

AGENDA

CABINET MEETING



Date: Wednesday 14 August 2013
Time: 6.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Garland (Chairman), Greer, Moss,
Paine, Mrs Ring and J.A. Wilson

Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of the Meeting held on 10 July 2013

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Continued Over/:

Issued on 6 August 2013

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**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

NON-KEY DECISION REPORTS

- | | | |
|-----|---|----------|
| 8. | Report of the Chief Executive - Local Code of Corporate Governance | 3 - 31 |
| 9. | Report of the Chief Executive - Draft Annual Governance Statement 2012/13 | 32 - 54 |
| 10. | Report of the Chief Executive and Head of Legal Services - Mote Cricket Ground | 55 - 61 |
| 11. | Report of the Head of Finance and Resources - Budget Monitoring - First Quarter 2013/14 | 62 - 75 |
| 12. | Report of the Head of Policy and Communications - Corporate Planning Timetable | 76 - 79 |
| 13. | Report of the Head of Policy and Communications - Quarter 1 Performance Report 2013/14 | 80 - 110 |

MAIDSTONE BOROUGH COUNCIL

CABINET

MINUTES OF THE MEETING HELD ON 10 JULY 2013

Present: Councillor Garland (Chairman), and
Councillors Greer, Paine and Mrs Ring

Also Present: Councillors Cox, Daley, Harwood,
D Mortimer, Newton and Mrs Wilson

44. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Moss and J A Wilson.

45. URGENT ITEMS

There were no urgent items.

46. NOTIFICATION OF VISITING MEMBERS

Councillors Daley, Harwood and Newton indicated their wish to speak on Agenda Item 8 – Petition.

Councillors Cox, D Mortimer and Mrs Wilson were in attendance.

47. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

48. DISCLOSURES OF LOBBYING

Councillor Paine disclosed that he had been lobbied with regard to Agenda Item 8 – Petition.

49. EXEMPT ITEMS

RESOLVED: That the Items on the Agenda be taken in public as proposed.

50. MINUTES

RESOLVED: That the Minutes of the Meeting held on 28 June 2013 be approved as a correct record and signed.

51. PETITION

Mr Keith Young presented a Petition in relation to land east of Hermitage Lane, known as Bluebell Wood on behalf of residents and the local community.

DECISION MADE: That the Petition regarding Bluebell Wood be accepted as a representation as part of the consultation on the Local Plan.

To view full details of this decision, please click here:-

<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=709>

52. DURATION OF MEETING

6.30 p.m. to 7.20 p.m.

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY, 14 AUGUST 2013

REPORT OF THE CHIEF EXECUTIVE

Report prepared by Paul Riley

1. LOCAL CODE OF CORPORATE GOVERNANCE

1.1 Issue for Decision

1.1.1 To enable Cabinet to review and approve or amend the Local Code of Corporate Governance.

1.1.2 To consider the views of the Audit Committee following their consideration of the Local Code of Corporate Governance.

1.2 Recommendation of The Chief Executive

1.2.1 That Cabinet agree the Local Code of Corporate Governance set out at Appendix A subject to consideration of the views of the Audit Committee.

1.3 Reasons for Recommendation

1.3.1 The principles and standards of good governance in local government have been considered and debated on various occasions since the early 1990's. Various guides and publications on governance frameworks have been released and in 2003 the Council adopted a local code of corporate governance. This code is regularly reviewed and amendments are reported for approval to Cabinet along with the views of the Audit Committee as part of its role in governance and risk.

1.3.2 Confidence in public sector governance is of critical importance, given the huge investments by government and council taxpayers in local services and the Council has recognised the importance of the core principles as set out in the CIPFA/SOLACE publication "Delivering Good Governance in Local Government" published in 2007. The core principles are:

1. focus on the purpose of the Authority and on outcomes for the community in creating and implementing the vision for the local area;
2. members and officers will work together to achieve a common purpose with clearly defined functions and roles;
3. promote values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour;
4. take informed and transparent decisions which are subject to effective scrutiny and manage risk;
5. develop the capacity and capability of members and officers to be effective;
6. engage with local people and other stakeholders to ensure robust public accountability.

1.3.3 Since 2004 an officer working group has reviewed and monitored corporate governance issues at an operational level. This group has existed in various guises and with differing levels of officer representation. The current group includes all members of the Corporate Leadership Team, the Head of Audit Partnership, the Head of Policy and Communications and the Head of Finance and Resources.

1.3.4 During 2012/13 the working group has considered the framework in operation and agreed minor amendments which have been reflected in the Local Code of Corporate Governance attached as **Appendix A**.

1.3.5 The Local Code of Corporate Governance was reported to Audit Committee on 12 August 2013. A verbal update of the Audit Committee's view along with any urgent reference they may agree to make will be provided at the meeting.

1.4 Alternative Action and why not Recommended

1.4.1 Consideration of the Local Code of Corporate Governance on an annual basis to ensure it is updated and an effective code is considered best practice. In the past the code has not been reviewed every year and Cabinet could consider not to do so. This approach is not recommended and the officer working group has already agreed to make the review a rolling review in operational terms and to ensure that any changes are reported to Audit Committee and Cabinet on an annual basis.

1.5 Impact on Corporate Objectives

1.5.1 Good corporate governance is an essential part of corporate and customer excellence.

1.6 Risk Management

1.6.1 The Local Code of Corporate Governance identifies the processes used by the Council to involve the public in decision making and those for service delivery and standards. These issues are essential to address reputational risk and to help demonstrate value for money.

1.6.2 The Local Code of Corporate Governance also identifies the processes whereby the Authority addresses risk management as part of good corporate governance arrangements.

1.6.3 Maintaining a Local Code of Corporate Governance that is out of date can mean that changes required to maintain corporate governance are not identified and reported for consideration and approval.

1.7 Other Implications

- 1. Financial
- 2. Staffing
- 3. Legal
- 4. Equality Impact Needs Assessment
- 5. Environmental/Sustainable Development
- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management

1.8 Relevant Documents

1.8.1 Appendices

1.8.2 **Appendix A** – The Local Code of Corporate Governance

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

No

If yes, this is a Key Decision because:

.....

Wards/Parishes affected:

.....

DRAFT

MAIDSTONE BOROUGH COUNCIL
LOCAL CODE OF CORPORATE GOVERNANCE
JUNE 2013

1. **Background**

- 1.1 The Council wholly subscribes to the principles of public life as set out by the Committee on Standards and Public Life (The Nolan Committee) in 1995, as amended. The amended principles are:-

Selflessness – Holders of public office should act solely in terms of the public interest.

Integrity – Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity – Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability – Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness – Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty – Holders of public office should be truthful.

Leadership – Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

1.2 The Council acknowledges the work undertaken by CIPFA/SOLACE on establishing a framework for corporate governance in local government. This work includes the 2007 guidance contained in the publication Delivering Good Governance in Local Government which sets out the six core principles that should underpin the governance arrangements for all public bodies.

2. Core Principles of Corporate Governance

2.1 The Council endorse the core principles and the supporting principles as set out in the CIPFA/SOLACE publication on Delivering Good Governance in Local Government, published in 2007 and intend to use these principles to monitor and control Corporate Governance in Maidstone Borough Council to ensure that the Authority is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

2.2 The core principles and supporting principles are as follows:-

- 1) The Authority will focus on its purpose and on outcomes for the community in creating and implementing a vision for the local area and will:
 - Exercise strategic leadership by developing and clearly communicating the Authority's purpose and vision and its intended outcome for citizens and service users;
 - Ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning; and
 - Ensure that the Authority makes best use of resources and that tax payers and service users receive excellent value for money.
- 2) Members and officers will work together to achieve a common purpose with clearly defined functions and roles and will:
 - Ensure effective leadership throughout the Authority and be clear about executive and non-executive functions and of the roles and responsibilities of the Scrutiny function;
 - Ensure that a constructive working relationship exists between Authority Members and officers and that the responsibility of Members and officers are carried out to a high standard; and
 - Ensure relationships between the Authority, its partners and the public are clear so that each knows what to expect of the other.

- 3) Members and officers will promote the core values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour and will:
 - Ensure Authority Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance; and
 - Ensure that organisational values are put into place and are effective.
- 4) The Authority will take informed and transparent decisions which are subject to effective scrutiny and will manage risk and will:
 - Be rigorous and transparent about how decisions are taken in listening and acting on the outcomes of constructive scrutiny; and
 - Have good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs; and
 - Ensure that an effective risk management system is in place; and
 - Ensure that legal powers are used to the full benefit of the citizens of communities in the area.
- 5) The Authority will develop the capacity and capability of Members and officers to be effective and will:
 - Make sure that Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles;
 - Develop the capability of people with governance responsibilities and evaluate their performance as individuals and as a group; and
 - Encourage new talent for membership of the Authority so that best use can be made of individual's skills and resources in balancing continuity and renewal.
- 6) The Authority will engage with local people and other stakeholders to ensure robust public accountability and will:
 - Exercise leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountable relationships;

- Take an active and planned approach to dialogue with and accountability to, the public to ensure effective and appropriate service delivery whether directly by the Authority, in partnership or by commissioning; and
- Make best use of human resources by taking an active and planned approach to meeting responsibility to staff.

3. Detailed Implementation of Core Principles of Corporate Governance

3.1 In broad terms Maidstone Borough Council addresses Corporate Governance through the following main areas:-

- a) **Constitution** – Constitution has a comprehensive scheme of delegation to Members and officers and therefore clearly sets out the arrangements for the provision of services. This includes effective Overview and Scrutiny, Standards and Audit Committee arrangements. The Constitution is backed up by Codes of Conduct for both officers and Members;
- b) **Vision** - The Council has a long term vision (through the sustainable community strategy) with short to medium term delivery through the Strategic Plan, which is reviewed annually. The delivery of priorities is related to funding availability and capacity through the Budget Strategy and is based on consultation with partners and public;
- c) **Comprehensive Performance Management** - arrangements are in place incorporating strategic and service based risk management and business continuity. Reporting on performance is undertaken through quarterly reports on the Authority's Key Performance Indicators, six monthly reports on PIs and monthly reviews by officers of service performance through Reach the Summit. A six monthly review is undertaken of the Corporate Improvement Plan. The system of Performance Management runs in parallel with and is related to a comprehensive system of financial management;
- d) **Partners and Public** – Partners and the public are consulted regularly on the Authority's service priorities and budget issues and reports to the public on finance and performance are undertaken through Borough Update and an annual report;
- e) **Staffing** – There is a comprehensive Code of Conduct for officers and Corporate Governance is embedded in the Authority's core values through STRIVE which embeds customer service, delivery of performance, integrity and high standards of Corporate Governance and Value for Money and efficiency;

3.2 Attached at Appendix 1 is a schedule showing the detailed arrangements within Maidstone Borough Council for delivery of the core principles. The schedule shows the core principles, the supporting principles, the requirements for local authorities to deliver the principles, best practice examples of source documents and good principles and this Authority's arrangements to address the principles and best practice (with links to the source documents quoted). Where appropriate they will be developed and enhanced to ensure the highest level of corporate governance within the Authority.

.....
Chief Executive

.....
Leader

LOCAL CODE OF CORPORATE GOVERNANCE**UPDATED JUNE 2013****BASED ON 2007 CIPFA/SOLACE PRINCIPLES****CORE PRINCIPLE****1. FOCUSING ON THE PURPOSE OF THE AUTHORITY AND ON OUTCOMES FOR THE COMMUNITY AND CREATING AND IMPLEMENTING A VISION FOR THE LOCAL AREA**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> • Exercising strategic leadership by developing and clearly communicating the authority's purpose and vision and its intended outcome for citizens and service users 	<ul style="list-style-type: none"> • Develop and promote the authority's purpose and vision 	<ul style="list-style-type: none"> • Used as a basis for: <ul style="list-style-type: none"> - Corporate and service planning - Shaping the community strategy - local area or performance agreements 	<ul style="list-style-type: none"> • The Sustainable Community Strategy adopted following consultation with the public • Community Strategy agreed through Maidstone Locality Board • Strategic Plan agreed and reviewed annually in parallel with Budget Strategy • Communication & Consultation Strategy agreed • Service Plans based on cascade from Strategic Plan

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
13	<ul style="list-style-type: none"> Review on a regular basis the authority's vision for the local area and its impact on the authority's governance arrangements 	<ul style="list-style-type: none"> Governance code 	<ul style="list-style-type: none"> Strategic Plan reviewed regularly to ensure public's views are taken into account Annual review of Local Code of Corporate Governance
	<ul style="list-style-type: none"> Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all parties 	<ul style="list-style-type: none"> Partnership protocol Governance code 	<ul style="list-style-type: none"> Partnership (shared service) protocol agreed which includes the requirement for a business case, risk assessment, exit strategy and other aspects of good management Review of partnerships undertaken by Overview & Scrutiny Committee Follow up actions implemented
	<ul style="list-style-type: none"> Publish an annual report on a timely basis to communicate the authority's activities and achievements, its financial position and performance 	<ul style="list-style-type: none"> Annual financial statements Annual business plan Formal annual report 	<ul style="list-style-type: none"> Annual report prepared and published in Downs Mail and available on website Annual report supplemented by articles in Borough Update Annual report includes Summarised Financial Statements

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<p>14</p> <ul style="list-style-type: none"> Ensuring that users receive a high quality of service whether directly, or in partnership, or by commissioning 	<ul style="list-style-type: none"> Decide how the quality of service for users is to be measured and make sure that the information needed to review service quality effectively and regularly is available 	<ul style="list-style-type: none"> This information is reflected in the authority's: <ul style="list-style-type: none"> Corporate Plan annual business plan medium-term financial strategy resourcing plan place survey every 2 years in order to ensure improvement 	<ul style="list-style-type: none"> Strategic Plan and Budget Strategy include Performance and resource requirements Medium Term Financial Strategy plans resource requirements and affordability Effective performance management system in place Summary of performance included in Council Tax leaflet published on the Council's website
	<ul style="list-style-type: none"> Put in place effective arrangements to identify and deal with failure in service delivery 	<ul style="list-style-type: none"> Complaints procedure 3 year programme of internal audit activity. Performance management arrangements 	<ul style="list-style-type: none"> Comprehensive Complaints procedures in place Quarterly report on complaints to Overview & Scrutiny Committee Effective performance management process in place (Reach the Summit)
<ul style="list-style-type: none"> Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money 	<ul style="list-style-type: none"> Decide how value for money is to be measured and make sure that the authority or partnership has the information needed to review value for money and performance effectively. Measure the environmental impact of policies, plans and decisions. 	<ul style="list-style-type: none"> The results are reflected in authority's performance plans and in reviewing the work of the authority. 	<ul style="list-style-type: none"> Value for Money Strategy agreed The Corporate Improvement Group co-ordinates and initiates VFM agenda RTS monitors performance at Business Unit level Strategic Plan KPI's are reported regularly to Cabinet and Overview & Scrutiny Committee Use of benchmarking

CORE PRINCIPLE**2. MEMBERS AND OFFICERS WORKING TOGETHER TO ACHIEVE A COMMON PURPOSE WITH CLEARLY DEFINED FUNCTIONS AND ROLES**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> Ensuring effective leadership throughout the authority and being clear about executive and non-executive functions and of the roles and responsibilities of the scrutiny function. 	<ul style="list-style-type: none"> Set out a clear statement of the respective roles and responsibilities of the executive and of the executive's members individually and the authority's approach towards putting this into practice. 	<ul style="list-style-type: none"> Constitution Record of decisions and supporting materials 	<ul style="list-style-type: none"> Constitution sets out roles and responsibilities including a scheme of delegation Protocol on relationships between Members and officers in place All decisions recorded and distributed
	<ul style="list-style-type: none"> Set out a clear statement of the respective roles and responsibilities of other authority members, members generally and senior officers. 	<ul style="list-style-type: none"> Constitution Conditions of employment 	<ul style="list-style-type: none"> Constitution Conditions of employment
<p>Ensuring that a constructive working relationship exists between authority members and officers and that the responsibilities of members and officers are carried out to a high standard.</p>	<ul style="list-style-type: none"> Determine a scheme of delegation and reserve powers within the constitution, including a formal schedule of those matters specifically reserved for collective decision of the authority, taking account of relevant legislation, and ensure that it is monitored and updated when required. 	<ul style="list-style-type: none"> Constitution Scheme of delegation Statutory provisions 	<ul style="list-style-type: none"> Constitution and scheme of delegation Regular review and amendment to Constitution to reflect changes

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> • Make a chief executive or equivalent responsible and accountable to the authority for all aspects of operational management 	<ul style="list-style-type: none"> • Conditions of employment • Scheme of delegation • Statutory provisions • Job descriptions/specification • Performance management system 	<ul style="list-style-type: none"> • Chief Executive is Head of Paid Service with written conditions of employment and job description • Scheme of delegation included in Constitution • Regular Performance Appraisal by Members
16	<ul style="list-style-type: none"> • Develop protocols to ensure that the leader and chief executive (or equivalents) negotiate their respective roles early in the relationship and that a shared understanding of roles and objectives is maintained. 	<ul style="list-style-type: none"> • Chief executive and leader pairing meet regularly to maintain effective communication 	<ul style="list-style-type: none"> • Informal meeting between Leader and Chief Executive after Annual Council to agree plan of action for year • Regular meetings between Leader and Chief Executive
	<ul style="list-style-type: none"> • Make a senior officer (the S151 officer) responsible to the authority for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control. 	<ul style="list-style-type: none"> • Section 151 responsibilities • Statutory provision • Statutory reports • Budget documentation • Job description/specification 	<ul style="list-style-type: none"> • Chief Finance Officer/Director of Regeneration & Communities is Section 151 Officer • Member of Corporate Leadership Team • Responsibilities set out in Constitution/Financial Procedure Rules • Budget Strategy and other Finance reports presented by Chief Finance Officer/Director of Regeneration & Communities • Job Description and conditions of employment in place

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> • Make a senior officer (usually the monitoring officer) responsible to the authority for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with 	<ul style="list-style-type: none"> • Monitoring Officer provisions • Statutory provisions • Job description/specification 	<ul style="list-style-type: none"> • The Head of Legal Services is Monitoring Officer • Job description and conditions of employment in place • Responsibilities set out in Constitution • Member of Corporate Leadership Team
<ul style="list-style-type: none"> • Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other. 	<ul style="list-style-type: none"> • Develop protocols to ensure effective communication between members and officers in their respective roles 	<ul style="list-style-type: none"> • Member/officer protocol 	<ul style="list-style-type: none"> • Protocol in place for Member/Officer relationship
	<ul style="list-style-type: none"> • Set out the terms and conditions for remuneration of members and officers and an effective structure for managing the process, including an effective remuneration panel (if applicable) 	<ul style="list-style-type: none"> • Pay and conditions policies and practices 	<ul style="list-style-type: none"> • Independent Remuneration Panel in place for Members • Procedures in place for agreeing pay and conditions for staff
	<ul style="list-style-type: none"> • Ensure that effective mechanisms exist to monitor service delivery 		<ul style="list-style-type: none"> • RTS reports quarterly on business units performance • KPI's performance reported to Cabinet and Overview & Scrutiny Committee
	<ul style="list-style-type: none"> • Ensure that the organisation's vision, Strategic Plans, priorities and targets are developed through robust mechanisms, and in consultation with the local community and other key stakeholders, and that they are clearly articulated and disseminated 	<ul style="list-style-type: none"> • Strategy • Corporate plans • Budgets • Performance plan/regime 	<ul style="list-style-type: none"> • Consultation Strategy in place • Strategic Plans and Budget Strategy developed with public consultation • Actual performance reported to public through Annual Report and Council Tax publication

