

## Action Plans Appendix D

Service	Community Safety		
Head of Service	John Littlemore		
Name of Indicator	S3 - Percentage of residents feeling safe walking in the area that they live after dark (rolling year to April 2010)		
Target (not achieved)	74%	Actual 2009/10	70.3%
Target Levels	2010/11	2011/12	2012/13
	74%	75%	76%
Performance Issues for current year (Will be used in comment for Performance Plan)	<p>Whilst performance is down in this category, Maidstone is at 70.3%, this is still 3.5% above the county average of 66.8%. Maidstone is 4<sup>th</sup> highest in terms of feeling safe after dark.</p> <p>The 2009 Place Survey also shows Maidstone as being in the top quartile of public reassurance and feelings of safety.</p>		
Actions		Deadline (exact dates)	Officer
Launch of the multi-agency CSU on 1 <sup>st</sup> June 2010 – main criteria being on supporting the single joint measurement and increasing reassurance (progress to be reported upon on by 30 <sup>th</sup> Sept )		30 <sup>th</sup> Sept 2010	DH
To establish the precise areas that are represented in the KCVS survey data and for the Public Reassurance Group of the SMP to target publicity and PCSO activity in those wards		30 <sup>th</sup> Sept 2010	DH
Further promote Maidstone as a safe place by Public Reassurance Group and ward news letters		30 <sup>th</sup> Sept 2010	DH
Ward profiles to be undertaken in liaison with Elected Members to identify locations where S3 can be applicable and promote local interventions through EMs		30 <sup>th</sup> Sept 2010	DH

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Service	Museums		
Head of Service	Brian Morgan		
Name of Indicator	L10 - Visits or uses of the museums per 1,000 population		
Target (not achieved)	850	Actual 2009/10	804
Target Levels	2010/11	2011/12	2012/13
	800	1,000	1,150
Performance Issues	<p>The long-term absence (from 9<sup>th</sup> November 2009 to 23<sup>rd</sup> March 2010) of the Learning &amp; Access Officer has been a major factor in the failure to achieve the target. The results for the first two quarters were above target but her absence for much of the 3<sup>rd</sup> and 4<sup>th</sup> quarters contributed to the lower than expected results.</p> <p>Poor winter weather forced the closure of the Museum on two days and undoubtedly led to unusually low levels of activity in much of December and January.</p> <p>Another contributory factor is the continued absence of the collections database from the museums' website. This is a long-term issue which MBC IT and Tangerine UK Ltd (the website developers) were unable to resolve in 2009/10. Over the course of a year this could have generated an additional 5,000 usages which would have put the target within reach.</p>		
Actions	Deadline (exact dates)	Officer	
The old collection's database, hosted internally by MBC IT, will be abandoned. Tangerine UK Ltd. has been commissioned to install an interface with the Museum's existing collections management system (ADLIB) and the museums' website. This will once again allow collections information to be made publicly accessible. In addition the museums' website and the ADLIB system will be hosted externally by Tangerine, negating the need to rely on in-house IT support for this system. The cost of this work, hosting and website support will be borne by the Museum's marketing and	30 Sept 2010	Simon Lace	

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communications budget.		
<p>The Learning &amp; Access Officer has commenced a phased return to work. Her performance and welfare is being monitored by her manager and by Human Resources.</p> <p>A small number of new Casual Learning Assistants will be recruited to assist in delivering workshops to schools and in organising holiday activities for children. The increased levels of activity will cover the cost of the CLAs.</p>	31 July 2010	Simon Lace

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Service	Hazlitt Arts Centre		
Head of Service	Brian Morgan		
Name of Indicator	L 9 - Percentage of all available tickets sold at the Leisure Centre		
Target (not achieved)	65%	Actual 2009/10	62%
Target Levels	2010/11	2011/12	2012/13
	65%	67%	69%
Performance Issues for current year (Will be used in comment for Performance Plan)	In the current economic climate there has been a slight underachievement on percentage of tickets sold, this trend is likely to continue over the next year and should be acknowledged in the target. The cost centre is still performing at 3% over the national average of 59%.		
Actions		Deadline	Officer
Maintain a 'safe' programming mix		April 2011	Mandy Hare
Exploit good relations with agents to ensure high quality shows		April 2011	Mandy Hare
Continue to reflect diversity in the programme which may mean revisiting the targets.		April 2011	Mandy Hare

