

Ref	Key Objective	Portfolio / Member	Next Steps	Responsible Officer	Progress Updates
E&P	Actively promote the commercial benefits of Maidstone to new businesses to increase the prosperity of the area, diversify the economy and encourage existing businesses to grow.	Regeneration – Cllr Greer	Investigate the possibility of using section 106 agreements to finance physical and community infrastructure including, in relation to this Key Objective, skills and training initiatives	Brian Morgan	The Council is actively pursuing proposals for the skills centre and enterprise centre as part of section 106 negotiation.
			Explore the opportunities for using the Local Development Framework Core Strategy policies to improve employment in the borough	Brian Morgan	The Employment Land Review has been completed (September 2009) as part of the evidence base for the Core Strategy. Policies will reflect the Council's aspirations to introduce a step change towards securing high quality employment as well as meeting local need.
			Actively pursue a programme of business visits undertaken by the Senior Management Team and the Economic Development Manager	John Foster	These are now ongoing and are reported to Corporate Management Team on a monthly basis through Reach the Summit
			Continue with businesses newsletter on quarterly basis and increase circulation to improve communications	John Foster	The business newsletter is currently on hold while the Locate in Maidstone website is redesigned. The next newsletter will be in spring 2010
			Redesign of Locate in Maidstone as the principal shop window for promoting Maidstone to new and existing businesses	John Foster	The Contract for work was advertised through Media Tree and given to Visarc Ltd. The redesign is currently underway and due to be completed in Jan 2010.
			Work with Partners to promote and support businesses in Maidstone including the Chamber of Commerce, Federation of Small Businesses, Town Centre Management Initiative (TCMI)	John Foster	The Service Level Agreement with the Chamber of Commerce has been signed. The Business Engagement protocol has been signed with the Federation of Small Businesses. The Service Level Agreement with Town Centre Management is in draft.
			In partnership with Kent County Council investigate how the Council should be working with its Local Authority neighbours to deliver economic development in line with the Sub National Review	John Foster	The issue has been raised with KCC's new Director of Regeneration and Economic Development, Barbara Cooper. Discussions with Ashford Borough Council are ongoing
E&P	Continue to develop our offer in terms of retail, cultural leisure and tourism accordingly to make Maidstone more attractive to investors	Regeneration – Cllr Greer	Explore the options for the delivery of the Night Time Economy Action Plan	John Foster	A Service Level Agreement with the Night Time Economy Forum is currently being considered
			Continue to investigate actions which will promote the River Medway and drive improvements through the public realm.	John Foster	Negotiations are ongoing with River Medway Developments Ltd and the new owner of the land under the High Level bridge.
			Deliver key Projects and events in the Arts Development Plan in conjunction with the town centre public realm improvements	Wendy Hegley / Sarah Robson	Arts Development are working directly with Economic Development and Lead Artist as part of High Street improvement. A concentrated activity programme has been implemented including, Bizarre Bazaar Art and Craft Market which has now joined forces with Farmers Market, A Buskers Spot, Through the Looking Glass Gallery and Artist Networking events at the Town Hall.
			Undertake a programme of town centre public realm improvements, phase one of which will be the High Street	John Foster	Letts Wheeler had now been appointed and project management set up for the project. Consultations and design refinements are currently in process.
			Support schools preparing bids for Arts college status to maximise access to arts facilities for the local community	Wendy Hegley / Sarah Robson	No schools are currently seeking Arts College Status. Therefore, no action has been taken.
			Identification of need in order to ensure the right amount of land sites to be released through the Local Development Framework	Michael Thornton	Studies have been completed for the Local Development Framework addressing housing employment and retail uses and also identifying the scale of need.

E&P	Work with the Local Strategic Partnership and other partners to deliver and support key regeneration projects	Regeneration – Cllr Greer	Identification of land and locations and the promotion of development in those areas	Michael Thornton	The Strategic Housing Land availability Assessment has been completed to identify housing sites supply and we are now testing, options, general location decisions through the Local Development Framework. Parallel work is underway for employment land. Infrastructure requirements have been undertaken with key stakeholders and partners for development options.
			Wrens Cross and environmental land use improvements around the town centre and Upper Stone Street	John Foster	The deliverability of the All Saints Link Road is being considered with KCC which is tied to the development options for Wren's Cross.
			Support South East rail services and road infrastructure in line with Growth Point Status	Brian Morgan	Awaiting stakeholder consultation on the core strategy which is intended to take place in early 2010.
			Work to Deliver the framework and actions set out in the Tourism Strategy	Laura Dickson / John Foster	The Strategy has been completed but not adopted, due the current review of the value of tourism services.
			Deliver Create in Maidstone	Wendy Hegley / Sarah Robson	Create in Maidstone Strategy out for internal/partner consultation. First draft to be presented January 2010.
			Reflect proposals in Local Development Framework Document	Michael Thornton	This is the next stage of the process following the identification of sites.
			Develop Gypsy Development Plan Document	Sue Whiteside / Sarah Anderton	Consultants are currently undertaking the first stages of the Gypsy & Traveller DPD, including stakeholder involvement. Public consultation on the draft list of sites will commence January 2010.
			Monitor progress of the Local Development Framework to ensure that the South East Maidstone Strategic Route is delivered	Brian Morgan	The need for the South East Maidstone Strategic Link will be modelled and tested as part of the strategy for distributing development in the Core Strategy.
