MAIDSTONE BOROUGH COUNCIL

CABINET

10th MARCH 2010

REPORT OF ASSISTANT DIRECTOR OF DEVELOPMENT AND COMMUNITY STRATEGY
Report prepared by: Jim Boot, Community Planning Co-ordinator

1. Maidstone 2020 Sustainable Community Strategy (SCS) Performance Report

1.1 Issue for Decision

1.1.1 To consider progress in delivering the SCS adopted in April 2009.

1.2 Recommendation of the Director of Development and Community Strategy

1.2.1 That Cabinet notes the variation in performance and that this should be referred to the Local Strategic Partnership Board and its sub-groups for further action.

1.2.2 Although the performance of the Maidstone and Tunbridge Wells NHS Hospital Trust appears to be improving, considering its pivotal role in the community, Cabinet considers whether it wishes the Hospital Trust to be invited to join the LSP Board.

1.2.3 Also that Cabinet agrees that a summary or report card highlighting good and poor performance is published in the Downs Mail.

1.3 Reasons for Recommendation

1.3.1 In August Cabinet agreed the process by which the newly adopted SCS Maidstone 2020 would be implemented and performance managed. This stated that the performance management would be based upon the following principles or objectives:

  • Utilise a single universal performance management system (Excelsis) to monitor the objectives, actions and targets in the SCS
  • Utilize the sub-groups of the LSP to monitor and manage performance utilizing the council's RAG system.

1.3.2 Currently the council is in the process of purchasing an improved performance management system Covalent, but in the interim the

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

1.3.3 With the exception of the Safer Maidstone Partnership, it has not yet been possible to utilise the sub-groups of the LSP to monitor and manage performance in the themes. This will be developed as the sub-groups are established. In the interim, all Red, Lower Median and Bottom Quartile performance are highlighted.

1.3.4 Where possible the intention has been to report progress utilizing the National Indicator set developed by the Audit Commission. However, it should be noted, that the majority of these are available only on an annual basis (59), while only a small number are currently available quarterly (12). Where no NI is available, some other measure of performance is utilized for instance for performance of the hospital and Primary Care Trust the Care Quality Commission's assessment. There are some gaps in reporting where data is not yet available at the district level – generally where the responsibility is with the county council – and processes are not yet in place to disaggregate the data to district boundaries.

1.3.5 There is some duplication of reporting with the council's own Strategic Plan for instance Park and Ride. Where this is dealt with in the report on the strategic plan, an explanation is not given here.

1.3.6 While the Maidstone Hospital has reported improvements in performance, compared to the last publicly available report available from the Care Quality Commission, given the recent poor performance and its pivotal role in the well being of residents of Maidstone Borough, it is felt that further engagement is sought with this important service provider by inviting them to join the LSP Board.

Annual figures

1.3.7 Of the NIs where data is only available annually, the following are in the bottom quartile:

- Satisfaction with local bus services,

- People killed or seriously injured in road traffic accidents,

- Tackling fuel poverty,

- Use of public libraries

- Residual household waste per household

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

1.3.8 The following reported in the top quartile:

- Percentage of people who think that drug use or drug dealing a problem in their local area

- Children killed or seriously injured in road traffic accidents (3 year rolling average) – as opposed to the adult figures

- Visits to museums and galleries

- Flood (and coastal) management

- Congestion – average journey time per mile during the morning peak (although comparable data with other authorities isn't available, the 19% reduction is noteworthy).

- Improved street and environmental cleanliness for litter, graffiti and fly-posting.

- Percentage of development of brown-field sites as a percentage of all development

Quarterly figures

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

1.3.10 Performance is particularly strong for:

- Number of schools in the borough with school travel plans

- Reduction in all recorded crime in the borough

- Percentage of residents feeling safe walking in the area where they live after dark

- Number of affordable homes delivered (gross)

- Number of energy efficiency surveys

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

- Improvements to the accessibility of parks, gardens, recreations grounds and other open spaces as measured by footfall

1.4   Alternative Action and why not Recommended

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

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

1.5 <u>Impact on Corporate Objectives</u>

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

1.6 <u>Risk Management</u>

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

1.7 <u>Other Implications</u>
1.7.1

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

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

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

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

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

1.8 Conclusions

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

1.9   Relevant Documents

1.9.1 Appendices

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

1.9.2 Background Documents Maidstone 2020, the Sustainable Community
       Strategy 2009-2020
       http://www.maidstone.gov.uk/community_and_living/community_advi
       ce/community_strategy.aspx

IS THIS A KEY DECISION REPORT?

Yes   [X]   No   [   ]

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

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

 Wards/Parishes affected: All wards