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Service	Waste		
Head of Service	Steve Goulette		
Name of Indicator	NI191 - Residual household waste per household		
Target (not achieved)	580kg/hhd	Actual 2009/10	592.81kg/hhd
Target Levels	2010/11	2011/12	2012/13
	574.3kg	541.2kg	523.7kg
Performance Issues for current year (Will be used in comment for Performance Plan)	<p>Adverse weather at the start of Quarter 4 resulted in more recycling being diverted into the residual waste stream as collections were disrupted and residents could not get to recycling sites.</p> <p>Quarter 1 also had a higher level of waste as the final phase of mixed dry recycling was not introduced until May 2009. Residual waste had reduced substantially since the previous year due to the introduction of the mixed recycling and economic downturn however early estimations did not take into account the higher levels of waste produced in Quarter 4 immediately after Christmas and the New Year.</p>		
Actions	Deadline (exact dates)	Officer	
Development of waste and recycling strategy for 2010-2015 outlining key service objectives, improvements and priorities for waste reduction	31/07/2010	Jennifer Gosling	
Promotion of waste reduction and reuse messages through a comprehensive educational and engagement programme including school workshops and community roadshows	31/03/2011	Alison Sollis	
Identification of reuse opportunities, in particular partnerships with private or voluntary organisations, in order to reduce the amount of reusable waste being disposed of	31/03/2011	Alisa Maguire	
Contingency Plan developed in partnership with Sita to limit the disruption to service of any future adverse weather	31/07/2010	Jennifer Gosling	

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Encourage home composting as the most sustainable method for disposing of garden waste and selected kitchen waste through communications campaign and promotion of subsidised home composting bin scheme	30/09/2010	Jennifer Gosling
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Service	Waste		
HoS	Steve Goulette		
Name of Indicator	NI192 - Percentage of household waste sent for reuse, recycling or composting		
Target (not achieved)	34%	Actual 2009/10	32%
Target Levels	2010/11	2011/12	2012/13
	34%	38%	40%
Performance Issues for current year (Will be used in comment for Performance Plan)	<p>Garden waste levels were far lower than the previous year and are always subject to annual and seasonal changes which can significantly impact performance.</p> <p>Recycling site performance was also lower than projected following the completion of the roll out of mixed dry recycling collections in May 2009.</p> <p>The mixed dry recycling collections have increased steadily since the service was introduced to the whole borough and appear to be stabilising at 900 tonnes per month, slightly lower than originally anticipated. Higher than expected rejection rates at the Material Recovery Facility, which are combined reject rates for a number of authorities, also have contributed to lower than expected recycling rates.</p> <p>Adverse weather also resulted in recycling being diverted into the residual waste stream due to disruption to collections and residents being unable to visit recycling sites</p>		
Actions	Deadline (exact dates)	Officer	
Development of waste and recycling strategy for 2010-2015 outlining key service objectives, improvements and priorities for recycling	31/07/2010	Jennifer Gosling	
Promotion of existing recycling service through a comprehensive educational and engagement programme including school workshops and community roadshows	31/03/2011	Alison Sollis	
Audit of existing recycling sites to identify opportunities to increase materials accepted as well as identification of potential sites	31/03/2011	Alisa Maguire	
Improving efficiency of garden waste service through introduction of compostable bags and increase promotion of service through retailers,	31/10/2010	Jennifer Gosling	

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website, community events and local press		
Identify areas where recyclable waste is being disposed of through less sustainable channels and encourage disposal through recycling and composting services which are offered within the borough	30/09/2010	Jennifer Gosling



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Service	Street Cleansing		
HoS	Steve Goulette		
Name of Indicator	PI 5 - Satisfaction with street cleansing		
Target (not achieved)	65%	Actual 2009/10	64%
Target Levels	2010/11	2011/12	2012/13
	67%	69%	71%
Performance Issues for current year (Will be used in comment for Performance Plan)	Satisfaction with street cleansing improved on the previous year from 60% to 64% although just missed the target of 65% for the year. A full review of street cleansing was conducted during the year with recommendations being implemented early in 2010/11.		
Actions		Deadline (exact dates)	Officer
Introduce area based cleaning to enable more effective use of resources and promote greater ownership of areas by street cleaning teams to improve overall cleanliness of the borough.		April 2010	Jonathan Scott
Promote service improvements which will result from the introduction of area based cleaning through effective communications		July 2010	Tim Jefferson
Develop use of performance results and customer satisfaction feedback to ensure that service identifies and responds to areas of lower performance/satisfaction		August 2010	Jonathan Scott
Support street cleaning operation with targeted environmental enforcement action and educational/promotional activities to assist in modifying behaviour to tackle source of littering problems		September 2010	Jonathan Scott/Martyn Jeynes/Alison Sollis