E&P	Strive to expand the range of learning opportunities, education and skills provision available in the Maidstone borough to provide a highly skilled workforce and improve productivity	Community Services – Cllr Ring	Work with the University of Creative Arts to ensure Maidstone is the location of their new campus	John Foster	A decision on location is expected in the near future. Work with course development at Maidstone Studios and Media Tree continue.
			Work with the learning skills council to improve the training in the borough	John Foster	The Learning and Skills Council is unable to provide take up information of nationally recognised qualifications at the borough level. LSC ceases to exist from April 2010. MBC focus will be on promoting awareness of national training and skills development products e.g. Train to Gain.
			Support the Maidstone skills studio initiative	John Foster	There has been a considerable delay to this project and at one point KCC announced that they were not going to pursue it. However the project has found support again and will be delivered. However the project has lost about a year.
			Identify targets at the museum (educational) for exhibitions specific educational programmes	Simon Lace	All the museums' activities for children and adults are developed with reference to generic learning outcomes. This ensures that each activity, exhibition and display has its educational content embedded within it. We have developed a range of adult education activities based on the museum's collections and are working with colleagues at KCC to expand this range.
			Continue to maintain close working relations with Kent County Council, education funding bodies (including the Learning Skills Council), other education providers, the voluntary sector and local children's partnership services board	Ian Park	The newly established LSP Health and Wellbeing subgroup, and the Economic Development and Regeneration subgroups are intended as vehicles to help achieve these objectives. The Learning and Skills Council is to be scrapped and KCC is reviewing the Local Children's Service Partnership Boards in Kent to align them more closely with Districts and LSPs.
			Improve educational attainment in GCSEs and A Levels by supporting the Local Strategic Partnership to lobby educational bodies and monitoring performance through the Local Area Agreement	Ian Park	Plans are moving forward for Senacre Hall to become a 14-16 Skills Studio in order to help improve local skills in an area of need. KCC is leading the project with the support of education and skills providers, and MBC.

E&P	Work with key higher and further education partners to increase access opportunities to education and training, improving outcomes for disengaged and vulnerable groups and reducing worklessness	Community Services – Cllr Ring	Lobby further education providers including Kent Adult Education and Mid Kent College the provision of appropriate community-based courses and programmes	John Foster / Ian Park	Kent Adult Education has been approached to deliver courses at the new Skills Studio at Senacre Community Hall. Mid Kent College is actively investigating such courses.
			Deliver the West Kent Arts Partnership intergenerational project for young and older people sharing life experiences and life skills to take place in targeted estates	Wendy Hegley / Sarah Robson	Time of our Lives intergenerational film project launched on Young People's Day. Artists have been working with young mums and grandparents in the Mangravet estate. A final film of the project will be shown in local venues (libraries, community centres, HAC) from March 2010.
			Work with offenders in partnership with the prison service and local educational providers	Simon Lace	The summer exhibition developed with Maidstone Prison was such a popular exhibit that its run was extended. It then transferred to the Prison for a weekend in October.
			Continue to identify opportunities for the Museum to contribute towards improve access to learning	Simon Lace	Meetings took place in October with KCC Adult Education to look at ways in which the museums can contribute to the provision in life long learning across the county. Further meetings will take place in December.
			Supporting Maidstone's Local Strategic Partnership to develop an action plan around improving access to education and training	John Foster	Kent Adult Education has been approached to deliver courses at the new Skills Studio at Senacre Community Hall. Mid Kent College is actively investigating such courses.
			Engage with social housing providers regarding tackling worklessness through basic skills provision	John Littlemore	Work on this has been adversely affected by the recession. The RSL forum to be held in March/April 2010 will build upon the initial work around the toolkit for tackling worklessness.
E&P	Continue to review the services the Council provides to ensure they meet the needs of local people and provide value for money	Cllr Ash - Corporate Services	Business Transformation Programme/Best Value/Scrutiny reviews	Alasdair Robertson Louise Smith Georgia Hawkes	Development of business cases and completion of reviews is as per the programme.
			Through the Business Transformation Partnership re-engineer the processes of all our key services, ensuring that customer accessibility is taken into account	Alasdair Robertson	Considerable analysis has been completed on use of websites and how to better support customers use. In addition, research has concluded on the drivers of customer satisfaction and the link to clearly presented information.
E&P	Monitor and manage the impact of the credit crunch and economic downturn to ensure that key services are protected, help is available to those affected by the downturn and to ensure that the Council is best placed to move forward when the upturn comes	Leader – Cllr Garland	Create a balanced budget 2009-10	Paul Riley	The mid year monitoring report shows a income shortfall, that arises mainly from the economic downturn, of £0.6m. At this stage a combination of actions by service managers and the use of the provision available from the 2009/10 budget strategy can resource this shortfall. The factors affecting longer term recovery in these service areas will be carried through to the 2010/11 budget strategy.
			Consider the medium term impact and to create an action plan to take the Council and the borough through the downturn	Paul Riley	
SIT	Work to reduce congestion and support economic growth through development of the transport infrastructure including seeking improvements to public transport	Environment – Cllr Wooding	Continue to lobby other organisations and transport providers for improvements to infrastructure and transportation, including improving rail links	Brian Morgan/Clive Cheeseman	MBC's response to Network Rail Kent Route Utilisation Strategy has been formulated and agreed. Representations and meetings with Network rail are continuing. Support was provided to Maidstone Area Rail Users Group in representations made to the Department for Transport for retention of the Maidstone East to City service.
