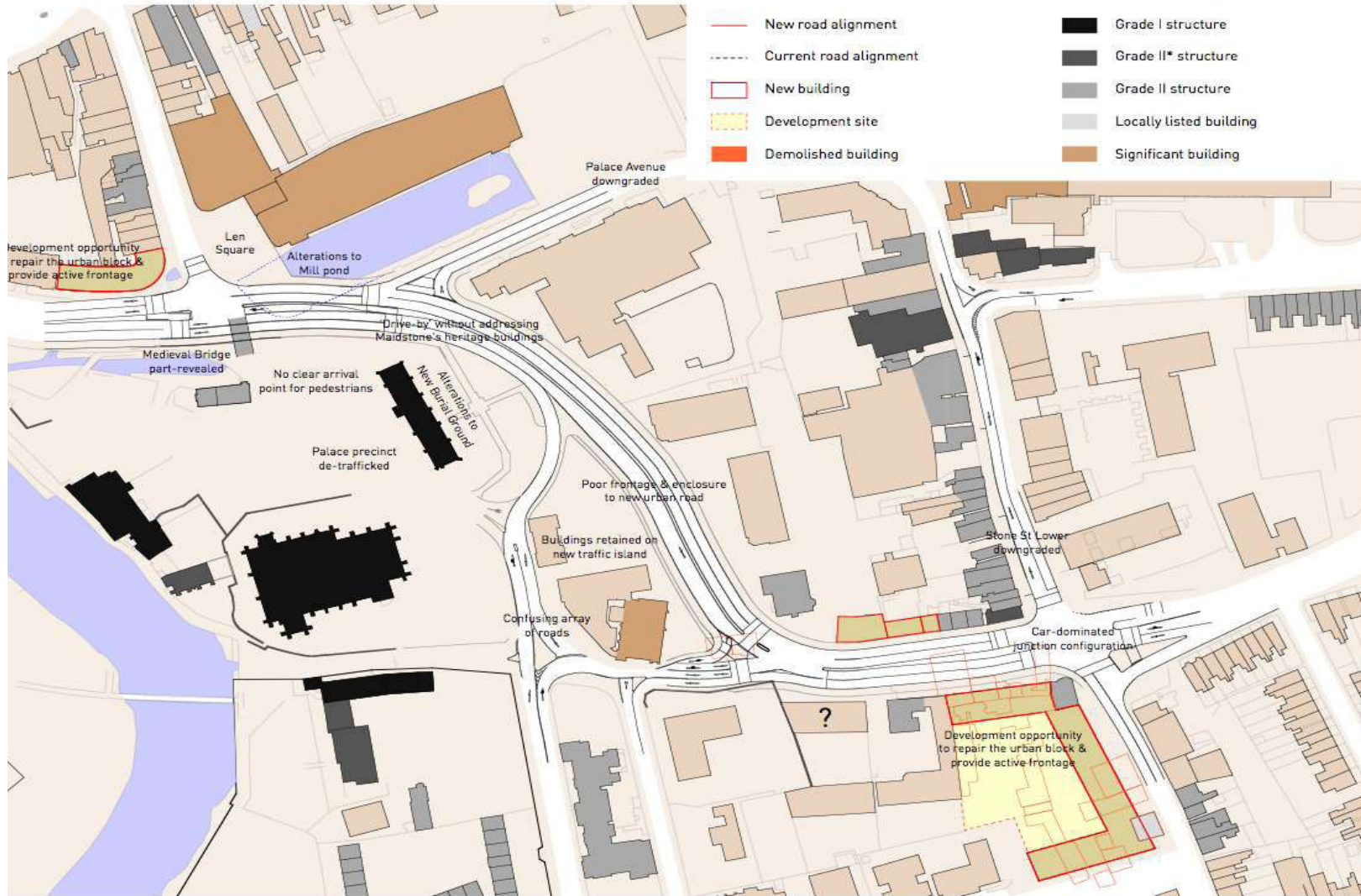
This is a Key Decision because:

...It is significant in terms of its effects on communities living or working in an area comprising one or more wards in the area of the local authority – the significance in this case is that the decision will change an established policy, plan or strategy.

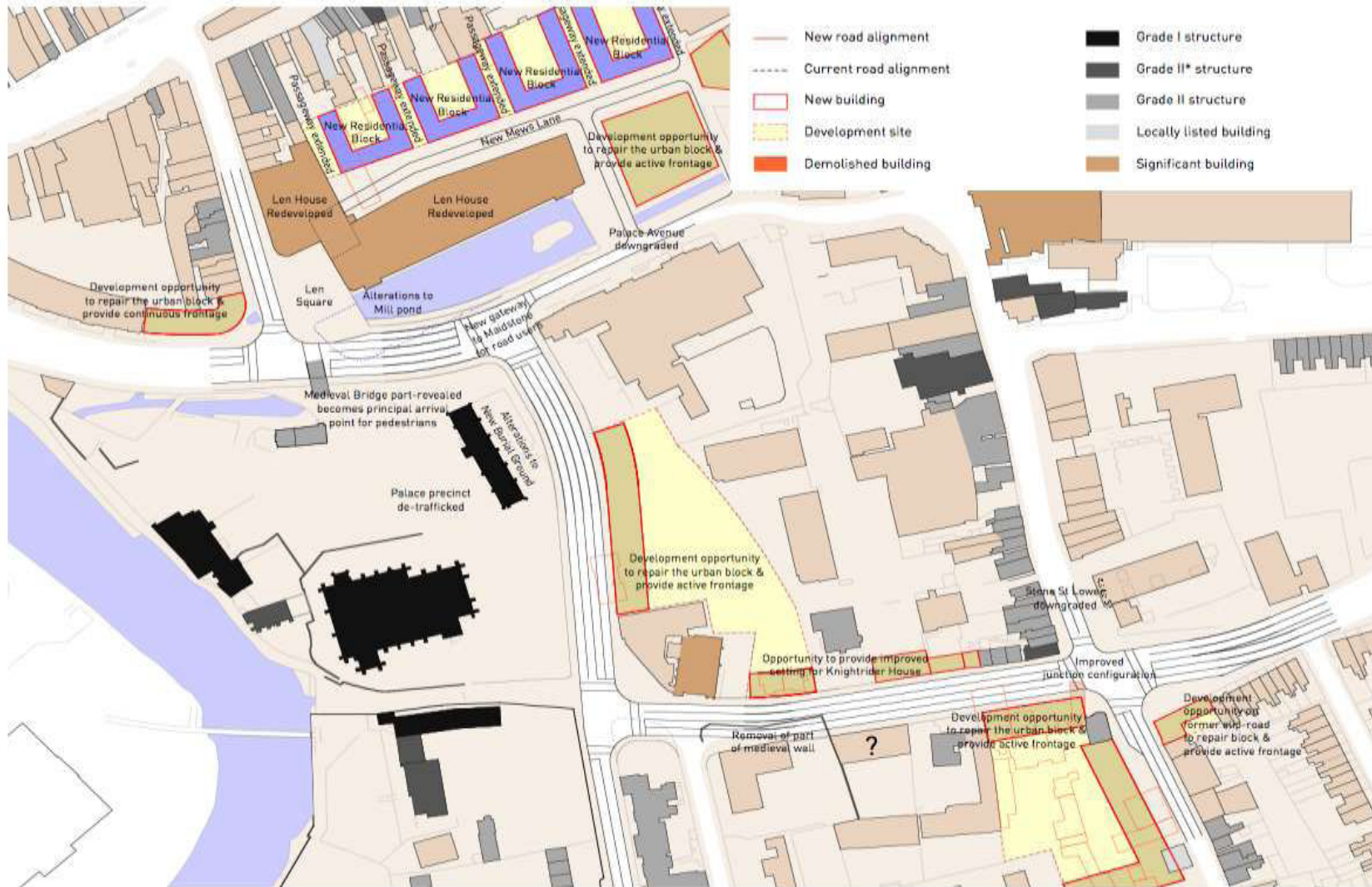
Wards/Parishes affected: ...High Street Ward.....

