

2016/17

# Quarter 4 Performance Update



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

**OUR VISION**

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

**OUR MISSION**

Putting People First.

**OUR PRIORITIES**

Keeping Maidstone Borough an attractive place for all

Securing a successful economy for Maidstone Borough



**ACTION AREAS**

Providing a clean and safe environment

Encouraging good health and wellbeing

Respecting the character and heritage of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

Securing improvements to the transport infrastructure of our Borough

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

Planning for sufficient homes to meet our Borough's needs

**OUR VALUES**

**Service**



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

**Teamwork**



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

**Responsibility**



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

**Integrity**



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

**Value**



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

**Equality**



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

# Understanding Performance

## Key to performance ratings

Performance indicators are judged in two ways. Firstly on whether performance has improved, been sustained or declined, compared to the same period in the previous year. For example, 2016/17 performance will be compared against 2015/16 performance. This is known as direction. Where there is no previous data, no assessment of direction can be made.

The second way in which performance is assessed looks at whether an indicator has achieved the target set and is known as PI status. Some indicators may show an asterisk (\*) after the figure, these are provisional figures that are awaiting confirmation.

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

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

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

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

## Performance Summary

This is the quarter 4 performance update on Maidstone Borough Council's Strategic Plan 2015-20. It sets out how we are performing against the Key Performance Indicators and Strategic actions that directly contribute to the achievement of our priorities: Keeping Maidstone an attractive place for all and securing a successful economy for Maidstone Borough.

Outlined below is a summary of the ratings and direction that have been given for the annual results.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	13	1	2	5	21*
Strategic Actions	14	0	0		14
Direction	Up	Across	Down	N/A	Total
KPIs	12	0	3	6	21*

\*Data is not available for one indicator.

## Priority 1: Keeping Maidstone an attractive place for all

### Providing a Clean and Safe Environment

Over the past 5 years, Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services, as a result our recycling rate has improved significantly. Maidstone does not experience high levels of crime.

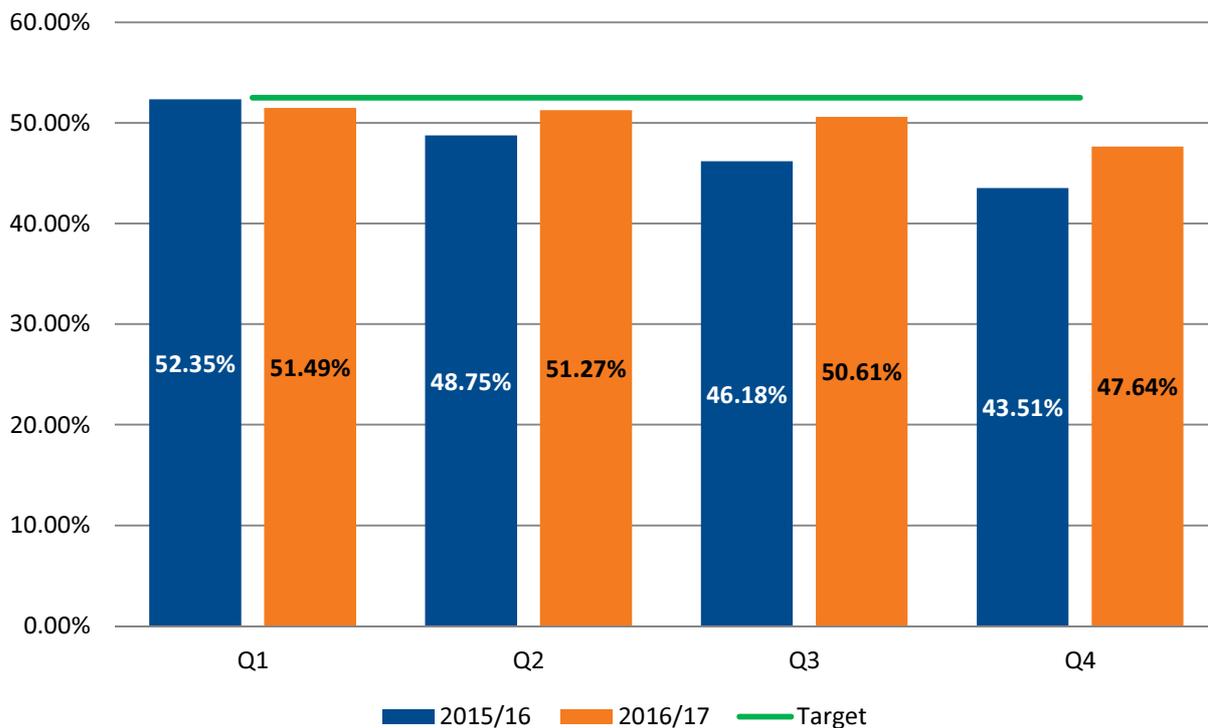
#### Waste & Recycling Strategy

The food waste campaign has been running for the past few months and has generated a surge in requests for replacement food waste bins. The school theatre workshops have been well received by local schools and further school engagement is planned in the Autumn term. The engagement roadshows have been carried out at supermarkets and The Mall shopping centre. The recycling rate for the quarter is lower than the previous quarter due to seasonal fluctuations in garden waste, and an increase in general waste following the Christmas period. In addition, the collection of side waste after Christmas also affects the recycling rate due to more waste being generated over this period. The recycling target of 55% by 2019 is very challenging given the national trend of stagnating rates, which in part can be attributed to lightweight packaging and the growing economy giving an overall rise in waste levels. The Waste Strategy is in the process of being reviewed which will be reported to Communities, Housing and Environment Committee in July.

### Percentage of household waste sent for reuse, recycling or composting

The indicator measures percentage of household waste that has been sent by the Council for reuse, recycling, composting or anaerobic digestion. This is a key measure of a local authority's progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
47.64%	52.5%	-4.86%	↑	⚠	Target has been slightly missed



**Performance Comment:** The recycling rate for quarter 4 is the lowest of the year, however this is to be expected given the seasonal fluctuations in garden waste and higher levels of waste following the Christmas period. We delivered the food waste campaign in quarter 4 which included stickers on bins, roadshows, theatre workshops in schools, children's competitions and media advertising. There was a 28% increase in the amount of food waste collected in March compared with February. These results will need to be sustained through ongoing communication. The recycling rate for March was 50.05%, up from 45.59% in February. There was also a 169% rise in garden waste in March with the peak expected in June/July. The contamination rate was 8% for the quarter, and further work is planned to reduce this.

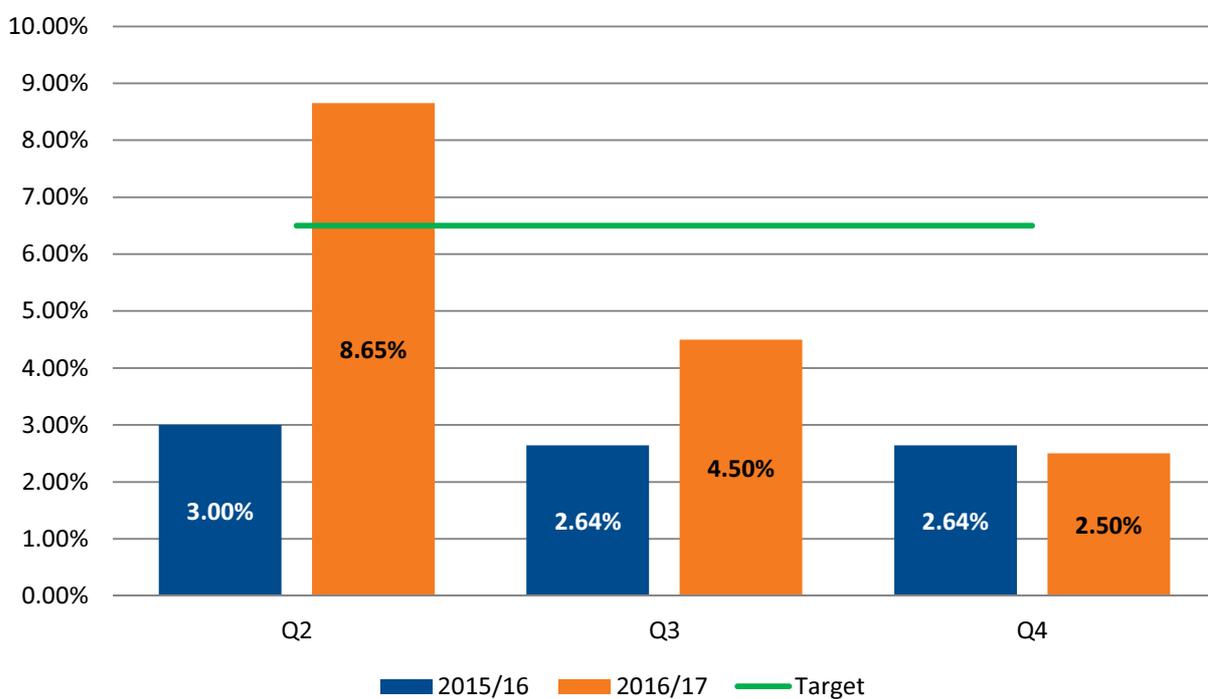
Engagement in recycling is falling nationally after peaking a few years ago when it received high profile media interest and there were national campaigns produced by the Waste & Resources Action Programme. We continue to promote the services and engage with residents, but without the reinforcement of national campaigns this is a greater challenge.