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> When working in partnership ensure that members are clear about their roles and responsibilities both individually and collectively in relation to the partnership and to the authority 	<ul style="list-style-type: none"> Protocols for partnership working include a clear statement of the partnership principles and objectives 	<ul style="list-style-type: none"> Partnership protocol agreed Partnerships agreed by Members Partnerships include clear statements of principles and objectives Partnership information on website
18	<ul style="list-style-type: none"> When working in partnership: <ul style="list-style-type: none"> Ensure that there is clarity about the legal status of the partnership Ensure that representatives or organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions 	<ul style="list-style-type: none"> For each partnership there is: <ul style="list-style-type: none"> clarity of each partner's role within the partnership definition of roles of partnership board members line management responsibilities for staff who support the partnership a statement of funding sources for joint projects and clear accountability for proper financial administration a protocol for dispute resolution within the partnership 	<ul style="list-style-type: none"> Partnership protocol includes requirement for clarity of roles, responsibilities, governance arrangements and other relevant aspects Financial requirements of Partnerships set out in Financial Regulations in Constitution Shared services partnerships are subject to a legal agreement

CORE PRINCIPLE**3. PROMOTING VALUES FOR THE AUTHORITY AND DEMONSTRATING THE VALUES OF GOOD GOVERNANCE THROUGH UPHOLDING HIGH STANDARDS OF CONDUCT AND BEHAVIOUR**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> • Ensuring authority members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance 	<ul style="list-style-type: none"> • Ensure that the authority's leadership sets a tone for the organisation by creating a climate of openness, support and respect 	<p>Annual Governance Statement</p>	<ul style="list-style-type: none"> • Constitution • Effective Audit, Standards and Overview and Scrutiny Committees • Annual Governance Statement approved by Leader and Chief Executive
	<ul style="list-style-type: none"> • Ensure that standards of conduct and personal behaviour expected of members and staff, of work between members and staff and between the authority, its partners and the community are defined and communicated through codes of conduct and protocols 	<ul style="list-style-type: none"> • Members'/officers' code of conduct • Performance appraisal • Complaints procedures • Anti-fraud and corruption policy • Member/officer protocols 	<ul style="list-style-type: none"> • Code of Conduct for Members • Performance appraisal processes in place • Staff Code of Conduct • Whistleblowing and Anti-Fraud and Corruption Policies in place • Audit Committee review governance policies • Member/Officer protocol agreed • Complaints procedures in place

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> Put in place arrangements to ensure that members and employees of the authority are not influenced by prejudice, bias or conflicts of interest in dealing with different stakeholders and put in place appropriate processes to ensure that they continue to operate in practice. 	<ul style="list-style-type: none"> Standing orders Codes of conduct Financial regulations 	<ul style="list-style-type: none"> Constitution sets out requirements Codes of Conduct in place Financial Regulations in place and reviewed
<ul style="list-style-type: none"> Ensuring that organisational values are put into practice and are effective. 	<ul style="list-style-type: none"> Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations and communicate these with members, staff, the community and partners 	<ul style="list-style-type: none"> Codes of conduct 	<ul style="list-style-type: none"> Codes of Conduct in place Core values STRIVE agreed and embedded
20	<ul style="list-style-type: none"> Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards, and monitor their continuing effectiveness in practice 	<ul style="list-style-type: none"> Codes of conduct 	<ul style="list-style-type: none"> Codes of Conduct in place
	<ul style="list-style-type: none"> Develop and maintain an effective standards committee 	<ul style="list-style-type: none"> Terms of reference Regular reporting to the Council 	<ul style="list-style-type: none"> Well established Standards Committee with Independent Members Regular reports to Council

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
21	<ul style="list-style-type: none"> • Use the organisation's shared values to act as a guide for decision making and as a basis for developing positive and trusting relationships within the authority 	<ul style="list-style-type: none"> • Decision-making practices 	<ul style="list-style-type: none"> • Reports to Executive and Corporate Leadership Team include a range of implications including impact on Key Priorities
	<ul style="list-style-type: none"> • In pursuing the vision of a partnership, agree a set of values against which decision making and actions can be judged. Such values must be demonstrated by partners' behaviour both individually and collectively 	<ul style="list-style-type: none"> • Protocols for partnership working 	<ul style="list-style-type: none"> • Partnership protocol agreed

CORE PRINCIPLE**4. TAKING INFORMED AND TRANSPARENT DECISIONS WHICH ARE SUBJECT TO EFFECTIVE SCRUTINY AND MANAGING RISK**

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny. 	<ul style="list-style-type: none"> Develop and maintain an effective scrutiny function which encourages constructive challenge and enhances the authority's performance overall and that of any organisation for which it is responsible 	<ul style="list-style-type: none"> Scrutiny is supported by robust evidence and data analysis 	<ul style="list-style-type: none"> Well established Overview & Scrutiny structure which is regularly reviewed Reports from Overview & Scrutiny Committees well received and effective
	<ul style="list-style-type: none"> Develop and maintain open and effective mechanisms for documenting evidence for decisions and recording the criteria, rationale and considerations on which decisions are based 	<ul style="list-style-type: none"> Decision-making protocols record of decisions and supporting materials 	<ul style="list-style-type: none"> Constitution sets out delegation for decision making Agreed report format to ensure all relevant details included Agreed policy for recording decisions, including time for call-in by Overview & Scrutiny Committee Procedure for urgent decisions including reporting to Council

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Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
23	<ul style="list-style-type: none"> Put in place arrangements to safeguard members and employees against conflicts of interest and put in place appropriate processes to ensure that they continue to operate in practice 	<ul style="list-style-type: none"> Members' Code of conduct Officers Code of conduct 	<ul style="list-style-type: none"> Codes of Conduct in place Whistleblowing policy in place Declarations of Interest in place Related Party Transactions Declarations in place
23	<ul style="list-style-type: none"> Develop and maintain an effective audit committee (or equivalent) which is independent of the executive and scrutiny functions or make other appropriate arrangements for the discharge of the functions of such a committee 	<ul style="list-style-type: none"> Terms of reference Membership Training for committee members 	<ul style="list-style-type: none"> Audit Committee in place with terms of reference and composition in line with CIPFA recommendations Regular training provided, Skills and competencies matrix prepared Annual review of effectiveness of Audit Committee Annual Audit Committee report to full Council Mid Kent Internal Audit partnership in place, which regularly reports to the Committee and provides support to the Committee – including training

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> Ensure that effective, transparent and accessible arrangements are in place for dealing with complaints 	<ul style="list-style-type: none"> Complaints procedure 	<ul style="list-style-type: none"> Complaints procedures and reporting arrangements in place. Procedure set out in website
<ul style="list-style-type: none"> Having good-quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs. 	<ul style="list-style-type: none"> Ensure that those making decisions whether for the authority or the partnership are provided with information that is fit for the purpose – relevant, timely and gives clear explanations of technical issues and their implications 	<ul style="list-style-type: none"> Members' induction scheme Training for committee chairs 	<ul style="list-style-type: none"> Members induction scheme implemented annually Members training programme agreed annually Periodic Member Briefing Sessions on current issues Member Charter in place
24	<ul style="list-style-type: none"> Ensure that professional advice on matters that have legal or financial implications is available and recorded well in advance of decision making and used appropriately 	<ul style="list-style-type: none"> Record of decision making and supporting materials 	<ul style="list-style-type: none"> Report format includes need to consider legal and financial implications The process of report approval requires agreement of finance and legal professionals where relevant
<ul style="list-style-type: none"> Ensuring that an effective risk management system is in place. 	<ul style="list-style-type: none"> Ensure that risk management is embedded into the culture of the authority, with Members and Managers at all levels recognising that risk management is part of their jobs 	<ul style="list-style-type: none"> Risk management protocol Financial standards and regulations 	<ul style="list-style-type: none"> Strategic Risk Strategy and Register regularly reviewed and reported to Cabinet and Audit Committee. Risk Management is included in standard report format Training provided to Members and managers

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> Ensure that arrangements are in place for whistle-blowing to which staff and all those contracting with the Authority have access 	<ul style="list-style-type: none"> Whistle-blowing policy 	<ul style="list-style-type: none"> Whistleblowing policy in place. Policy is promoted to staff and contractors.
<ul style="list-style-type: none"> Using their legal powers to the full benefit of the citizens and communities in their area. 	<ul style="list-style-type: none"> Actively recognise the limits of lawful activity placed on them by, for example, the ultra vires doctrine but also strive to utilise powers to the full benefit of their communities 	<ul style="list-style-type: none"> Constitution Monitoring officer provisions Statutory provision 	<ul style="list-style-type: none"> Constitution includes legal powers Report format covers legal implications New legislation is monitored by Monitoring Officer and Corporate Leadership Team
25	<ul style="list-style-type: none"> Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on local authorities by public law 		<ul style="list-style-type: none"> Monitoring Officer in post and member of Corporate Leadership Team Legal implications part of standard report format
	<ul style="list-style-type: none"> Observe all specific legislative requirements placed upon them, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into their procedures and decision-making processes 	<ul style="list-style-type: none"> Monitoring officer provisions Job description/specification Statutory provision 	<ul style="list-style-type: none"> Monitoring Officer in post and member of Corporate Leadership Team Legal implications part of standard report format

CORE PRINCIPLE**5. DEVELOPING THE CAPACITY AND CAPABILITY OF MEMBERS AND OFFICERS TO BE EFFECTIVE**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<p>26</p> <ul style="list-style-type: none"> Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles. 	<ul style="list-style-type: none"> Provide induction programmes tailored to individual needs and opportunities for members and officer to update their knowledge on a regular basis 	<ul style="list-style-type: none"> Training and development plan Induction programme Update courses/information 	<ul style="list-style-type: none"> Induction programme for new Members Annual Training Plan for Members Briefing Sessions for Members
	<ul style="list-style-type: none"> Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority 	<ul style="list-style-type: none"> Job description/personal specifications membership of top management team 	<ul style="list-style-type: none"> Job descriptions and terms of employment in place Members of Corporate Leadership Team Members of Senior Leadership Team Annual performance appraisal

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<p>27</p> <ul style="list-style-type: none"> Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group. 	<ul style="list-style-type: none"> Assess the skills required by Members and officers and make a commitment to develop those skills to enable roles to be carried out effectively 	<ul style="list-style-type: none"> Training development plan 	<ul style="list-style-type: none"> Training Plans for Members and Officers Investors in People accreditation Annual Central training budget Training Plans in place Officer review through Personal Appraisals Process. Extensive officer Training Plan cascading from PAP process
	<ul style="list-style-type: none"> Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed 	<ul style="list-style-type: none"> Training and development plan reflect requirements of a modern councillor including: <ul style="list-style-type: none"> the ability to scrutinise and challenge the ability to recognise when outside advice is required advice on how to act as an ambassador for the community leadership and influencing skills 	<ul style="list-style-type: none"> Training Plans in place Member development policy in place, based on South East Employers Member Development Charter Regular training for Audit, Standards and Overview and Scrutiny Committees

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs. 	<ul style="list-style-type: none"> Performance management system 	<ul style="list-style-type: none"> Regular reports by Executive to Overview and Scrutiny Committees. Delivery of Key Performance Indicators regularly reported Member development policy in place
<ul style="list-style-type: none"> Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal. 	<ul style="list-style-type: none"> Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Authority 	<ul style="list-style-type: none"> Strategic partnership framework Stakeholders' forums' terms of reference Area forums' roles and responsibilities Residents' panel structure 	<ul style="list-style-type: none"> Effective Locality Board in place Meetings of Executive held in community Communication and consultation strategy in place
28	<ul style="list-style-type: none"> Ensure that career structures are in place for members and officers to encourage participation and development 	<ul style="list-style-type: none"> Succession planning 	<ul style="list-style-type: none"> Succession planning policy in place Service structure in place

CORE PRINCIPLE**6. ENGAGING WITH LOCAL PEOPLE AND OTHER STAKEHOLDERS TO ENSURE ROBUST PUBLIC ACCOUNTABILITY**

Supporting Principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
29 • Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships.	• Make clear to themselves, all staff and the community to whom they are accountable and for what	• Community strategy	• Community strategy in place • Strong Overview and Scrutiny arrangements in place • Strong consultation processes.
	• Consider those institutional stakeholders to whom the authority is accountable and assess the effectiveness of the relationships and any changes required		• Communication and Consultation Strategy in place and reviewed. • Complaints procedure and reporting arrangements in place • Effective LSP in place
	• Produce an annual report on the activity of the scrutiny function	• Annual report	• Annual Scrutiny report produced • Work programme for Scrutiny developed through workshops involving all Members

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
<ul style="list-style-type: none"> Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning. 	<ul style="list-style-type: none"> Ensure that clear channels of communication are in place with all sections of the community and other stakeholders, and put in place monitoring arrangements to ensure that they operate effectively 	<ul style="list-style-type: none"> Community strategy Processes for dealing with competing demands within the community 	<ul style="list-style-type: none"> Community Strategy in place and reviewed Communications Strategy in place Consultation on issues such as Budget options
	<ul style="list-style-type: none"> Hold meetings in public unless there are good reasons for confidentiality 		<ul style="list-style-type: none"> Policy of holding meetings in public Meetings webcast
30	<ul style="list-style-type: none"> Ensure that arrangements are in place to enable the authority to engage with all sections of the community effectively. These arrangements should recognise that different sections of the community have different priorities and establish explicit processes for dealing with these competing demands 		<ul style="list-style-type: none"> Communications Strategy in place and reviewed

Supporting principles	The Code should reflect the requirement for local authorities to:	Source documents/good practice/other means that may be used to demonstrate compliance	MBC Arrangements
	<ul style="list-style-type: none"> Establish a clear policy on the types of issues they will meaningfully consult on or engage with the public and service users about including a feedback mechanism for those consultees to demonstrate what has changed as a result 	<ul style="list-style-type: none"> Partnership framework Communication strategy 	<ul style="list-style-type: none"> Partnership protocol agreed Communication Strategy in place and reviewed
31	<ul style="list-style-type: none"> On an annual basis, publish a performance plan giving information on the authority's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and the satisfaction of service users in the previous period 	<ul style="list-style-type: none"> Annual report Annual financial statements Corporate plan Annual business plan Annual Performance Plan 	<ul style="list-style-type: none"> Annual report produced Annual financial statements agreed by Council Corporate Plan and Strategic Plan Performance Report agreed by Cabinet All available on website
	<ul style="list-style-type: none"> Ensure that the authority as a whole is open and accessible to the community, service users and its staff and ensure that it has made a commitment to openness and transparency in all its dealings, including partnerships, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so 	<ul style="list-style-type: none"> Constitution 	<ul style="list-style-type: none"> Local Code of Corporate Governance adopted and reviewed annually Constitution
<ul style="list-style-type: none"> Making best use of human resources by taking an active and planned approach to meet responsibility to staff. 	<ul style="list-style-type: none"> Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision making 	<ul style="list-style-type: none"> Constitution 	<ul style="list-style-type: none"> People Strategy agreed Staff Forum and Unit Manager's Group in place Employment Panel in place

Agenda Item 9

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 14 AUGUST 2013

REPORT OF CHIEF EXECUTIVE

Report prepared by Angela Woodhouse

1. DRAFT ANNUAL GOVERNANCE STATEMENT 2012/13

1.1 Issue for Decision

1.1.1 To consider the Draft Annual Governance Statement for 2012/13 to be signed by the Chief Executive and the Leader, and accompany the Statement of Accounts. This is as required by the revised Accounts and Audit (England) Regulations 2011, which came into force on 31st March 2011.

1.2 Recommendation of the Chief Executive

1.2.1 It is recommended that subject to comment from the Audit Committee the Cabinet review and approve the Draft Annual Governance Statement 2012/13 attached at **Appendix A** for sign off by the Leader and Chief Executive.

1.3 Reasons for Recommendation

1.3.1 The Accounts and Audit (England) Regulations 2011 recognise the Annual Governance Statement as a key statement in its own right. To this end it is no longer required to be "included in" the Statement of Accounts. From 31st March 2011 the regulations require that the Annual Governance Statement "accompanies" the Statement of Accounts instead.

1.4.4 Grant Thornton undertook a Local Government Governance Review 2013, "*Improving council governance a slow burner*" which has identified best practice approaches to the Annual Governance Statement. The Draft Annual Governance Statement attached at **Appendix A** has been developed to take into account the best practice identified namely that the statement should not repeat the local code of governance. It should have user friendly language and layout with more emphasis on significant governance or control issues that arise in earlier sections of the document. The external auditors have reviewed the Draft Annual Governance Statement and are satisfied that it meets requirements for compliance with the code and is an informative document.

- 1.4.3 The statement has also been produced in line with the CIPFA delivering good governance in local government: Framework Addendum released in December 2012. The update reflects the emphasis on a strategic approach. As a matter of best practice the annual governance statement should be approved at the same time as the statement of accounts. The Statement fulfils the statutory requirement in England for a local authority to conduct a review at least once in each financial year of the effectiveness of its system of internal control.
- 1.4.4 Cabinet is asked to consider the draft statement and any comment from the Audit Committee after which it will be signed by the Chief Executive and Leader.
- 1.4.5 The Audit Committee within its terms of reference have responsibility for: "The Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice."

1.5 Alternative Action and why not Recommended

- 1.5.4 The Annual Governance Statement is a necessary part of the Statement of Accounts and must, therefore, be considered by the Audit Committee prior to Cabinet approval. It is possible for members to disagree with the detail of the Statement, to ask for further details to be included or evidence to be produced. However, it must be acknowledged that the statement is signed by the Chief Executive and the Leader of the Council and must accompany the Statement of Accounts to be agreed by Audit Committee before the end of September 2013.

1.6 Impact on Corporate Objectives

- 1.6.4 The Council has set Corporate and Customer Excellence as a priority in its Strategic Plan for 2011-15. Good and Effective Corporate Governance arrangements are key to achieving this priority. The Annual Governance Statement reviews the effectiveness of the council's governance arrangements which includes how we ensure we are meeting our priorities, engaging the public and adopting the right behaviour as a Council.