.....

# APPENDIX 1: Alignment of the All Saints Link Road in the Local Plan 2000



## APPENDIX 2: Alignment of the All Saints Link Road Option 2 (ASLRO2) as proposed by Urban Initiatives



# Agenda Item 9

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**10<sup>th</sup> MARCH 2010**

#### **REPORT OF ASSISTANT DIRECTOR OF DEVELOPMENT AND COMMUNITY STRATEGY**

**Report prepared by: Jim Boot, Community Planning Co-ordinator**

- 1. Maidstone 2020 Sustainable Community Strategy (SCS)  
Performance Report**
  - 1.1 Issue for Decision
    - 1.1.1 To consider progress in delivering the SCS adopted in April 2009.
  - 1.2 Recommendation of the Director of Development and Community  
Strategy
    - 1.2.1 That Cabinet notes the variation in performance and that this should be referred to the Local Strategic Partnership Board and its sub-groups for further action.
    - 1.2.2 Although the performance of the Maidstone and Tunbridge Wells NHS Hospital Trust appears to be improving, considering its pivotal role in the community, Cabinet considers whether it wishes the Hospital Trust to be invited to join the LSP Board.
    - 1.2.3 Also that Cabinet agrees that a summary or report card highlighting good and poor performance is published in the Downs Mail.
  - 1.3 Reasons for Recommendation
    - 1.3.1 In August Cabinet agreed the process by which the newly adopted SCS Maidstone 2020 would be implemented and performance managed. This stated that the performance management would be based upon the following principles or objectives:
      - Utilise a single universal performance management system (Excelsis) to monitor the objectives, actions and targets in the SCS
      - Utilize the sub-groups of the LSP to monitor and manage performance utilizing the council's RAG system.
    - 1.3.2 Currently the council is in the process of purchasing an improved performance management system Covalent, but in the interim the

attached report (Appendix A) has been produced using the existing Excelsis system which is also utilized by the borough council for its own performance reporting.

- 1.3.3 With the exception of the Safer Maidstone Partnership, it has not yet been possible to utilise the sub-groups of the LSP to monitor and manage performance in the themes. This will be developed as the sub-groups are established. In the interim, all Red, Lower Median and Bottom Quartile performance are highlighted.
- 1.3.4 Where possible the intention has been to report progress utilizing the National Indicator set developed by the Audit Commission. However, it should be noted, that the majority of these are available only on an annual basis (59), while only a small number are currently available quarterly (12). Where no NI is available, some other measure of performance is utilized for instance for performance of the hospital and Primary Care Trust the Care Quality Commission's assessment. There are some gaps in reporting where data is not yet available at the district level – generally where the responsibility is with the county council – and processes are not yet in place to disaggregate the data to district boundaries.
- 1.3.5 There is some duplication of reporting with the council's own Strategic Plan for instance Park and Ride. Where this is dealt with in the report on the strategic plan, an explanation is not given here.
- 1.3.6 While the Maidstone Hospital has reported improvements in performance, compared to the last publicly available report available from the Care Quality Commission, given the recent poor performance and its pivotal role in the well being of residents of Maidstone Borough, it is felt that further engagement is sought with this important service provider by inviting them to join the LSP Board.

#### Annual figures

- 1.3.7 Of the NIs where data is only available annually, the following are in the bottom quartile:
  - Satisfaction with local bus services,
  - People killed or seriously injured in road traffic accidents,
  - Tackling fuel poverty,
  - Use of public libraries
  - Residual household waste per household

- Percentage of household waste sent for reuse, recycling and composting

1.3.8 The following reported in the top quartile:

- Percentage of people who think that drug use or drug dealing a problem in their local area
- Children killed or seriously injured in road traffic accidents (3 year rolling average) – as opposed to the adult figures
- Visits to museums and galleries
- Flood (and coastal) management
- Congestion – average journey time per mile during the morning peak (although comparable data with other authorities isn't available, the 19% reduction is noteworthy).
- Improved street and environmental cleanliness for litter, graffiti and fly-posting.
- Percentage of development of brown-field sites as a percentage of all development

#### Quarterly figures

1.3.9 Of the performance indicators where data is available quarterly, there are no reds.

1.3.10 Performance is particularly strong for:

- Number of schools in the borough with school travel plans
- Reduction in all recorded crime in the borough
- Percentage of residents feeling safe walking in the area where they live after dark
- Number of affordable homes delivered (gross)
- Number of energy efficiency surveys
- Percentage of household waste sent for reuse, recycling or composting
- Improvements to the accessibility of parks, gardens, recreations grounds and other open spaces as measured by footfall

1.4 Alternative Action and why not Recommended

1.4.1 An alternative approach to the one advocated is to enter into dialogue with the agencies that are leading on the indicators where performance is poor. However, the advantage of taking the information to the LSP Board, the approach that was agreed in the report to Cabinet in August 2009, is that the agencies around the table will be able bring to bear collectively a greater range of experience and resources than the bi-lateral approach.

1.4.2 While it is not yet possible to report on all of the indicators and on some of them only the annual results, it could be argued that it is premature to take this information to the public in the form of a report card. However, it is considered good practice to report back to the public on progress on the Sustainable Community Strategy through the media on information that is mostly in any case within the public domain. This was last done in September when a summary of the adopted SCS was published.

1.5 Impact on Corporate Objectives

1.5.1 The council’s strategic plan states: “Maidstone Borough Council shares the vision for Maidstone taken from the Sustainable Community Strategy. The strategic plan has been developed alongside the SCS and explains how the council will contribute to the delivery of the priorities for the borough.”