			Keep up to date with proposed change to a County operated Concessionary Fare scheme to ensure that we are prepared to assist Kent County Council to transfer of the Concessionary Fares service with the minimum disruption to users	Lisa Cook / Clive Cheeseman	An announcement from Department for Transport is awaited in regarding the future of Concessionary Fares scheme.

			Work with partners to minimise the impact of operation stack	Brian Morgan	There has been no change to this piece of work.
			Develop a strategic approach to sustaining the Park and Ride sites and integrate with wider transportation and planning strategies in the long term	Brian Morgan	Discussions are continuing with Kent County Council over the preparation of a transport strategy to support the Local Development framework.
C&S	Work in partnership to address issues of road safety	Environment – Cllr Wooding	Work with Kent County Council to deliver a road safety partnership	Steve Goulette	A seminar for borough and county members was hosted by MBC at the end of 2008 to provide background to the poor crash record in Maidstone over the past three years and to receive details of KCC's proposals to seek to reduce crashes. The Council's Regeneration and Sustainable Communities Overview and Scrutiny Committee has undertaken an in depth review of road safety in the Borough involving KCC. Their recommendations were considered by Cabinet and passed on the KCC. KCC officers are to provide an update on progress to the O & S Committee in January 2010
C&S	Take a preventative approach to tackle and reduce antisocial behaviour	Community Services – Cllr Ring	Implement the anti-social behaviour action plan with the anti-social behaviour group which focuses on identified offenders and the Partnership and Tackling group which focuses on anti-social behaviour hotspots.	David Hewetson	This is still a priority and the P&STG is an excellent example of multi agency problem solving in hot spots. Offenders and vulnerable young people are the focus of the ASB Group. Excellent progress thus far.
			Implement Multi Agency Youth Development Action Group action plan (youth issues sub group of Crime Disorder Reduction Partnership)	Jacqueline Bobb	MAYDAG continues to progress youth issues on behalf of the SMP - activity to be reviewed in Quarter 3.
			Reduce alcohol related crime in the town centre.	David Hewetson	Multi agency activity on track in Quarter 2.
C&S	Work with the police and other partners to reduce crime and ensure that our residents feel safe	Community Services – Cllr Ring	Assess suitable systems for the upgrading and relocation of the CCTV network. Make more cost-effective use of the CCTV system	David Hewetson	CCTV relocation and equipment is still under review.
			Develop stronger licensing powers to tackle alcohol abuse and related crime.	David Hewetson/ Neil	Close liaison with Community Safety and Licensing to identify possible ways forward.
			Continue to contribute towards the delivery of the Safer Maidstone Partnership's Crime and Disorder Reduction Strategy	David Hewetson	Close working with the SMP and 'All Crime' categories show a steady downward trend.
			Reduce all recorded crime in hotspot locations.	David Hewetson	Hot spot locations focus for all P&TSG and CSU activity.
			Implement the Violent Crime and Criminal Damage Action Plan to reverse the trend in the crime rate.	David Hewetson	Violent Crime continues to have a downward trend in line with the Action Plan.
			Develop a multi-agency Public Community Safety Unit	David Hewetson	Section 17 training provided for MBC staff and members, to be reviewed in Quarter 3.
			Ensure training on crime and disorder is being taken into account in all we do	David Hewetson	On track for early 2010.
C&S	Work with the police and other partners to reduce crime and ensure that our residents feel safe	Community Services – Cllr Ring	Through the Environmental Crime Group, deliver a high profile service that actively discourages enviro-crime while enforcing against enviro-crime through proactive and intelligence driven enforcement efforts	Martin Jeynes	Work is being implemented to introduce new ways of working in the unit allowing proactive and intelligence driven enforcement. Stronger relationships are being built with the wider policing family through the Safer Maidstone Partnership with joint operations in the development stages for implementation by the end of the year. The team is embracing the need to publicise their successes and will shortly be releasing an information feature in the local press on noise and respect between

			Through the new wardens tackle a broad range of environmental issues before they become problems and engage, educate and enforce environmental crime issues.	Martin Jeynes	neighbours. The team have made a number of enforcement interventions using informal and formal action to address environmental issues in the borough. Several prosecution files are being prepared for court action to be taken for more serious offenders.
H&OP	Harness the Council's Services to help partners, promote healthier lifestyles, improve the health of residents and hold healthcare providers to account.	Community Services – Cllr Ring	Ensure that the Council is well prepared to Lobby the health sector when required	Ian Park	The LSP has been restructured and a Health and Wellbeing subgroup has been set up to help drive this agenda at District level.
			Participate with the public health board for West Kent Primary Care Trust in supporting the delivery of the strategy for public health in Kent	Ian Park	
H&OP	Continue to build an effective partnership with the Primary Care Trust and other healthcare providers to improve public health and reduce health inequalities in the borough	Community Services – Cllr Ring	Ensure the effective use of the 'choosing health' budget for Maidstone	Ian Park	A Choosing Health budget has been allocated and a programme agreed for 2009/10. The aim of Choosing health funding is to help reduce health inequalities.