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

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
2.5%*	6.50%	-4%	↑	✓	Target has been achieved



**\*Data for December to March. The environmental survey is conducted every four months.**

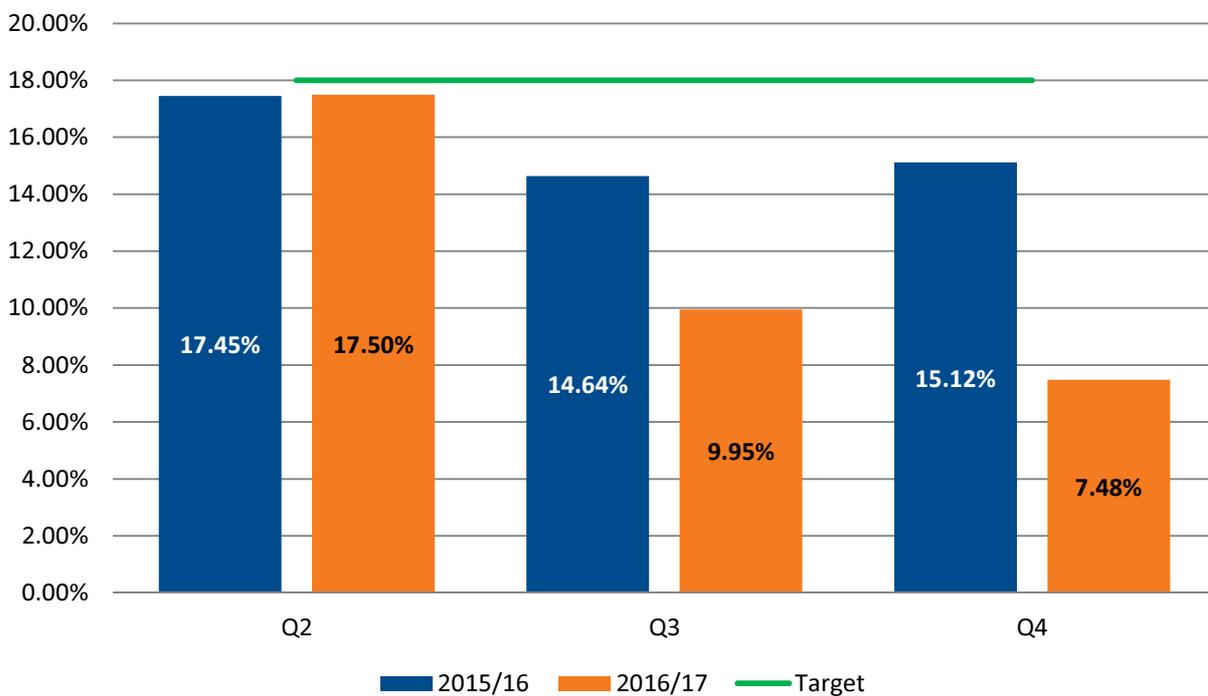
**Performance Comment:** The third environmental survey has provided the best results of 2016/17. This shows a significant improvement in the levels of litter in the borough with urban areas providing the best results in the borough. The improvement to inspection based cleansing schedules earlier in the year seems to be providing the required results. Every road in the borough is now on a 6 weekly cleansing schedule. This is the first period that has shown an improvement in comparison to 2015/16. The levels of litter and detritus have significantly improved due to the cleansing service adapting its working practices to target hotspots and areas of high footfall at the appropriate time of day.

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

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
7.48%*	18%	-10.52%	↑	✔	Target has been achieved

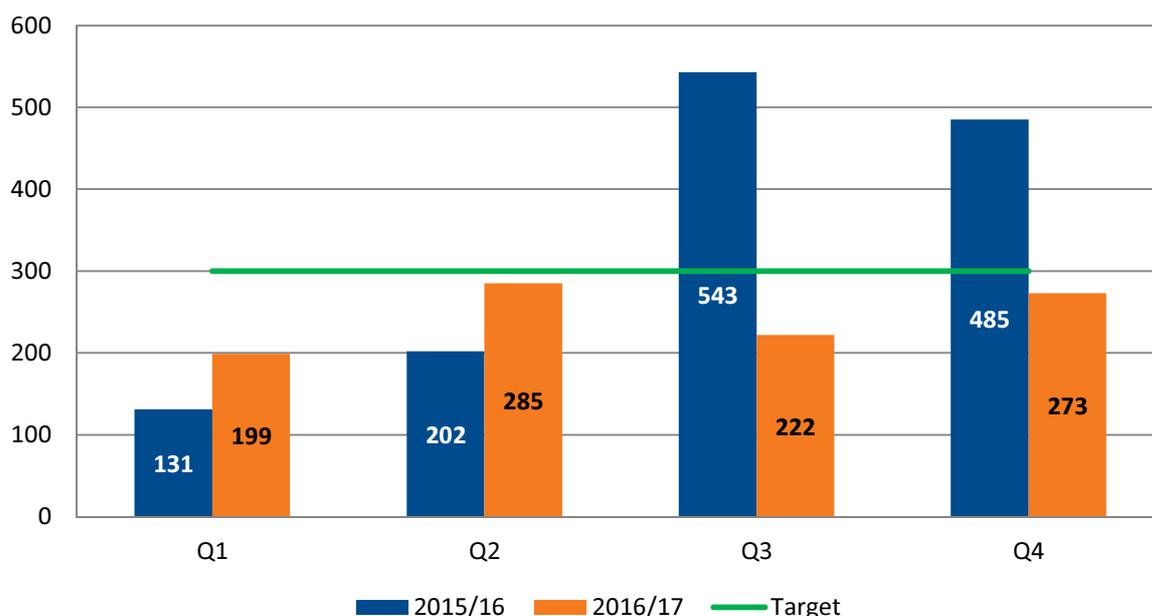


**\*Data for December to March. The environmental survey is conducted every four months.**  
**Performance Comment:** The third environmental survey has provided the best results of the year with improvements across all land types. As with litter, the percentage of land and highways with unacceptable levels of detritus has continually reduced throughout the year. The levels of litter and detritus have significantly improved due to the cleansing service adapting its working practices to target hotspots and areas of high footfall at the appropriate time of day.

### Number of incidences of fly-tipping

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
273	300	-27	↑	✓	Target has been achieved



**Performance Comment:** There were 273 incidences of fly-tipping in the fourth quarter of 2016/17, which is within target. The increase from the last quarter was due to an increase in green waste and bagged household waste being deposited. Analysis of previous years and the types of waste deposited, shows no specific trends or reasons for the increase. Fly tipping levels fluctuate throughout the year, with weather and seasonality having some impact i.e. increased DIY/construction work in Spring and increased garden growth. There is a growing market of illegal waste carriers using social media, which are being targeted by the Enforcement Team. There have been two recent prosecutions for fly tipping which resulted in fines of £700 and £1100. The new fixed penalty notice for fly tipping has also resulted in more action being taken against those illegally dumping smaller quantities of waste, with 6 recently being issued.

The type and quantity of fly tips is monitored monthly. A working group including Cleansing, Enforcement and Communications is working on resident engagement, focussing on the legal requirement for duty of care and their responsibilities for waste management.

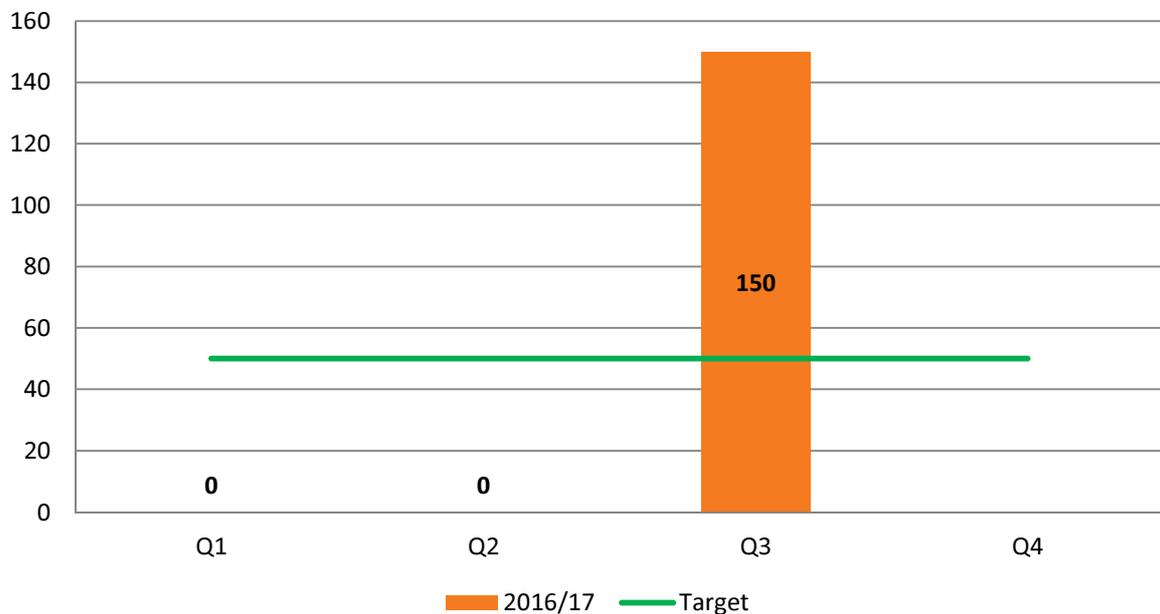
## Community Safety Strategy

Following the annual strategic assessment being presented to the Communities Housing and Environment Committee, acting in its role as Crime & Disorder panel, the Committee approved a set of recommendations for Council to enable the Strategic Plan to be delivered for 2017/18. Applying the new principles enshrined in Managing Risk in Law Enforcement approach, the review recommended four priority areas for the year ahead - Organised Crime Groups (including modern slavery), Gangs and Child Sexual Exploitation, Substance Misuse, Domestic Abuse and other Violent Crime, and Mental Health. The Council adopted the new Strategic Plan in April 2017 and the Safer Maidstone Partnership has since met to begin the process of identifying delivery groups and scoping the action plans.

### Number of safeguarding practitioners trained

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
*	50				



**Performance Comment:** \*Quarter 4 data is not currently available. Child Sexual Exploitation (CSE) training was delivered to staff at McDonalds restaurants in the town centre as part of CSE awareness week in March.

### Air Quality Strategy

The Member Working Group has now completed a series of information gathering meetings covering the key topics of 'transport', 'public health', 'procurement', and 'planning'. As a result of the information gathered an action plan and recommendations have been developed with a view to be presented in the form of a report to the Strategic Planning, Sustainability, & Transportation Committee. The report will also encompass a review of the Air Quality Action Plan and Air Quality Management Areas.