1.6 Risk Management

1.6.1 There is a reputational risk to the council from being associated with the reporting of some of the poorer performance particularly where media and public interest has been highest. It will therefore be important to make clear where accountability lies for the service and its performance. Taking a similar approach to Reach the Summit, a preferred approach would be for the LSP Board to request action plans from the accountable agency for tackling their weak performance and for these to be published. In the light of CAA it will also be important for the council to demonstrate its community leadership role in tackling issues of importance to residents even where they lie beyond the council’s direct control.

1.7 Other Implications

1.7.1

- 1. Financial
- 2. Staffing
- 3. Legal
- 4. Equality Impact Needs Assessment

x
x

- 5. Environmental/Sustainable Development
- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management


1.7.2 Financial – there is the opportunity through the Performance Reward Grant to address areas of performance that are linked to the Local Area Agreement, particularly those relating to the SCS theme Stronger And Safer Communities which has been prioritized by the LSP Board ie:

- People killed or seriously injured in road traffic accidents,
- People who agree that the police and other local public services are dealing with anti-social behaviour and crime in their local area
- Percentage of people who think that drug use or drug dealing is a problem in their local area

1.7.3 Staffing – there is a staffing implication to developing the LSP sub-groups so that they are able to operate effectively to address performance issues.

## 1.8 Conclusions

1.8.1 While it has been possible to report progress in most areas, there are still some important objectives in the SCS that are proving difficult to monitor progress on- mostly relating to the challenge of reporting in a two tier area where boundaries are not always contiguous. The experience of compiling this report has identified the areas where there are short-falls in performance and performance management information. If these are the responsibility of MBC they will be addressed through the performance management of the strategic plan. However, if the responsibility sits with other organizations or partnerships, these will be addressed firstly through the LSP sub-groups and if necessary reported to the LSP Board with recommendations for further action. Covalent will have a key role in producing more rigorous, informative and complete reports. Covalent will also help ensure a 'golden thread' from the SCS to other strategies and service plans is developed.



1.9 Relevant Documents

1.9.1 Appendices

- **Appendix A: SCS Nis with comments.xls**

1.9.2 Background Documents Maidstone 2020, the Sustainable Community Strategy 2009-2020  
[http://www.maidstone.gov.uk/community\\_and\\_living/community\\_advice/community\\_strategy.aspx](http://www.maidstone.gov.uk/community_and_living/community_advice/community_strategy.aspx)

**IS THIS A KEY DECISION REPORT?**

Yes

No

If yes, when did it first appear in the Forward Plan?  
December 2009

.....

This is a Key Decision because: The SCS is a Policy Frame Work Strategy


Wards/Parishes affected: All wards

Quarterly SCS Performance Indicators

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Year to Date Target	Year to Date Actual	Target 2009/10	Projection 2009/10	Responsible Officer	Rating & DoT
<b>Economy and prosperity</b>													
<u>SCS 3</u>	Number of Neighbourhood Action Plans (NAPs) in place	0		0	0	0		0	0	1	1	Jim Boot	
<u>P 6</u>	Unemployment rate	2.7		2.7	2.8	2.8		4	2.8	5	2.8	John Foster	
The quarter 3 figure does not include December, these figures are yet to be released. Early indications shows the unemployment rate is remaining steady at 2.8%													
<b>Sustainable and integrated transport</b>													
<u>SCS 4</u>	Number of schools in the borough with school travel plans	7								7 (amounting to 90% of)	7	Jim Boot	
<u>C 13</u>	Number of on board Park & Ride transactions	517,000		106,305	106,960	127,022		337,500	340,287	450,000	440,000	Clive Cheeseman	
This is the busiest quarter of the year for Park and Ride with pre Christmas traffic which resulted in the achievement of the quarter 3 target. The service has suffered during the year from the effect of the economic recession. In the fortnight before Christmas adverse weather (snow) caused serious disruption and loss of service on three key shopping days. An action plan is in place for this indicator however, it is not expected to achieve the annual target.													
<u>SCS 5</u>	Number of LSP members with travel plans	3		0	0	0		Target to be set	0	To be set		Jim Boot	
<b>Crime, confidence and safety</b>													
<u>S 2</u>	Reduction in all recorded crime in the Borough (compared to previous year)	10,438 (-7.8%)		-7.4%	-10.8%	-14.50%		2% Reduction	-11.80%	2% Reduction (10,229)	5% Reduction	David Hewetson	
<u>SCS 8</u>	Percentage of public with a high level of perceived ASB in their local area (rolling year)	4%		4%	4%	6%		Target to be set	6%	To be set		David Hewetson	
This indicator is collected through the Kent Crime and Victimization Survey for all districts in Kent and is reported as a rolling figure. Maidstone is currently 10th out the twelve districts.													
<u>S 3</u>	Percentage of residents feeling safe walking in the area where they live after dark (rolling year)	72%		75%	76%	73%		74%	73%	74%	74%	David Hewetson	
<u>S 4</u>	Percentage of residents feeling safe walking in the area where they live during the day (rolling year)	98%		99%	99%	99%		98%	99%	98%	98%	David Hewetson	

24

Quarterly SCS Performance Indicators

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Year to Date Target	Year to Date Actual	Target 2009/10	Projection 2009/10	Responsible Officer	Rating & DoT
<b>SCS 9</b>	Number of violent crimes recorded compared to previous year			619	479	468		Target to be set	<b>1566 (-8.3%)</b>	To be set		David Hewetson	
The wards below have the highest numbers of recorded crimes in the borough over a number of years. The targets and indicators below are to be developed with other indicators as part of the Neighbourhood Action Planning process. Fant is included for crime as it currently has the second highest number of crimes per ward in the borough.													
<b>SCS 12</b>	Percentage change in all recorded crimes in Fant											David Hewetson	
<b>SCS 11</b>	Percentage change in all recorded crimes in High Street											David Hewetson	
	Percentage change in all recorded crimes in Park Wood											David Hewetson	
	Percentage change in all recorded crimes in Shepway North											David Hewetson	
	Percentage change in all recorded crimes in Shepway South											David Hewetson	
<b>SCS 15</b>	Number of drug offences per 1,000 population											David Hewetson	
<b>Health and older people</b>													
<b>C 32</b>	Clients not in residential care (KCC, Adult Services)												
	West Kent NHS (PCT) Care Quality Commission- quality of	Fair								Good	Good	Jim Boot	

