

Incremental Improvement workstream	AMBER
More proactive use of Covalent	AMBER
<p>We have been encouraging greater use of covalent and we are in the process of working with audit to use covalent for risk management. We are also using covalent for managing scrutiny recommendations.</p> <p>Heads of service have been asked to refresh their service plans.</p> <p>Decision Making – Initial discussions have been held with Democratic Services on the list of forthcoming decision and whether Covalent would be useful for this – it may however add a step rather than assist.</p> <p>Action Plans – some plans are on covalent but many aren't. We will work with service managers to identify action plans that could be on covalent.</p> <p>We are in discussions with ICT about using Nexus for policy compliance extending the licence in place for Swale and Tunbridge Wells.</p> <p>Reach the Summit has been refreshed and publicity is now given to winners via Wakey Wakey, the performance management handbook has been updated. Indicators will be reviewed following the refresh of the Strategic Plan.</p>	
Management & Admin recharges review	Complete
Completed.	
Other work	N/A
<p>Bright Sparks – Needs to be reactivated/refreshed. This will be considered by the Head of Business Improvement and the Head of Change and Scrutiny as part of a wider look at encouraging innovation from officers.</p> <p>Local Government Futures – we are in discussion with other districts and Kent County Council about the various tools they use to compare performance and gather data on services.</p>	
Asset Management workstream	AMBER
Future use of Town Hall	AMBER
<p>Members have agreed that the Council will grant a 3 year lease to VAM. Heads of Terms have been agreed and Legal Services have been instructed to prepare the lease.</p> <p>It has been agreed that Facilities Management will take over the management of meetings at the Town Hall over the next couple of months, and that VEBU will promote its use as a venue and increase income.</p>	
Community asset transfer	GREEN
<ul style="list-style-type: none"> Cabinet Member report drafted setting out proposals for each community hall, decision made in December. Cabinet approval for Community right to challenge, process being implemented Community right to bid report drafted for Cabinet decision <p>Asset review to be undertaken to identify land and other assets for transfer during 2013/14.</p>	
Major assets review – King Street	GREEN
Cabinet agreed last September to the closure and demolition of the car park and the construction of a	

short stay car park, whilst also requiring officers to seek suitable development opportunities. Tenders have been received for demolition and construction of a short stay car park, the decision to accept the tenders is awaiting the outcome of a valuation exercise being carried out by GL Hearn to assess whether there is value in collaborating with the owners of bowling alley next door.	
Major assets review – Medway Street	N/A
It has been agreed not to pursue at present.	
Major assets review – Park Wood	AMBER
<p>Following initial consultations with key tenants, it has been agreed to improve the main access and signage from Sutton Road, followed by environmental improvements along Bircholt Road. A budget has been provided for the former, and an Architect engaged to draw up proposals.</p> <p>A proactive management of the estate has been agreed which will involve the appointment later this year of a specialist advisor.</p> <p>In order to ensure we are maximising the value from this asset, the following analysis will be undertaken:</p> <ul style="list-style-type: none"> • Rateable value • Opportunities for lease consolidation and similar opportunities over the next 5 years • What we can do to improve the offer of the estate and if this is likely to improve the vacancy rate, would mean an increase in market rent or could be an additional service that we charge for 	
Integrated Transport strategy	AMBER
Work is continuing with KCC on the final integrated transport strategy that will go to Cabinet in September.	
Other work	N/A
<p><u>Energy consumption</u> This continues to be an area where we are looking for reductions in consumption. Environmental performance will play a larger part in the evaluation of tenders and the management of contractors, as described in the commissioning and procurement strategy for 2013-16. Environmental performance of property will be examined with particular emphasis on Maidstone House, the Museum, the Depot and the Crematorium. Closer control of environmental conditions, introduction of LED lighting, voltage optimisation and heat transfer are all going to be examined.</p>	
External Challenge workstream	AMBER
Revenues & Benefits	GREEN
<p>Partnership has delivered, we are now looking at the issue of fraud – In light of the wider changes on welfare reform and a single fraud investigation service the council has decided to look at benefit fraud as a shared service to address resilience. Following initial approval to progress this from MKIP a business case is now being developed In terms of support for residents a Kent wide website has been developed.</p>	
Planning	GREEN
There will be a tri-part Cabinet on 12 June to take the formal decision on MKIP Planning Support shared service. This is on track.	
Hazlitt Arts Centre	AMBER
A decision has now been made to award the contract to Parkwood Leisure but there is still work to be done in terms of agreeing the contract, the TUPE of staff and identifying what will be physically moving across. It is likely that this will be complete in time for the new contractor to launch the Autumn	

Season in September.	
Building Control	RED
A report has been prepared making a recommendation for partial commercialisation of the service but this has not yet been considered by Corporate Leadership team. However, there is now a capacity issue within the team which has an impact on the ability to deliver the commercial service, so options for delivery are now being reconsidered.	
Corporate peer review	GREEN
A meeting has been held with the Local Government Association Peer Review Manager, Sue Avery. Two dates are being held for the review, once the peer team has been agreed the date will be finalised. A scope has been agreed.	
The next stage will be to identify key stakeholders internally and externally to be involved in the review, as well as key documents to send to the team in advance and developing a timetable for the review.	