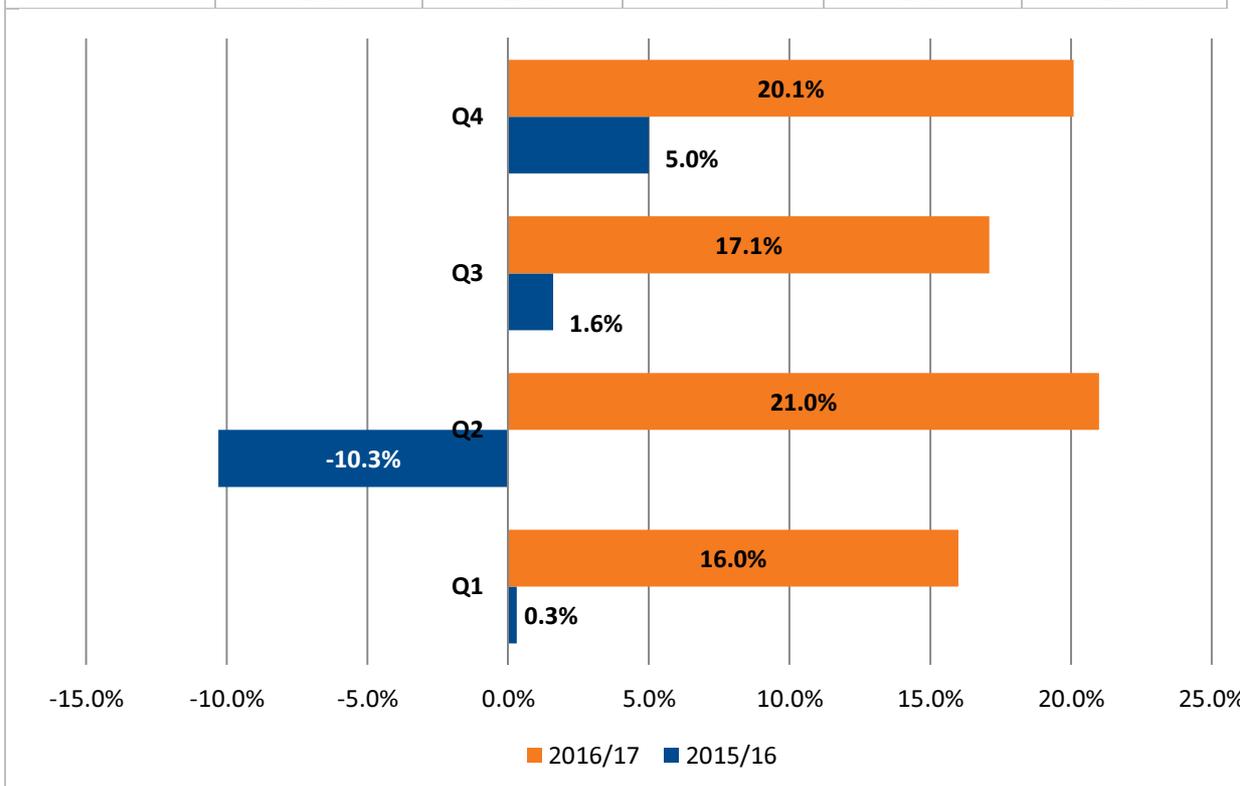
### Environmental Quality Survey

The 3rd tranche of the environmental survey has been undertaken and has shown continuous improvement on the previous tranches. The new Compliance Manager at the Depot will be undertaking this work in future to ensure independence from the cleansing service. The levels of litter and detritus have significantly improved due to the cleansing service adapting its working practices to target hotspots and areas of high footfall at the appropriate time of day.

### Percentage Change in All Recorded Crime (Information Only)

This indicator reports the percentage change in the number of all recorded crime in the borough to provide an indication of the crime trends in the borough and help assess the impact of the work the Council undertakes in relation to Community Safety. *Note: Improving performance for this indicator is demonstrated by a negative figure.*

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
20.1%					



### Percentage Change in All Recorded Crime (Information Only)

**Performance Comment:**

Crime has increased across all offenses except vehicle interference which has declined by 17% compared to 2015/16.

There has been a 25% increase in violent crime, 3% increase in ASB, 28% increase in sexual offences and 62% increase in theft of a peddle cycle.

The increase is most likely due to a combination of the high ethical standards of crime recording now used by Kent Police and improvements to the 101 service. Given the increase in theft offences, the changes in police attendance policy in dealing with shoplifting has not deterred businesses from reporting offenders via 101 or through contact with CCTV control.

### Encouraging Good Health and Wellbeing

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

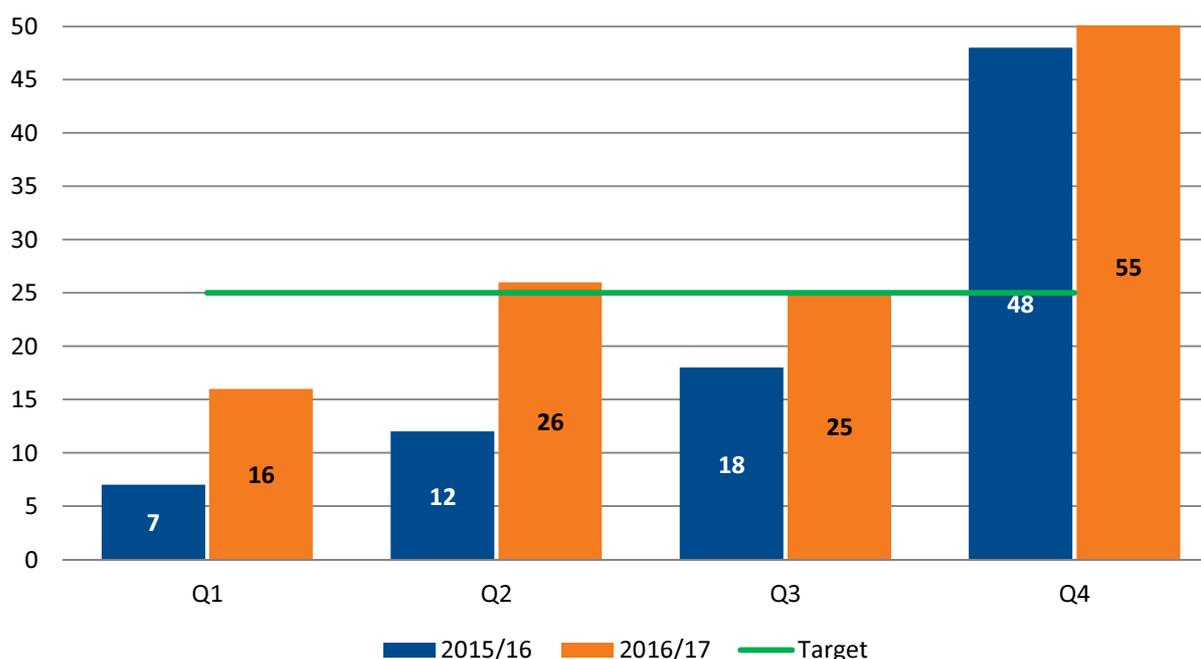
### Health Inequalities Action Plan Update

During 2016/17 the action plan has been subjected to a comprehensive review. The Health & Well Being Group received a range of data that focused on progress to date against the original targets and to look at new emerging themes. This has enabled a refresh of the action plan and the four themes to be agreed including Homelessness and Health. The refreshed action plan was presented to the Communities, Housing & Environment Committee in October 2016 and adopted. New sub groups of the Maidstone Health & Well Being Group have now been identified and the new action plan is moving into the delivery phase.

### Number of completed Disabled Facilities Grants

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
55	25	+20	↑	✓	Target has been achieved



**Performance Comment:** The cash value of completions was set against a historic budget and what was thought to be achievable. With the budget last year having been increased, the value of completions was not increased proportionately. We have therefore significantly exceeded the target for quarter 4.

As a result of the increase in budget the Housing & Health team introduced a more efficient and ultimately effective way of delivering DFGs that resulted in the number of completions increasing throughout the year. This included having staff co-located with KCC's occupational therapist team. Traditionally, there is a higher proportion of expenditure activity in the fourth quarter. This causes the number of completions to rise in the last quarter whilst conversely the number of completions during the first quarter tends to be lower. The team have delivered a total of 122 Disabled Facilities Grants in 2016/17.

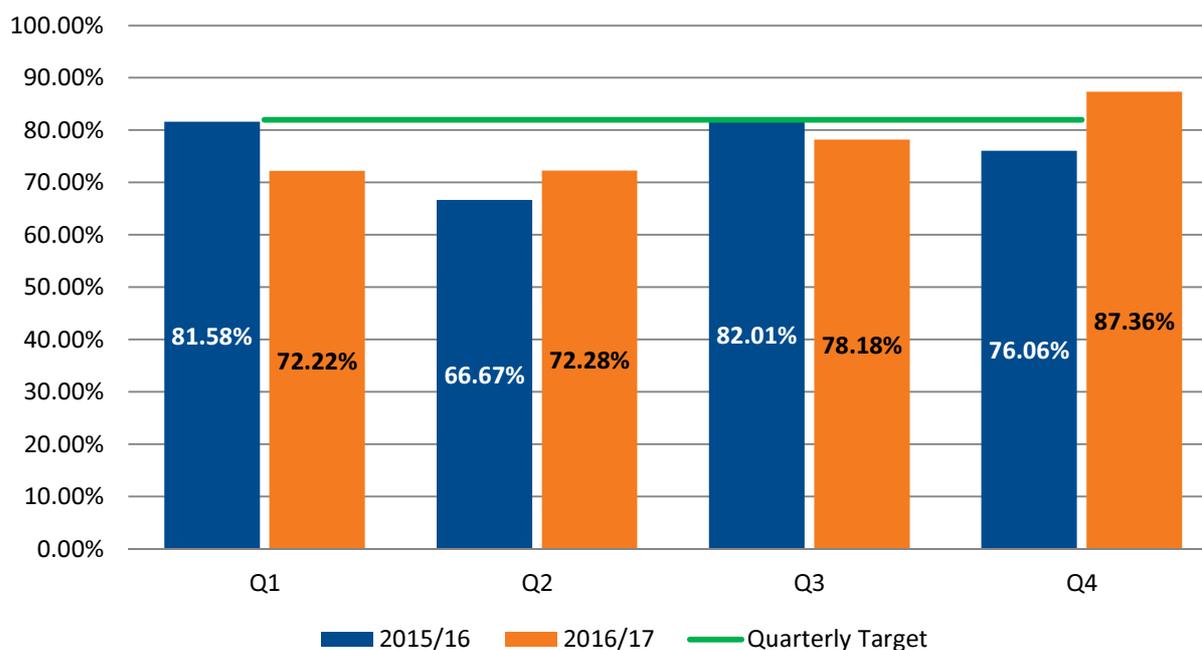
### Housing Strategy Update ✓

A review of the Housing Strategy's progress to date was provided to the Communities, Housing & Environment Committee in June 2017.