25

Quarterly SCS Performance Indicators

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Year to Date Target	Year to Date Actual	Target 2009/10	Projection 2009/10	Responsible Officer	Rating & DoT
<p>the Care Quality Commission is in the process of implementing a number of changes with regard to monitoring PCTs against the annual health check. The first was the requirement for PCTs to be assessed for both quality of commissioning and quality of services, where PCTs retain a service provision function. The methodology for assessment for 2009/10 is still not entirely clear as the Care Quality Commission has yet to release guidance; but it is expected that the commissioning function of the PCT will be assessed via the World Class Commissioning Assessment, while the provider function will be assessed against the existing core standards / new registration standards.</p> <p>The PCT expects to see an improvement on the PCTs annual health check score (from fair in 08/09 to good in 09/10) - which it says are supported by improvements seen during in year monitoring of relevant KPIs; - until the Care Quality Commission release the scoring methodology this aspiration may still be subject to change.</p>													
<b>SCS 16</b>	Maidstone Hospital - Care Quality Commission- quality of care to	Weak	Good					Fair	Fair	Fair	Fair	Jim Boot	
<b>SCS 17</b>	Infectious diseases measure	Not compliant	Compliant	Compliant	Compliant	Compliant		Compliant	Compliant	Compliant	Compliant	Jim Boot	
<p>The Quality of Care assessment from the CQC is about to change which will mean a different measure will be used at the year end. The quality of care measure consists of two elements (i) compliance with core standards of care which the hospital reports that they do meet (ie. good) and (ii) meeting 'national targets' which the hospital reports as not yet fully there on which</p>													
<b>Homes and communities</b>													
<b>L 2, NI 155</b>	Number of affordable homes delivered (gross)	380		39	102	173		112	314	150	379	John Littlemore	
<p>Due to the downturn in the housing market a significant number of new affordable homes and site opportunities have been acquired from developers in addition to existing s106 contributions, thereby increasing the delivery of affordable housing during the course of the year. The council have also taken a pro-active partnership approach in providing a targeted funding boost to the housing sector, by funding affordable homes directly from it's own capital, as well as attracting high levels of investment towards affordable housing from the Homes</p>													
<b>SCS 19</b>	Number of life time homes built	At present these aren't recorded. A way of recording these is currently being explored.										John Littlemore	
<b>SCS 20</b>	Rural needs homes built	0		0	0			5	0	5	5	John Littlemore	
<b>SCS 21</b>	Number of disabled facilities grants completed	116		8	11	32			51			Stuart White	
<b>S 5</b>	Number of people helped through the Staying Put Partnership	874		196	356	271		412	823	550	950	John Littlemore	
<p>The number of customers assisted this year has increased as a result of expanding the service with the addition of an extra 'Handy Person' at In Touch. The service includes gardening and decorating services. A new approach has been adopted for disabled adaptations that now to enable Maidstone Housing Trust's tenants to use the services of In Touch.</p>													


26

Quarterly SCS Performance Indicators

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Year to Date Target	Year to Date Actual	Target 2009/10	Projection 2009/10	Responsible Officer	Rating & DoT
<b>L8</b>	Number of households prevented from becoming homeless through housing advice	376		144	103	152		225	399	300	500	John Littlemore	
There are a range of contributory factors that have resulted in the exceptional performance in homelessness prevention. Staff are assisting more clients as a result of the recession but this													
<b>C4</b>	Number of Kent Energy efficiency surveys	1365		3193	106	63		750	3,362	1000	3500	John Littlemore	
The variance in out-turn compared to target is due to additional funds being available at the end of last year. This was used for a bulk mailing which resulted in a large number of energy checks being done in the first quarter (3193).													
<b>L4</b>	Number of private sector vacant dwellings that are returned to occupation or demolished as a result of local authority action	63		24	18	19		38	53	50	60	John Littlemore	
<b>L5</b>	Number of homes occupied by vulnerable people made decent	247		57	42	56		117	155	155	175	John Littlemore	
There have been a greater number of landlords taking up grants this year which in turn has impacted on the number of tenanted properties made decent, possibly due to better publicity and promotion of the grant scheme.													
<b>L6</b>	Percentage of licensed houses in multiple occupation (HMO) properties that comply with HMO			81%	81%	81%		Establish Baseline	81%	Establish Baseline	81%	John Littlemore	
Environmental excellence and climate change													
<b>NI 191</b>	Residual household waste per household	675kg	507kg	152.57	142.28	139.3		435	434.23	580kg	559kg	Steve Goulette	
<b>C 12, NI 192</b>	Percentage of household waste sent for reuse, recycling or composting	27.47%		32.74%	34.67%	33.31%		34%	33.57%	34%	34%	Jennifer Gosling	
Performance for this indicator in the third usually see a small decline due to the Christmas period. This indicator was also affected by the bad weather just before Christmas. There has also been an increase in the number of contaminated bins where the wrong items have in the bin, a working group has been set up to reduce the levels of contamination.													
<b>SCS 22</b>	Local indicator on air quality	A PI relating to the actions completed in the Air Quality Management Action Plans is being developed.											
<b>C4</b>	Number of Kent Energy efficiency surveys	See Homes and Communities section above.											

27

Quarterly SCS Performance Indicators

PI Ref	Indicator Description	2008/09 Out-turn	Top Quartile	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Year to Date Target	Year to Date Actual	Target 2009/10	Projection 2009/10	Responsible Officer	Rating & DoT
<b>SCS 23</b>	Code for sustainable homes	It is anticipated that there will be a requirement in the LDF to build to code level 4 (44% reduction in CO2) from 2012.											
<b>C1</b>	Improvements to the accessibility of parks, gardens, recreation grounds and other open spaces as measured by footfall (compared to previous year).	9.30%		65% (6483)	50% (5485)	5% (1967)		5% increase	48% (13935)	5% increase	30%	Jason Taylor	

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**10 MARCH 2010**

### **REPORT OF THE DIRECTOR OF CHANGE AND ENVIRONMENTAL SERVICES**

**Report prepared by Anna Collier**

#### **1. Corporate Improvement Plan**

##### 1.1 Issue for Decision

1.1.1 To agree both the new format of, and updated recommendations in, the Corporate Improvement Plan at appendix A. To note the comments against recommendations at appendix B.

##### 1.2 Recommendation of The Director of Change and Environmental Services

- i. To agree the new format of the Corporate Improvement Plan at appendix A;
- ii. To note the comments against existing recommendations in the former version of the Corporate Improvement Plan at appendix B;
- iii. To agree that for all recommendations at appendix B apart from those noted in this covering report are now embedded and will therefore be removed from the Corporate Improvement Plan going forward;
- iv. To agree the added recommendations and related actions in the Corporate Improvement Plan at appendix A;
- v. To agree that Corporate Management Team authorise recommendations and related actions be added to the Corporate Improvement Plan as they emerge throughout the year for update at Cabinet; and
- vi. To note any recommendations from Corporate Services Overview and Scrutiny Committee.

### 1.3 Reasons for Recommendation

- 1.3.1 The purpose of the Corporate Improvement Plan (CIP) is to identify and monitor progress on key areas improvement, primarily related to inspection recommendations but also taking into account any internally or externally identified areas for improvement.

