

AGENDA

STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 4 March 2014
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors: Black, Butler, Mrs Gooch (Chairman), Mrs Grigg
(Vice-Chairman), Hotson, D Mortimer, Nelson-Gracie,
Mrs Parvin and Pickett

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1. **The Committee to consider whether all items on the agenda should be webcast**
2. **Apologies**
3. **Notification of Visiting Members/Witnesses**
4. **Notification of Substitute Members**
5. **Disclosures by Members and Officers**
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 4 February 2014** 1 - 4
8. **Review of Complaints October - December 2013 (Quarter 3)** 5 - 23
Interviews with: Sam Bailey, Research and Performance Officer;
Rob Jarman, Head of Planning and Development; Ryan
O'Connell, Mid Kent Planning Support Manager; Jason Taylor,
Parks and Leisure Services Manager; and Councillor Moss,
Cabinet Member for Corporate Services

Continued Over/:

Issued on 24 February 2014

Alison Broom

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

- | | |
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| 9. Quarter 3 KPI Performance Report | 24 - 55 |
| Interviews with Clare Wood, Policy and Performance Officer; and Councillor Moss, Cabinet Member for Corporate Services | |
| 10. The Council as a Business Review (Follow Up) | 56 - 64 |
| Interviews with Cllr Brian Moss, Cabinet Member for Corporate Services; and Cllr Malcolm Greer, Cabinet Member for Economic and Commercial Development | |
| 11. The Capital Programme Review (Follow Up) | 65 - 74 |
| Interviews with Cllr Chris Garland, Leader of the Council; and Cllr Brian Moss, Cabinet Member for Corporate Services | |
| 12. Future Work Programme | 75 - 97 |
| Report attached for consideration | |

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Christian Scade on 01622 602523**. To find out more about the work of the Overview and Scrutiny Committees, please visit www.maidstone.gov.uk/osc

MAIDSTONE BOROUGH COUNCIL

STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD ON 4 FEBRUARY 2014

Present: Councillor Mrs Gooch (Chairman), and
Councillors Black, Butler, Hotson, D Mortimer,
Nelson-Gracie, Mrs Parvin and Pickett

Also Present: Councillors English, Moss and Mrs Ring

96. THE COMMITTEE TO CONSIDER WHETHER ALL ITEMS ON THE AGENDA SHOULD BE WEBCAST

RESOLVED: That all items on the agenda be web-cast.

97. URGENT ITEMS

The Chairman stated that, in her opinion, the documents attached to the Amended Agenda and Appendix 4 circulated at the meeting were urgent and should be considered with Agenda Item 9 – Mid Kent Environmental Health Shared Service Model – Project Update.

98. APOLOGIES

There were no apologies for absence.

99. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

100. NOTIFICATION OF VISITING MEMBERS/WITNESSES

It was noted that Councillors English and Moss were in attendance as Visiting Members.

It was noted that Councillor Mrs Ring was in attendance as a witness in relation to Agenda Item 9 – Mid Kent Environmental Health Shared Service Model – Project Update.

101. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

102. EXEMPT ITEMS

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

103. MINUTES OF THE MEETING HELD ON 7 JANUARY 2014

RESOLVED: That the Minutes of the Meeting held on 7 January 2014 be approved as a correct record and signed.

104. DRAFT LOCAL COUNCIL TAX DISCOUNT SCHEME (AMENDMENT)

The Committee considered the report of the Director of Environment and Shared Services regarding changes required to the Local Council Tax Support Scheme approved by Council on 11 December 2013.

The Head of Revenues and Benefits introduced the report informing the Committee that at the Council meeting on 11 December 2013 it was agreed that amendments to the Local Council Tax Support Scheme should be considered by this Committee prior to implementation.

The changes that are required to be made are typical of the uprating that is made to benefit awards each year and do not principally change the approach which the council has set out.

In response to a question, the Head of Revenues and Benefits informed the Committee that the total number of residents in the region that this affected was 10,000, 6,000 of which are of working age.

RESOLVED: That the Director of Environment & Shared Services and the Cabinet Member for Corporate Services, be recommended to approve the changes to the Local Council Tax Support Scheme, as outlined at Appendix A to the report of the Director of Environment and Shared Services, be agreed and introduced from 1 April 2014.