			Work with the Primary Care Trust (PCT) and other partners to promote and improve health and reduce health inequalities through smoking cessation programmes and by tackling substance abuse (including alcohol), obesity, mental health and sexual health issues	Ian Park	
CYPF	Continue to provide an effective and responsive benefit service promoting the range of benefits available and how they can be accessed, whilst also ensuring that issues of fraud are tackled.	Corporate Services – Cllr Ash	Promote the range of benefits available and monitor extra income through benefits	Steve McGinnes	A joint project team has been established to create a central benefits hub within the Gateway and work undertaken to promote the take up of Pension Credit and Free School meals. New technology is being introduced to provide a full benefits check for all customers at the point of claiming either Housing or Council Tax Benefit.
			Continue to improve the way the Council tackles fraud	Steve McGinnes	The joint fraud team with Tunbridge Wells has significantly increased the number of prosecutions for benefit fraud and the benefit service has increased its overall effectiveness in contacting customers to identify unreported changes in their circumstances.
CYPF	Increase the number of people (especially young people) involved in positive activities, particularly in disadvantaged areas.	Community Services – Cllr Ring	Expand the range of opportunities and activities at the museum and with the Sports and Play and Youth Development Team	Simon Lace/Jacqueline Bobb	In the first half of the year 28 young people (22 of them from Maidstone) contributed over 1,170 hours of voluntary work as part of the museums' work experience programme. This year as part of the Freefall programme the SPYDT held 2 activity days at Shepway Youth and Community Centre. This day consisted of Wii, Dance Mat and Fruit Smoothie making. Uprockin this year stayed at South Park due to the demand from young people in the area. Hotfoot took place at Oaktree Community School in Mangravel in both Easter and Summer holidays.
H&C	Enable the development of a range of homes in accordance with local housing need in order to develop sustainable communities. This means taking care to	Regeneration –	Develop housing mix policy to provide a range of home types	Brian Morgan	A Strategic Housing Market Assessment (due December 2009) and a Green and Blue Infrastructure Study (being prepared in-house) will inform Core Strategy policy.

H&C	ensure that the Council responds to the market, encourages good design and maintains an awareness of the importance of architecture and	Cllr Greer	Promote inclusion of a Green and Blue infrastructure component to the Local Development Framework	Michael Thornton/ Sue Whiteside	Other evidence base work (e.g. for the Town Centre) will support policies for good design, and protection of heritage and landscape features.
H&C	Use the development control service to ensure that future developments are built to high design standards and improve planning enforcement activity as well as simplifying design	Regeneration – Cllr Greer	Undertake a review of the authority’s planning enforcement systems to build on the success to date and ensure that it is able to respond to what residents and customers want	Rob Jarman	<ol style="list-style-type: none"> 1. Review ongoing and changes implemented as part of the review process. 2. Current focus is on response times, once established quality of decision making will be the focus. 3. Changes implemented to date include - introduction of improved RTS targets since June 2009, usage of enforcement IT system to improve automation of service and information, amendments to signing off procedure, faster opening and closing of cases, improved relationship with legal services. 4. Future changes include - improved reporting, fast track option for non-breach cases, use of the website to give out and receive information.
H&C	Enable the Delivery of new affordable homes	Regeneration – Cllr Greer	Ensure that each relevant new housing development delivers a minimum 40% affordable housing	John Littlemore/ Rob Jarman/ Michael Thornton	In 2008/09 the Council secured 40% affordable housing on all sites of 15+ units in line with policy (202 affordable units out of a total of 509).
			Engage with Social Housing Providers regarding and anti social behaviour	John Littlemore	We continue to work with MHT through quarterly liaison meetings to ensure that the promises made to tenants around tackling ASB are fulfilled.
H&C	Reduce the number of empty properties	Regeneration – Cllr Greer	Implement the empty homes strategy	John Littlemore	The Empty Homes strategy has been implemented as far as resources will allow. Numbers of Empty homes brought back into use year on year continues to improve with targets exceeded.
H&C	Improve the quality of the existing housing stock in the borough including through the use of renovation grants. Ensure that the best use is made of the existing housing stock.	Regeneration – Cllr Greer	Continue to deliver against decent homes commitment	John Littlemore	The main thrust of our Housing Assistance policy and Enforcement policy has been towards making homes decent. Targets set each year have been exceeded and the Private Sector House Conditions survey report expected shortly is expected to confirm that we have achieved the decent homes target for vulnerable people for 2010
			Maximise the use of regional housing based funding	John Littlemore	RHB funding is being used and spent. Fully spent last year and on target this year.
			In partnership ensure that all house in multiple occupation are safe for the occupants	John Littlemore	Over 80% of licensed HMOs are currently up to standard. This figure is increasing as we continue to inspect and bring the houses up to standard in liaison with the Landlords.
			Respond to the private housing stock condition survey and review outcomes	Stuart White	A draft report has been received, and a final report is expected before Christmas. We will therefore be looking to respond to the outcomes in preparation for the Housing assistance programme from April 2010.
H&C	In terms of spatial planning ensure an appropriate allocation of land for house	Regeneration –	Effectively promote the Council’s views to Government in the context of the Regional Spatial Strategy	Michael Thornton/ Sue Whiteside	Representations to draft South East Plan resulted in amendments prior to adoption of the Plan. Submissions made to draft review of South East Plan for gypsy accommodation - EIP due February 2010.