#### New format

- 1.3.2 It was proposed at the last update of the CIP that a review of the plan was undertaken to ensure that it is operating as effectively as possible. The review identified a number of key points in relation to the reporting format. Firstly a need to become more targeted in the approach to responding to recommendations. The new format has therefore identified actions and timescales for implementing the recommendations. Secondly improving the ease of use for officers and Members. This has been achieved by including a status column which easily indicates whether the actions are on track to be achieved and reduces the need for lengthy and technical comments.

#### Removal of recommendations

- 1.3.3 The review also highlighted that there was a need to improve the reasoning behind and the frequency with which recommendations are closed down. Currently a large number of improvement actions have been in the plan for a number of years, as they have been considered as important though not necessarily, not implemented. However the addition of actions to deliver recommendations should help in identifying when areas for improvement have become 'business as usual' and need to be removed.
- 1.3.4 Currently the comments at appendix B show that the vast majority of existing recommendations as being 'business as usual', this is supported by the most recent organisational assessment which demonstrated a strong performance across the Council. The recommendations identified as still being areas for improvement are listed below:
- Improve areas of weakness where Audit reports have shown a level of assurance lower than substantial, one area remains outstanding since March 2009: Aspects for section 106 Agreements;
  - Further work is required to build on work currently undertaken by the Council with partners on delivering outcomes for the public;
  - The Council Considers and tracks with its significant partners the impact on users when making decisions on reducing costs;



- Progress and monitor action plans to improve satisfaction on those services where one in five people were dissatisfied with the service;
- The authority has made a commitment to carbon reduction and has established a climate change strategy is successfully implemented over the next three years;
- The Council should seek technical advice when accounting for complex capital transactions. The proposed course of action should then be discussed with the external auditor at an early stage so that the accounting treatment can be agreed prior to production of draft financial statements.

1.3.5 These actions are now included in the new format Corporate Improvement Plan at appendix A and actions to continue to implement these areas for improvement alongside timescales have been identified.

#### Inclusion of recommendations

1.3.6 Last year the Council received its first assessment under the new Comprehensive Area Assessment (CAA) which has replaced the Comprehensive Performance Assessment (CPA). The Council received the results of the new assessment in November 2009 and its Annual Audit letter in December 2009. The recommendations from both these documents have been included in the plan.

1.3.7 The review of the CIP identified that to work most effectively the plan should be an evolving document and updated on a regular basis, to reflect any changes in local and national context, not just twice a year as is currently the practice. Examples of recommendations that will be emerging after the agreement of the CIP are the Annual Governance Statement, the recent IDeA productivity peer review and the Climate Change Action Plan, actions should be developed to implement these should be developed as soon as possible.

1.3.8 The report proposes that CMT be authorised to add recommendations and actions to the plan before it is presented to Cabinet, in order that work begins in these areas immediately that they are identified. Cabinet will then be informed of the new additions and progress on actions will be given within the same report.

#### 1.4 Alternative Action and why not Recommended

1.4.1 Cabinet could decide not to produce a CIP but not considering progress against the plan could mean improvement work is not progressed. This would have a detrimental impact upon service delivery and external assessments of the authority's performance.

1.4.2 Alternatively Cabinet could decide to retain the old format of the Corporate Improvement Plan however this is not recommended as the new format offers the opportunity to ensure that the recommendations are more closely monitored and fully embedded.

1.5 Impact on Corporate Objectives

1.5.1 The CIP supports the Council in achieving its corporate objectives by identifying key areas of corporate improvement and identifying how these improvements will be delivered. Any additions are made in accordance with the Council’s current Strategic Plan to ensure it is in line with the vision and priorities of the Council.

1.6 Risk Management

1.6.1 Actions in relation to risk management are reported through the CIP where appropriate. Risks related to particular actions will be set out in the Strategic Risk Register or, below that, in individual service plans.

1.6.2 There are also risks to the reputation and performance of the authority associated with not responding to inspection and ensuring that best practice identified in other authorities is considered. The CIP provides a mechanism for driving improvement.

1.7 Other Implications

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

x

Staffing

The plan at appendix A identifies a range of officers and the actions that they have identified as needing to be taken in order to improve the way the Council operates.

1.8 Background Documents

1.8.1 Corporate Improvement Plan June 2009

1.8.2 Organisational Assessment November 2009

1.8.3 Annual Audit Letter December 2009

**NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED**

Is this a Key Decision?    Yes        No   

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

Is this an Urgent Key Decision?    Yes        No   

Reason for Urgency

[State why the decision is urgent and cannot wait until the next issue of the forward plan.]

No.	Recommendation	Actions	Responsible officer	Start Date	Completion Date	Status
<b>Priority: High</b>						
1	Developing a clear view of where partnership resources can be focused to improve service outcomes (LINKED TO REFERENCE 10)	Resource Mapping exercise undertaken and presented to LSP board	Paul Taylor	Feb-10	Aug-10	Underway
		Decisions made by the LSP on the future allocation of resources	Paul Taylor	Aug-10	Apr-11	Planned
2	Monitoring effectiveness of counter fraud partnership with Tunbridge Wells	Provide the Cabinet Member for Corporate Services and the Corporate Services Overview and Scrutiny Committee with an update on the operation of the counter fraud partnership	Steve McGinnes	Jul-10	Aug-10	Planned
3	Addressing the outstanding learning and development issues from the IIP reassessment and equality impact assessments	Create action plan of outstanding L&D issues to be implemented before reassessment	Claire Hayes	Apr-10	Jan-11	Planned
		Undertake child protection training	Claire Hayes	Feb-10	Apr-10	Planned
		Include Transgender training on the new corporate training calendar	Claire Hayes	Jun-10	Jun-11 To be monitored for 1yr to ensure action is	Planned
4	Improve areas of weakness where Audit reports have shown a level of assurance lower than substantial one area remains outstanding since March 2009:	Undertake six monthly follow-up review by Internal Audit on these areas to ensure recommendations have been implemented	Brian Parsons	Mar-10	Sep-10	Planned
5	Further work is required to build on work currently undertaken by the Council with partners on delivering outcomes for the public.	Actions to be addressed under UOR 2 and UOR 5	Zena Cooke	Nov-09	Sep-10	Underway