1.7 Risk Management

- 1.7.4 The Statement incorporates the essential elements of a well managed Council which ensures that many elements of the Strategic Risk Register are addressed.

1.8 Other Implications

1.8.4

1. Financial
2. Staffing
3. Legal
4. Equality Impact Needs Assessment
5. Environmental/Sustainable Development
6. Community Safety
7. Human Rights Act
8. Procurement
9. Asset Management

1.9 Relevant Documents

1.9.4 Appendices

Appendix A – Draft Annual Governance Statement 2012/13

1.9.5 Background Documents

None

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

Yes

No

If yes, this is a Key Decision because:

.....

Wards/Parishes affected:

.....

Draft Annual Governance Statement

2012/13

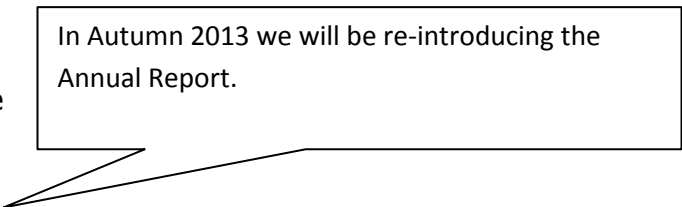
1. SCOPE OF RESPONSIBILITY

- 1.1 Maidstone Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. Maidstone Borough Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Council's section 151 Officer is a key member of the Corporate Leadership Team , reviewing all decisions taken through management team, Committees, Cabinet and Full Council.
- 1.2 In discharging this overall responsibility, Maidstone Borough Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions which includes arrangements for the management of risk.
- 1.3 Where actions have been identified they are highlighted in speech bubbles at the appropriate point in the statement.
- 1.4 Maidstone Borough Council has approved and adopted a Local Code of Corporate Governance, this was reviewed and update in June 2013. The code of corporate governance is consistent with the principles of the CIPFA/SOLACE framework "Delivering Good Governance in Local Government". A copy of the Code is on the website at www.maidstone.gov.uk or can be obtained from the Council at Maidstone House, King Street, Maidstone, Kent ME15 6JQ. This statement explains how Maidstone Borough Council has complied with the code and also meets the requirements of regulation 4(3) of the Accounts and Audit (England) Regulations 2011.

2 THE PURPOSE OF THE GOVERNANCE FRAMEWORK

- 2.1 The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.
- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Maidstone Borough Council's policies, aims and objectives. It evaluates the likelihood of those risks being realised and the impact should they be realised then provides a means of managing the risks efficiently, effectively and economically.

2.3 This governance framework has been in place at Maidstone Borough Council for the year ended 31 March 2013 and up to the date of approval of the annual report and Statement of Accounts.



In Autumn 2013 we will be re-introducing the Annual Report.

3 THE GOVERNANCE FRAMEWORK

3.1 The monitoring of Corporate Governance has a high priority at the Council. As part of the recent senior restructure, responsibility for Corporate Governance was moved to the Head of Policy and Communications. A small working group made up of the Head of Audit, Head of Finance and Resources and the Head of Legal services (Monitoring Officer) has been set up to work with the Head of Policy and Communications reporting quarterly to the Corporate Leadership Team and six monthly to the Audit Committee on governance matters.

3.2 At appendix A are the Council's pillars of governance this identifies the key strands of governance and the documents and actions represented within each.

3.3 The Governance Framework is based on the CIPFA/SOLACE six principles of effective governance

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1. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area
2. Members and officers working together to achieve a common purpose with clearly defined functions and roles
3. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
5. Developing the capacity and capability of members and officers to be effective
6. Engaging with local people and other stakeholders to ensure robust public accountability

How we deliver good governance

Principle	Governance Mechanism (what we are doing)	Assurance
<p>Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area</p>	<ul style="list-style-type: none"> • The vision for Maidstone is set out in our Sustainable Community Strategy . • The Strategic Plan reflects the vision and sets out our priorities and outcomes. Each outcome has an action plan, performance indicators and targets. • The Annual Corporate Planning Cycle approved by Cabinet facilitates the effective planning of service delivery, including the identification of risks, and budget requirements. • Performance Management of delivering our priorities and services is achieved through ‘Reach the Summit’ and the Council’s Performance Plan and Scrutiny Committees. • The Council’s Values have been identified under the acronym STRIVE. • A project overview board exists and a project management toolkit is utilised to develop and monitor major projects. 	<ul style="list-style-type: none"> • The Sustainable Community Strategy was developed following consultation with residents and engagement in events to determine the priorities and vision for the borough. • One Council Engagement Plan is in place to communicate our priorities internally. • Resident Survey undertaken every two years to understand priorities and issues for residents • Monitoring against the key measures of success is reported six monthly to Cabinet and Scrutiny. • Key Performance Indicator outturns are subject to review by Cabinet, Overview and Scrutiny committees and ultimately, by full Council. • Annual STRIVE staff awards based on our values. • The project board considers the major projects currently being undertaken by the Council at a strategic level and ensures resources are applied and actions taken to maintain control over all such projects.

Principle	Governance Mechanism (what we are doing)	Assurance
<p>Members and Officers working together to achieve a common purpose with clearly defined functions and roles</p>	<ul style="list-style-type: none"> The Council's Constitution specifies the roles and responsibilities of Members and Officers and lays down financial and contract procedural rules for the efficient and effective discharge of the Council's business. The Constitution includes the roles and responsibility of the Overview and Scrutiny and Audit Committees. A well established and effective Audit Committee and Overview and Scrutiny function. Effective Audit function. 	<ul style="list-style-type: none"> The constitution is kept under constant review by the Monitoring officer. Half yearly reports are produced for Audit Committee which evaluates the overall internal control environment tested through the internal audit work. An annual review of audit work and the effectiveness of the audit process is produced for Audit Committee. Governance Arrangements were reviewed last year and created four Overview and Scrutiny Committees aligned to the Cabinet Portfolios. The role of overview and scrutiny has been re-defined including ensuring each has responsibility for scrutinising partnerships. A protocol has been put into place between Audit and Scrutiny Committees to avoid duplication and overlap on the work programme and facilitate appropriate references between the committees. The Council is a member of a well established and effective Internal Audit partnership that works to an approved three year audit plan. Individual audit reports are produced for the relevant managers, with a copy to the Chief Executive and appropriate Director.

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> • The Council has appointed a Monitoring Officer to oversee its compliance with laws and statutory obligations. • The Council has clearly defined roles and responsibilities for Members and Officers • The Council has a Corporate Improvement Group who identify improvement projects and review the impact of change and improvement on a quarterly basis. • Code of Corporate Governance in place 	<ul style="list-style-type: none"> • External Audit produce a number of reports which are reported to management and Members. Recommendations and comments are considered and, where necessary, action is taken to address any issues raised. • Scheme of Delegation is in place as defined in the constitution • Update on the Corporate Improvement Group reported to Cabinet twice a year • The Local Code of Corporate Governance was reviewed and updated in June 2013.

Principle	Governance Mechanism (what we are doing)	Assurance
<p>Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</p>	<ul style="list-style-type: none"> • Good Corporate Governance is at the heart of everything the Council does, for staff this is incorporated into our six core values (STRIVE) in the delivery of services and in particular the value: Integrity and High Standards of Corporate Governance. The Council has an annual award ceremony focussed on our values, where individuals and teams are given awards for demonstrating the values. • At the mid year and full year appraisal points all staff are asked how they demonstrate the values. • The Audit Committee has a responsibility to monitor and improve the arrangements for Corporate Governance within the Council. • The Council's Monitoring Officer is responsible for ensuring that the Council acts in accordance with the constitution. • The Council has adopted a local code of conduct for Members and Officers. • The Council meets the requirements of the Public Sector Equality Duty. 	<ul style="list-style-type: none"> • Annual Award Ceremony for Staff focused on the Values <div data-bbox="1406 523 1854 735" style="border: 1px solid black; border-radius: 15px; padding: 5px; margin: 10px 0;"> <p>The Council's Competency Framework for staff is being revised to more clearly link to the Values (STRIVE)</p> </div> <ul style="list-style-type: none"> • The Audit Committee provides an Annual Report to Council on its effectiveness. • The Monitoring Officer reports to Council and provides advice to Members and Officers. • The Section 151 officer and monitoring officer review all reports for decision via our committee report management system (moderngov). • Equality Impact Assessment are carried out to demonstrate equalities being taken into account in our decision making. • Corporate Equality Policy.

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> HR procedures and systems are in place for disciplinary and capability management 	<ul style="list-style-type: none"> Quarterly reports to Corporate Leadership Team
<p>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</p>	<ul style="list-style-type: none"> The Council commissioned an Overview and Scrutiny review of its governance arrangements focussed on whether the Council should change its system to a committee or an alternative system. It was agreed to adopt an enhanced scrutiny model with four Overview and Scrutiny Committees aligned to the Cabinet Portfolios. An agreed Risk Management Strategy is in place with identified corporate strategic risks and Management Action Plans. Risk management is a standard heading for consideration of all reports to Management Team and Members. A formal risk assessment is required for reports which require decisions on strategic issues or which seek approval for significant projects. Heads of Service are asked to identify risks as part of their annual review of service plans. The Council publishes details of all Council spending to suppliers, senior officer salaries and details of all new contracts via its website. 	<ul style="list-style-type: none"> Overview and Scrutiny report annually to full council on their effectiveness and outcomes. The Strategic Risk Register is subject to regular review. Risks to service delivery (operational risks) have been accepted as the responsibility of individual authorised officers and incorporated into Service Plans. Heads of Service are responsible for ensuring that their service managers retain an effective operational risk <div data-bbox="1377 997 1859 1321" style="border: 1px solid black; border-radius: 15px; padding: 10px; margin-top: 20px;"> <p>Risk Assessments in relation to service plans will be logged on Covalent, the Council's performance management system managers will be supported with additional training</p> </div>

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> • Open meetings and webcasting • Transparent and Evidence based decision making 	<ul style="list-style-type: none"> • Meetings are webcast and agenda papers and the access to information procedure rules are complied with • Reports include information on the options considered alternatives and reason for decision
Developing the capacity of Members and Officers to be effective	<ul style="list-style-type: none"> • The Council has had an “Investors in People” (liP) award for a number of years, which involves demonstrating that the Council has regular appraisals, service and training planning, training evaluation forms, recruitment and selection procedures and initiatives such as Work/Life Balance. The Council was re-accredited with liP early in 2011. • We have revised our Member Development Policy. • Annual Member development programme. • New Member induction programme. • Overview and Scrutiny Handbook. • A well established staff appraisal process is in place and guidance and training is available for all staff and managers. 	<ul style="list-style-type: none"> • liP Health Checks, compliance with liP is regularly reviewed the Council has a target to be at gold level by 2015. • Regular Member seminars and workshops. • The Employment and Member Development Panel reviews the development programme and budget for Members annually. • The Governance review in 2012-13 identified that Member’s continued professional development was crucial going forward. • Appraisals are held at mid year and end of year points with all staff, they include a section to identify development needs. • Service delivery by trained and experienced

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> • Workforce Strategy 	<p>people.</p> <ul style="list-style-type: none"> • Regular reports to the Member and Employment Development Panel
<p>Engaging with local people and other stakeholders to ensure robust public accountability</p>	<ul style="list-style-type: none"> • Consultations are held on decisions affecting local people and local people are encouraged to be involved, for example the work on developing the Council's Local Plan <div data-bbox="860 746 1464 1002" style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; margin: 10px auto; width: fit-content;"> <p>A new Communication and Engagement Strategy will be produced in 2013/14</p> </div> <ul style="list-style-type: none"> • Engagement with stakeholders through the Locality Board and supporting task groups • Membership of the Chamber of Commerce and work through the Chamber, Federation of Small Businesses, Town Centre Management, Maidstone Tourism Association and Rural Business Forums to engage businesses. 	<ul style="list-style-type: none"> • Consultation feedback for example from the budget and Local Plan development. • Focus groups to inform policies and plans as they develop • Cabinet Roadshows <ul style="list-style-type: none"> • Communication and Engagement Strategy • Community Development Strategy <ul style="list-style-type: none"> • Single point of contact for businesses in the Borough established through the Economic Development Team Business Visits, Business Breakfasts and Lunch with Mayor held in order to develop better relationships with the business community

Principle	Governance Mechanism (what we are doing)	Assurance
	<ul style="list-style-type: none"> • Annual consultation with residents on our budget • We carry out a survey of residents every other year • We launched a new website this year • We are running a programme of neighbourhood action planning (action plans to address issues identified by residents)working locally with you to identify how we can improve where you live. • Two Public meetings will be held twice a year to allow the Council and its Strategic Partners to debate with the public topics chosen by the public as set out in the constitution. 	<ul style="list-style-type: none"> • Budget Roadshows and/or online consultation • Resident Survey • Website tested by residents to ensure it is user friendly • Neighbourhood action planning reviewed and monitored by scrutiny.

We have identified from our residents survey that more could be done to involve young people in decision making

Public Debate Meetings to be re-introduced

4 REVIEW OF EFFECTIVENESS

- 4.1 Maidstone Borough Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of corporate governance and internal control. This is undertaken by the Corporate Leadership Team. The review of effectiveness undertaken in 2012/13 is informed by the work of the internal auditors and the Council's Senior Officers who have responsibility for the development and maintenance of the overall governance environment, and also by comments made by the external auditors and other review agencies and inspectorates.
- 4.2 Internal Audit has concluded that substantial reliance can be placed on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control. This opinion covers the period from 1 April 2012 to date.
- 4.3 The Council is able to confirm that its financial management arrangements conform with the governance requirements of the CIPFA statement on the role of the Chief Financial Officer in Local Government (2010).
- 4.4 A detailed post project review of the Museum East Wing Project has recently been completed and reviewed by the Audit Committee. The review identified that the Council's project management processes and control arrangements have significantly improved since the Museum project was commissioned.
- 4.5 A number of areas were identified in the proceeding statement where action is required these have been included within our significant governance issues for 2013-14 action plan below.

5 SIGNIFICANT GOVERNANCE ISSUES

Actions for 2012/13 as identified in the last Annual Governance Statement

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Governance Issue	Action Taken	Completed/ or carry forward
Audit reports: Reports with levels of assurance lower than substantial.	A report on Emergency Planning was followed up in August 2012 and the control assurance was found to have increased from limited to Substantial	Completed
Annual Audit Report: Recommendations arising from report – review and replace the asset register.	We have replaced our asset register .	Completed
Actions arising from specific satisfaction level results of the residents survey.	Taken forward by service managers.	Completed
Enhance project sponsorship.	New project sponsorship toolkit has been created.	Completed
Museum East Wing Project.	Reviewed by Internal Audit and the Chief Executive actions taken to ensure good arrangements, project and contractor management arrangement for future projects.	Carried forward

Actions for 2013/14

50

Governance Issue	Action Taken	By When	By Whom
Corporate Leadership Team have identified a need to Review the Council's approach to Information Management	Objective have been appointed to undertake a piece of work to review how the Council manages information and identify a vision and strategy going forward	31 September 2013	Anna Collier, Project Manager David Edwards Project Sponsor Angela Woodhouse – responsible officer for Information Management
Embedding Corporate Governance and Ensuring Best Practice is identified	A corporate governance working group will be set up to report into the Audit Committee on governance issues and the progress of the action plan	Quarterly with updates to Audit Committee in October and March	Angela Woodhouse
Project Management	The report into the Museum East Wing project by the Chief Executive has confirmed that project management arrangements have significantly improved to address financial, planning and procurement of capital projects	Ongoing	Paul Riley, Head of Finance and Resources reporting to CLT who will continue to monitor the adequacy of project management in the context of "lessons learned" from the Museum Project.
The Council undertook a follow up Stress survey in December 2012. This showed that we have improved on most areas from the one in 2011. However action is still required to return to the ideal levels of stress in the organisation.	As a result of the original stress survey in 2011 the Council developed the one council engagement plan to focus on engaging all staff in our priorities. Following on from this initial piece of work we have now appointed the Comms Lab to review how we engage with employees looking at support for managers, developing a coaching culture and tools for employee engagement on our priorities.	The work with the Comms Lab has started and the revised competency framework will be in place by September. Tools for managers will be used throughout the year in accordance with the one council engagement plan.	Dena Smart and Corporate Leadership Team

Governance Issue	Action Taken	By When	By Whom
Testing the Council's approach to Strategic Planning and Meeting its outcomes for businesses and residents in regard to the economy	Corporate Peer Challenge from the LGA Any actions resulting from recommendations will be programmed following the review	31 October 2013	Cabinet and Corporate Leadership Team
Members' Professional Development The governance review in 2012/13 identified that this was an area for improvement particularly in relation to Members leading and owning their development.	The Member Development Policy has been revised and moved to Democratic Services to bring it closer to Members. Members will be asked via committees to identify their training needs and the process for attending conferences will be simplified.	Policy Approved 10 July 2013 Implemented during 2013/14	Democratic Services and Members
The Council's Communication and Engagement Strategy will be revised in 2013/14	Revised Strategy to accompany the Strategic Plan refresh	(Proposed timetable) Drafted September 2013. Cabinet Approved for Consultation December 2013. Overview and Scrutiny Invited to Review January 2014. Approved by Cabinet February 2014.	Angela Woodhouse, Head of Policy and Communications

Governance Issue	Action Taken	By When	By Whom
The residents survey identified that more work needed to be done to engage young people with the Council	An action plan has been developed and put into place as one of the Council's equality objectives.		
Public Debate Meetings are meant to be held twice a year.	<p>Consultation will be carried out to identify issues of public concern for debate.</p> <p>Meetings of full Council will then take place on a topic of interest identified by the public.</p>	Public Meetings will take place in November 2013 and April 2014.	Democratic Services

6 Certification

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvement that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Leader of the Council: _____

Date: _____

Chief Executive: _____

Date: _____

Appendix A - Pillars of Governance

Monitoring

Monitoring Officer, attends all meetings of the Corporate Leadership Team (CLT)

Effective Overview and Scrutiny Committees

Standards and Audit Committees in place

Corporate Project Board oversees all key projects

Effective Internal Audit partnership

Audit Reports produced for service areas in line with the approved Audit Plan

Annual Audit report to Audit and Council

External Audit, produce a number of reports which are reported to management

Local Code of Corporate Governance agreed annually

Performance and Financial Management

An Annual Performance Plan is in place aligned to the Strategic Plan

Reach the Summit monitors performance of services internally on a quarterly basis

Quarterly performance reports to CLT, Cabinet and Scrutiny

Annual Corporate Planning cycle in place to identify service planning, risks and budget requirements

Regular meetings held with heads of service to monitor performance and ensure compliance with a range of corporate policies

IiP accreditation and health checks

Treasury Management Code

[Prudential Indicators monitored daily](#)

Transparency and Partnership Working

Complaints monitored and reported quarterly to CLT and Scrutiny

Reports available on the council's website

[Senior Salaries. Spending with Suppliers and Contracts published on-line](#)

The Locality Board is in the process of being reviewed, the Board has several working groups in place to meet corporate priorities in partnership with private public and voluntary and community sector partners.