			Maintain a local development scheme work programme.	Michael Thornton/ Sue Whiteside	Revision to LDS work programme approved by Secretary of State, and currently on target to achieve milestones.
			Achieve successful adoption following Examination in Public (EiP)	Michael Thornton/ Sue Whiteside	First Independent Examinations (Gypsy & Traveller DPD and Core Strategy) are programmed for 2011.

	building	Cllr Greer	Prepare suitable land allocation in subsequent Local Development Document	Michael Thornton/ Sue Whiteside	Currently demonstrating 6.4 years of housing land supply to meet rolling 5-year housing targets. Strategic housing sites to be allocated in Core Strategy to meet mid-term dip in 5-year supply, and in later Development Plan Documents/Area Action Plans to ensure South East Plan target of 11,080 homes is met.
			Ensure that planning policy reflects the need for an appropriate supply of housing (catering for a range of residents) to meet the needs of the economy (identified through the Housing Needs Survey and employment survey)	Michael Thornton/ Sue Whiteside	Core Strategy policies will reflect the findings of the Employment Land Review (September 2009) and the Strategic Housing Market Assessment, which includes an updated housing needs survey (completion estimated Dec 2009).
H&C	Reduce the number of households who become homeless (through intervention).	Regeneration – Cllr Greer	Provide a range of housing options and enable vulnerable households to achieve independent living	John Littlemore	Negotiations are continuing with KCC over the management of the 2 MBC owned sites; with the aim of transferring the management role by Jan 2010. MBC are also working with consultants to prepare a Gypsy and Traveller Development plan document to meet targets for site provision. £50K has been allocated from the renovation grant budget this year to carry out urgent improvements on boundary and security fencing and electrical works. Improvement works on Stilebridge Marden is to recommence shortly following delays over contaminated land issues.
			Support partners to address the housing and support needs of vulnerable households	John Littlemore	It is anticipated that the transfer of management function to KCC will help to improve community cohesion with the wider community by securing the services of a specialist provider with greater experience and knowledge in this area. The Council will maintain involvement in the process and has commenced with discussions with the local Parish Councils to achieve this aim.
H&C	Continue to improve access to services	Corporate Services – Cllr Ash	Improve access to face to face services through the Council's Gateway and by bringing services together in the Maidstone Gateway whilst also ensuring the Contact Centre maintains the high level of service	Sandra Marchant	It has been a challenging time for the Contact Centre teams with increases in Housing and Benefits Customers of over 100%; however, satisfaction has remained high. A number of initiatives including increased training in Benefits, floor walkers and staffing Maidstone House reception have been initiated to maintain the level of service. As part of the Benefits Hub, additional services are now provided in the Gateway including those for Pension Credit and Free School Meals. Working with VAM and with grant funding the Gateway will introduce a "Buddies" support system in part to support customers with self help. The councils web site www.maidstone.gov.uk has been redesigned and will be relaunched before Christmas. This has significantly more transactional capabilities and in some cases is linked to the Contact Centre's CRM system, via self serve. The Contact Centre and Revenues and Benefits teams continue to promote e-benefits.
			Provide enhanced self help facilities though payment kiosk, public wireless internet access and fully accessible self help PCs	Sandra Marchant	
			Continue to develop the transactional capabilities of the Councils web site to include use of personalisation through "web 2" technologies	Paul Taylor/ Dave Lindsay	

			Through the Business Transformation Partnership ensure that customer accessibility is taken into account in reviews	Alasdair Robertson	Considerable analysis completed on use of websites and how to better support customers use. In addition, research has concluded on the drivers of customer satisfaction and the link to clearly presented information.
			Ensure that the council continues to keep residents informed about the results of consultation (e.g. through Borough Update and Cabinet Road shows)	Roger Adley	The Council maintains an up to date list of consultations and results of consultations on its website. The results of important consultations such as our annual budget consultation are reported in borough update. In other cases, such as the local development framework, we correspond directly with consultees.
H&C	Continue supporting parish councils and representative groups in all communities of the borough	Community Services - Cllr Ring	Review the form of the Council's support for parishes and review delegations	David Terry/Paul Taylor	The LSP has been restructured to focus on outcomes. More robust governance arrangements have been put in place including a bidding process for Performance Reward Grant funding. The LSP will carry out a resource mapping exercise and strategic risk assessment this year in order to under pin priorities and strengthen partner working.
			Analyse the potential for synergies / links between the Council's aims and objectives and those of parishes (including links with the Local Development Framework)	David Terry	
H&C	Promote effective partnerships working with the voluntary and community sectors	Leader – Cllr Garland & Community Services - Cllr Ring	Support the Local Strategic Partnership and enable the Local Area Agreement to achieve their outcomes (for Maidstone and ensure that these local bodies are accountable)	Ian Park / Paul Taylor	The LSP and its subgroups have been reviewed to ensure appropriate representation to help achieve agreed outcomes. A performance monitoring system is being established. The action plan of the Sustainable Community Strategy which is being monitored by the LSP contains LAA indicators and targets.