No.	Recommendation	Actions	Responsible officer	Start Date	Completion Date	Status
<b>Priority: Medium</b>						
6	Develop and implement a Waste and Recycling Strategy	Research existing strategies, particularly amongst waste partnerships	Jenny Gosling	Feb-10	Mar-10	Underway
		Develop a short strategy for the Cabinet Member for Environment to approve	Jenny Gosling	Mar-10	Apr-10	Planned
		Implement Waste and Recycling Strategy	Jenny Gosling	May-10	May-10	Planned
7	Ensure that the finance section has the appropriate skill mix to meet the more challenging reporting requirements of IFRS.	Annual Training Programme of Seminars and Workshops	Paul Riley/Claire Hayes	Oct-09	Mar-10	Underway
		Undertake Internal Development of team members through cross training		Mar-10	Jun-10	Planned
		Enhance team through filling vacancy	Paul Riley	Feb-10	n/a	Complete
8	Implement strategies for managing the expectations of consultees	Review of consultation handbook and toolkit carried out as par of communication strategy	Roger Adley	Sep-09	Dec-09	Completed
		Present handbook and toolkit to members and officers	Roger Adley	Mar-10	Mar-10	Planned
		Actions developed to manage the expectations of consultees	Roger Adley/Angela Woodhouse	Jun-10	Jul-10	Planned
9	Demonstrating improved service delivery and customer satisfaction from Council initiatives (eg Gateway)	Evaluate results from the 2009 mystery shopping exercise	Sandra Marchant	Feb-10	Jun-10	Underway
		Undertake mystery shopping exercise and evaluate results	Sandra Marchant	Jul-10	Jun-11	Planned
		Benchmark performance of Contact team through KCSNG	Sandra Marchant	Mar-10	Oct-10	Planned
		Undertake bench national one stop shop benchmarking group	Sandra Marchant	Apr-10	Feb-11	Planned
		Review customer care charter	Sandra Marchant	Jan-10	Apr-10	Underway
10	Ensuring evolving partnerships maintain principles of good governance (LINKED TO REFERENCE 1)	Carry out assessments of key partnerships	Paul Taylor	Nov-09	Apr-10	Underway
		Review partnership protocol	Paul Taylor	Aug-10	Sep-10	Planned

No.	Recommendation	Actions	Responsible officer	Start Date	Completion Date	Status
<b>Priority: Medium</b>						
11	The council considers and tracks with its significant partners the impact on users when making decisions on reducing costs.	Work with KCC to coordinate the effects of savings on inter-organisations	Paul Riley	Dates not set yet	Dates not set yet	Planned
		Expand the consultation on the budget strategy and the MTFS to include the impact of the identification savings with partners	Paul Riley	Sep-10	Dec-10	Planned
		Work with the LSP on the resource mapping project and feed into the MTFS	Paul Riley	Feb-10	Dec-10	Planned
12	Progress and monitor action plans to improve satisfaction on those services where one in five people were dissatisfied with the service.	Assess the possible use of mosaic to raise satisfaction	Georgia Hawkes	Apr-10	Sep-10	Planned
		Continue to monitor the action plans and present reports to Cabinet	Georgia Hawkes	Jul-09	Oct-10	Underway
		Assess the appropriateness of the actions within action plans in relation to 2010 results	Georgia Hawkes	May-10	Jun-11	Planned
		Identify any patterns or trends following the completion of the second survey	Georgia Hawkes	Jun-11	Sep-11	Planned
13	The authority has made a commitment to carbon reduction and has established a Climate Change Strategy. Ensure that the Strategy is successfully implemented over the next three years.	To develop the Carbon Reduction Action Plan in conjunction with the Energy Saving Trust One-to-One Programme	Jennifer Hunt	Nov-09	Apr-10	Underway
		To implement the actions of the Carbon Reduction Plan and report back progress and update the action plan on a yearly basis	Jennifer Hunt	Apr-10	This will be monitored for a year through the	planned

No.	Recommendation	Actions	Responsible officer	Start Date	Completion Date	Status
<b>Priority: Low</b>						
14	The Council should seek technical advice when accounting for complex capital transactions. The proposed course of action should then be discussed with the external auditor at an early stage so that the accounting treatment can be agreed at a prior to productions of draft financial statements	Ensure that all future quarterly review meetings with Auditor include an agenda item on issues that may involve complex accounting transactions.	Paul Riley	Mar-10	This will be monitored for a year through the CIP to ensure that it is embedded	Planned
15	The Council should review asset valuations at each year-end considering both impairment and other material changes in asset values	Request, as part of annual review of 20% of assets, an assessment of material changes in all asset values.	Paul Riley/Chris Finch	Mar-10	May-10	Planned
16	Once the Council has taken a decision to dispose of an asset this should be re-categorised from operational assets to non-operational assets, surplus for resale, and revalued to market valuation obtained prior to sale in accordance with the SORP	Identify process in closedown procedure and formally reconcile actions with asset sales detailed in usable capital receipts / cabinet member decisions	Paul Holland	Mar-10	May-10	Planned

No.	Recommendation	Actions	Responsible officer	Start Date	Completion Date	Status
<b>Priority: Low</b>						
17	Prime council tax records should be retained until completion of the annual audit, and otherwise in accordance with the Council's document retention policy.	Set up share point site accessible to revenues team to hold records of VO balancing	Steve McGinnes	Jun-09	n/a	Completed
		Formalise the document retention policy to include reviews and embed the policy throughout the team	Steve McGinnes	Apr-10	May-10	Planned
18	Promoting the role of the Audit Committee in ensuring action plans are implemented and contributing to risk identification	Consideration given to a review being carried out across the four MKIP authorities of the audit committees.	Brian Parsons	Feb-10	Mar-10	underway
		Commission the IDeA to carry out a review of the Council's Audit Committee The role of the Committee in ensuring action plans are implemented and risk identification will be considered as part of the review.	Brian Parsons	Mar-10	Jun-10	planned
		Present findings to the Audit Committee on the options for future development.	Brian Parsons	Jun-10	Jun-10	planned