### User Satisfaction with the Leisure Centre

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
87.36%	82.00%	+5.36%	↑	✓	Target has been achieved

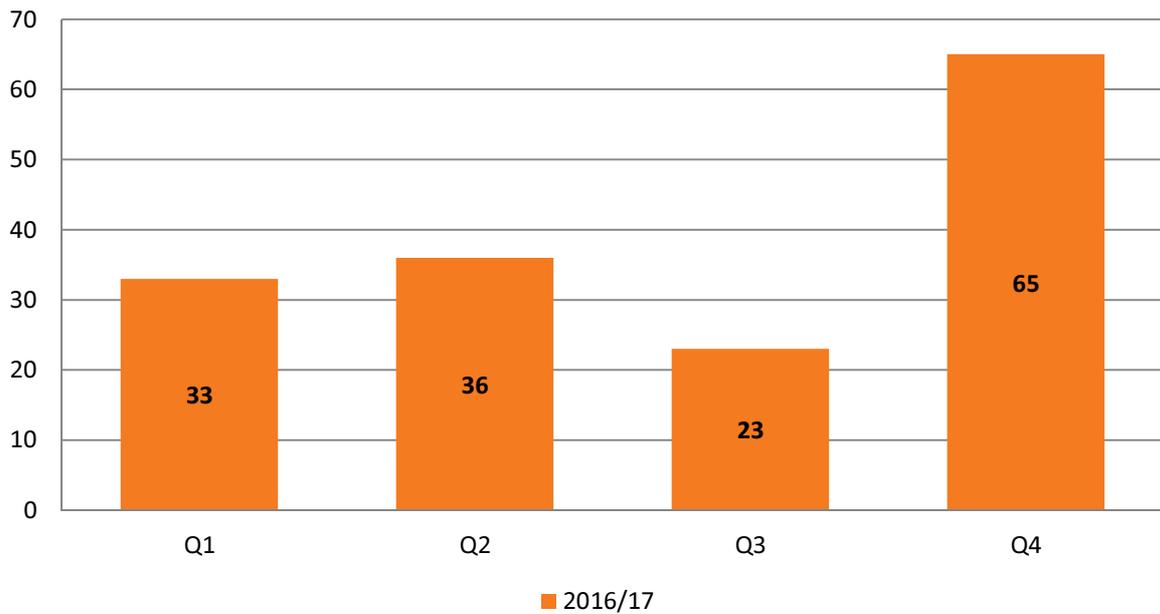


**Performance Comment:** The electronic satisfaction system was initially on trial for the 3rd quarter of the year and once the trial ended the machines were taken away, so a paper system was used for the last quarter. Of the 87 responses received for quarter 4, 76 were satisfied. This has exceeded the target of 82% for quarter 4, and has shown a significant increase in satisfaction in comparison to the same quarter last year. The system has now been procured so is expected to be reinstalled imminently.

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
65					



#### Performance Comment:

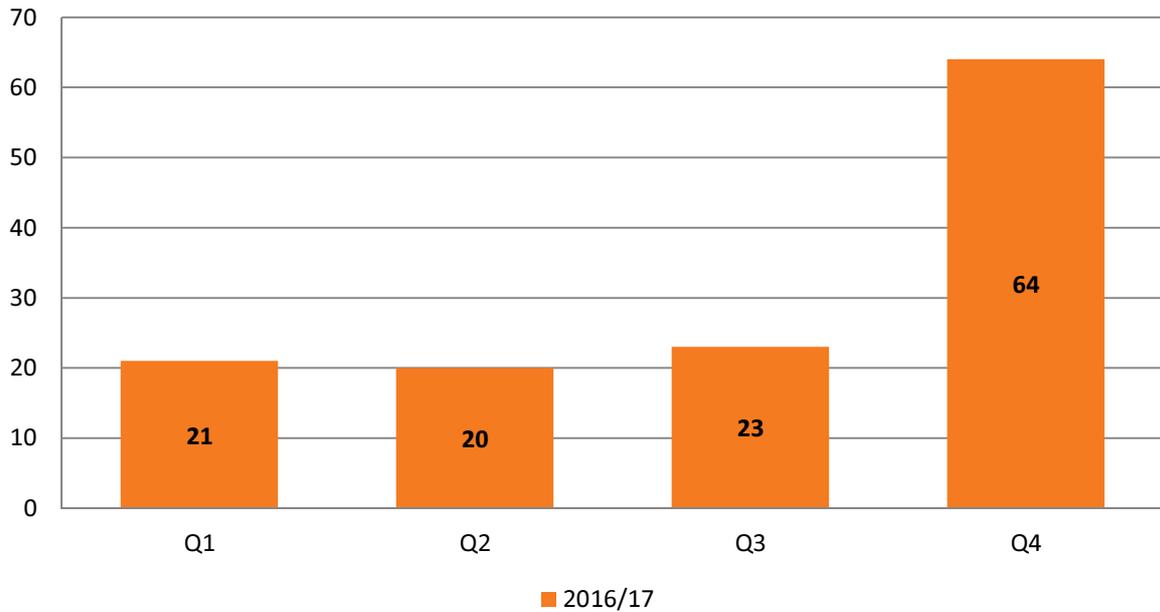
Over the course of quarter 4, 65 people completed a course at the leisure centre. All of those who completed the course lost weight. This is considered good performance by the team, and the number of people completing a course is significantly higher than at any other time throughout the year.

- 65 people engaged with the programme.
- 41 achieved 3% weight loss after 10 weeks
- 27 achieved 5% weight loss after 10 weeks

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
64					



**Performance Comment:** We helped 64 people reduce social isolation through Museum projects in quarter 4. This is almost three times the amount of attendees in any other quarter this year. We increased marketing of the project, with leaflets being distributed to local surgeries, which had a positive effect on attendance. Cafe Culture continues to be popular and is now limited by the number of staff needed to run it and the size of the room for participants. We are currently undertaking a recruitment drive for more volunteers across the museum, including to help with the delivery of the Café Culture project. As the purpose of the activity is to reduce social isolation among those at risk, we were delighted when three of our attendees also applied to join a new cohort of museum volunteers.

## Respecting the Character of our Borough

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

### Communications & Engagement Strategy Update

Since the new Communication and Engagement Strategy and action plan was approved in quarter 3, a number of actions have progressed including the completion of the planning phase of the new resident magazine, a review of our current branding with a view to a refresh and the launch of the new intranet site. A consultation on the Park and Ride service has also been carried out and the team are now in the planning stages of the resident survey looking at how we engage with people at local events being held across the summer.

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

### Ensuring there are good Leisure and Cultural Attractions

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

#### Festivals & Events Strategy Update

Quarter 4 (January to March) is a quiet time for festivals and events with most activity going into planning for the forthcoming season.

Proms in the Park, delivered in partnership with the Hazlitt Theatre, will take place in Whatman Millennium River Park on Saturday 27 May 2017 from 2pm to 8pm.

The new three day multicultural food and drink festival contract was awarded to Event Umbrella and this will take place from 1-3 September 2017 in Mote Park.

A new Maidstone International Arts Festival organised by Maidstone Area Arts Partnership and Baltic Art Forum will run from 24 June to 16 July across various venues.

#### Destination Management Plan Update

The Destination Management Plan Board met in January and received an update on the four themes:

##### **Countryside:**

Tourism Week – ‘Tourist in my Village’. 12 hours in a village – walk, shop, pub, restaurant, stay.

Videos and links have been added to Visit Maidstone website and in social media posts.

##### **Town:**

The North end of Week Street and Gabriel’s Hill public realm design has gone to three committees. It is hoped the scheme will be expanded to include the whole of Week Street. The Thames Link service starts in summer 2018.

##### **River:**

The Lockmeadow refurbishment is underway.

Fairmeadow path: removing old trees to replace with more suitable trees that will not cause damage to path and road.

Community clearances have taken place at McDonalds and the Rowing Club.

Long Boat café is currently in planning stage.

Kentish Lady Kiosk, Nick Kennedy will provide an information portal.

As there is an underspend on the gyratory scheme there will be improvements to planting and public art.

##### **Events:**

Event venue information is to be added to the Conference Maidstone website. Content is to be created on outdoor venues.