105. MID KENT ENVIRONMENTAL HEALTH SHARED SERVICE MODEL - PROJECT UPDATE

The Committee considered the report of the Interim Environmental Health Shared Service Manager outlining the design for the two-site model of operation of the Mid Kent Environmental Health Shared Service.

The Head of Housing and Community Services, the Interim Environmental Health Shared Service Manager and the Cabinet Member for Environment were in attendance to introduce the report and respond to comments raised by the Committee.

The Interim Environmental Health Shared Service Manager introduced the report stating that the proposed model provides resilience through increasing the number of frontline posts to enable less experienced but professionally qualified officers opportunities to increase their range of experience, flexibility and ensure there is a continuation of local knowledge shared between staff.

The model proposes:

- a combined in-house delivery and partial contract out across the three authorities for the Environmental Permitting Regime over a three year planned programme to bring the majority of the service in-house, gradually increasing officer skills and expertise to deliver a defined number of process types and maintaining a contractor for a small number of high risk premises.
- That food inspections be brought in-house across the three authorities.

Members asked a number of questions in relation to training for staff, the range of premises covered by the service, resilience and service standards, governance of fees, air quality and office accommodation.

The Committee thanked the Head of Housing and Community Services, the Interim Environmental Health Shared Service Manager and the Cabinet Member for Environment for their responses to questions and were in support of the proposals made.

RESOLVED: That the Cabinet Member for the Environment be recommended to agree the proposed two-site model for the Mid Kent Environmental Health Shared Service, as set out in the Appendices to the report of the Interim Environmental Health Shared Service Manager.

106. FUTURE WORK PROGRAMME

The Chairman informed the Committee that the following items had been added to the Work Programme for March:-

- Equalities Objectives
- 3rd quarter Complaints monitoring report
- 3rd quarter performance monitoring report
- Follow up on past reviews and recommendations (The Council as a Business & The Capital Programme Reviews)
- Communication and Engagement Strategy
- Resident's Survey

Concern was raised that April would be too late for consideration of the MKIP Governance Review and it was felt this should be brought forward to March and that the follow up on past reviews and recommendations be moved to April.

The Chairman informed the Committee that she had become aware of a consultant's report regarding the MKIP operational model and has asked Officers to circulate this report to all members of the Committee as soon as possible.

RESOLVED:

- a) That the MKIP Governance Review be considered at the meeting in March;
- b) That the additional items to the Work Programme be noted, subject to the item on follow up on past reviews and recommendations being moved to the April meeting.

107. DURATION OF MEETING

6.30 p.m. to 7.28 p.m.

MAIDSTONE BOROUGH COUNCIL

STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

4 MARCH 2014

REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS

Report prepared by Sam Bailey

1. REVIEW OF COMPLAINTS OCTOBER-DECEMBER 2013 (QUARTER 3)

1.1 Issue for Decision

- 1.1.1 To consider the Council's performance in dealing with complaints during October-December 2013 (quarter 3).

1.2 Recommendation of the Head of Policy and Communications

- 1.2.1 That the Committee notes the performance in relation to complaints, in particular:
- i. The high number of complaints received by Development Management this quarter (paragraphs 1.5.9-1.5.12)
 - ii. The high number of complaints that were responded to out of time for Development Management this quarter (paragraph 1.5.12)
 - iii. The high number of complaints received by Parks and Leisure this quarter (paragraphs 1.5.13 -1.5.14)
 - iv. The high number of stage 2 complaints received this quarter (section 1.7)
 - v. Improvements made as a result of complaints this quarter (section 1.6)

and agrees action as appropriate.

- 1.2.2 That the Committee note the compliments received by teams and individual officers within the Council.

1.3 Reasons for Recommendation

- 1.3.1 In order to ensure that complaints are being dealt with effectively and within corporate timescales it is important that a monitoring mechanism is in place.