Recommendation	Comment	Responsible Officer	History
The authority has made a commitment to carbon reduction and has established a Climate Change Strategy. Ensure that the Strategy is successfully implemented over the next three years.	In November 2008, Cabinet agreed to a set a carbon reduction target of 3% per year, aiming towards a 20% reduction by 2016 and 30% by 2021. The Climate Change Action Plan that was adopted in 2005 has been successfully implemented. MBC are currently part of the Energy Saving Trust One to One Programme and are developing a Carbon Reduction Action Plan in conjunction with this programme which will replace the current Climate Change Action Plan when it is adopted in Spring 2010.	Jim Boot	This action is a 'general' action and was introduced in 2007-08 and was revised in 2009
The council should address the tensions between the pressures for rapid development and environmental protection through the LDD.	This is inherent in all the Local Development Plan documents and forms part of the work programme this recommendation is now embedded	Brian Morgan	This action is a 'general' action and was revised in the 2007-08 update
The local plan should be risk managed. Councillors should receive sufficient information about the progress of the plan to enable them to take timely corrective action. This is to be conducted as part of the LDD.	The Local Development Scheme sets a programme for the Local Development Documents that replaces the Local Plan. Councillors are involved as part of the work programme and regular monthly meetings are in place.	Brian Morgan	This action is a 'general' action and was revised in the 2007-08 update
Implement the Air Quality Action Plan (AQAP)	A draft document has been written and interested parties have been requested to complete a consultation exercise with identified issues of concern. The Health Impact Assessment has been completed and will be fed into the finalised Action plan which is still scheduled to be completed by April 2010.	Steve Wilcox	This is a 'general' Action and was introduced in the 2008-09 update and was revised in 2009.
The asset management plan should provide clear forward looking strategic goals for its property assets, how they will be maintained, modernised and rationalised.	The new asset management plan which recognises these goals is being adopted by Council April 2010	David Tibbit	This action was introduced from the Council's 2006-07 Use of Resources assessment
The council should use its property portfolio as a driver and enabler of change and should exploit the opportunity cost of its property to deliver value for money.	The regeneration project group act as a catalyst for regeneration and obtaining of other community benefits	David Tibbit	This action was introduced from the Council's 2006-07 Use of Resources assessment
Findings of the standards committee should be communicated to the wider public and that effective action has been taken from the issues raised.	Following meetings early last year this information is now publicised on the website.	Paul Fisher	This action has been introduced from the Council's 2006-07 Use of Resources assessment
The council can demonstrate a strong counter fraud culture across all departments. Staff have clearly acknowledged and accepted their responsibility to prevent and detect fraud and corruption.	The Council's strong counter fraud culture has been demonstrated consistently over a number of years and is thoroughly embedded. Ongoing attention is given to ensure that the culture is maintained. This is no longer a strategic improvement issue.	Brian Parsons	This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment
Successful cases of proven fraud/corruption are routinely publicised to raise awareness.	The service has adopted a policy to publicise all cases of proven fraud for which successful prosecution has been achieved, with a 100% coverage.	Steve McGinnes	This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment

69

Recommendation	Comment	Responsible Officer	History
The Council can demonstrate its staff, and staff within contracting organisations, have confidence in the whistle blowing arrangements and feel safe to make a disclosure.	The Council's whistle blowing arrangements have been in place for a number of years and are fit for purpose. Ongoing attention is given to ensure that whistle blowing arrangements are effective. This is no longer a strategic improvement issue.	Brian Parsons	This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment
The Council has made effective <i>use of the NFI application functionality</i> to identify data matches for review. These were investigated promptly to prevent prolonged exposure.	NFI is now an established process with a whole range of service data being used on a biennial basis. The various service managers take responsibility for providing the data and investigating the data matches. Internal Audit take a facilitation role and also review the process to ensure that investigatory action has been taken. <u>This is no longer a strategic improvement issue.</u>	Brian Parsons	This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment
Ensure that the action taken to improve priorities of waste collection and recycling leads to performance levels matching other Council services.	The implementation plan for the Best Value Review has been agreed. As part of this, improvements in service, monitoring and educational work are being developed to ensure increased performance levels are achieved. In addition, research is being undertaken with high performing authorities to identify best practice. Relationships with key stakeholders, such as local recycling reprocesses, are also being developed to ensure productive partnerships are maintained and improvements in performance can be maximised. The roll out of the new recycling scheme has already seen performance increase to 38%.	Steve Goulette	This action has been introduced following the Council's 2007-08 Direction of Travel Letter
Improve areas of weakness where Audit reports have shown a level of assurance lower than substantial – five areas were identified in March 2009 relation to: •Aspects of section 106 agreements •Refuse Collection Management •Gypsy Sites •Climate Change •Freedom of Information	Internal Audit carry out a follow-up to all internal audit reports. The follow-ups have confirmed that appropriate action has been taken for Refuse Collection Management, Gypsy Sites and Freedom of Information. However, the arrangements for Section 106 Agreements were still considered to provide only limited control assurance at the time of the follow-up. A further follow-up will take place during 2010/11.	Brian Parsons	This action was introduced in 2009/10 from the Annual Governance Statement for 2008/09
Supplementary planning guidance should be updated in particular the guidance on noise, housing, and shop fronts. The guidance should be coherent and written in plain language It should be amended to reflect the LDS - the Core Strategy will address this issue with an adoption date of late 2008.	Supplementary planning guidance was not saved in September 2007 as part of the development plan and this recommendation has now moved on. The core strategy will be adopted in December 2011.	Brian Morgan	This action is a 'general' action and was revised as part of the 2007/08 update
Integrate the management of the asset base with that of other public agencies to identify opportunities for shared use of property and to ensure the best services for users.	The Council is now taking part in the Total Place scheme piloted by KCC which is focuses on identifying and progressing these opportunities	David Tibbit	This action was introduced in 2008-09 following the Council's 2007-08 Use of Resources assessment
The Council should give evidence that employees of contracting organisations are made aware of the Council's whistle blowing arrangements.	The requirement that contractors make their employees aware of the Council's whilst blowing arrangements now forms a condition of all Council contracts and is monitored accordingly. This is no longer a strategic improvement issue.	Brian Parsons	This action was introduced in 2007-08 following the Council's 2006-07 Use of Resources assessment

40

Recommendation	Comment	Responsible Officer	History
The medium-term financial strategy models balances, resource requirements, and revenue items using different planning scenarios (for example best and worst case and most likely) and links this to its risk management and financial reports.	Three scenarios were used in modelling the MTFs for 2010/11 onwards and the process will continue in future years.	Paul Riley	This action has been introduced from the Council's Use of Resources assessment in 2007-08
The Council should implement arrangements for partnership including exemplary arrangements to produce reliable data. There should also be a clear understanding of the total resources at the disposal of the partnerships. There should be a track record of partnerships delivering improved value for money.	In progressing a number of part ships detailed business case have been prepared covering a range of information including performance and cost. The council continues to perform strongly on Data Quality and this was assessed most recently on the Use of Resources assessment in 2009.	David Edwards	This action has been introduced from the Council's Use of Resources assessment in 2006-07
The council considers and tracks with its significant partners the impact on users when making decisions on reducing costs.	Needs to continue to develop as some Kent wide work has been commissioned on the effects on varying public sector organisations.	Paul Riley	This action has been introduced from the Council's Use of Resources assessment in 2007-08
Examples of good practice in securing data quality are publicised to all relevant staff.	Examples of both good and bad practice in data quality are discussed with heads of service and manager at quarterly review of progress meetings. The Data Quality Policy adopted earlier in the year requires that heads of service ensure staff are aware of how data quality relates to their work.	Georgia Hawkes and All Heads of Service	This action has been introduced from the Council's Data quality assessment in 2006-07
Undertake regular reviews to ensure that outputs are timely, accurate, clear and in a format convenient to users.	The format of the for 2009/10 quarterly corporate performance reports has been discussed and agreed with Cabinet. The format for reporting performance on the Sustainable Community Strategy has also been discussed and agreed by the LSP Board. In terms of ensuring accuracy of data, the Performance Officer has started to undertake spot checks of performance indicator results every quarter.	Georgia Hawkes and All Heads of Service	This action has been introduced from the Council's Data quality assessment in 2006-07
Undertake an assessment of the data quality skills that are in place across the workforce and identify potential gaps and assess how well staff, understand their roles and responsibilities with regard to data quality.	In November a data quality questionnaire was sent to over 100 staff across all levels of the Council. There was a good response rate. Only 17% of staff identified a need for further training, but only 58% knew the Council had a data quality policy and only 51% were aware of data quality arrangements in their service areas. This is probably because only 27% of those who responded were responsible for reporting performance information onto Excelsis. However, this has highlighted a need to raise the profile of data quality across the organisation. Various actions are planned in the next 6 months, including a presentation to unit managers and the staff forum. Improvements have been made to the information given to new managers	Dena Smart and Georgia Hawkes	This action has been introduced from the Council's Data quality assessment in 2006-07