			Influence and develop the next generation of Local Area Agreements with partners	Ian Park / Paul Taylor	
			Progress and monitor the range of initiatives agreed as part of the Local Strategic Partnership, the Local Area Agreement and Service Level Agreements	Ian Park / Paul Taylor	
			Ensure that any funding for key voluntary sectors in the borough from MBC is effectively monitored, evaluated and reviewed to ensure successful outcomes	David Terry	The Borough Grants programme has a monitoring and reviewing process within in the Service Level Agreements which are outcome based.
			Promote volunteering through support for Voluntary Action Maidstone (VAM)	Ian Park	Voluntary Action Maidstone has a new three year SLA with the Council.
			Use the Museum's community volunteering services to support this objective	Simon Lace	Since April over 80 volunteers have contributed over 5,000 hours of unpaid work. Even at the national minimum wage of £5.80 per hour this represents a benefit to the Council of at least £29,000.
H&C	Promote equal opportunities, encourage greater community involvement and improve-social inclusion in the borough	Community Services – Cllr Ring	Corporate Equality Plan to be reviewed	Ian Park	A three year plan is in place ; minor amendments to be approved by the Cabinet Member.
			Progress the neighbourhood action planning process to empower communities in disadvantaged areas and tackle inequalities.	Jim Boot	Neighbourhood Action Planning pilot is currently underway in Park Wood. First milestone achieved was the running of a training course for local residents. Next milestone the construction of a 1:500 scale 3D model of Park Wood with Bell Wood Community Primary School in November. Roadshow commenced with launch on 18th November. Key output is the completed neighbourhood action plan by end of March 2010. Currently identifying priority areas for roll out post April 2010.
			Monitor and update the Sustainable Community Strategy	Jim Boot	For the SCS, the aim is to provide a progress report on priority objectives back to the LSP and Cabinet in January 2010.
			Undertake review of Council's provision in line with White Paper Communities in Control and implement identified actions	Neil Harris	The Cabinet agreed the Communities in Control Action Plan in August.

H&C	Encourage greater citizen participation, especially in registering to vote, elections and Council meetings and promote greater engagement with Council members	Corporate Services – Cllr Ash	Continue working with schools to encourage greater participation in the democratic process	Neil Harris	This has been incorporated into the Communities in Control Action Plan.
			Lead on the annual Maidstone Youth Forum election processes and extend to other schools	Jacqueline Bobb	Elections took place during the week of 16 November in every secondary school in the borough. These were joint elections for Kent Youth Parliament/MBC Youth Forum and simulate the real electoral voting process. Candidate meetings with Council Members are being considered.
			Implement Charter for Member’s development	Neil Harris/Tina Edwards	The actions arising from the Charter are being implemented in accordance with the SE Employers timetable. Member briefings have taken place, the latest on 29th October as part of the member seminar. Becoming a Councillor event scheduled date is being set at the moment.
			Continue to expand the use of the web-cast where possible	Neil Harris	Planning is now webcast and now developing further ideas to improve the service.
H&C	Improve communications and delivery of services to Gypsy and Traveller communities	Community Services – Cllr Ring	Continue to liaise with Kent County Council and other agencies to expand our involvement with the needs of the Gypsy community	John Littlemore	Negotiations are continuing with KCC over the management of the 2 MBC owned sites. Target to transfer Jan 2010. MBC are also working with consultants to prepare a Gypsy and Traveller Development plan document to meet targets for site provision
			Continue to work towards improving the quality of Council owned Gypsy and traveller sites	John Littlemore	£50,000 has been allocated from the renovation grant budget this year to carry out urgent improvements on boundary and security fencing and electrical works. Improvement works on Stilebridge Marden is to recommence shortly following some initial delays.
			Progress actions and objectives from Scrutiny Committee review to improve community cohesion between Gypsies and travellers and the wider community	John Littlemore	A process of community engagement has commenced with a meeting with Marden Parish Council, which will be followed by further meetings with other stakeholders. A new Housing Strategy is being developed with the aim of being adopted in the summer of 2010. Consultation with stakeholders and client groups is a key part of this development and will include a public meeting with the Gypsy & Traveller community in the spring of 2010.
SCC	Improve parks and green open spaces through the green spaces strategy action plan and the play area strategy and enhance Maidstone’s watercourses	Leisure and Culture – Cllr Moss	Deliver improvements for Green Spaces Strategy Phase 3 action plan	Jason Taylor	Phase three of the action plan involves the production and implementation of The Local Biodiversity Action Plan (LBAP), this has been produced and is currently being reviewed before adoption. Implementation of the LBAP is going to be done through Medway Valley Countryside Partnership as the resources are no longer available in house.
			Deliver the Play Area Strategy	Jason Taylor	As part of the delivery of the Play Area Strategy a new Play Area Scoring System has been developed. This is a great improvement on the old system as it takes into account not only the size of the play area, as in the old system, but also the quality of equipment, usage and the availability of other play facilities in the area. This new system allows us to direct any available resources to precisely where they are most needed.

	Enhance Maidstone's watercourses		Progress the conservation plan for Mote Park	Jason Taylor	The Conservation Plan for Mote Park was produced by Kent Wildlife Trust. The implementation of the Plan will be done as part of the Mote Park Redevelopment Project, which is currently at the Development Stage. An Audience Development Officer is currently being recruited and a large part of this persons future role will be to implement a program of volunteering opportunities in the park, many of these will be tasks identified in the Conservation Plan.