A partnership protocol has been adopted for the Mid Kent Improvement Partnership

Risk Management

Risk Management Strategy and action plans agreed and implemented

Operational risks incorporated into service plans

Risk Management is considered in all reports to Corporate Leadership Team and Members

Formal Risk assessment is required for decisions on strategic issues or which seek approval for significant projects and funding

Reported to Audit Committee

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 14 AUGUST 2013

REPORT OF CHIEF EXECUTIVE and HEAD OF LEGAL SERVICES

Report prepared by Alison Broom and Paul Fisher

1. MOTE CRICKET GROUND

1.1 Issue for Decision

1.1.1 To consider giving consent as representatives of the inhabitants of Maidstone to the advancement of the 2 pieces of land land shown shaded on the attached plan (appendix 2), being part of the Mote Cricket Ground, to Trustees appointed by the Mote Cricket Club to enable them to be sold for residential development thus releasing funds to be used for the improvement of facilities at the ground.

1.2 Recommendation of the Chief Executive and the Head of Legal Services

1.2.1 That formal consent is given to the advancement of the land shown shaded on the attached plan, being part of the Mote Cricket Ground, to Trustees appointed by and representing Mote Cricket Club to enable it to be sold to fund the facilities at the cricket ground.

1.2.2 That the Head of Legal Services be authorized to enter into an agreement to put this into effect and to enter into an agreement whereby the Cricket Ground trustees agree to relax the restrictive covenant which the Cricket Ground has the benefit of and which currently prevents Mote Park being used for anything other than open space without the consent of the Trustees (save for that part of Mote Park, excluding the leisure centre and its curtilage, which falls within 100 metres of the cricket ground).

1.3 Reasons for Recommendation

1.3.1 Attached at appendix 1 to this report is a note from the Cricket Ground Trustees setting out their reason for submitting this request. They wish to be able to sell four acres of the Cricket Ground (out of a total area of 24 acres) to a housing developer with the proceeds being used to build a modern pavilion with changing and bar facilities suitable for

both cricket and rugby together with a conference suite. They hope that these facilities will attract the return of first class cricket but will also improve facilities for sport in the community.

- 1.3.2 The Trustees have approached the Council, in its capacity as representative of the residents of Maidstone, to facilitate this transaction. If Mote Cricket Club and Kent County Cricket Club both cease to exist before the 21st anniversary of the death of HM The Queen then the ground must be held for recreational purposes for the inhabitants of Maidstone. For this reason, the current Trustees need the consent of the Council as a contingent beneficiary to the disposal of the land.
 - 1.3.3 It is very unlikely that the 2 conditions would occur that would mean that the ground had to be used for recreational purposes for the inhabitants of Maidstone, and even if it did, they would benefit from the improvements to the facilities funded by the sale. There would still remain 20 acres for such use, including the cricket pitch. It is considered to be reasonable to allow the sale to take place to fund the much needed improvements to the ground including the pavilion. It should be noted that the Council is not at present being asked about the merits of any housing development on the land. This will be dealt with by the Planning Committee in due course. Any decision relating to the current request will not prejudice the Planning Committee's consideration.
 - 1.3.4 The Trustees have agreed that at the same time as any consent is given by the Council to the advancement of the land, they will agree to relax the restrictive covenant of which they have the benefit. Currently if the Council wishes to use any part of Mote Park (other than certain areas where housing is permitted) otherwise than as open space, it must, in addition to the statutory procedures involving advertising such use and considering objections, obtain the consent of the Cricket Ground Trustees. Otherwise than for an area measuring 100 metres from the boundary of the cricket ground, the Trustees are agreeable to this covenant being relaxed, so that the Council's use of Mote Park is no longer restricted by the covenant.
- 1.4 Alternative Action and why not Recommended
- 1.4.1 The Council could decide not to give its consent to the proposed advancement, but this would prevent the opportunity for significant improvements to sporting facilities in the Borough taking place. An opportunity to take control of what happens in Mote Park would also be lost.

1.5 Impact on Corporate Objectives

1.5.1 The proposal will facilitate improved sporting facilities in the Borough.

1.6 Risk Management

1.6.1 There is a risk that any monies secured by the sale of part of the Cricket ground will not be used to improve facilities, but this will be governed by the legal agreement.

1.7 Other Implications

1.7.1

- 1. Financial
- 2. Staffing
- 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 Appendices

Appendix 1 Note from Cricket Ground Trustees

Appendix 2 Map showing area of land proposed to be sold

1.7.3 Background Documents

None

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

Yes

No

If yes, this is a Key Decision because:

.....

Wards/Parishes affected:

.....

The Mote Cricket Ground comprises some 24 acres containing several sporting facilities namely a sports pavilion serving two cricket pitches and three rugby pitches and a separate building housing four squash courts. There is also a small pavilion which has recently been renovated and is used a facility to foster sport, particularly youth sport, as well as a groundsman's house. Three independent clubs occupy the site, The Mote Cricket Club ("MCC"), Maidstone Football Club ("MFC") and The Mote Squash Club ("MSC").

The pavilion is Edwardian and run down. Whilst the changing facilities are suitable for the cricketing activities on the ground, they are totally inadequate for the rugby activities, something which is recognised in the 1966 lease/licence under which MFC occupies the site. Surveyors consider demolishing and rebuilding the pavilion is eminently more sensible than renovating it. MSC has its own lease and is, in effect, "ring-fenced" although access and parking and amenity generally are of concern to it.

MCC and MFC are currently jointly managing the ground and, whilst MCC is taking the lead, both clubs are pursuing a project to improve the facilities in harmony. The project, which is moving forward apace, contemplates four acres of the ground being sold for residential development as an enabling development to fund the improvements.

Attached is a plan showing the location of the four acres it is intended to sell. There are two sites. The smaller includes the site of the groundsman's house which it is proposed be demolished with one of the new dwellings on that site becoming the groundsman's house. The larger covers most of the current first XI rugby pitch. It is proposed the existing rugby pitch at the north of the site be improved to become the first XI rugby pitch, the surface of eastern pitch become 4G so that it serves a multi-sports purpose without losing a rugby pitch, and a new rugby pitch be constructed in the south-eastern corner of the ground.

The pavilion will be demolished and replaced with a modern pavilion with changing and bar facilities suitable for both cricket and rugby and a conference suite. It is hoped these facilities will attract the return of first class cricket.

The ground is vested in trustees independent of the occupying clubs who hold it on the terms of a trust set up in 1929 by the Second Lord Bearsted. Under the trust, MCC is entitled to use the ground and becomes the absolute owner if it is still in existence on a particular date which (though not entirely accurate) can be reckoned to be the 21st anniversary of the death of HM The Queen. If MCC has ceased to exist before then, Kent County Cricket Club ("KCCC") becomes the beneficiary and, if it is in existence on the said anniversary, becomes the absolute owner. If both MCC and KCCC cease to exist before the said anniversary, the ground is to be held for recreational purposes for the inhabitants of Maidstone.

If the current trustees dispose of the four acres, capital gains tax will be payable and that would prejudice the project. Tax advice has been taken by both the trustees and MCC. They have been advised that, as MCC is registered as a Community Amateur Sports Club, if MCC were to be the absolute owner of the land, no capital gains tax would payable on the disposal of that land by MCC, provided the proceeds are used for qualifying purposes. Qualifying purposes are defined as providing facilities for eligible sports and encouraging people to take part in them and are precisely how MCC intends to use the proceeds of sale.

Consideration has therefore been given as to whether MCC can become the absolute owner of the land intended to be sold without that process itself triggering an adverse tax liability. Trustees of land have a statutory power to vest in a beneficiary the interest it could become entitled to at some time in the future subject to certain conditions. The power is termed advancement and is conferred by section 32 of the Trustee Act.

In 2006 we consulted Counsel who advised:-

“I confirm that it would be possible to the trustees to make an advancement. Only part of the land (up to a maximum of 50% thereof – section 32 Trustee Act 1925) could be the subject of any such advancement. Subject to current valuations, the land the subject of the Sale Agreement could fall within that 50%. No such advancement can be made by the trustees, except with the written consent of Kent County Cricket Club, and the Maidstone local council, on behalf of the inhabitants of Maidstone. Consent from this latter body might need the sanction of the courts in order for the trustees to be completely protected and satisfied they have the appropriate written consent.”

We are satisfied the relevant law is unchanged and the intention is to advance the interest of MCC in the four acres so that it becomes the absolute owner of that land instead of, as it is at present, the potential absolute owner.

Earlier this year we obtained an independent valuation from a chartered surveyor which indicated the value of the land comfortably fell within the 50% limit described by Counsel. That valuation is now out of date and we are currently asking the valuer to update it. There is a concern that, as negotiations with the proposed developer are advancing at a rapid rate, the valuer may take the view a hope value must be included and, if that is the case, that could be fatal to keeping the value of the land advanced within the 50% limit.

It can be seen Counsel advised that the consent of the contingent beneficiaries is necessary. We have approached KCCC and are confident of receiving its consent. We are therefore also seeking the consent of Maidstone Borough Council as representatives of the inhabitants of Maidstone.

The tax advice taken by the trustees is to the effect that the proposed advancement would not trigger any adverse tax consequences.

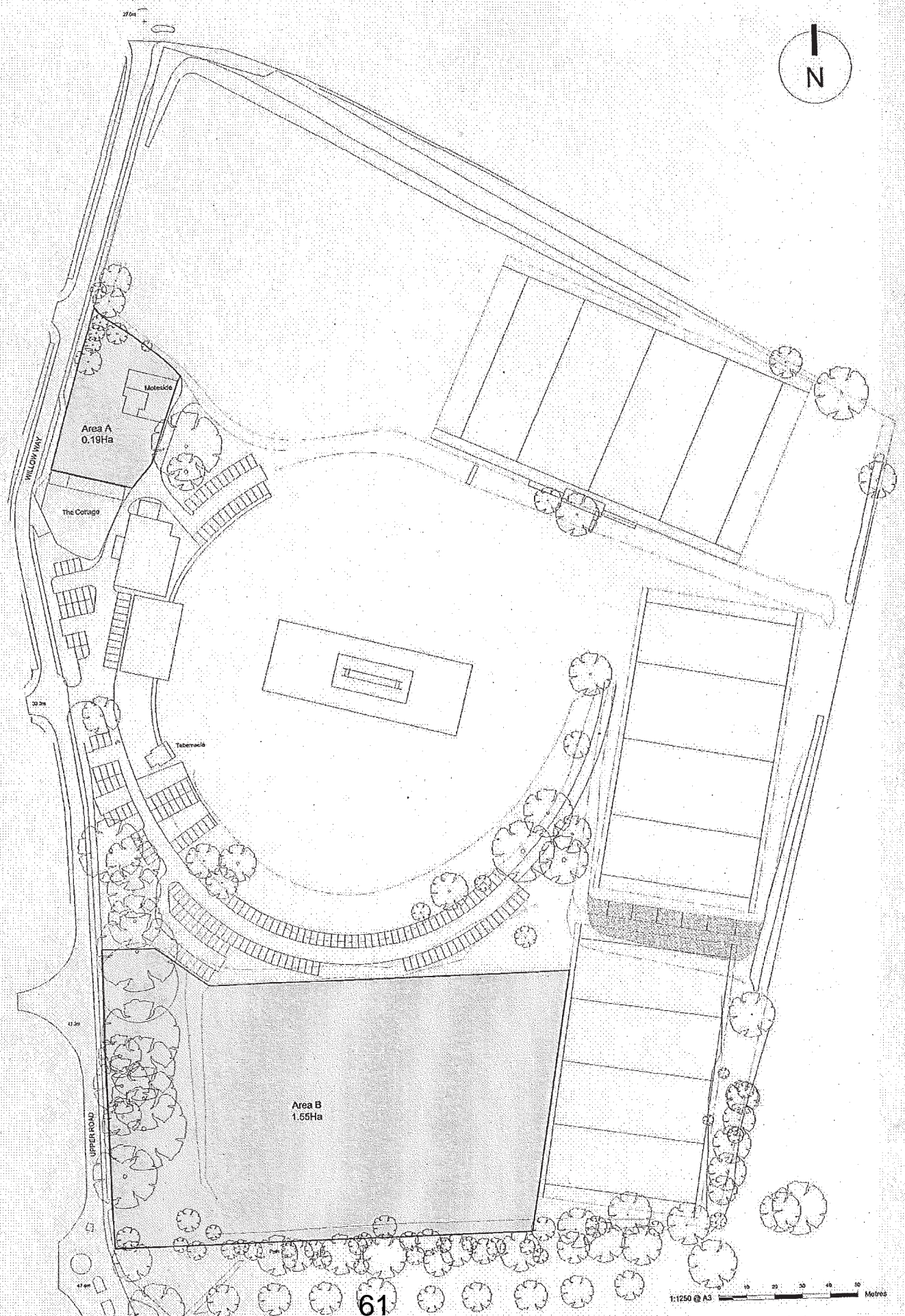
MCC is an unincorporated association and, as a matter of law, needs to appoint trustees to hold land on its behalf. MCC is in the process of appointing such trustees.

It is therefore proposed that, subject to the valuation referred to above confirming that the 50% limit is not exceeded, the existing trustees, using the power conferred on them by section 32 Trustee Act 1925 and with the consent of the contingent beneficiaries, advances the land indicated on the attached plan to trustees appointed by, and representing, MCC.

We therefore ask Maidstone Borough Council, as representatives of the inhabitants of Maidstone, to formally consent to the advancement of the said land to trustees appointed by, and representing, MCC.

Malcolm Bassett
One of the Trustees of The Mote Cricket Ground/
Honorary Secretary – The Mote Cricket Club

28 June 2013



1:1250 @ A3 0 10 20 30 40 50 Metres

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Mote Cricket Club, MAIDSTONE

Transfer to Mote Plan

Drq No: MCC/Plan 2

June 2013

Agenda Item 11

MAIDSTONE BOROUGH COUNCIL

CABINET

14 AUGUST 2013

REPORT OF HEAD OF FINANCE & RESOURCES

Report prepared by Paul Holland
Senior Accountant (Client)

1. BUDGET MONITORING – FIRST QUARTER 2013/14

1.1 Issue for Decision

1.1.1 To consider the capital and revenue budget and expenditure figures for the first quarter of 2013/14 and any problems identified.

1.1.2 To consider other financial matters with a material effect on the medium term financial strategy or the balance sheet.

1.2 Recommendation of Head of Finance & Resources

1.2.1 It is recommended that:

- a) Cabinet note the satisfactory revenue position at the end of the first quarter 2013/14;
- b) Cabinet agree to the use of £0.75m of the Housing Grant capital budget as set out in paragraph 1.7.4;
- c) Cabinet agree in principle to the use of the excess budget from the High Street regeneration on another town centre regeneration scheme and delegate final approval to the Cabinet Member for Economic and Commercial Development subject to the resources being surplus and provision of a suitable economic impact assessment of the proposed replacement scheme;
- d) Cabinet agree to the slippage of other capital resources set out in paragraph 1.7.5.
- e) Cabinet note the detail in the report on the collection fund, general fund balances and treasury management activity.

1.3 Reasons for Recommendation

1.3.1 The Director of Regeneration & Communities is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section. This report advises and updates Cabinet of the current position with regards to both revenue and capital expenditure against the approved budgets, and also includes sections on Collection Fund performance and Treasury Management performance.

1.4 Revenue

1.4.1 The budget used in this report is the agreed estimate for 2013/14 including the carry forward resources agreed by Cabinet in May 2013. Actual expenditure to June 2013 includes all major accruals for goods and services received but not paid for by the end of the quarter.

1.4.2 An analysis that is summarised by Portfolio, of the full year budget, the profiled budget to June 2013 and expenditure to June 2013, is attached as **Appendix A**. The profiled budget shows the total amount expected to be spent by June 2013 after considering the expected pattern of spend throughout the year for each budget head. An indicative projected year end outturn figure is also shown.

1.4.3 **Appendix A** shows actual spend is £21,972 less than the budget at the end of the first quarter. A detailed analysis of the figures at cost centre level shows 106 out of a total of 218 cost centres are currently reporting actual spend less than budget. The projected variance for the full year to March 2014 is £102,120.

1.4.4 As part of a series of changes to the budget monitoring and reporting process the financial analysis in **Appendix A** is based on direct expenditure only. This removes the influence of internal recharges and accounting adjustments upon the variance analysis.

1.4.5 Also shown at **Appendix A** is an analysis by subjective across all services. This identifies that within the net under spend £0.13m relates to employee costs, due to continuing vacancy levels.

1.4.6 The third table at **Appendix A** summarises the position specifically with regard to fees and charges income. At the end of the first quarter income is £31,822 above the target figure. It should be noted that within this variance a number of areas are reporting income below budget. It is anticipated that income will be above target by £42,000 by the end of the year.

1.4.7 Following a recent audit report it was recommended that Cabinet should be updated on budget virements that have been actioned. A virement represents the transfer of a budget between objectives that occurs subsequent to the formal approval of the budget by Council. Consequently these will now be reported as part of this report. Those undertaken in the first quarter are as follows:

- Mote Park – creation of a separate budget from the current Parks & Open Spaces budget. Virement of £420,000.
- Pride of Maidstone – creation of a new budget as part of the Localism initiative. Virement of £54,400.

1.4.8 A number of service areas are reporting positive variances through significantly less spend or additional income than was budgeted for at the end of the first quarter. Brief details on these areas are given below:-

- a) There is a positive variance of £32,106 on Whatman's Arena budget. This relates to the Outdoor Shakespeare events, which this year are being organised by an external company. Therefore no expenses are being incurred, although ticket sales are still being dealt with by the Hazlitt Arts Centre. The outturn position on this variance is projected as neutral as all income will eventually pass to the external company.
- b) The Economic Development budget has a positive variance of £36,337, arising from unspent running costs on a number of specific projects. By outturn this budget is expected to be fully spent.
- c) There has been an increase in cremation fees for the first quarter which has created a positive variance of £42,890. This is due to the temporary closure of other crematoria in the area which has led to an increase in cremations in Maidstone. Indications are that this level of usage is now returning to near normal levels, and the intention is to use the additional income generated to fund work that is required on the cremators that is not currently resourced. The outturn position will report this additional income matched to additional maintenance expenditure.
- d) There has been an increased level of Development Control application fees received in the first quarter, creating a positive variance of £31,318. The Performance Monitoring report elsewhere on this agenda shows that there has been a 42% rise in commercial planning applications. The outturn position is currently reported as a continued positive variance from

application fees.