### Cultural Strategy Update

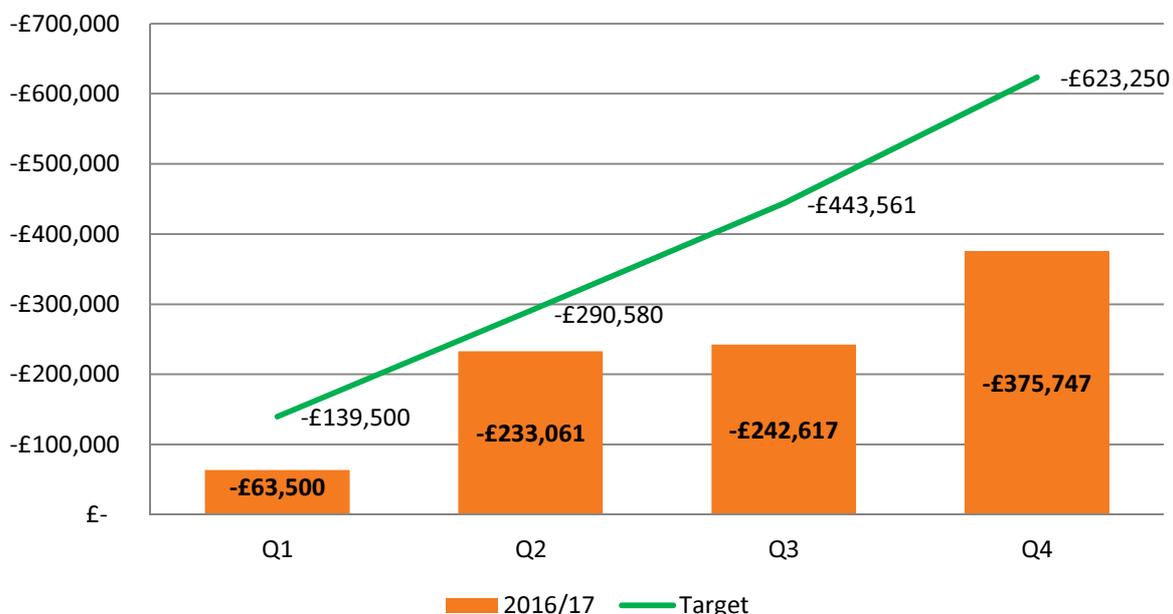
The Public Art Policy will be taken to Strategic Planning Sustainability & Transportation Committee to consider its adoption as a material consideration for planning purposes, which will encourage developers to incorporate public art into their schemes.

Unfortunately our bid to Heritage Lottery Fund Townscape Initiative fund was unsuccessful. The feedback from our bid was that there was no private investment and there was also concern about the proportion of public realm investment in the scheme. Although public realm improvements can certainly be included in a Townscape Heritage scheme, they are a lower priority relative to investment in the buildings which characterise the scheme area, therefore it was felt that the balance of costs in our application was too skewed towards public realm. The panel was broadly supportive, so we could consider reapplying if we were able to address the relative weaknesses.

### Net contribution generated from commercial activities

The Council has a Commercialisation Strategy, which seeks to make better use of the Council's assets to provide increased leisure opportunities for the borough's residents and visitors. This indicator is to assess the performance and progress of the Commercialisation Strategy in monetary terms. This is a year to date figure against our budget

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
-£375,747	-£623,250	-£247,503			Target has not been achieved



**Performance Comment:** A negative figure represents an adverse variance. The definition of commercial activities for the purpose of this indicator excludes Garden Refuse collection. A breakdown of the variances to the budget is shown below .

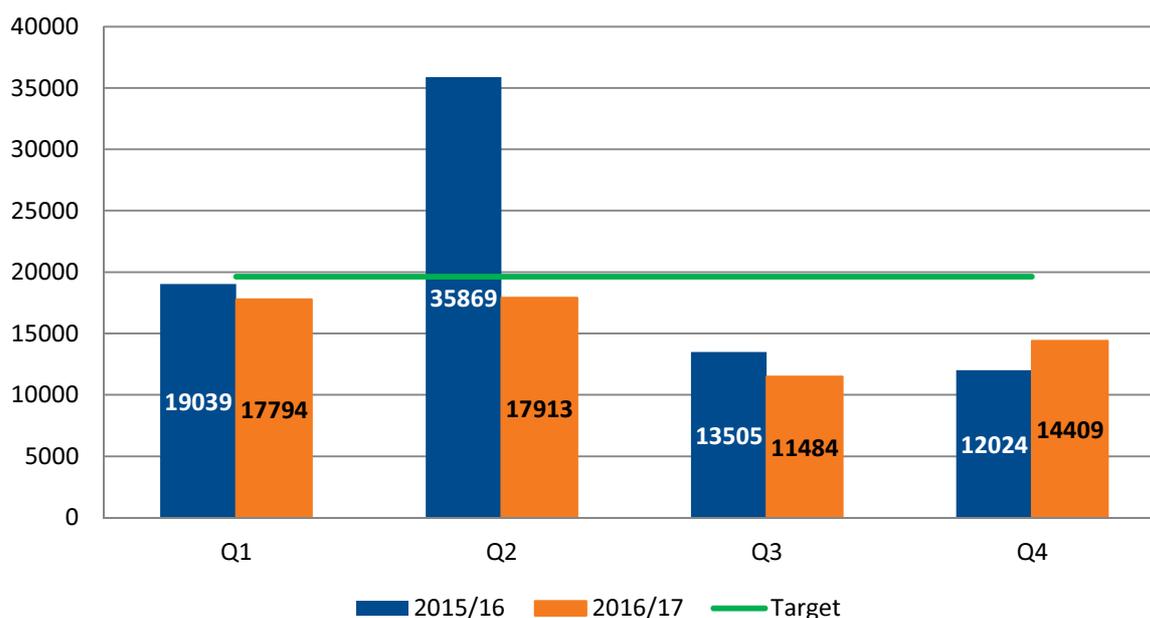
Mote Park Café: -£169,869 (adverse)  
 Commercial Waste: £14,866 (favourable)  
 Chillington House: -£30,642 (adverse)  
 Phoenix Park: -£2,938 (adverse)  
 Granada House: -£2,802 (adverse)  
 Mote Park Pay & Display: -£62,449 (adverse)  
 Debt recovery service: £6,332 (favourable)

Overall variance to budget -£247,503.

### Footfall at the Museum and Visitor Information Centre

This indicator reflects the investment the Council has made to ensure that an important cultural provision and a major draw to the Town Centre is maintained.

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
14409	19,625	-5216	↑	●	Target has not been achieved



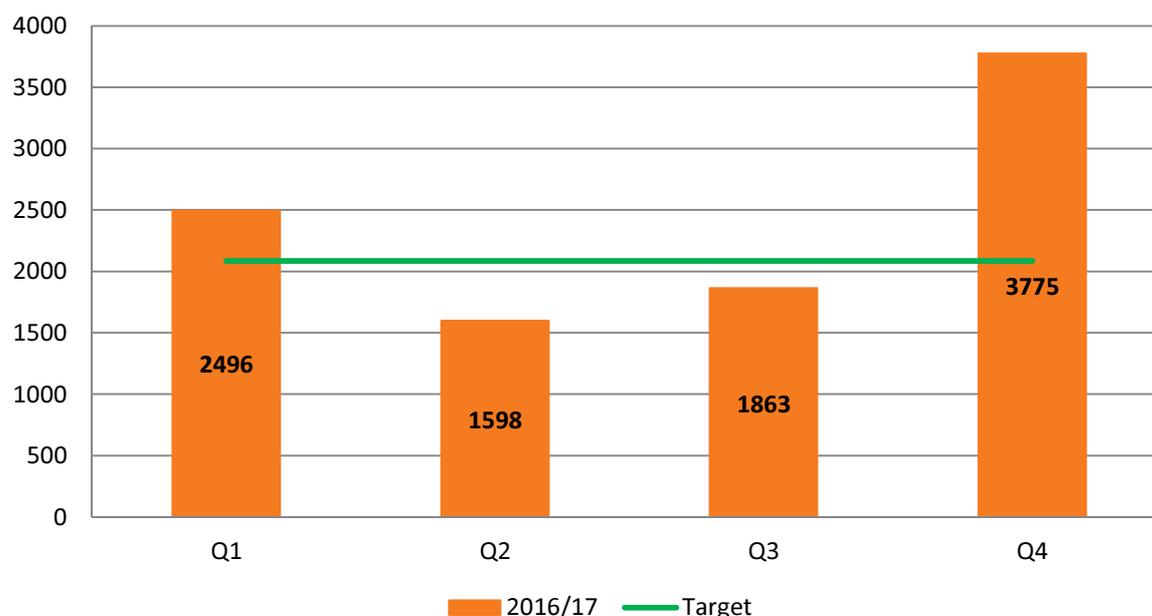
**Performance Comment:** This figure is 2,400 up on the same quarter last year due to the popularity of the Graham Clarke exhibition in quarter 4. Casual visits were reduced, as is always the case in quarter 4, which highlights the importance of events and temporary exhibitions in attracting repeat visits. Casual visits are those which are not booked in, or attending a specific event or meeting.

Nationally there is a declining trend in the number of people visiting museums. However, we are working with the Marketing and Communications Team on a marketing plan to increase footfall over the next year.

### Number of children taking part in formal educational activities on and off site.

This indicator reflects the investment the Council has made to ensuring that an important cultural provision and a major draw to the Town Centre is maintained.

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Expected Outcome
3775	2,085	+1690	?	✓	Target has been achieved



**Performance Comment:** We have had an extremely strong fourth quarter. A contributing factor to this has been the museum's work on 'Arts Award in a Day'. Arts Award is a recognised qualification where children and young people take part in challenges in an art form, participate in arts activities, experience arts events, get inspired by artists and share their arts skills with others. Maidstone Museum offer schools the chance to do day's work at the museum and a day's follow up back at school. Artist Graham Clarke was both the focus and guest leader of one day and animals were the main theme of another.