			Enhance the river	Jason Taylor / John Foster	A review of all of the signage and memorial plaques along the river is currently taking place, this will enable a decision to be made regarding the replacement of these items.
SCC	Monitor residents' access to sport, leisure and cultural facilities, improve and maximise the use of Council facilities and encourage other service providers to provide high quality services to meet the needs of our residents	Leisure and Culture -Cllr Moss	Enhance marketing for sports and leisure facilities	Jason Taylor	The Leisure Centre is currently undergoing large scale improvements which will be completed by April 2010. Whilst these works are taking place the improved Centre is being marketed in a number of ways including regular press releases, photo calls and in a shop in the local shopping centre. Cobtree Golf Course regularly advertises the services that it provides on behalf of MBC in Golfing Publications. This advertising has resulted in a significant increase in user numbers. All outdoor sports facilities are detailed on the Council website, this includes an on line booking form.
			Investigate the feasibility of obtaining external funding to carry out a comprehensive community sports and play facilities audit	Jacqueline Bobb	An audit for Indoor Sports Provision is currently being led by Brendon Neal (Principal Planning Officer) and Sport England. This is due to be completed in December. To maximise the Olympics within the Borough "Maidstone's Dream" (Sponsorship website) has been launched. 25 Athletes have signed up and some have already been successfully sponsored by local companies, including Towergate.
			Maximise the effect for the borough from the 2012 Olympics	Laura Dickson / Jacqueline Bobb	A report is planned to go to Cabinet Member in the new year setting out the options for creating a legacy around the Olympics over and above what we are already doing.
			Implement Create in Maidstone and Elemental projects	Wendy Hegley / Sarah Robson	Create in Maidstone Arts Development Strategy out for internal/partner consultation. First draft to be submitted to Management Team by January 2010. The Maidstone Marker has been installed as part of the Elemental and future project funding has been secured through a \$106 for art contribution.
			Increase school visits to the museum	Simon Lace	Since April 4,233 schoolchildren have benefitted from the museums' educational services. This represents an increase of 6.3% on the previous year's figure of 3,981.
SCC	Develop the leisure centre	Leisure and Culture -Cllr Moss	Maximise use of the facilities & the provision of a diverse programme of activity	Jason Taylor	The improvement works currently taking place at the Leisure Centre have been planned to maximise use of the facilities and to provide a diverse programme of activities.
			Develop a programme of ongoing maintenance work with the centre management	Jason Taylor	The Leisure Centre is managed by Maidstone Leisure Trust on behalf of MBC. As well as allowing the large scale works to take place, the agreement also identifies resource needed for the on going maintenance of the centre.
SCC	Work to raise the profile of Maidstone's music, sporting and cultural activities,	Leisure and Culture -Cllr	Through the cultural marketing group work to maximise profile and share resources through joint working	Wendy Hegley / Sarah Robson / Vronni Ward / Jacqueline Bobb / John Foster / Simon Lace	Design and Production costs for Easter and Summer activity publicity shared with Sports and Play Team.

	including Art at the Centre, with the museum and the Hazlitt Theatre.	Moss	Develop and implement a cultural calendar	Wendy Hegley / Sarah Robson / Vronni Ward / Jacqueline Bobb / John Foster / Simon Lace	A cultural calendar has been in place since August 2009 and is held within the Economic Development and Tourism service.
EE&CC	Reduce the Council's carbon emissions through, amongst other activities, the introduction of Environmental Management System and Carbon reduction targets	Environment – Cllr Wooding	As part of the new environmental management post: - Create the environmental management system - Collect relevant data to prepare reports - Develop an action plan to reduce carbon emissions Explore the benefits of external accreditation of the Environmental Management system and set in place action plan to carry forward findings Ensure the Council reduces its carbon footprint achieving a year on year annual reduction of 3% across all the Council's activities, working towards the long term targets of a 20% reduction by 2015/16 and a 30% reduction by 2020/21	John Littlemore John Littlemore John Littlemore	Environmental management systems have been put in place to collect data for the various government returns. We are part of a pilot scheme with the Energy Savings Trust (the 1 to 1 scheme) whereby the EST has audited everything we do energy efficiency/climate change wise. The report will detail what we must do as a council not only to meet the government targets for the various NIs, but also to meet our own targets of an annual reduction of 3%, 20% reduction by 2015/16 and a 30% reduction by 2020/21.
EECC	Encourage and promote the reduction in Carbon emissions by residents and businesses	Environment – Cllr Wooding	Develop partnerships to share best practice and jointly tackle the issue of carbon emissions Promote best practice Apply Building Research Establishment Limited Environmental Assessment Method (BREEAM) Develop the Maidstone 'Go Green' partnership with support of the energy saving trust	Jim Boot / John Littlemore Jim Boot / John Littlemore Jim Boot / John Littlemore John Littlemore	We have developed partnerships with the EST to promote energy efficiency advice to the domestic sector and provide energy efficiency grants in Partnership with 7 other neighbouring authorities and Creative Environmental Networks. We are progressing with the action plan drawn up to reduce carbon emissions within buildings owned by the Council and with our contractors. We have met with SEEDA to discuss the possibility of a Community Energy Saving Partnership to tackle fuel poverty and carbon reduction measures in our lower income super output areas. Work will now commence with our RSL partners to engage them in this process with the aim of establishing a partnership to deliver significant improvements over the next two years. Further discussion to follow with the new LSP Sub-Group with responsibility for climate change once this meets in the New Year. The intention being for the Sub-Group to adopt a terms of reference to promote this initiative. (this is being co-ordinated by the LSP team).