41

Recommendation	Comment	Responsible Officer	History
Continue plans to carry out detailed scenario planning for performance information systems, making changes to address any weaknesses identified.	A data quality audit has been carried out and a substantial rating was awarded. A data quality action plan is in place to ensure that arrangements are robust, including undertaking more checks on data and raising awareness in the authority. In December Management Team approved the procurement of a new Performance and Risk Management system to replace excelsis know as Covalent. The new system has more capabilities than excelsis which should help improve data quality further and promote accountability.	Georgia Hawkes and All Heads of Service	This action has been introduced from the Council's Data quality assessment in 2007-08
Following establishment of the competency framework, evaluate training to ensure it is current and tailored to achievement of the DQ competencies.	Further training on data quality will be carried out with staff throughout the organisation within the next 6 months.	Dena Smart and Georgia Hawkes	This action has been introduced from the Council's Data quality assessment in 2007-08
Undertake an analysis of the level of the risk of data being misstated, the likelihood and impact of data errors and/or accuracy required in the reported performance.	The Performance Officer now undertakes spot checks on reported performance indicators quarterly. Data quality issues are covered with heads of service and key managers quarterly at review of progress meetings.	Georgia Hawkes and All Heads of Service	This action has been introduced from the Council's Data quality assessment in 2007-08
Integrate actions developed from the Place Survey into service improvement work across the authority, ensuring that key issues are addressed.	The Place Survey final report was received in December. The Council has already used the initial results to put in place multi-service area action plans to improve resident satisfaction in key areas like street cleansing, sports and leisure facilities and doorstep recycling. Work has been carried out to look at significant differences at a ward level. Key findings and actions will be reported to Cabinet in March 2010.	Paul Taylor, Georgia Hawkes, Roger Adley, All Managers	This action was introduced following the Place Survey in 2008-09
Progress and monitor action plans to improve satisfaction on those services where one in five people were dissatisfied with the service.	Action plans have been created for all areas where at least 1 in 5 people were dissatisfied. A report detailing changes to the place survey out-turns (now they have been weighted) and updates on the place survey action plans and indicators is due to go to Cabinet in March.	Georgia Hawkes	Place survey 2008-09
Further work is required during 2009/10 to build on work currently undertaken by the Council with partners on delivering outcomes for the public. Further developments may include involving partners in overall planning processes to deliver organisational and shared objectives, a clearer understanding of total resources at the disposal of significant partnerships, and regular reviews of the financial performance of significant partnerships, clearly linked to outputs.	Work has continued in this area most recently in Neighbourhood action plans, neighbourhood forums and on resource mapping with the LSP.	Paul Taylor and Paul Riley	This action was introduced in 2009 following the Annual Governance Statement for 2008/09
Continue to integrate data quality management into the service planning process. Within these service plans, each section manager will produce a statement on how they will assure data quality and publicise expectations to staff.	Managers have to explain how their service adheres to the Data Quality Policy in their service plans. This will be further developed in the service plan action planning process in 2010/11	Service Managers	This action has been introduced from the Council's Data quality assessment and was revised in 2007-08 update

42

Recommendation	Comment	Responsible Officer	History
Improve qualitative processes for producing the financial statements to ensure the accounts presented for approval are free from significant errors and supported by a robust set of working papers.	Areas were identified as part of this 2008-09 Audit and actions have been identified to address these specific areas in the updated CIP	Paul Riley	This action was introduced following the annual governance report in 2007-08

# Agenda Item 11

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**10 MARCH 2010**

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

Report prepared by Janet Barnes

1. **FORWARD PLAN**
- 1.1 Issue for Decision
- 1.1.1 To note the Forward Plan for the period 1 April 2010 – 31 July 2010.
- 1.2 Recommendation of the Leader of the Council
- 1.2.1 That the proposed Forward Plan for the period 1 April 2010 – 31 July 2010 be noted.
- 1.3 Reasons for Recommendation
- 1.3.1 The Forward Plan is a way to ensure that members of the public have longer from the point at which they learn that a decision is coming up, until the time it is made, to encourage greater interaction between stakeholder and decision makers.
- 1.3.2 The Forward Plan is published monthly, to cover decisions starting on the first day of each month and is a rolling four month programme of decisions.
- 1.3.3 The current index to the proposed Forward Plan is attached as an Appendix to this report. However, please note that Officers have until 12 Noon on 16 March 2010 to submit further entries or make any amendments.
- 1.3.4 If Members wish to receive a complete copy of the Forward Plan it can be obtained from Janet Barnes (01622) 602242 and from 18 March 2010 will be on public deposit in the following locations: The Gateway, Public Libraries and the maidstone.gov website.
- 1.4 Alternative actions and why not recommended
- 1.4.1 The proposed Forward Plan includes key decisions as defined in the Constitution and the development of the budget and plans which form the policy framework. The entries have been made by the relevant managers who have the best idea of the issues likely to be coming up.

1.5 Impact of Corporate Objectives

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

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

1.6 Risk Management

1.6.1 There are no risk management implications in this report.

1.7 Other Implications

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

1.8 Financial Implications

1.8.1 None resulting directly from this report.

Background Documents

None

**NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED**

Is this a Key Decision?      Yes            No     

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

Is this an Urgent Key Decision?      Yes            No     

Reason for Urgency

Not applicable



Index April 2010– July 2010

<b>Title</b>	<b>Decision Maker and Date of Decision</b>	<b>Page No</b>
Land Transfers to Parish Councils	Cabinet 14 April 2010	
Information Strategy 2010-13	Cabinet 14 April 2010	
Consideration of the designs, programme and budget to deliver the High Street Improvement Project	Cabinet 14 April 2010	
Treasury Management Performance for 2009/10	Cabinet 9 June 2010	
Revenue and Capital Outturn for 2009/10	Cabinet 9 June 2010	
Summary of Statement of accounts for 2009/10	Cabinet 9 June 2010	
Budget Strategy 2011/12 Onwards	Cabinet 9 June 2010	
Budget Strategy 2011/12 Onwards	Cabinet 14 July 2010	