### Enhancing the Appeal of the Town Centre

#### Town Centre Vision Update ✓

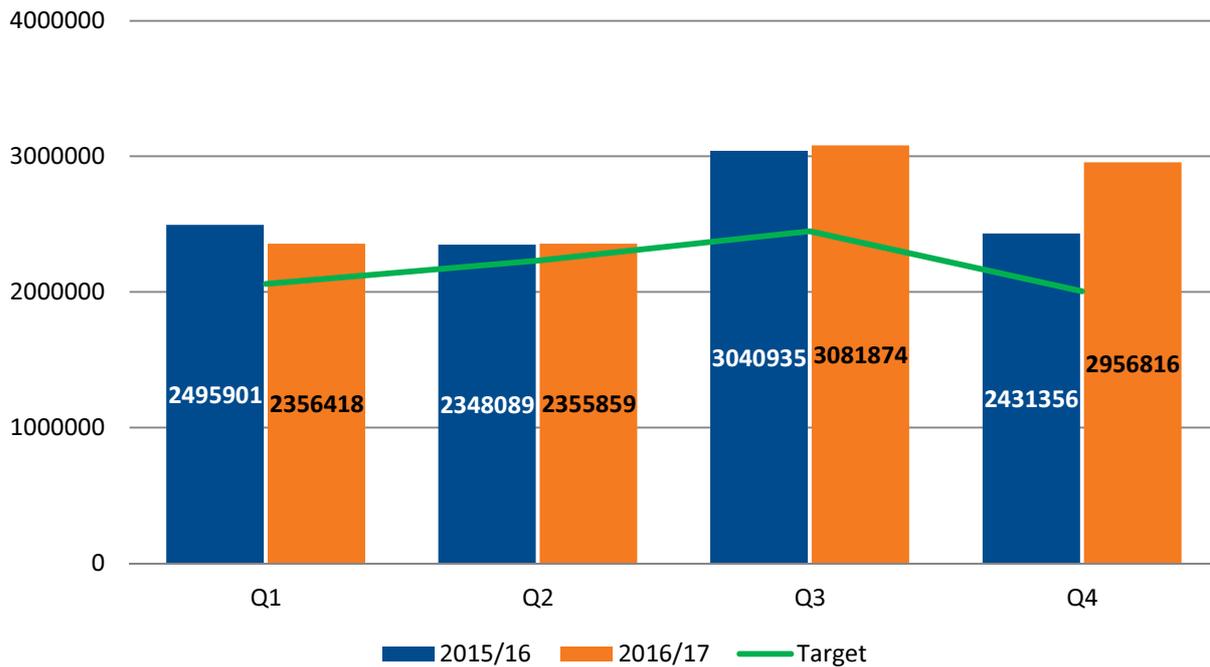
The update report to Policy and Resources Committee has been deferred to 2017/18. The Town Centre Strategic Advisory Board continues to meet and has recently received updates on community safety in the town centre, the proposed Public Space Protection Order, CCTV and the development of a business case for Maidstone Business Improvement District.

A workshop took place at the end of May to consider joint working with stakeholders on a marketing strategy for the town centre to attract inward investment and to promote the town as a retail destination.

### Footfall in the High Street

This indicator provides a good balance between Town Centre vitality and satisfaction with the High Street.

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
2,956,816	2,006,261	+950,555	↑	✓	Target has been achieved



**Performance Comment:** Footfall in the High Street has significantly exceeded the target for quarter 4. There has been a 17.8% increase in footfall in comparison to the same quarter last year. We have undertaken analysis to establish why and compared this with Dartford and Guildford who we share our data with, who have remained consistent with their 2015/16 figures. Footfall in The Mall has not displayed the same increase as the town centre.

## Priority 2: Securing a successful economy for Maidstone Borough

### Securing Improvements to the Transport Infrastructure for our Borough

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

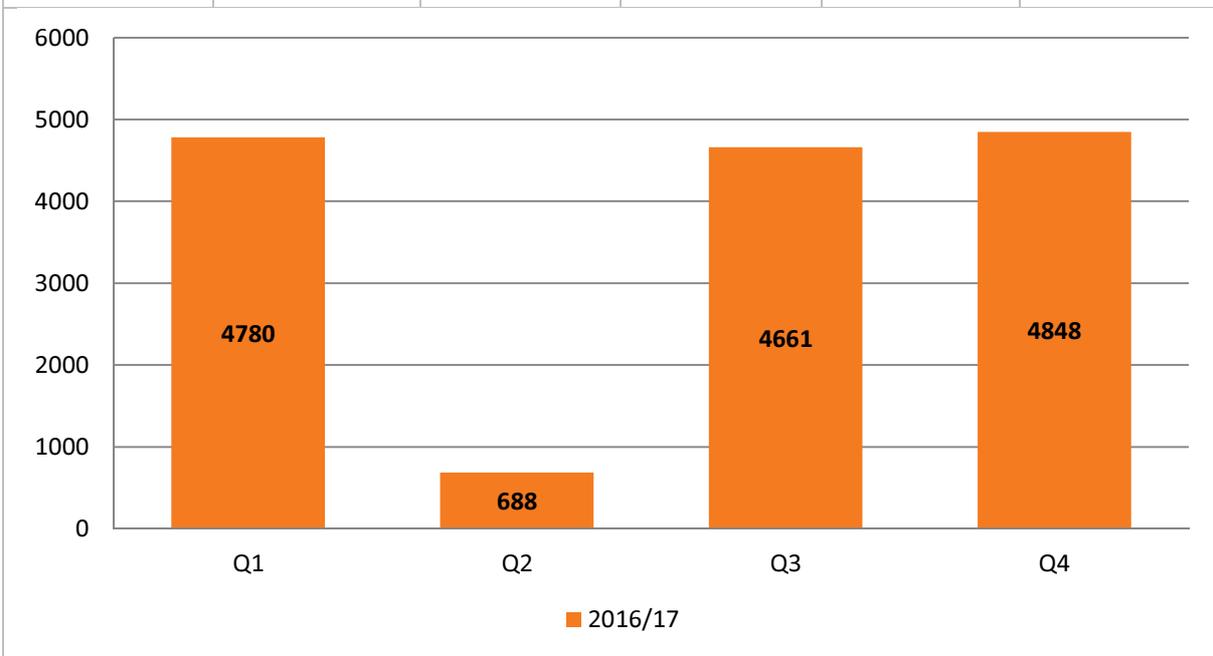
**Integrated Transport Strategy (ITS) Update** 

The Integrated Transport Strategy has been agreed by Maidstone Borough Council. The strategy was adopted at Strategic Planning, Sustainability, and Transportation Committee in September 2016.

#### Number of school journeys undertaken without a car as part of borough wide schemes

Figures for this are published by KM Charity Team. This reflects the objectives set out in the Integrated Transport Strategy in reducing the use of unsustainable transport.

Current Value	Q4 Target	Value Vs Target	Direction	Status	Outcome
4848					



**Performance Comment:** There has been a continued increase in the number of school visits undertaken without a car from last quarter, demonstrating a positive modal shift.

## Promoting a range of employment skills and opportunities across the borough

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

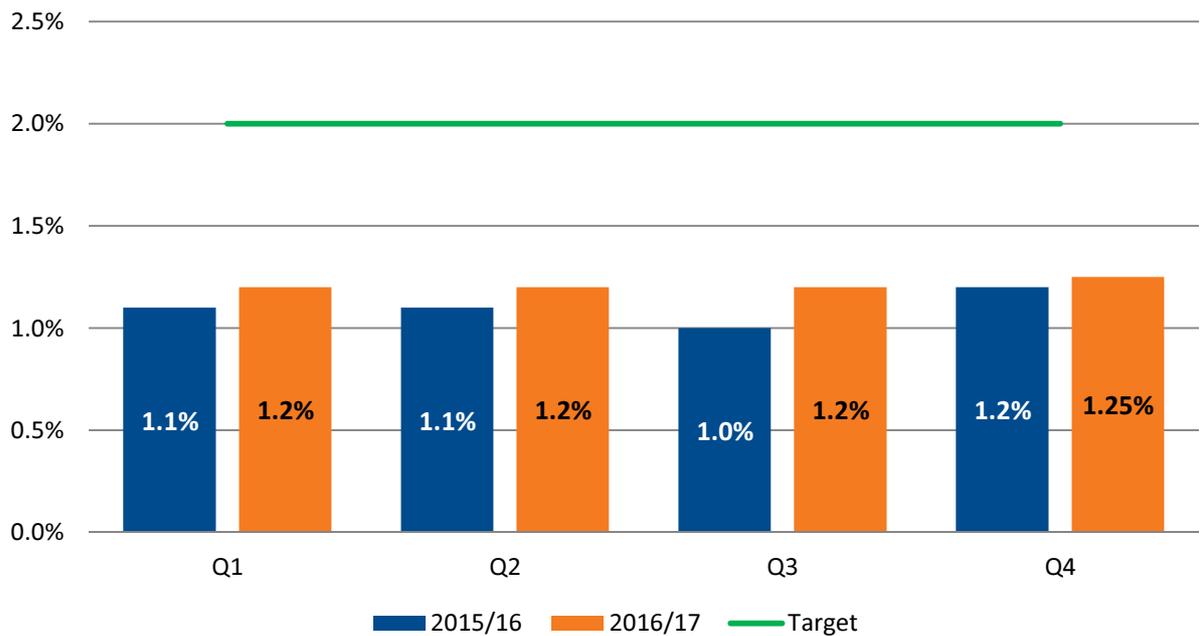
### Economic Development Strategy Update

The Holding Strategy for Maidstone East will be implemented in phases but will be completed by the end of May. Six expressions of interest have been received following the issue of a Sifting Brief for a Lead Consultant on the Homes and Communities Agency Property Panel Framework. A shortlist will be produced and mini competition will follow. The Housing and Regeneration Strategy will be presented to Policy and Resources Committee (P&R), alongside an update of the Town Centre Investment Plan in July 2017. A Delivery Plan for the Enterprise Zone was approved by P&R in March. The Council's Local Government Funding bid to fund infrastructure improvements at Junction 7 M20 and nearby roundabouts was not successful - other funding opportunities are being explored. Approval has been given by Heritage, Culture and Leisure and Communities, Housing, and Environment Committees to extend the scope of the public realm work phase 3, and approve the designs for public consultation purposes. P&R approval is being sought in April.