1.4.9 A number of areas are showing significantly more spend or a shortfall in income than was actually budgeted at the end of the first quarter, and these are reported below:-

- a) There is a continuing problem with the Homeless Temporary Accommodation budget showing expenditure greater than budget, with the variance now standing at £80,185, which reflects the position reported in previous years. The Performance Monitoring report elsewhere on this agenda reflects the fact that a high level of people continue to present themselves as homeless. Action has commenced on a proposal that will reduce the cost of temporary accommodation and the team continue to carry out a full range of homeless prevention measure. However the projected outturn shows a year end variance of £120,000.
- b) The new budget for the IT Shared Services partnership with Swale BC and Tunbridge Wells BC is currently showing an adverse variance. This is a consequence of the set up of new working practices and is being monitored closely by all three authorities. The outturn is projected to be on target for this authority's share of the service costs.
- c) Parking Services is reporting an adverse variance of £35,883. There are two factors that have contributed to this – firstly the closure of King Street Multi-Storey Car Park means that no further income was generated whilst it was empty pending demolition, and secondly the car parks around the Archbishop's Palace area have seen a downturn in income which can possibly be linked to the ongoing road works that have been taking place on Hayle Road. As the Performance Monitoring report elsewhere on this agenda also indicates there has also been a decline in on-board Park & Ride transactions.

1.4.10 The report identifies no risks that require action by Cabinet at this time. Allowing for the continuation of the issues detailed as budget pressures above, the predicted outturn for 2013/14 is a favourable variance of £0.10m.

1.4.11 Through the budget strategy for 2013/14, savings and efficiencies were identified totalling £1.0m. These savings are being monitored corporately and it is anticipated that the target will be met in year.

1.5 Balances

- 1.5.1 Balances as at 1st April 2013 were £12.6m. The current medium term financial strategy assumes balances of £5.5m by 31st March 2014 of which £3.3m remains unallocated. Following the introduction of local council tax support and the retention of business rates from 1st April 2013, enhanced monitoring of the collection fund has been put in place to provide adequate assurance around developments effecting the assumptions made in the current year's budget.
- 1.5.2 The major reason for the movement in balances during 2013/14 relates to the use of carry forwards approved by Cabinet in May 2013. In addition the balance at 31st March 2014 includes the use of the 2011/12 under spend of £0.83m.
- 1.5.3 The position set out above allows for the minimum level of balances of £2.3m, as previously agreed by Cabinet, to be maintained.

1.6 Collection Fund

- 1.6.1 Following the introduction of local council tax support and the retention of business rates from 1st April 2013, enhanced monitoring of the collection fund has been put in place to provide adequate assurance around developments effecting the assumptions made in the current year's budget.
- 1.6.2 The collection rates achieved for the first quarter, and the targets set, are reported below. The rates are given as a percentage of the debt targeted for collection in 2013/14. Both collection rates are slightly below target at this time and this is reflected in the performance monitoring report elsewhere on this agenda.

	Target %	Actual %
NNDR	34.3	33.5
Council Tax	30.1	29.9

- 1.6.3 **Council Tax Support** - the level of local council tax support recorded in the first quarter shows a caseload of 10,797 claimants compared to the estimated caseload of 11,903 used to calculate the budget. For Maidstone Borough Council the support provided is £1.46m compared to an estimated support of £1.48m. This must however be matched to government funding of £1.38m. It should be noted that while there is a significant reduction in caseload it does not directly compare with the reduction in the value of support. This is because the value of support granted reflects each claimant's circumstances individually.

The non-collection rates of the residual 8.5% charge made to claimants of council tax support is at the tolerances set within budget at this time.

1.6.4 **Retained business rates** – the current collectable business rates is £54.8m compared to an initial estimate of £54.9m a net reduction of £100,000 as a consequence of appeal decisions made by the Valuation Office and normal growth/reductions in current business premises. The major risk from appeals has been provisioned at £2.7m for 2013/14 and remains adequate when compared to the level of change due to appeals decisions witnessed to date. If current projections continue to year end there is expected to be sufficient resources to provide growth of £150,000 for the year. While this is not a significant sum it does mean the budgeted value of business rates retained is within the currently projected outturn.

1.7 Capital Expenditure

1.7.1 Attached as **Appendix B** is a summary of the approved capital programme for 2013/14. This includes the initial capital programme for the financial year plus amounts carried forward from 2013/14 and amounts approved from the revenue underspend 2011/12. It also reflects the slippage that was identified in the monitoring reports throughout 2012/13.

1.7.2 The table in **Appendix B** gives the following detail:

Column	Detail.
1.	Description of scheme, listed in portfolio order.
2.	Approved budget for 2013/14 after the adjustments detailed above.
3.	Actual spend to the end of June 2013.
4.	Balance of budget available for 2013/14.
5 – 7.	Quarterly analysis of expected spend for the remainder of 2013/14.
8.	Balance of budget that will slip into 2014/15.
9.	Budget no longer required.

1.7.3 Capital expenditure to the end of the first quarter of 2013/14 is shown as £0.49m. The budget for the year is £6.2m, although this includes £1.4m for phase 2 of the High Street Regeneration project for which the significant expenditure has yet to be incurred, and £2.0m for Housing Grants. Both schemes are reporting expected slippage which is considered below.

1.7.4 Following the first quarters monitoring, officers anticipate that £1.45m will need to be reprofiled into 2014/15. This is detailed in column 8 of **Appendix B**. Two of the schemes that are reporting

slippage are expected to report an under spend on completion. In both cases there are available options to utilise the under spend on related schemes that enhance delivery of the relevant service and it is recommended that Cabinet approve the alternative uses as set out below:

- a) Housing Grants – This budget will not be spent in 2013/14 and additional funding is already available for future years.
 - i) It is recommended that part of the sum be used to reduce the level of prudential borrowing in relation to the scheme approved by the Property Investment Cabinet Committee on 10th July 2013. Funding of £0.25m could be used to carry out the agreed renovation work following acquisition of the asset which would reduce the annual running costs of the proposal and consequently the homelessness budget pressure.
 - ii) It is also recommended that up to £0.5m be used to enhance the work on bringing derelict property into use. The current grant for this work from the Homes and Communities Agency allows only short leasehold acquisition of property. The HCA has confirmed their grant can be used for renovation of property acquired freehold by the Council but cannot be used to acquire the freehold. Freehold purchase creates a sustainable business case as freehold acquisition costs can be recouped from resale whereas leasehold acquisition is not fully recouped from the maximum affordable rent over such a short period.
- b) High Street Regeneration Phase 2 – The contract sum for this phase is under the budgeted sum by approximately £0.3m. Other parts of the town centre may benefit from similar regeneration work and Kent County Council has indicated their willingness to consider financial support. Assessments of a number of areas are being prepared to enable the best schemes to be identified. As work is not yet complete on the High Street regeneration, this is a provisional sum and cannot be guaranteed. It is recommended that Cabinet agreed the use of the resource in principle and delegate a final decision to the Cabinet Member for Economic and Commercial Development subject to the resources actually being surplus to requirements.

1.7.5 Subject to approval to the proposals set out above the balance of slippage into 2014/15 as given in Appendix B would be amended to £0.36m and it is recommended that Cabinet approve the slippage of

this sum for Housing Grants and Support for Social Housing to 2014/15.

1.8 Capital Financing

1.8.1 The agreed capital programme 2013/14 to 2017/18, as approved by Council in March 2013, identifies sufficient resources to finance the 2013/14 programme.

1.8.2 Resources that can currently be confirmed are sufficient to fund the programme for the current year and are:

<u>Funding Source:</u>	<u>£.m</u>
Grants & Contributions	0.7
Capital Receipts	1.0
Revenue Support	<u>6.5</u>
	8.2

1.9 Treasury Management

1.9.1 The Council has adopted and incorporated into its Financial Regulations, the CIPFA Code of Practice on Treasury Management 2009 (Revised) in Local Authorities. This Code covers the principles and guidelines relating to borrowing and investment operations. In February 2012 the Council approved a Treasury Management Strategy for 2012/13 that was based on this code. The strategy requires that Cabinet should be informed of Treasury Management activities quarterly as part of budget monitoring.

1.9.2 During the quarter ended 30th June 2013:

- Indicators suggest the return of economic growth
- Stronger household spending both on and off the High Street
- Inflation has remained above the MPC's 2% target.
- Growth has been confirmed for the first quarter at +0.3%.

1.9.3 The Council's Treasury Management Advisors, Sector Treasury Management, provide the following forecast:

- Estimated growth in the next quarter looks likely to be higher than previous quarter at around +0.5%.
- Consumer confidence, consumer borrowing and house prices are increasing
- Mark Carney starts as new Governor of the Bank of England on 1st July 2013. This may lead to changes in MPC announcements and decision making in the future.

- 1.9.4 The Council held investments totalling £25.4m at 30th June 2013. A full list of the investments is shown at **Appendix C**. £16.4m of investments are in accounts which can be called upon immediately or following a short notice period.
- 1.9.5 Investment income is slightly above budget with a balance of £59,340 compared to a budget of £57,000. This is with a background of investment rates falling due to the financial institutions not needing any additional funding due to funding for lending cash from Government.
- 1.9.6 The Council has opened two enhanced cash funds as agreed within the 2013/14 Strategy. These were recommended by the council's treasury advisors, Sector, as being AAA credit rated and offering a slightly higher yield than the Money Market Funds that the Council has been using. Balances on these collectively are totalling £7.9m.
- 1.9.7 There has been no need for any short term borrowing within the first quarter of 2013/14.
- 1.10 Alternative Action and why not Recommended
- 1.10.1 The budget monitoring process could be left to officers. The Constitution already requires officers to report budget variances to the relevant Cabinet Member in specific circumstances. The absence of any such reports would then suggest that no specific items have been identified for consideration.
- 1.10.2 If such an approach were taken Cabinet Members would have a reduced financial awareness. This could restrict Cabinet's ability to meet service requirements and achieve the Council's corporate objectives.
- 1.11 Impact on Corporate Objectives
- 1.11.1 This report monitors actual activity against the revenue and capital budgets and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's medium term financial strategy and is therefore focused on the strategic plan and corporate objectives.
- 1.11.2 Regular monitoring by Cabinet ensures that actual activity is in accordance with the plan set out in the budget and that the Council is able to achieve its objectives.
- 1.12 Risk Management

- 1.12.1 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2013/14. This budget is set against a backdrop of limited resources and an economic climate that is still in difficulty. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives Cabinet the best opportunity to take actions to mitigate such risks.
- 1.12.2 The current revenue budget does not exhibit the level of risk identified in previous years and a small contingency exists for any significant budget pressures that may yet develop.
- 1.12.3 The capital programme is reporting slippage. Funding for the current programme has been secured.
- 1.12.4 Reporting on other issues such as council tax and non-domestic rates collection and treasury management activity ensure that the report covers all major balance sheet items in addition to the capital programme and revenue budget. No significant risks are identified in any of these areas.

1.13 Other Implications

1.13.1

1.	Financial	X
2.	Staffing	
3.	Legal	
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	
6.	Community Safety	
7.	Human Rights Act	
8.	Procurement	
9.	Asset Management	

- 1.13.2 Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems

that may prejudice the delivery of corporate objectives.

1.14 Conclusions

1.14.1 The first quarter monitoring report shows a positive evaluation of the period. Revenue expenditure, balances, treasury management and council tax and NNDR collection are all satisfactory.

1.14.2 Capital expenditure reports from officers show an expectation to re-profile £0.65m into 2014/15. Funding of the current programme is fully identified.

1.14.3 All other items monitored are at or above target for the first quarter.

1.15 Relevant Documents

1.15.1 Appendices

Appendix A – Revenue Budget Report

Appendix B – Capital Programme 2013/14

Appendix C – List of Investments as at 30th June 2013

IS THIS A KEY DECISION REPORT?

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because:

.....

Wards/Parishes affected:

.....

MAIDSTONE BOROUGH COUNCIL**CABINET****BUDGET MONITORING - FIRST QUARTER 2013/14****REVENUE BUDGET REPORT BY CABINET MEMBER TO 30TH JUNE 2013**

Cabinet Member	Estimate 2013/14	Estimate to June 2013	Spend to June 2013	Variance to June 2013	Projected Outturn March 2014	Projected Variance March 2014
	£	£	£	£	£	£
Leader of the Council	-748,390	-731,700	-723,229	-8,471	-748,390	0
Community & Leisure Services	2,207,160	1,749,560	1,738,247	11,313	2,150,000	57,160
Corporate Services	11,097,300	1,922,030	2,016,867	-94,837	11,080,000	17,300
Economic & Commercial Development	1,210,070	633,300	575,944	57,356	1,200,000	10,070
Environment	6,287,590	1,226,380	1,180,957	45,423	6,270,000	17,590
Planning, Transport & Development	-414,620	433,940	422,752	11,188	-414,620	0
Balances	-90,000			0	-90,000	0
	19,549,110	5,233,510	5,211,538	21,972	19,446,990	102,120

REVENUE BUDGET REPORT BY SUBJECTIVE ANALYSIS TO 30TH JUNE 2013

Subjective Heading	Estimate 2013/14	Estimate to June 2013	Spend to June 2013	Variance to June 2013	Projected Outturn March 2014	Projected Variance March 2014
	£	£	£	£	£	£
Employees	18,082,240	4,423,540	4,295,285	128,255	18,050,000	32,240
Premises	4,104,790	1,978,230	1,892,113	86,117	4,070,000	34,790
Transport	1,508,910	364,060	353,940	10,120	1,493,820	15,090
Supplies & Services	10,991,680	2,342,370	2,376,603	-34,233	10,991,680	0
Contract Payments	3,787,620	681,760	723,325	-41,565	3,787,620	0
Benefits	40,849,290	10,817,440	10,815,522	1,918	40,849,290	0
Capital Financing	2,801,880	40,960	42,796	-1,836	2,801,880	0
Income	-62,577,300	-15,414,850	-15,288,046	-126,804	-62,597,300	20,000
	19,549,110	5,233,510	5,211,538	21,972	19,446,990	102,120

FEES & CHARGES INCOME BY CABINET MEMBER TO 30TH JUNE 2013

Cabinet Member	Estimate 2013/14	Estimate to June 2013	Spend to June 2013	Variance to June 2013	Projected Outturn March 2014	Projected Variance March 2014
	£	£	£	£	£	£
Leader of the Council	-55,760	-20,910	0	-20,910	-55,760	0
Community & Leisure Services	-103,410	-27,200	-27,581	381	-103,410	0
Corporate Services	-2,150	-540	-201	-339	-2,150	0
Economic & Commercial Development	-427,340	-110,600	-103,797	-6,803	-427,340	0
Environment	-2,066,900	-484,510	-561,207	76,697	-2,108,900	42,000
Planning, Transport & Development	-4,627,100	-1,133,950	-1,116,746	-17,204	-4,627,100	0
	-7,282,660	-1,777,710	-1,809,532	31,822	-7,324,660	42,000

**MAIDSTONE BOROUGH COUNCIL
CABINET
BUDGET MONITORING - FIRST QUARTER 2013/14**

Capital Programme 2013/14 by Cabinet Member to 30th June 2013

Capital Programme Heading	Current Estimate 2013/14 £	Actual to June 2013 £	Budget Remaining £	Q2 Profile £	Q3 Profile £	Q4 Profile £	Slippage into 2014/15 £	Budget not required £
CCTV Control Room	34,890		34,890			34,890	0	
Cobtree Golf Course	6,950		6,950			6,950	0	
Continued Improvements to Play Areas	275,000		275,000	100,000	100,000	75,000	0	
Green Space Strategy	12,000		12,000			12,000	0	
Mote Park Regeneration	25,780	15,012	10,768	10,768			0	
Museum Carbon Management Scheme	40,000		40,000		40,000		0	
Small Scale Capital Works Programme	12,540		12,540			12,540	0	
Gypsy Site Improvements	195,000		195,000			195,000	0	
Housing Grants	2,085,650	100,487	1,985,163	400,000	350,000	400,000	835,163	
Support for Social Housing	562,000	90,000	472,000	13,500	184,000		274,500	
Community & Leisure	3,249,810	205,499	3,044,311	524,268	674,000	736,380	1,109,663	0
High Street Regeneration - Phase 1	26,040	201	25,839	25,839			0	
High Street Regeneration - Phase 2	1,601,040	183,994	1,417,046	500,000	380,000	200,000	337,046	
Economic & Commercial Development	1,627,080	184,195	1,442,885	525,839	380,000	200,000	337,046	0
Asset Management/Corporate Property	295,320	1,298	294,022	130,800	80,000	83,222	0	
Park Wood Industrial Estate Environmental Imps	50,000		50,000	25,000	25,000		0	
Software/PC Upgrade & Repair	180,000	57,512	122,488	71,873	25,000	25,615	0	
King Street Multi-Storey Car Park	679,850	36,808	643,042	225,000	350,000	68,042	0	
Amenity Lighting	3,100		3,100		3,100		0	
Corporate Services	1,208,270	95,618	1,112,652	452,673	483,100	176,879	0	0
Land Drainage/Imps.to Ditches & Watercourses	8,800		8,800		8,800		0	
Purchase of Cleaning Vehicle	100,000		100,000	100,000			0	
Car Park Improvements	14,800		14,800			14,800	0	
Environment	123,600	0	123,600	100,000	8,800	14,800	0	0
Planning Delivery Grant	9,350		9,350			9,350	0	
Regeneration Schemes	13,850		13,850			13,850	0	
Planning, Transport & Development	23,200	0	23,200	0	0	23,200	0	0
Total	6,231,960	485,312	5,746,648	1,602,780	1,545,900	1,151,259	1,446,709	0

MAIDSTONE BOROUGH COUNCIL
INVESTMENTS AS AT 30 JUNE 2013

Type of Investment/Deposit	Counterparty	Issue Date	Maturity Date	£ Amount Invested	% Current Interest Rate	Credit Limits	
						£ Maximum Deposit	Suggested Term
Call account	Nat West SIBA			1,950,000	0.75	8,000,000	1yr
Call account	Nat West			3,500,000	0.90	8,000,000	1yr
Enhanced Money Market Fund	Ignis Asset Management			2,000,000	0.21	8,000,000	2yrs
Enhanced Money Market Fund	Federated Prime Rate			5,900,000	0.21	8,000,000	2yrs
Fixed Term Deposit	Skipton BS	15/01/13	15/07/13	1,000,000	0.65	2,000,000	6 Mnth
Fixed Term Deposit	Skipton BS	29/01/13	29/07/13	1,000,000	0.65	2,000,000	6 Mnth
Fixed Term Deposit	Nationwide BS	08/04/13	08/08/13	2,000,000	0.50	3,000,000	6 Mnth
Fixed Term Deposit	Lloyds TSB Bank	10/08/12	12/08/13	2,000,000	2.85	8,000,000	1yr
Fixed Term Deposit	Lloyds TSB Bank	23/07/12	04/07/13	3,000,000	3.00	8,000,000	1yr
				22,350,000			

Agenda Item 12

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 14 AUGUST 2013

REPORT OF HEAD OF POLICY AND COMMUNICATIONS

Report prepared by Angela Woodhouse

1. CORPORATE PLANNING TIMETABLE

1.1 Issue for Decision

1.1.1 The Strategic Plan and Medium Term Financial Strategy are key elements of the corporate planning framework for the council. They are also a key part of the 'golden thread' which runs from the vision for the borough set out in the Sustainable Community Strategy through to Corporate priorities and outcomes and targets for individuals in appraisals.