Transformation workstream	GREEN
Customer services delivery	GREEN
<ul style="list-style-type: none"> • Customer centricity review completed • New model of service delivery and specific actions/projects informally agreed with Cabinet • Customer Service Improvement Strategy, including new model of service delivery and specific actions/projects agreed by Cabinet in April • CSI Work programme designed agreed. Work has started on parking permits and Building Control • New website in beta testing, to be launched week commencing 20 May 	
Waste & Recycling – new contract	GREEN
<ul style="list-style-type: none"> • Contract documents signed by all parties • Biffa commenced street cleaning and waste services in Ashford on 1st April • All mobilisation plans remain on schedule • Maidstone service will commence 1st August • Joint branding agreed – vehicles will promote a single website 'landing page' to encourage online transactions 	
Commercial waste	GREEN
<ul style="list-style-type: none"> • Customer base building steadily and according to projections of achieving 150 customers by end of March 2014 • More than 40 premises are now signed up to the service although some of these will only come on stream once they are put of current contracts • Annualised turnover based on current live collections approximately £45k • Current focus on generating sales leads and strengthening branding • Sales training has taken place with relevant staff 	
ICT	GREEN
<ul style="list-style-type: none"> • ICT benchmarking survey complete. Headline figures 90% + satisfaction rate • Budgets still to be agreed • Relationship established with East Kent Services • All teams in place at local and centralised levels • Client/customer relationships established 	

<ul style="list-style-type: none"> • Help desk live in SBC and TWBC • New ICT policies in draft • First mailboxes migrated into the MKIP domain, testing underway • We are benchmarking the ICT service using the SOCITM benchmarking service, in a shared service peer group 	
Finance	AMBER
<ul style="list-style-type: none"> • Restructure now progressing to completion. Consultation documentation requires amendment following HR review. Consultation should begin w/c 13/05/2013. • Progress on shared service will be slow, SBC only prepared to consider accounts payable and receivable services and not all exchequer services. • Budget reporting still causing problems. Shared services and other income generating teams are now distorting the reports. • Direct Debit & Credit Card to be work-flow processes within Agresso. Intention is to commence work on both this month. New credit cards from Lloyds TSB have been required as Nat West will not provide data. This caused a further delay. 	
Housing – strategies and policies	GREEN
<ul style="list-style-type: none"> • New Allocation Scheme has been adopted and commenced in April (Green) • Officers fully engaged in the Welfare Reform working Group at MBC and through Kent Housing Group (Green) • Have delivered over 200 new affordable homes in 2012/13 (Green) • Homelessness increasing; alternative temporary accommodation being explored through commercialisation project (Amber) • Revised Empty Homes Strategy adopted (Green) • Implementing the action plan for Private sector housing improvements to service (Amber) • The new Homelessness Strategy is being drafted and should be adopted December 2013 (Green) • New Housing Assistance policy draft to be completed May 2013 (Green) • The Housing Strategy refresh has been delayed because of the Local Plan, but the work detailed in the Housing Strategy action plan is being delivered (Green) 	
Housing – commercialisation project	AMBER
<p><u>Energy consumption</u></p> <p>This continues to be an area where we are looking for reductions in consumption. Environmental performance will play a larger part in the evaluation of tenders and the management of contractors, as described in the commissioning and procurement strategy for 2013-16.</p> <p>Environmental performance of property will be examined with particular emphasis on Maidstone House, the Museum, the Depot and the Crematorium. Closer control of environmental conditions, introduction of LED lighting, voltage optimisation and heat transfer are all going to be examined.</p>	
Other shared services and MKIP work	GREEN
<ul style="list-style-type: none"> • Environmental Health went to the Board on Monday 11 March 2013. • Planning support and Environmental Health going to Tri-Cabinet meeting on 12 June 2013 subject to final matters being agreed • MKIP Employment model work is on track for June away day with Board consideration in July 2013 	
Cross organisational collaboration	GREEN
<ul style="list-style-type: none"> • Welfare Reform project progressing, individual workstreams identified covering customer services, finance, revenues and benefits, housing, communications and external agencies e.g. JCP, KCC, Childrens' Centres and Golding Homes. Communications produced, affected residents contacted and information provided, financial modelling being undertaken, discretionary housing policy drafted, additional resources identified from grant funding, representation on national implementation groups. Briefings are planned for JCP staff • Troubled Families project progressing, Co-ordinator role appointed, Local Operational Group and 	

<p>Project Board established, year 1 families identified, year 2 families being identified. Analysis being undertaken and initial family profiles completed. Lead workers for each family are being identified</p> <ul style="list-style-type: none"> • Employment related support initiatives progressing, revenues and benefits, community development, community safety, housing economic development and policy teams working together to progress the work experience initiative, the jobs fair, signposting and referring residents to employment programmes and mentoring. An SLA has been established with JCP and Work Programme providers
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Good information and knowledge management	AMBER
<p>Information management project</p> <ul style="list-style-type: none"> • Specification for work was developed • Four consultants were identified and specification circulated • Three proposals have been received from consultants and two have been interviewed • Preferred consultant has been selected • Swale have confirmed they do not want to be involved in the full project and discussions to try and clarify this have meant the original target date for appointing the consultant has slipped (originally due at end of April) <p>Other work</p> <ul style="list-style-type: none"> • Good use of Mosaic data made in Customer Centricity review that will be used to create more customer focussed services as part of the Customer Service Improvement programme • Presentations have been given to heads of service and unit managers to pass this useful customer information onto them • The Business Improvement service plan includes an action to work with the Communications team to ensure the team understand Mosaic and its uses and can apply this in corporate communications and marketing campaigns 	

Organisational culture	GREEN
<p>One council briefings delivered to reinforce the 'Great Opportunity' priority – DVD provided by the policy and communications teams which was very useful. The evaluations not yet counted but expected that this may not be as positive- quite a bit of negative feedback about the U session.</p> <p>Communications Lab have now started the work on developing the competencies and designing the team activities so there should be more progress in the next quarter.</p> <p>Rhythm of the year needs to be embedded with unit managers and staff forum providing some of the flow with all staff briefings.</p>	