### Percentage of people claiming Out of Work Benefits

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

Current Value	Q4 Target	Value Vs Target	Direction	Status	Outcome
1.25%*	2%	-.05%	↓	✓	Target has been achieved



**\*Data was not available for March. Performance Comment:**

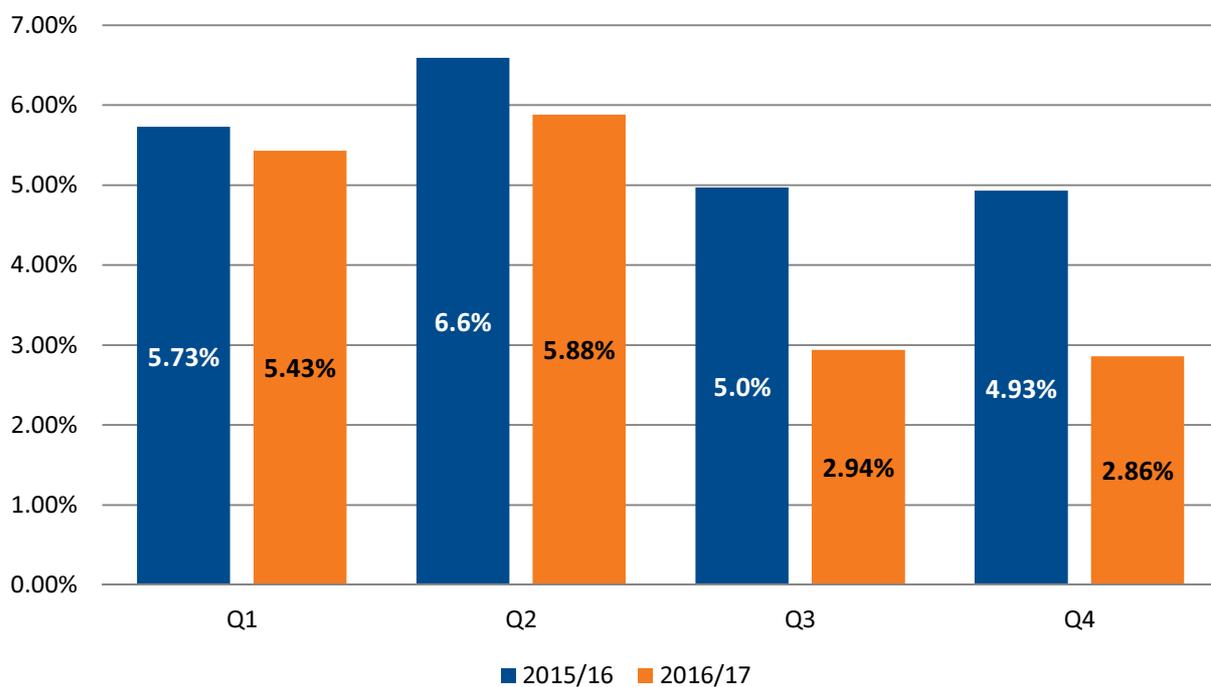
The percentage of people claiming JSA in Maidstone is below the average for Kent (1.7%) and the UK (1.9%).

The highest percentage of unemployment by age remains in the 18-24 category (2.65%).

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

Non-participation in education, employment or training between the ages of 16 and 18 is a major predictor of later unemployment, low income, depression, involvement in crime and poor mental health. The figures are based on the monthly submission made to Department for Education via National Client Caseload Information System for Kent County Council. Academic age is the age of the young person on 31st August (i.e. prior to the start of the academic year).

Current Value	Q4 Target	Value Vs Target	Direction	Status	Outcome
2.86%*					

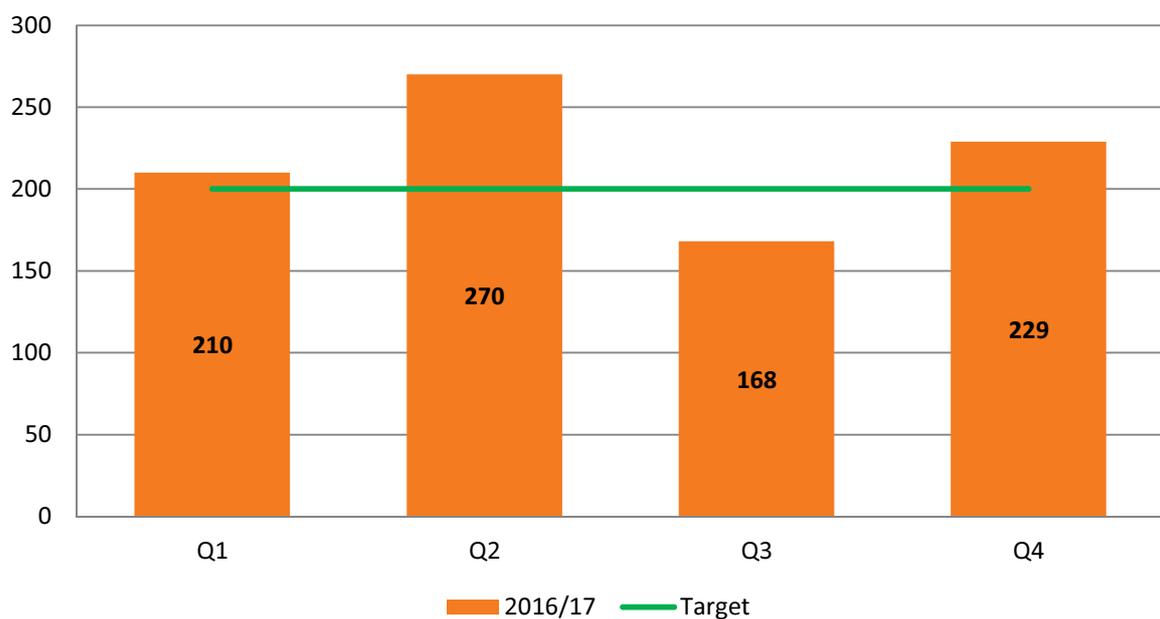


**Performance Comment:** Maidstone is currently sixth out of the twelve Kent authorities for proportion of NEETs. Sevenoaks has the lowest figure at 1.68% and Thanet has the highest at 5%. Maidstone has the ninth lowest proportion of ‘unknown’ NEETS. These are 16 – 18 year olds where it has not been possible to ascertain their current education or employment status. The NEETs figure for Maidstone has continued to reduce throughout the year, is significantly lower in comparison to the same quarter in 2015/16.

### Number of Businesses/Start-ups receiving information, advice, and guidance

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

Current Value	Q4 Target	Value Vs Target	Direction	Status	Outcome
229	200	+29			Target has been achieved



**Performance Comment:** The total number of contacts received from businesses/start ups was 229 in quarter four. 145 of these contacts were for information, 29 were for advice, and 55 were for guidance. Contacts for information and advice have increase since quarter 3, however contacts for guidance have reduced. As expected, overall contacts have increased from businesses and start-ups following the reduction in contact over the Christmas period.

## Planning for Sufficient Homes to meet our Borough's Needs

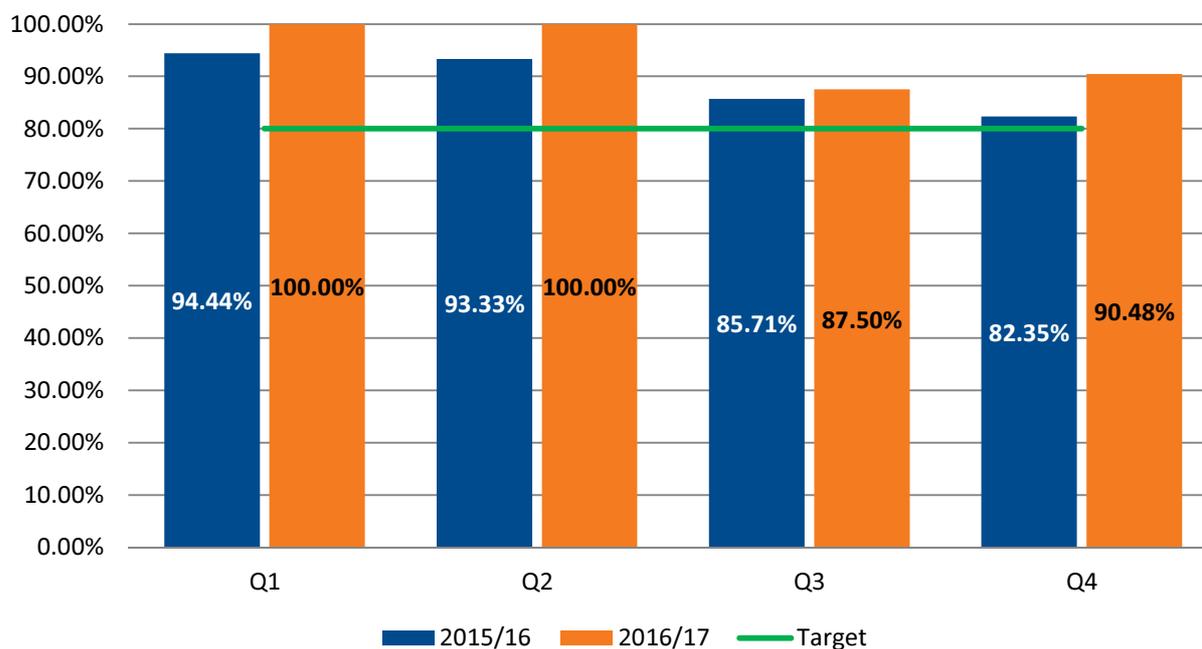
### Local Plan Update

Programmed examinations hearings have been completed. The Inspector asked for formal public consultation on required modifications to the Local Plan. This commenced on 31 March 2017 and ran until 19 May 2017. Following receipt of the representations, the Inspector will either decide to hold further hearings or proceed to drafting his final report.