1.1.2 Cabinet is asked to agree the timetable for corporate planning for 2013-14 to refresh the Strategic Plan for 2014-15.

1.2 Recommendation of Head of Policy and Communications

1.2.1 It is recommended that Cabinet agree to update the Strategic Plan and the corporate planning timetable as set out in the report.

1.3 Reasons for Recommendation

1.3.1 The corporate planning process within the Council ensures the overall vision for the borough is delivered. The priorities and outcomes in the Strategic Plan are developed alongside the Medium Term Financial Strategy (MTFS) to ensure a consistent approach between service delivery and budgets. Service planning allows the Council to convert high level objectives from the Strategic Plan into actions for each directorate, service or team across the Council, which then feeds into individual staff appraisals.

1.3.2 On 12 August 2009 Cabinet agreed to decide annually whether to update the existing Strategic Plan or to create a new one. Following extensive change in the national arena it was agreed to write a new Strategic Plan 2011/12 to take the Council through to 2015 alongside the

MTFS. It is recommended that following work on prioritisation with Cabinet in August and September aligned to the budget, the plan be updated for 2014-15 rather than creating a new plan. The update will include the work of the Cabinet on refreshing the prioritisation of services and a review of shared services as well as medium term planning and prioritisation of the actions required to achieve the outcomes outlined in the Strategic Plan. The Council will be undergoing an LGA corporate peer challenge in October; this will review how we are meeting the economic challenges, delivering our priorities and how we could improve our approach to strategic planning. The information gathered as a result of the peer review will inform this refresh and our approach for the new Strategic Plan from 2015 onwards.

1.3.3 An update would include:

- § A review of all the outcomes and associated actions;
- § A refresh of our priorities aligned to budget strategy;
- § An update of performance against the Key Performance indicators;
- § An update of what was achieved in the year (in 2013/14 we...);
- § Commentary on the results of the residents survey and any actions to be undertaken;
- § An update to any local or national context where relevant; and
- § An update to the foreword.

1.3.4 Corporate Planning Timetable for 2014/15 refresh:

Date	Action
13 August 2013	<ul style="list-style-type: none"> • Cabinet consider the corporate planning timetable
August – November 2013	<ul style="list-style-type: none"> • Review of the Strategic Plan and Medium Term Financial Strategy (MTFS) at Cabinet Away Days. • Assessment of progress against priorities and outcomes • Prioritisation exercise with Cabinet • Informal discussions with Cabinet • Meetings with Heads of Service and officers • Identification of savings and growth items • Scrutiny Budget Working group to look at proposals • Review of strategic risk management • Revised Communication and Engagement Strategy
September to October 2013	<ul style="list-style-type: none"> • Budget Consultation • Resident Survey • Corporate Peer Challenge
December 2013	<ul style="list-style-type: none"> • Updated Strategic Plan and MTFS agreed for consultation by Cabinet • Service Managers draft service plans
January 2014	<ul style="list-style-type: none"> • Strategic Leadership and Corporate Services Overview and Scrutiny Committee consider updated Strategic Plan and Medium Term Financial Strategy and make recommendations to Cabinet
February 2014	<ul style="list-style-type: none"> • Cabinet consider Strategic Plan and Medium Term Financial Strategy and recommend to Council
February 2014	<ul style="list-style-type: none"> • Council agree and adopt the Strategic Plan and Medium Term Financial Strategy

April 2014	<ul style="list-style-type: none"> • Service Managers to finalise service plans • Implementation of the Updated Strategic Plan and Medium Term Financial Strategy • All staff appraisals
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1.4 Alternative Action and why not Recommended

1.4.1 Cabinet could decide to produce a full new Strategic Plan for 2014-18. A new plan will be written and produced with Cabinet involving Members and the public in 2014 for 2015 onwards. In recognition of the fact that that the prioritisation of services in the plan was carried out in 2010 and the MTFS stretches beyond 2015, the Cabinet will be carrying out a service prioritisation which will inform the MTFS.

1.4.2 Alternatively, Cabinet could decide that the Council already has a four year plan in place and therefore there is no reason to produce either an update or another full document. This is not recommended as the local and national context is constantly changing and the Council needs to be able to demonstrate how it is planning and managing the issues arising from these changes.

1.5 Impact on Corporate Objectives

1.5.1 The Corporate Planning process is centred on identifying and achieving the Council’s corporate priorities and outcomes.

1.6 Risk Management

1.6.1 Risks associated with the delivery of the Strategic Plan will be set out in the Strategic Risk Management Plan and operationally through the service planning process.

1.7 Other Implications

1.7.1

1. Financial
2. Staffing
3. Legal
4. Equality Impact Needs Assessment
5. Environmental/Sustainable Development
6. Community Safety

- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management

1.8 Relevant Documents

1.8.1 Appendices
None

1.8.2 Background Documents

- Strategic Plan 2011-15
- Sustainable Community Strategy

<u>IS THIS A KEY DECISION REPORT?</u>	<u>THIS BOX MUST BE COMPLETED</u>
Yes <input style="margin-left: 20px;" type="checkbox"/>	No <input style="margin-left: 20px;" type="checkbox" value="x"/>
If yes, this is a Key Decision because:	
Wards/Parishes affected:	

Agenda Item 13

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 14 AUGUST 2013

REPORT OF HEAD OF POLICY AND COMMUNICATIONS

Report prepared by Clare Wood

1. QUARTER 1 PERFORMANCE REPORT 2013/14

1.1 Issue for Decision

1.1.1 Cabinet are asked to consider progress made in the first quarter for the Council's key performance indicators (KPIs) at Appendix A.

1.2 Recommendation of Head of Policy and Communications

1.2.1 It is recommended that Cabinet:

- a) Note the progress and out-turns of the KPIs (appendix A), definitions are included for reference at Appendix B;
- b) Note the areas where performance is strong and on track to achieve annual targets;
- c) Note the areas where performance has declined and performance requires further monitoring and recommend which areas are scrutinised by Corporate Services Overview and Scrutiny;
- d) Agree the Action Plan at Appendix C to address the decline in the overall employment rate which is key to the achievement of the priority 'For Maidstone to have a growing economy (reported in the Strategic Plan Annual Performance Report, June 2013); and
- e) Agree any other areas where actions to improve performance would be appropriate.

1.3 Reasons for Recommendation

1.3.1 The Council has set 72 Key Performance Indicators (KPIs), as part of the Strategic Plan 2011-15; there are 40 indicators that can be

monitored on a quarterly basis to ensure the Council is on track to meet its annual performance targets.

1.3.2 The Council's quarterly performance reporting cycle is aligned with financial reporting to enable it to effectively oversee financial performance against corporate priorities and assess whether value for money is being achieved in the delivery of services. The financial monitoring reports for the first quarter shows an under spend of £21,972, with 106 out of 218 cost centres under spending. Within the net under spend £0.13m relates to employee costs, due to continuing vacancy levels.

1.4 Context

1.4.1 The Council uses a range of information to manage performance, including performance indicators. The Council's top-level indicators are referred to as Key Performance Indicators (KPIs). The Key Performance Indicators are set out in the Strategic Plan. These were reviewed in April 2013 with new targets and indicators agreed by Cabinet in June 2013. These will continue to be reviewed annually to ensure that they are aligned with the Council's priorities.

1.4.2 Maidstone Borough is Kent's County Town, it has a population of 155,200 and benefits from a high overall employment rate with relatively high wage levels, although some will commute out of the borough to achieve these. There are small areas of deprivation in the urban area, however Maidstone has a lower than average number of people claiming out of work benefits compared to other Kent authorities.

1.5 Performance Summary

1.5.1 Appendix A shows out-turn data for all indicators that can be collected quarterly. Some indicators are collected bi-annually or annually, these indicators have not been included in this report.

1.5.2 Where an indicator is new and there is no quarterly 2012/13 data, no direction can be given. The direction where available, compares the out-turn for quarter 1 with the 2012/13 quarter 1 out-turn.

1.5.3 The following tables show the status of the key performance indicators in relation to target and direction of travel.

	Green	Amber	Red	N/A	Total
A Growing Economy	2 (33%)	3 (50%)	1 (17%)	0	6
A Decent Place to Live	7 (47%)	5 (33%)	3 (20%)	2	17

Corporate & Customer Excellence	6 (35%)	5 (30%)	6 (35%)	0	17
Overall	15 (40%)	13 (34%)	10 (26%)	2	40

	Up	Down	N/A	Total
A Growing Economy	2 (50%)	2 (50%)	2	6
A Decent Place to Live	3 (30%)	7 (70%)	7	10
Corporate & Customer Excellence	7 (54%)	6 (46%)	4	17
Overall	12 (44%)	15 (55%)	13	40

- 1.5.4 Overall, 40% (15 of performance indicators have been rated green (currently on target), compared to 48% (13) at the same point in 2012/13. Of the 27 KPIs where direction can be assessed, 44% (12) have improved when comparing 2012/13 quarter 1 with that of 2013/14. The table below shows a comparison of the indicator rating and direction for quarter 1 2013/14 and 2012/13.

Quarter 1	Green	Amber	Red	N/A	Total
2012/13	13	10	4	0	27
2013/14	15	13	10	2	40

Quarter 1	Up	Across	Down	N/A	Total
2012/13	13	2	11	1	27
2013/14	12	0	15	13	40

- 1.5.5 It should be noted that at the end of 2012/13, 60.5% of all KPIs achieved their annual targets and 43% of out-turns had improved since the previous year. Each year all targets are reviewed and where possible a continuous improvement approach is used to ensure that targets are challenging. At the mid-year report Managers will be asked to assess their indicators to identify if any are likely to underperform.

- 1.5.6 Of the 13 indicators that have been rated amber, five indicators were within 2% of target and eight were within 5% of the target.

For Maidstone to have a growing economy

Green	Amber	Red	N/A	Total
2 (33%)	3 (50%)	1 (17%)	0	6
Up	Down	Across	N/A	Total
2 (50%)	2 (50%)	0	2	6

- 1.5.7 There are six indicators that can be rated, of which two are rated green, three amber and one red. Of these, performance for two has improved, for two has declined and two cannot be rated as they are new indicators.
- 1.5.8 The number of people claiming job seekers allowance (LVE 002) has fallen to just 2.2%, with a drop of 198 claimants compared to the same period in 2012/13, achieving the quarterly target. The Council is also contributing directly to lowering the figures around worklessness by providing work experience placements (E&S 001), for the current financial year there have already been 21 placements within the council, nine have been tracked into jobs.
- 1.5.9 There has been 42% increase in the number of commercial planning applications for the quarter when compared to last year. Considering an increase in workload the planning department has maintained performance in completing these within the statutory timeframe (DCV 001) when compared to the same period last year. It should be noted that quarter one is generally the weakest in terms of performance and that last year the annual out-turn was over 90%.
- 1.5.10 Both indicators relating to the objective on transport have been rated amber. The income from pay and display car parks (PKG 002) is less than £5.00 from achieving target however it is expected at this stage that the annual target will be achieved.
- 1.5.11 Park & Ride on-board transactions have continued to decline (PKG 007). Recently the tariff for long stay parking has been increased and it is hoped that this will have a positive impact on the Park and Ride service. In the meantime the Parking Manager is investigating ways to limit the impact on the income target including looking at the overall parking offer in Maidstone and how it links to the transport network through work on the Integrated Transport Strategy.

For Maidstone to be a decent place to live

Green	Amber	Red	N/A	Total
7 (47%)	5 (33%)	3 (20%)	2	17
Up	Down	Across	N/A	Total
3 (30%)	7 (70%)	0	7	10

- 1.5.12 There are 17 indicators that relate to the priority for Maidstone to be a decent place to live that can be reported at quarter 1, 15 of these can be given a rating. There are seven KPIs that have been rated green, five that have been rated amber and 3 that have been

rated red. There are two indicators in this priority that are new for 2013/14, here baselines will be set this year to inform targets for future years.

- 1.5.13 The percentage of residential planning applications processed within statutory timescales (DCV 003) has not achieved the quarterly target and performance has declined compared to the same period last year. Historically the first quarter's out-turn is the lowest and it is expected that performance will improve during quarters two and three. There were 37 residential applications processed in quarter 1, including six major applications. Fourteen were processed out of the statutory timescales, reasons cited for the delay in these applications were section 106 agreement negotiations (three of the six major applications were out of time), clearance of two cases dating back to 2010 and prioritisation of the the Local Plan.
- 1.5.14 Housing has made good progress in the delivery of affordable homes with 70 being delivered during the first quarter. In addition private sector housing has made 65 improvements to homes that have positively impacted on the resident's health, welfare or wellbeing.
- 1.5.15 Both of the waste (WCN 005) and recycling (WCN 001) indicators have been rated amber. The new contract in partnership with Swale and Ashford, to be launched in Maidstone from August 2013, is expected to increase the amount of waste recycled and it is predicted that the annual targets will be achieved.
- 1.5.16 There are two indicators that relate to the outcome 'Residents in Maidstone are not disadvantaged because of where they live or who they are, vulnerable people are assisted and the level of deprivation is reduced' that have been rated red, both of which come under housing. The introduction of the new Allocations Policy has impacted on average time to process and notify applications on the housing register (HSG 004). This is because the service effectively closed the register during March, and no new applications were processed during this time, so that they could be assessed under the new policy which came into effect in April. The Housing team is also continuing to face high volumes of people presenting as homeless, past the time that intervention could have taken place. Actions are being devised to improve performance in this area with more self-help solutions and further guidance being investigated.
- 1.5.17 The Maidstone Families Matter project has started positively and 76 families have been accepted onto the programme (MFM 001a). However engagement is proving an issue. At present 17 families

have been engaged with (MFM 001b) but it should be noted that this element of the programme involves a lot of information gathering to ensure that the right person engages with the family. This is currently being addressed at county level.

Corporate & Customer Excellence

Green	Amber	Red	N/A	Total
6 (35%)	5 (30%)	6 (35%)	0	17
Up	Down	Across	N/A	Total
7 (54%)	6 (46%)	0	4	17

- 1.5.18 There are 17 KPIs relating to the priority Corporate & Customer excellence that can be reported quarterly. Six have been rated green, five amber and six red.
- 1.5.19 Four of the indicators rated red relate to customer contact (BIM 003a, BIM 004, CTC 001 and CTC 004). Avoidable contact (CTC 004) was impacted on by the failure to process a benefits file on time which led to customer calling in about their benefit payments. This combined with the calls about the new housing allocations policy has extended the average wait time for calls into the contact centre (CTC 001) to 221 seconds for quarter 1. This is also considered to have been the reason that there were more customer contacts in the Gateway (BIM 003a).
- 1.5.20 There was a reduction of 4.26% in outgoing post items (BIM 004) against the target of an 11% reduction. This is because the majority of work relating to this area is in the early stages. A print/post solution is due to be introduced later this year which is expected to have the greatest impact on this indicator.
- 1.5.21 There were more customer transactions in the Gateway than expected and it is therefore positive that the percentage of visitors to the Gateway responded to by a customer services advisor within 20 minutes (CTC 002) not only achieved the quarterly target but also improved when compared to last year.
- 1.5.22 Both the percentage of council tax collection and percentage of non-domestic rates collected have marginally missed the quarterly target. Recovery programmes are in place however a similar profile of performance is being reported by other districts.
- 1.5.23 The rate of Missed bins per 100,000 collections (WCN 006) has achieved the quarterly target. However with the changes to residents' collection days happening in August it is expected to go up during quarter 2.

1.5.24 Performance has improved compared to last year for the percentage of planning decisions taken under delegation. Coupled with a 7% rise in decisions taken under delegation. This is positive as the quarter 1 out-turn is usually the lowest for the year.

1.6 Alternative Action and why not Recommended

1.6.1 KPIs reflect local priorities and measure progress towards the Council's key objectives. They are the Council's top level indicators and are linked to the Council's Strategic Plan.

1.6.2 Not monitoring progress against the KPIs could mean that the Council fails to deliver its priorities and would also mean that action could not be taken effectively to address performance during the year.

1.7 Impact on Corporate Objectives

1.7.1 The Key Performance Indicators are part of the Council's overarching Strategic Plan 2011-15 and play an important role in the achievement of our corporate objectives as well as covering a wide range of service and priority areas; for example, waste and recycling.

1.8 Risk Management

1.8.1 The production of robust performance reports contributes to ensuring that the view of the authority's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.

1.9 Other Implications

1.9.1

1.	Financial	X
2.	Staffing	X
3.	Legal	
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	X
6.	Community Safety	
7.	Human Rights Act	

8. Procurement
9. Asset Management

Financial

1.9.2 Performance indicators and targets are closely linked to the allocation of resources and determining good value for money.

1.9.3 The financial implications of any proposed changes are also identified and taken into account in the Council's Medium Term Financial Plan and associated annual budget setting process with performance issues highlighted as part of the budget monitoring reporting process.

Staffing

1.9.4 Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.