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Service	Environmental Services		
Head of Service	Steve Goulette		
Name of Indicator	NI196 - Improved street and environmental cleanliness – fly tipping		
Target (not achieved)	1 Very effective	Actual 2009/10	3 Not effective
Target Levels	2010/11	2011/12	2012/13
	1 Very effective	1 Very effective	1 Very effective
Performance Issues for current year (Will be used in comment for Performance Plan)	<p>Despite an increase in enforcement the amount of fly tipping incident reports has increased significantly resulting in a non effective score.</p> <p>The increase can be attributed to the following:</p> <p>1 The reporting of fly tipping has improved due to MBS operational staff receiving additional training and supporting procedure notes to ensure all incidents identified are recorded and reported, via the CRM system;</p> <p>2 Increased financial pressures due to the recession have lead to an increase in opportunistic fly tipping to avoid costs;</p> <p>3 Whilst the amount of enforcement has increased the lack of resources to deploy cameras has reduced the number of high profile prosecutions.</p>		
Actions		Deadline (exact dates)	Officer
New anti fly tipping signs to be produced incorporating Smart water as a deterrent (Cost implication that should not only be born by enforcement)		31 July 2010	M Jeynes
Operation Zenith and Lasso to be conducted regularly to target illegal waste carriers, incorporating smart water. Several under taken resulting in 15+ £300 fpn's.		Started in February 2010 and ongoing	M Jeynes

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<p>Safer Maidstone Partnership anti fly tipping advert to go in local press has already been produced and printed as well as other advertising opportunities such as pop ups through the public reassurance group.</p>	<p>Produced April 2010</p>	<p>M Jeynes</p>
<p>Incident note books to be issued to the following to improve the gathering of evidence:</p> <ul style="list-style-type: none"> <li>• Cleansing Hit Squad operatives</li> <li>• Kent Police Neighbourhood Teams including response team</li> <li>• Kent Police motorcycle unit</li> <li>• KCC wardens</li> </ul>	<p>31 July 2010</p>	<p>M Jeynes</p>
<p>Waste carrier education event to be undertaken at DIY and other wholesaler retailers to promote legal waste carrying.</p>	<p>31<sup>st</sup> May 2011</p>	<p>M Jeynes</p>
<p>Review of resources in the Enforcement team to identify opportunities to resource deployment of covert cctv or alternative.</p>	<p>31<sup>st</sup> July 2010</p>	<p>M Jeynes/ J Scott</p>
<p>Confirmation of how much fly tipping is as a result of side waste to determine whether enforcement is necessary. Work with SITA to identify repeat offenders</p>	<p>November 2010</p>	<p>M Jeynes/ J Gosling</p>
<p>The fly-capture process will be reviewed to ensure accurate data is being collected by both the Street Cleansing and Environmental Enforcement.</p>	<p>October 2010</p>	<p>T Jefferson/J Edwards/ M Jeynes</p>

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Service	Park and Ride		
Head of Service	Michael Thornton		
Name of Indicator	C 13 - Number of on board Park and Ride transactions		
Target (not achieved)	450,000	Actual 2009/10	445,129
Target Levels	2010/11	2011/12	2012/13
	450,000	460,000	470,000
Performance Issues for current year (Will be used in comment for Performance Plan)	<p>The economic recession has resulted in an ongoing reduction in use of Park and Ride particularly in the peak period. This is not helped by the current over supply of both private and public parking spaces in the town centre.</p> <p>An experiment in 2009 of using ordinary service buses instead of dedicated vehicles and a revised routing also resulted in customer dissatisfaction. Subsequent service changes in November 2009 have helped to address this.</p>		
Actions	Deadline (exact dates)	Officer	
Statistics monitored weekly as well as monthly. The rate of decline has reduced and numbers now appear to be stabilising.	From March 2009	Clive Cheeseman	
Route network revised and all sites now served by dedicated Park and Ride service. Website updated. Targeted promotion of changes to London Road customers.	November 2009	Clive Cheeseman	
All contractors' staff interviewed to ascertain views on service and possible actions. In response radios and transponders checked and ticketing issues clarified.	December 2009	Clive Cheeseman	
New duty roster with fewer staff to improve interaction and customer service	July/August 2010	Contractor (Arriva)	
Park and Ride Marketing Plan – draft drawn up October 2009 for ongoing implementation.	October 2009	Vronni Ward	
Leaflet holders on Park and Ride buses	March 2009	Clive Cheeseman	
Promotion on Mall website and leaflets at information desk.	April 2009	Clive Cheeseman	

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Park and Ride added to Kent car share website.	May 2010	Clive Cheeseman
Take One Media – leaflet distribution to 127 hotels and caravan/camping outlets	June 2010	Clive Cheeseman
Additional road signs to Willington Street site	July 2010	Clive Cheeseman