### Processing of major planning applications in 13 weeks

This indicator measures the percentage of major planning applications processed within the statutory timescale of 13 weeks, or within timescales agreed with the developer. This has increased importance to central government. Major developments are classified as those providing 10 or more dwellings, or on an area of 0.5 hectares or more where the number of dwellings is unknown. Major applications also include building(s) where floor space is 1000 square metres or more, or the site has an area of one hectare or more.

Current Value	Q4 Target	Value Vs Target	Direction	Status	Outcome
90.48%	80%	+10.48%			Target has been achieved

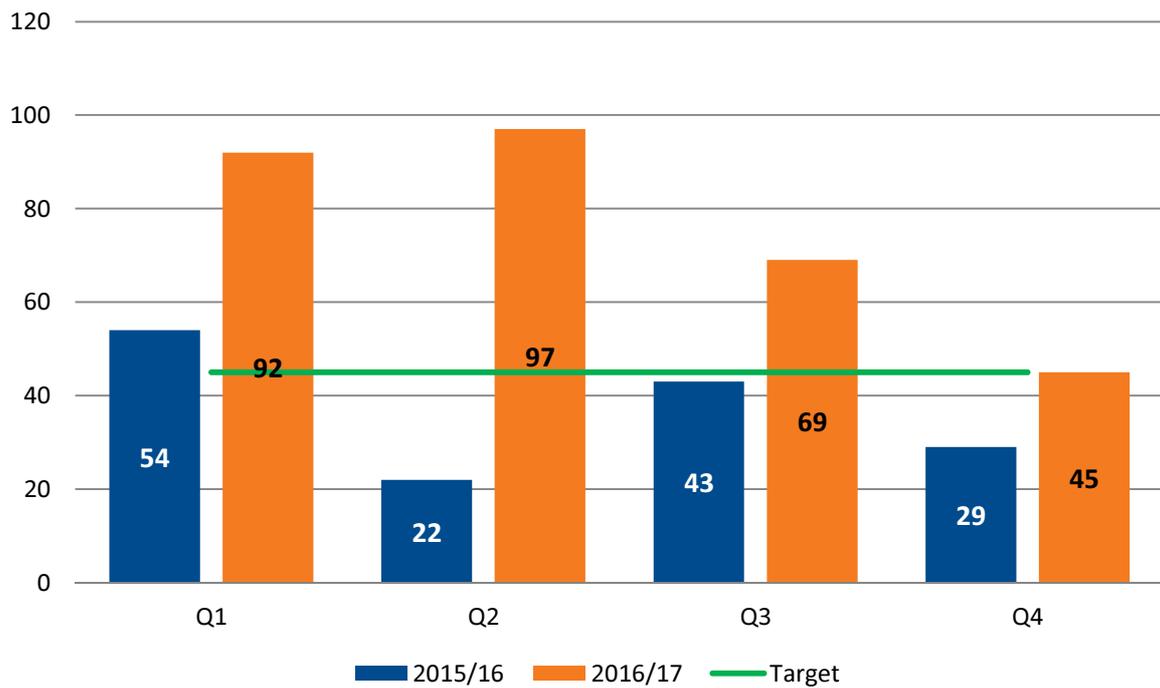


**Performance Comment:** 90.48% of major planning applications were processed on time during quarter 4. Performance continues to be strong in the processing of major applications. Of the 21 major applications that were determined, 19 were determined within 13 weeks, or within timescales agreed with the developer.

### Number of affordable homes delivered

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
45	45	=	↑	✓	Target has been achieved

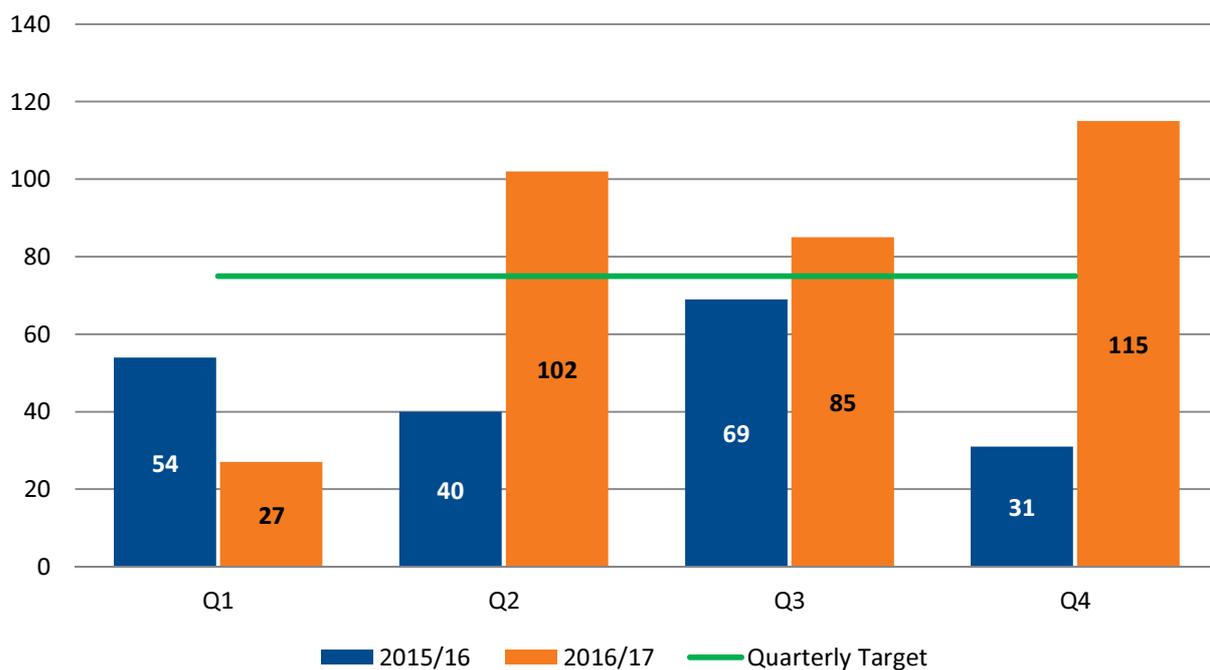


**Performance Comment:** A total of 303 affordable homes have been completed this year, exceeding the annual target (150) by 153 affordable homes. Delivery against affordable completions has been strong due to good progress made on several key strategic sites in the Borough. Of these 303 affordable completions, a total of 124 have been delivered for shared ownership, equating to 41% of the overall total.

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

The provision of comprehensive advice plays an important part in delivering the Council’s strategy for preventing homelessness in Maidstone. This measure provides an indication of the effectiveness of housing advice given by the Council in preventing homelessness or the threat of homelessness. The annual target is split to give a quarterly target of 75.

Current Value	Q4 Target	Value Vs Target	Direction	Status	Outcome
115	75	+35	↑	✓	Target has been achieved

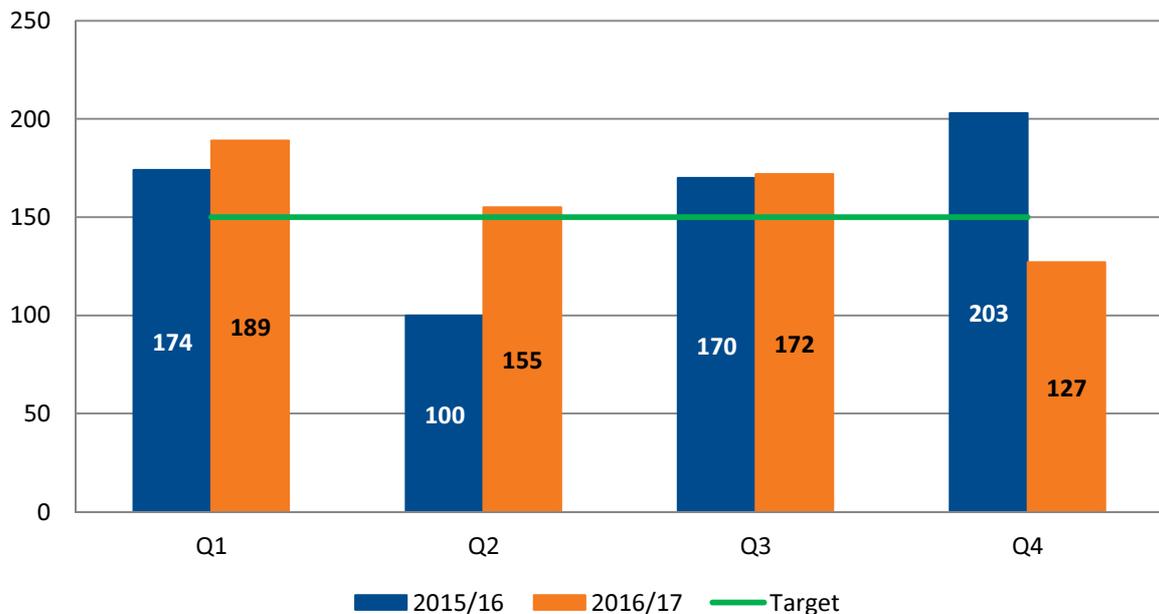


**Performance Comment:** The quarter has seen continued improvements in the number of homelessness preventions. Further households were prevented from homelessness with awards of Discretionary Housing Payments (DHP) and from the work carried out by the Citizens Advice Bureau and Sanctuary Scheme Assistance. An increase in the homelessness prevention activity within the Housing Advice Team has also contributed to the overall increase in number of homeless preventions, despite the Homelessness Preventions Officer leaving post in the middle of February and remaining vacant. At the end of May, we finished recruitment for two Preventions Officers and a Prevention Team Leader.

### Number of households housed through housing register

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
127	150	-23	↓	✓	Target will be achieved



**Performance Comment:** We housed 127 people through the Housing Register in quarter 4. The target has been missed for the first time this year, and the figure is significantly lower in comparison to the same period last year. The quarterly figure is lower due to less properties being provided by Registered Providers and a smaller amount of new build units being completed during this quarter. There was some slippage with some new builds that should have been completed in the quarter. This reduced the number of properties we expected to be available to people on the housing register. The annual target has been exceeded.