Environmental



1.9.5 The performance indicators cover and are used to monitor a number of priority areas.





1.9.6 Appendices

- Appendix A – Quarter 1 KPI Out-turns
- Appendix B – KPI 2013-16 Definitions
- Appendix C – Action Plan 'By 2015 Maidstone will have the highest overall employment rate in Kent'

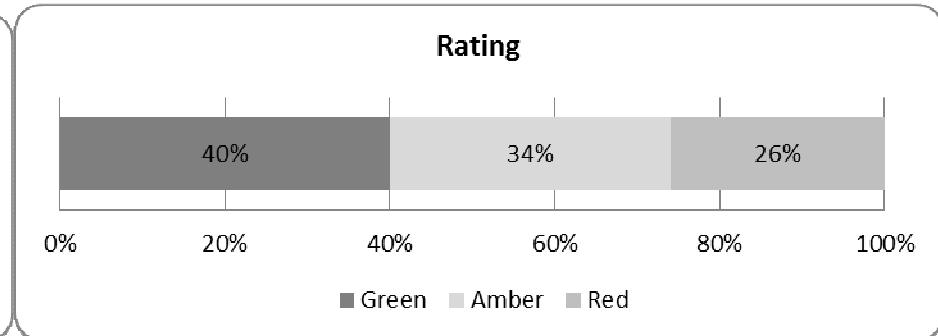
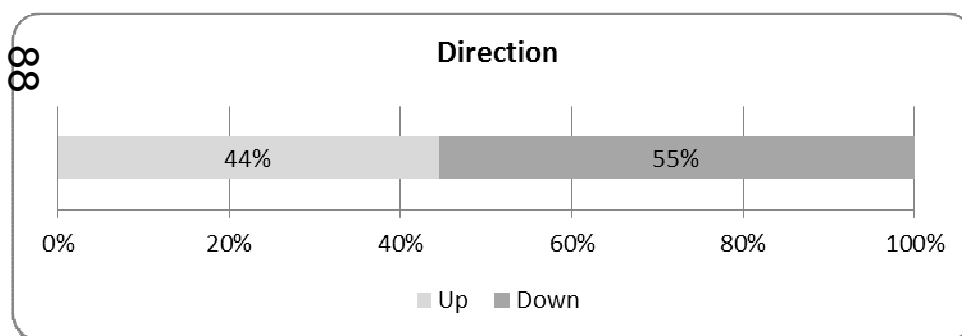
Quarter 1 KPI Report 2013/14

Key to performance ratings

PI Status	
RED	Target not achieved
AMBER	Target missed (within 10%)
GREEN	Target met
	No data to measure performance against
	Data Only

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

Performance Summary Graphs



Quarter 1 KPI Report 2013/14




Priority 1. For Maidstone to be a growing economy
Objective 1. A transport network that supports the local economy

PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
PKG 002	Income from pay and display car parks per parking space (£)	£277.14	£228.05	£232.74				£228.05	£970.00	Jeff Kitson	↓	AMBER
	The quarterly target was missed by less than £5. However, the Parking Manager believes this is good performance considering the economic climate and therefore it is anticipated that income levels will remain stable and achieve target in quarter 2.											
PKG 007	Number of on board Park & Ride bus transactions	94,034	90,246	96,000				90,246	400,000	Jeff Kitson	↓	AMBER
	Park & Ride transactions have continued to decline and the target has not been achieved. Long Stay parking tariffs have recently increased and it is hoped that this will have a positive impact on the Park and Ride figures. The Parking Manager is investigating the potential of reducing the impact on income through alternative savings within the service.											


Priority 1. For Maidstone to be a growing economy
Objective 2. A growing economy with rising employment, catering for a range of the skill sets to meet the demands of the local economy

PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
DCV 001	Percentage of commercial planning applications completed within statutory timescales	83.33%	83.87%	90.00%				83.87%	90.00%	Rob Jarman	↑	AMBER
	There has been a 42% increase in the number of commercial planning applications received during quarter 1 compared to the same period last year. The target has been marginally missed as many of these applications needed to be reported to Planning Committee. Although there has been an increase in volume performance has improved slightly when compared to quarter 1 in 2012/13. It is expected that performance will follow the same profile as last year in which quarter 1 was the weakest in terms of performance.											

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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
E&S 001	Work experience placements delivered (by the Council) across the borough (NEW)	N/A	21	13				21	50	Ellie Kershaw		GREEN
E&S 002	Number of employers that have engaged with NEETs (not in education, employment or training) through MBC (NEW)	N/A	0	25				0	100	Ellie Kershaw		RED
	Initial work has been focussed on how MBC can help to get young people into work by offering work experience and engaging with Job Centre Plus. We have attended business breakfast to start talking to employers about how they can help young people in the borough. Across the next quarter, contact will be made with targeted businesses, and visits made with the portfolio holder. We are also investigating Inspiring the future, a programme to encourage employers to give work experience talks in schools.											
LVE 002	Percentage of people claiming Job Seekers Allowance	2.4%	2.2%	2.7%				2.4%	2.7%	John Foster		GREEN

Priority 2. For Maidstone to be a decent place to live
Objective 3. Decent, affordable housing in the right places across a range of tenures

PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
DCV 003	Percentage of residential planning applications processed within statutory timescales	84.85%	62.16%	75.00%				62.16%	75.00%	Rob Jarman		RED
	50% of the major residential buildings determined were over the statutory time period and this was due to the Section 106 negotiation. The minor applications that were out of time were due to either clearance of backlogs, being reported to planning committee or delays to the publicity/registration.											

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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
DCV 014 a	Average time taken (weeks) to process planning applications (Majors) (NEW)	N/A	22.70	24.00				22.70	24.00	Rob Jarman		GREEN
	Median: 13.00 weeks											
DCV 014 b	Average time taken (weeks) to process minor planning applications (NEW)	N/A	15.65	15.00				15.65	15.00	Rob Jarman		AMBER
	The target has been marginally missed (by 0.65 weeks). This partly due to the clearance of 2 backlog applications from 2010. It is expected that performance will be on track to meet the annual; target at the end of quarter 2. Median: 7.71 weeks											
DCV 014 c	Average time taken (weeks) to process other planning applications (NEW)	N/A	8.81	11.00				8.81	11.00	Rob Jarman		GREEN
	Median: 7.57 weeks											
HSG 001	Number of affordable homes delivered (gross)	100	70	28				70	200	John Littlemore		GREEN
HSG PS 003	Number of private sector homes improved (NEW)	N/A	65	45				65	180	John Littlemore		GREEN
	This indicator replace the old 'Decent homes' measure. The new measure includes all improvements to private sector homes that have a positive impact on the residents health, welfare or wellbeing.											

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Priority 2. For Maidstone to be a decent place to live
Objective 4. Continue to be a clean and attractive environment for people who live in and visit the borough

PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
DEP 001	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level (NI 195a)	1.66%	1.10%	1.70%				1.10%	1.70%	Jonathan Scott	↑	GREEN
DEP 007	Percentage of fly-tipping reports responded to within one working day	99.69%	97.24%	99.00%				97.24%	99.00%	Jonathan Scott	↓	AMBER
	The target has been marginally missed and there has been a 23% increase in the number fly-tipping reports compared to the same period last year. During quarter 1 cleansing staff were diverted from their normal duties for a short period to clear the backlog of waste bins for delivery. This is being monitored to identify if there are any trends in location or type of fly-tip.											
WC N 001	Percentage of household waste sent for reuse, recycling and composting (NI 192)	47.40%	46.26%	48.00%				46.26%	48.00%	Jennifer Shepherd	↓	AMBER
	This figure is higher than the previous quarter due to seasonal peak in garden waste. However there has been a decrease in the amount of food waste collected, this could be interpreted as positive with less food being wasted. Mixed recycling levels have remained constant, but are expected to increase from August 2013 due to the addition of other recyclables in the recycling collection. Figures are continuing to be monitored and following the communications campaign to advise residents of service changes due to the new contract, additional communications campaigns will be carried out to increase participation in the recycling service.											
WC N 005	Residual household waste per household (NI 191)	110.61	116.47	109.20				116.47	420.00	Jennifer Shepherd	↓	AMBER
	Although performance is higher than the target for the first quarter based on previous figures for the past 2 years is at a realistic level as the target is profiled to take into account seasonal variations. The changes to be introduced in August 2013 as part of the new waste collection contract are projected to significantly decrease the level of waste per household. Therefore performance is still on track to achieve the annual target.											

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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
DCE 001	Percentage of planning enforcement cases signed off within 21 days	81.82%	95.1%	90%				95.1%	90%	Rob Jarman		GREEN

Priority 2. For Maidstone to be a decent place to live
Objective 5. Residents in Maidstone are not disadvantaged because of where they live or who they are, vulnerable people are assisted and the level of deprivation is reduced

PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
HSG 004	Average time taken to process and notify applicants on the housing register (days)	1.5	25.6	3.5				25.6	3.5	John Littlemore		RED
Owing to the new Allocations Policy at the start of April this year applications from the 27 February until 31 March were not processed until after April 01 2013 in order to process in accordance with the new policy. This has led to a waiting list of applications to process in the first quarter of this year. It is unlikely that the annual target will be achieved.												
HSG 005	Number of households prevented from becoming homeless through the intervention of housing advice	110	87	113				87	450	John Littlemore		RED
Performance has not met the target due to the high levels of homeless applicants presenting as homeless after the point in time where their homelessness can be averted. New Home Guide software is due to be introduced during quarter 3 to provide early intervention advice and guidance to assist customers with self-help solutions.												
MFM 001 a	Number of families accepted on the Maidstone Families Matter programme (NEW)	N/A	76	21				76	81	Ellie Kershaw		GREEN




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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Target				Value	Target			
MFM 001 b	Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with (NEW)	N/A	0.22%	Set baseline				0.22%	Set baseline	Ellie Kershaw		N/A
	Families for year one have been identified. Further information is being gathered about them from partners to ensure that we find the right person to engage with them and bring them on to the programme. As MFM is a voluntary programme and participation is not compulsory it is important that initial engagement is effective and therefore a lot of effort is being put into research before engagement commences. In addition to this, some agencies have been reluctant to volunteer to take this role- this is currently being addressed at County level as it is a Kent wide issue.											
E&S 003	Number of NEETs tracked to employment	N/A	9	Set baseline				9	Set baseline	Ellie Kershaw		N/A
C&B 004	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181)	11.17	10.91	10.00				10.91	10.00	Steve McGinnes		AMBER
	Whilst the service experienced an increase in workload as a result of welfare reform which impacted on performance in the first quarter, customer satisfaction remains high and the service expects to achieve target going forward.											

Priority 3. Corporate & customer excellence; 3. Corporate and customer excellence
Objective 6. Services are customer focused and residents are satisfied with them

PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
			Value	Value				Target	Value			
C&S 001	Percentage of complaints resolved within the specified timescale	94.25%	95.70%	95%				95.70%	95%	Angela Woodhouse		GREEN

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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
		Value	Value	Target	Value	Value	Value	Value	Target			
	Four complaints were responded to out of time. Of these four, two were directed at Environmental Enforcement, one for parking and one for revenues . One of the Environmental Enforcement complaints was delayed due to a request for further information from the complainant. Parking missed a complaint as this was originally allocated to finance incorrectly.											
C&S 002 96	Satisfaction with complaint handling	45%	20.00%	45.00%				20.00%	45.00%	Angela Woodhouse		RED
	Only ten responses were received for the complaints satisfaction survey. There were over 90 complaints received during quarter 1 and all that were closed were sent a survey. At present there can be a significant delay between the customer receiving a response to their complaint and when the survey is sent out. The Policy & Performance team are looking at changing this process so that customers receive the survey a week after they have had a response to their complaint and a new electronic survey for those who raise their complaint via email. It is hoped that this will improve the response rate. If the response rate is still low telephone surveys will be conducted. The responses to the survey have been assessed and it appears that the majority of those that were not satisfied with the way their complaint was handled could not separate the outcome of their complaint and how it was processed. Most were not satisfied as they did not get their desired outcome for example littering penalty notice to be cancelled or compensation requests rejected.											
R&B 009	Overall satisfaction with the benefits service	84.87%	88.57%	80%				88.57%	80%	Steve McGinnes		GREEN
CTC 001	The average wait time for calls into the Contact Centre	79	221	70				221	70	Sandra Marchant		RED
	Average wait times for calls into the Contact Centre reached an all-time high during the last quarter. Although there was a 5% drop in the number of calls answered in the last quarter compared to the same quarter last year, there was a 13% increase in the overall number of calls offered. This presumably was a result of long wait times and customers redialling. During the last quarter there was a 45% increase in the number of emails coming in to Customer Services that are also dealt with by the Contact Centre compared to the same quarter last year. This is good news for channel shift and more enquiries are coming through from the website. During April, call numbers increased due to the new Housing Allocations scheme as a large number of customers had been removed from the register, the impact of Welfare Reform changes especially with the new Local Council Tax Support Scheme and a benefits payment file had not been processed resulting in lots of calls from irate benefit customers. The Contact Centre has again lost a lot of experienced Advisors during the quarter and emphasis has been placed on training all Advisors in more of the complex services in order that adequate cover can be provided in the future. Five new Advisors were appointed during April and their training programme has commenced. In addition another seven Advisors have been offered positions and will be starting during July to cover the remaining vacant posts and forthcoming maternity cover. This number of new staff, around 40%, has had a huge effect on performance of the team.											




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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	Status
		Value	Value	Target	Value	Value	Value	Value	Target			
CTC 002	Percentage of Visitors to the Gateway responded to by a CSA within 20 minutes	72.12%	79.93%	75%				79.93%	75%	Sandra Marchant		GREEN






Priority 3. Corporate & customer excellence
Objective 7. Effective, cost efficient services are delivered across the borough

PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	2013/14 Status
			Value	Target				Value	Target			
BIM 003 a	Percentage of customer contacts made in person in the Gateway (NEW)	N/A	7.82%	7.00%				7.82%	7.00%	Georgia Hawkes		RED
BIM 003 b	Percentage of customer contacts made online by visiting the councils website (NEW)	N/A	75.99%	77.00%				75.99%	77.00%	Georgia Hawkes		AMBER
BIM 003 c	Percentage of customer contacts made by phone through the contact centre (NEW)	N/A	16.20%	16.00%				16.20%	16.00%	Georgia Hawkes		AMBER
<p>We have seen nearly a 1% decrease in transactions compared to the same quarter last year (8.68% Q1 12-13) and this is usually our busiest quarter for face to face transactions. It is disappointing that we have seen a slight increase in visits to the Gateway compared to the previous quarter (7.28% Q4 12-13) but it is only slight and this is against the back drop of continued falling contact numbers for both face to face and telephone (-4450) with a considerable increase (15678) in website visits.</p>												
BIM 004	Reduction in number of out-going post items (NEW)	N/A	-4.26%	-11.00%				-4.26%	-11.00%	Georgia Hawkes		RED

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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	2013/14 Status
			Value	Target				Value	Target			
	Work to deliver a reduction in outgoing post items is in its early stages. This reduction will be achieved in part by the managed print/post solution, to be introduced later in the year, which includes a sending more post items to Corporate Support to be managed through a comprehensive software package that controls the process from creation of letter or document through to its presentation to the Royal mail for delivery. The other main way that post will be reduced will be through the service efficiency reviews as part of the Customer Service Improvement programme. Reviews have started in Parking and Housing and implementation of the recommendations from these reviews is due to complete by December. Reviews of Depot Services and Finance are also due to start this year.											
CTC 004	Avoidable contact: the proportion of customer contact that is of low or no value to the customer (NI 14)	6.2%	5.0%	4.3%				5.0%	4.3%	Sandra Marchant		RED
97	This is the first time since this indicator was introduced, as part of the national indicator set in 2009, that the target has not been achieved. During quarter 1 a lot of cases were logged as unavoidable under the category of service failure due to benefit calls received as a result of a benefits payment file not being processed in April.											
R&B 007	Value of fraud identified by the fraud partnership	£169,899.79	£281,969.76	£187,500.00				£281,969.76	£750,000.00	Steve McGinnes		GREEN
BIM 002	Percentage of financial transactions not carried out on-line or by direct debit/standing order	10.35%	10.69%	10%				10.69%	10%	Paul Riley		AMBER
	There has been a 4.6% (8799) increase in the overall volume of financial transactions during quarter 1 compared the same period last year. There has also been an increase of 8% of transactions that are not carried out online, by DD or SO. Quarter 1 historically is the busiest year for payments and therefore performance is expected to recover by year end. It is thought that this increase is due to increased card payments in the Gateway most likely in relation to Council Tax payments and changes to the Council tax discount scheme which has meant that some people now have to pay council tax whereas previously they did not.											

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PI Ref	Indicator Description	Q1 2012/13	Q1 2013/14		Q2 2013/14	Q3 2013/14	Q4 2013/14	2013/14		Responsible Officer	D	2013/14 Status
			Value	Target				Value	Target			
DCV 009	Percentage of planning decisions taken under delegation	88.31%	92.84%	92.50%				92.84%	92.50%	Rob Jarman		GREEN
HRO 001 /BV 12	Working Days Lost Due to Sickness Absence (rolling year) (BV 12)	8.19 days	9.39 days	8.50 days				9.39 days	8.50 days	Dena Smart		RED
<p>The sickness relates to long term absence as this is currently at 6.24 days and short term sickness is 3.15 days. We are managing the sickness by obtaining occupational health advice but due to the type of sickness it has not been possible for the individuals to return to work earlier as they need further medical treatment. This has overall increased the number of days sickness at the council. The Council's Human Resources department runs wellbeing activities throughout the year and there is an employee assistance programme where staff can get advice and support.</p>												
WC N 006	Missed bins	20.62	20.51	25				20.51	25	Jennifer Shepherd		GREEN
R&B 005	Percentage of Non-domestic Rates Collected (BV 010)	34.32%	33.48%	34.32%				33.48%	97.70%	Steve McGinnes		AMBER
<p>We are continuing to keep to our recovery timetable with the sending of reminders, finals and summonses. Local benchmarking demonstrates the out-turn level to be a consistent picture across the county with authorities reporting collection down compared to this time last year.</p>												
R&B 006	Percentage of Council Tax collected (BV 009)	30.10%	29.90%	30.10%				29.90%	98.30%	Steve McGinnes		AMBER
<p>We are only 0.2% down on this time last year, and are continuing with recovery as per our timetable. The former 100% benefit cases will be having an impact on collection, although given the small amount we are down on collection has not had such an impact so far.</p>												

For Maidstone to have a growing economy

Outcomes by 2015:

1. A growing economy with rising employment, catering for a range of skill sets to meet the demands of the local economy.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer (attraction)	LVE 003 Percentage of vacant retail units within the town centre	Annual	Aim to minimise	John Foster	Maidstone is a shopping centre of regional significance. Its continued attractiveness for businesses, visitors and shoppers is important to the prosperity of the Borough.
Customer (Service)	DCV 001 Percentage of commercial planning applications completed within statutory timescales	Quarterly	Aim to maximise	Rob Jarman	To ensure that the Council determines commercial planning applications in a timely manner.
66 Process	LVE 002 Percentage of people claiming Job Seekers Allowance	Quarterly	Aim to minimise	John Foster	JSA claimant count records the number of people claiming Jobseekers Allowance (JSA) and National Insurance credits at Jobcentre Plus local offices. People claiming JSA must declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made. Measures the health of the jobs economy.
	DCV 002 a) Percentage of major business planning applications take-up of pre-applications advice b) Percentage of those taking pre-application advice where the applications were approved	Bi-annual	Aim to maximise	Rob Jarman	These indicators measure the take-up and quality of pre-application advice. Pre-application advice is being promoted by the team to ensure that developments are high quality and well designed.
Finance	R&B 002 Value of business rateable floor space	Annual	Aim to maximise	Steve McGinnes/ John Foster	The rateable value represents the open market annual rental value of a business/non-domestic property. This means the rent the property would let for on the valuation date, if it was being offered on the open market.
Learning & Development	KCC 003 Number of 16-18 year olds who are not in education, employment or training (NEETS)	Annual	Aim to minimise	Sarah Robson	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.