EECC	Ensure the Local Development Document currently being prepared deals with all development in an environmentally sustainable way	Regeneration – Cllr Greer	Ensure Core strategy sets appropriate targets and policy context for future Local Development Framework documents and other strategies of the Council Progress the programme of Conservation Area Appraisals and Management Plans, and Character Area Assessments.	Michael Thornton/Sue Whiteside Michael Thornton/Deanne Cunningham	Core Strategy will set targets and policy context for future Local Development Documents and other Council strategies. Public consultation will be undertaken in summer 2010. In 2008/09 four Conservation Area Appraisals were published. Two Management Plans were also progressed and should be adopted by end of 09/10. The programme has been reviewed due to a number of factors and a report to the Cabinet Member is imminent. This will recommend that 2-3 combined CAAs/MPs now be produced this year, focussing on the Bearsted CAs. Loose Road and London Road Character Area Assessments were adopted in December 2008 and consideration will be given to producing further Assessments following adoption of the Core Strategy.

EECC	Reduce fuel poverty in the borough	Regeneration – Cllr Greer	Reduce fuel poverty in the borough	Stuart White	We carried out a postal survey as required last year to get a base position. This showed that around 15% of vulnerable persons were living in fuel poverty. We have targeted some of our Housing Assistance grants towards improving insulation and heating systems in homes occupied by vulnerable people. We have just commissioned this years NI 187 survey and the results are expected early 2010.
EECC	Enhance bio-diversity in Maidstone to improve the natural environment of the borough	Environment - Cllr Wooding	Adopt and implement the bio-diversity action plan which will enhance Maidstone's natural environment.	Jason Taylor	The Local Biodiversity Action Plan (LBAP) has been produced and is currently being reviewed before adoption. Implementation of the LBAP is going to be done through Medway Valley Countryside Partnership as the resources are no longer available in house.
			Work in partnership to deliver accessible sites of bio-diversity interest.	Jason Taylor	The LBAP identifies all of the sites of bio-diversity interest in the borough, not only those owned and maintained by MBC. All of these sites will be highlighted by the plan and other landowners encouraged to manage their land not only with maximum bio-diversity value in mind but also with allowing access to the public.
EECC	Reduce water and material consumption in Council-owned properties and improve energy efficiency across the borough	Environment - Cllr Wooding	Continue to reduce energy, water and material consumption	David Tibbit	Energy consumption is on course after six months for a 4.5% reduction for the full year. Water consumption is very slightly above the 6 month target due to a leak at Whatman Park. Full year's figures should be within target. A thermographic survey of some of the larger Council buildings will be commissioned shortly to identify priorities for improvements in energy efficiency. Automatic meter reading of gas, electricity and water is being investigated as a means of simplifying benchmarking consumption and early warning of spikes in consumption.
			Continue to improve energy efficiency	David Tibbit	
			Through Development Plan Documents aim to improve energy efficiency	Michael Thornton/Sue Whiteside	Water Cycle Study for Maidstone currently being produced as part of the evidence base for the Core Strategy. Means to improve water and energy efficiency will be considered as Local Development Documents are prepared.
			Pursue sustainable landscaping through high quality planting in Council owned green spaces and by encouraging developers	Jason Taylor	Recent works that have taken place to improve the quality of planting in council owned green spaces include Brenchley Gardens and All Saints Conservation Area. In these areas some bedding and planting has been removed and replaced with herbaceous planting that not only improves the look of the area but also requires less water and maintenance.
EECC	Continue to support better cleaning, waste minimisation and recycling and	Environment – Cllr Wooding	Meet the targets set for national performance indicators relating to street cleansing, flytipping, fly posting and graffiti	Jonathan Scott	The targets set for street cleansing, flyposting and flytipping have generally been met and show ongoing improvement. However, benchmarking has indicated that the service could be more cost effective and a review is being undertaken to be presented to the Cabinet Member in January. The results of the Place Survey in 2008 indicated average satisfaction which did not reflect the positive performance on the national indicators. A series of focus groups and on line questionnaires are being undertaken to find the reasons for any dissatisfaction and an action plan is being produced which will also be presented to the Cabinet Member in January.

	improve monitoring.	Waste	With our Partners develop the various work streams of the Kent Waste Partnership Action Plan in order to improve performance and value for money in waste minimisation and recycling through innovation and new ways of working	Jennifer Gosling	A Best Value Review has been undertaken to identify ways of developing the waste and recycling services. As part of the implementation plan, a Waste and Recycling Strategy will be produced to look at different material streams, waste reduction and reuse initiatives and efficiencies within the existing service.
			Maintain and develop knowledge of developments in the field of waste management in order to identify good practice and to proactively develop the Council's services and working practices	Jennifer Gosling	
			Develop an optimum model for waste collection, minimisation and recycling	Jennifer Gosling	
			Undertake benchmarking to check to ensure the service is providing value for money and take appropriate steps for improvement if necessary	Jennifer Gosling	