KPI Explanations

Appendix B

Learning & Development	KCC 004 Working age people educated to NVQ level 4 of higher	Annual	Aim to maximise	Sarah Robson	This indicator is needed because of the important role local authorities have with regard to economic development and the key part that skills and qualifications play in supporting economic development.
Learning & Development	E&S 001 Work experience placements delivered across the borough (NEW)	Quarterly	Aim to maximise	Ellie Kershaw	To monitor the council’s programme of getting people back into work and the engagement work undertaken with businesses around NEETs and raising skill levels.
	E&S 002 Number of employers that have engaged with NEETs (NEW)	Quarterly			
Learning & Development	OUT 002.01 Local Development Framework and Core Strategy	Bi-annual	N/A	Rob Jarman	Create and deliver a Local Development Framework documents including a Core Strategy with the policies and land allocations that will create the right conditions for economic development.
Learning & Development	OUT 002.02 Review Economic Development Strategy	Bi-annual	N/A	John Foster	Review the Council’s Economic Strategy to support the preferred options set out in the Local Development Framework and Core Strategy and identify the Council’s approach to supporting green business initiatives.

2. A transport network that supports the local economy.

100

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	PKG 008 Percentage change in bus usage on services from Maidstone depot	Annual	Aim to maximise	Jeff Kitson	To assess the change in bus usage as part of the monitoring of the outcome ‘a transport network to support the local economy’. This indicator shows if more or less journeys are being made by buses. The source data is provided by Arriva and are global figures for their Maidstone depot –and cover sections of route beyond the boundary however they give a good indication of what is happening in the area.
Process	PKG 007 Number of Park and Ride transactions	Quarterly	Aim to maximise	Jeff Kitson	The Indicator compares the on bus transaction figure (these are the cash sales to passengers boarding buses) on Park and Ride with the one for the same period of the previous year therefore, assessing fluctuations in the service usage.
Finance	PKG 002 Income from pay and display car parks per parking space	Quarterly	Aim to maximise	Jeff Kitson	Pay and Display income is monitored closely - data collated daily will be used to calculate the income per parking space at each quarter of the financial year. Demonstrating income efficiency and usage in monetary terms.
Learning &	OUT 001.01 Delivery of Integrated	Bi-Annual	N/A	Rob Jarman	Deliver an integrated transport strategy (alongside the Core

Development	Transport Strategy				Strategy) in partnership with the transport authorities and operators which will result in joint working to improve and develop an effective and integrated transport network to meet future needs.
Learning & Development	Infrastructure Delivery Plan	Bi-Annual	N/A	Rob Jarman	The Infrastructure Delivery Plan sets out the requirements for infrastructure in the borough and sets priorities for delivery in order to support development.

For Maidstone to be a decent place to live

3. Decent, affordable housing in the right places across a range of tenures.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	DCV 014 Average time taken to process planning applications (majors, minors, other)	Quarterly	Aim to minimise	Rob Jarman	To ensure local planning authorities determine planning applications in a timely manner. This indicator measures the percentage of planning applications dealt with in a timely manner.
Customer	DCV 003 Percentage of residential planning applications processed within statutory timescales	Quarterly	Aim to maximise	Rob Jarman	
Process	HSG 001 Number of affordable homes delivered	Quarterly	Aim to maximise	John Littlemore	To promote an increase in the supply of affordable housing. This indicator shows how many affordable homes have been delivered.
	HSG 002 Number of homes occupied by vulnerable people made decent	Quarterly	Aim to maximise	John Littlemore	This is the number of homes occupied by vulnerable persons that have been made decent by various means throughout the year. The means include: Home Repair Grants, the National Warmfront Scheme, Energy Efficiency Grants (administered through CEN) and through enforcement recommendations.
Finance	DCV 007 Average cost of planning service per application	Annual	Aim to minimise	Rob Jarman	This indicator is to assess value for money in the planning processing expressed per application. Costs will exclude enforcement work.
Finance	HSG 003 Average grant per MCB funded affordable home unit	Annual	N/A	John Littlemore	Total supply of all affordable dwelling completions built or acquired by RSLs (or other bodies) with financial support

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					(grant) directly from the Council, i.e. all affordable homes delivered via schemes which MBC has contributed to, divided by the total grant paid. This will include any renovations or conversions (resulting in the provision of additional affordable dwellings).
Learning & Development	SPT 004 Percentage of new homes built on previously developed land	Annual	Aim to maximise	Rob Jarman	To encourage the provision of additional housing on previously developed land and through conversions of existing buildings in order to minimise development on green fields.
Learning & Development	OUT 003.03 Homelessness & vulnerable groups	Bi-annual	N/A	John Littlemore	Commission and provide services with partners that meet identified needs, reduce inequalities, are responsive and timely, promote stable, strong communities, self-reliance and encourage positive aspirations.

4. Continues to be a clean and attractive environment for people who live in and visit the Borough.

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Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	DEP 004 Satisfaction with street cleaning (residents survey)	Biennial	Aim to maximise	Jonathan Scott	MBC recognises that the quality of place remains a priority to residents and drives how satisfied people are with their local area as a place to live. These indicators will provide MBC with a baseline of local satisfaction which will help us identify and address the sorts of issues affecting how residents feel about their local area.
Customer	PKS 002 Satisfaction with Parks & Open Spaces (residents survey)	Biennial	Aim to maximise	Jason Taylor	
Customer	DEP 007 Time taken to respond to reports of fly-tipping (clean environment)	Quarterly	Aim to minimise	Jonathan Scott	Fly-tipping is the common term used to describe waste illegally deposited on land as described under Section 33 of the Environment Protection Act 1990. This indicator is to monitor the timely removal of illegal dumping of waste on relevant land and highways.
Process	DCE 001 Percentage of planning enforcement cases signed off within 21 days	Quarterly	Aim to maximise	Rob Jarman	To ensure a timely response to planning enforcement.
Process	DEP 002 Local Street & Environmental Cleanliness a) Litter, b) Detritus (NI 195ab)	Annual	Aim to minimise	Jonathan Scott	The percentage of relevant land and highways that is assessed as having deposits of litter or detritus that fall below an acceptable level.

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Process	WCN 001 Percentage of household waste sent for reuse, recycling and composting (NI 192)	Quarterly	Aim to maximise	Jonathan Scott	The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management.
Finance	PKS 001 Cost of maintaining the borough's parks and open spaces per head of population	Annual	Aim to minimise	Jason Taylor	To monitor the cost of maintaining the borough's parks and open spaces
Finance	WCN 002 Cost of waste collection per household	Annual	Aim to minimise	Jonathan Scott	To monitor cost of municipal waste disposal, to ensure that good value for money is achieved while delivering a high quality service.
Finance	DEP 003 Cost of street cleansing per head of population	Annual	Aim to minimise	Jonathan Scott	The cost of street cleansing per head of the residents of Maidstone is an indicator to show any changes in the cost of street cleansing.
Learning & Development	WCN 005 Residual Waste per household (kg) (NI 191) (NEW)	Quarterly	Aim to minimise	Jonathan Scott	In line with the position of waste reduction at the top of the waste hierarchy, the Council wishes to see a year on year reduction in the amount of residual waste (through a combination of less overall waste and more reuse, recycling and composting of the waste that households produce). Local authorities have an important role to play in assisting their residents to reduce waste (as well as encouraging sorting of waste for recycling, re-use, home composting and other forms of home treatment of waste).
Learning & Development	CMP 001 Percentage CO2 reduction from local authority operations	Annual	Aim to maximise	Jennifer Hunt	The public sector is in a key position to lead on CO2 emissions reduction by setting a behavioural and strategic example to the private sector and the communities they serve. The aim of this indicator is to measure the progress made by MBC to reduce CO2 emissions from the relevant buildings and transport used to deliver its functions and to encourage them to demonstrate leadership on tackling climate change.

Learning & Development	OUT 004.04 Carbon Management Plan	Bi-annual	N/A	Jennifer Hunt	Deliver the Carbon Management Plan to ensure that the Council reduces it's carbon footprint by 3% per annum. Reduce the Council's carbon footprint and improve the use of other natural resources whilst ensuring the Council is planning to adapt to Climate Change.
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5. Residents are not disadvantaged because of where they live or who they are, vulnerable people are assisted and the level of deprivation is reduced.

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Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	HSG 004 Average time taken to process and notify applicants on housing register	Quarterly	Aim to minimise	John Littlemore	Average time taken to process and notify housing register applicants per month, is measured using the date the application is processed, minus the date the application is received. A letter of notification is automatically sent on date of processing the production of which is included in this indicator. Only working days are counted.
Customer	INT 001 Percentage of the Borough covered by Broadband	Annual	Aim to maximise	Dave Lindsay	A broadband internet connection is increasingly viewed as a vital utility at work and home – the electricity of the 21st century. A largely deregulated market means that broadband services are competitively priced. However, it also makes the provision of these services a commercial decision by Internet Service Providers (ISPs), often favouring the denser urban areas.
Process	R&B 004 Average time taken to process new benefit claims and changes of circumstances	Quarterly	Aim to minimise	Steve McGinnes	HB/CTB of £19bn is paid to over 5 million low income households. Delays in the administration of these benefits can impact on some of the most vulnerable people in our society by: <ul style="list-style-type: none"> • Leading to rent arrears and evictions • Preventing access to housing because landlords are reluctant to rent to HB customers

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					<ul style="list-style-type: none"> Acting as a deterrent to people moving off benefits into work because of the disruption to their claim
Process	HSG 005 Number of households presented from becoming homeless through intervention	Quarterly	Aim to maximise	John Littlemore	To measure the effectiveness of housing advice in preventing homelessness or the threat of homelessness. Under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002, housing authorities have a duty to ensure that advice and information about homelessness and prevention of homelessness are available free of charge to anyone in their district.
Process	MFM 001a Number of families accepted onto the Maidstone Families Matter programme b) Percentage of those accepted engaged with (NEW)	Quarterly	Aim to maximise	Ellie Kershaw	Troubled families are those that have problems and cause problems to the community around them, putting high costs on the public sector. The government is committed to working with local authorities and their partners to help 120,000 troubled families in England turn their lives around by 2015.
Finance	LVE 007 Gap between median wage of employee (residents) and the median wage of employees (workplace) (salary differences)	Annual	Aim to minimise	John Foster	Proxy indicator measure for increases in standard of living but also a measure of economic competitiveness with knowledge driven industries requiring higher skilled labour force and able to pay higher wages. Resident based wage levels in Maidstone are higher than the workplace based levels suggesting lower skilled and lower wage level local economy.
Learning & Development	CDP 003 Percentage of residents participating in neighbourhood planning as a percentage of the ward population	Annual	Aim to maximise	Sarah Robson	Resident participation is important for successful neighbourhood planning. This indicator assesses what percentage of the ward population have been involved and participated in the process.
Learning & Development	KCC 002 Number of 16-18 year old who are not in education, employment or training	Annual	Aim to maximise	Ellie Kershaw	Non- participation in education, employment or training is a major predictor of later unemployment, low income, depression, involvement in crime and poor mental health.
Learning & Development	E&S 003 Number of NEETs tracked to employment	Quarterly	Aim to maximise		
Learning & Development	Community Development Strategy	Bi-annual	N/A	Sarah Robson	Establish a social return on investment model for the delivery of the Community Development Strategy to identify how and ensure that our community development services add value.

Corporate and Customer Excellence

Outcomes by 2015:

6. Services are customer focused and residents are satisfied with them. (Customer & Resident Scorecard)

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	COM 001 Percentage of residents satisfied with the way the Council runs it's services	Biennial	Aim to maximise	Roger Adley	MBC recognises that the quality of place remains a priority to residents and can influence how satisfied people are with their local area as a place to live. These indicators will provide MBC with an indication of local satisfaction which will help them identify and make improvements to the borough and to how services are delivered.
Customer	Percentage of residents satisfied with key services: WCN 003 Doorstep recycling WCN 004 Refuse collection PKS 003 Maidstone Leisure Centre PKS 002 Parks and open spaces DEP 004 Street cleanliness	Biennial	Aim to maximise	Jonathan Scott & Jason Taylor	
Customer	R&B 009 Percentage of customers satisfied with benefits service	Annual	Aim to maximise	Steve McGinnes	The indicator is intended to gage the level of customer satisfaction with how the benefit service operates.
Process	COM 007 Percentage of residents that feel that the Council keeps them well informed about the services and benefits it provides.	Biennial	Aim to maximise	Roger Adley	One of MBC's key roles is to provide advice, therefore it is important to ensure that residents and customers can easily access and understand the information that we provide. These indicators demonstrate the levels of satisfaction with of our communications.
Process	CTC 001 Average wait time for calls (against a target of 50 seconds)	Quarterly	Aim to minimise	Sandra Marchant	This indicator is the average wait time a customer telephoning the Contact Centre has to wait before being answered by a Customer Service Advisor.
Process	CTC 002 Percentage of customers to the Gateway seen within 20 minutes	Quarterly	Aim to maximise	Sandra Marchant	This indicator is the percentage of visitors to the Gateway responded to within 20 minutes by a Customer Service Advisor. The aim is to keep customers wait times to a minimum and to improve access to Council services.
Finance	Percentage of residents agreeing that the Council provides value for money (Residents Survey) (NEW)	Biennial	Aim to maximise	Paul Riley & Roger Adley	This indicator measures the extent to which resident is feel that the Council is providing value for money. The Council has a duty provide services that are cost efficient.
Learning &	C&S 002 Percentage of those making	Quarterly	Aim to	Angela	These indicators monitor how timely we respond to

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Development	complaints satisfied with how their complaint was handled		maximise	Woodhouse	complaint and to gage the level of customer satisfaction with the complaints process.
	C&S 001 Percentage of complaints responded to within timeframe (NEW)	Quarterly	Aim to maximise		

7. Effective, cost efficient services are delivered across the borough.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	WCN 006 Number of missed bins per 100,000 collections	Quarterly	Aim to minimise	Jonathan Scott	This indicator monitors the performance of the contractor and ensures that the service delivers quality and that changes are communicated properly to residents.
Customer	DCV 009 Percentage of decisions taken under delegation	Quarterly	Aim to maximise	Rob Jarman	This is the percentage of planning decision that have been undertaken by Officers without going through Planning Committee.
Process	R&B 006 Percentage of Council tax collected	Quarterly	Aim to maximise	Steve McGinnes	These two indicators monitor the collection of Council Tax and NDNR against the target, the collection of which is a key local authority function.
Process	R&B 005 Percentage of business rates collected	Quarterly	Aim to maximise	Steve McGinnes	
Process	BIM 003 Percentage of customer contacts made a) In person in Gateway b) by visiting the councils website c) by phone through contact centre (NEW)	Quarterly	Aim to maximise web and minimise gateway and phone	Georgia Hawkes	Measuring contacts to the council via all channels is an important part of understanding how residents like to contact us and whether these preferences are changing. Analysis of these figures will also show any increased use of the contact channels that provide best value for money.
Process	BIM 004 Reduction in the number of out-going post items (NEW)	Quarterly	Aim to maximise	Georgia Hawkes	This indicator relates to the customer service improvement programme.
Finance	R&B 007 Value of fraud identified (Housing benefits) (Efficiency)	Quarterly	Aim to maximise	Steve McGinnes	To demonstrate the efficiency of the Revenues and Benefits team in identifying fraud.

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Finance	BIM 002 Percentage of financial transactions not carried out on-line or by direct debit/standing order	Quarterly	Aim to minimise	Georgia Hawkes	This is a test of value for money. Payments made on-line or by direct debit, standing order or direct credit cost the Council much less to process than payments made over the phone or cash or cheques sent in the post or deposited at the payment kiosks.
Learning & Development	CTC 004 Percentage of customer contact that is avoidable (NI 14).	Quarterly	Aim to minimise	Sandra Marchant	This indicator measures the percentage of contact with the Council that is deemed avoidable i.e could be obtained through another channel, for example phone calls regarding information that is available on the website.
Learning & Development	HRO 001 Working Days Lost Due to Sickness Absence (rolling year) (BV 12)	Quarterly	Aim to minimise	Dena Smart	To monitor the level of sickness absence in local authorities.
Learning & Development	Corporate Improvement Plan	Biannual	N/A	Georgia Hawkes	Deliver the actions set out in the Corporate Improvement Plan. Actions are derived from various sources including external and efficiency reviews.

Action Plan Objective: To increase the overall employment rate in the borough

Updates on these actions will be reported with the Quarterly Key Performance Indicator Reports

Activities	Details	Allocated to Officer	Start date	Deadline
Deliver work experience scheme	This is already running internally the next phase is to extend the scheme to the wider business community. A coffee morning is due to be held in October.	Jennifer Sibley	November 2013	Ongoing Review March 2013
Steps to Employment mentoring programme	There are 5 young people currently on the mentoring programme.	Jennifer Sibley	January 2013	Ongoing Review March 2013
Hold Maidstone Employment & Skills Forum Jobs fair	In collaboration with Golding Homes and Job Centre Plus	Jennifer Sibley	1 st held April 2013	Next due 12 th September 2013
Youth Radio at Switch Cafe	Young people to run radio with links to the media and communications industry for work placements. Provides broadcasting experience.	Jennifer Sibley	Started	March 2014
Training providers database	Bespoke matching service for people looking for work with organisations offering something suitable.	Jennifer Sibley	April 2013	In place by October 2013
Skills Exchange Hub Investigation	Promotes skills recycling between businesses. Short term vacancies with aim of up skilling staff.	Jennifer Sibley	Started	October 2013
Exploration of routes into Health and Social Care	To address future shortages, identifying whether a sector based route work academy is feasible.	Jennifer Sibley	November 2013	March 2015
Inspiring the future	100 day campaign to get businesses to sign up to give one hour a year to provide careers advice to school children. Campaign will run from 9 th September until Christmas	Jennifer Sibley	July 2013	December 2013
KICK - Entrepreneurship and Social Enterprise (Enhance business start-up)	In Partnership with Ashford Council, KCC and the Chamber of Commerce. Launched on 17 th July	John Foster	June 2013	June 2014
Enterprise Hub	In partnership with KCC. Consultant	John Foster	May 2013	Ongoing until

Activities	Details	Allocated to Officer	Start date	Deadline
	commissioned to write funding bid for submission by 19 August. Decision would be expected in December			funding confirmed