- 1.3.2 Details of the complaints received broken down by service area, timeliness and category can be found at Appendix A. Complaints have been categorised, but many complaints will be about more than one element (e.g. both policy and staff attitude).
- 1.4 Quarter 3 Performance
- 1.4.1 Details of quarter 3 complaints handling performance can be seen in Appendix A.
- 1.4.2 During quarter 3 161 Stage 1 complaints were closed, of which 147 (91.3%) were responded to in time. This represents an 8% decrease in the overall number of complaints received this quarter compared to the previous quarter. This also represents a decrease in performance in terms of answering complaints within target time of 5.8%, as in quarter 2 97.1% of complaints were answered within target time.
- 1.4.3 Of the 14 complaints responded to outside the target time:
- One was about Council Tax
 - Five were about Development Management
 - One was about Environmental Enforcement
 - One was about Licensing
 - Three were about Parks and Leisure
 - Three were about Housing Options
- 1.4.4 The reasons for these complaints being responded to out of time included:
- A complaint for Environmental Enforcement was closed late because it was relating to an issue that has been ongoing for several years. This made it problematic to investigate. The complainant was kept up to date with the progress of the complaint during the investigation.
 - One of the complaints that was closed late for Housing Options was closed late because it was originally wrongly raised as a stage 2 complaint, when actually it should have been a new stage 1 complaint. This was not noticed until after ten working days had passed, however once this had been noticed the complainant was written to informing them of the situation.
 - One complaint which was allocated to Council Tax was responded to late because the complainant was requesting information from many different departments across the council. The complaint took longer than usual to respond to

in order to ensure each element of the complaint was investigated and responded to in detail.

1.5 Trends Identified and Action Taken

1.5.1 The services which dealt with the highest number of complaints were:

- Environmental Services (53);
- Development Management (22);
- Parks and Leisure (17);
- Housing Options (16);and
- Parking Services (12).

1.5.2 Comparative figures for complaints can be seen in Appendix D, showing:

- complaints received in quarter 2 of 2013/2014;
- complaints received year to date;
- complaints received in quarter 3 of 2012/2013; and
- total number of complaints received for 2012/2013.

1.5.3 Environmental Services had the highest number of complaints this quarter. The number of complaints received by Environmental Services has decreased compared to quarter 2. This trend was expected as the new waste collection rounds have become more established and problems have been resolved. However the number of complaints remains high compared to quarter 3 of 2012/2013.

1.5.4 Environmental Services received 53 complaints this quarter. Of these 53 complaints:

- 48 were about service;
- 2 were about staff; and
- 3 were about time taken.

1.5.5 Of the 53 complaints for Environmental Services, 51 of them were about waste collection. Of the two complaints not about Environmental Services, both of these complaints were actually about Environmental Enforcement and had been wrongly allocated. However the same Head of Service is responsible for both areas so were still answered correctly. Of these two complaints:

- One was about the parking of an Environmental Enforcement van in the town centre; and
- One was from a complainant who had previously received a litter fine; and had claimed to witness Litter Enforcement

Officers dropping litter in the town centre.

1.5.6 Of the remaining complaints for Environmental Services, the following trends have been identified:

- 23 were about repeated missed collections;
- 5 were about how long it was taking for new bins to be delivered; and
- 3 were about the temporary closure of Tovil Recycling Centre

It is worth noting that 12 complaints mentioned that the complaint was directly linked to the new waste contract; either in the original complaint or the complaint response. However it is worth considering that the new Waste Collection contract will have played a part in many of the complaints, as it is still early on in the new contract. There were no other correlations in the complaints for Environmental Services.

1.5.7 The number of complaints received by Environmental Services has decreased compared to quarter 2. This trend was expected as the new waste collection rounds have become more established and some of the problems have been resolved. However the number of complaints remains high compared to quarter 3 of 2012/2013.

1.5.8 The following services saw an increase in complaints compared to quarter 2:

- Bereavement Services;
- Development Management;
- Electoral Registration;
- Finance;
- Housing Options;
- Parks and Leisure; and
- Planning Enforcement.

1.5.9 Development Management received the second highest number of complaints (22) this quarter, and have already received more complaints in the year to date (48 complaints) than in the whole of 2012/2013 (40 complaints). For Development Management:

- Three complaints were about lack of contact;
- Three complaints were about policy;
- Thirteen complaints were about the service received; and
- Three complaints were about staff.

1.5.10 Many of the complaints for Development Management were classified as complaints about Service; however these complaints

were often about multiple aspects of the service they received. Further analysis of the complaints about service revealed:

- Three were about lack of contact from planning officers
- Two were about the time taken to determine planning applications
- Two were about time taken to resolve planning applications and lack of contact from planning officers

There was also a complaint which was classified as lack of contact from planning officers which was also about time taken to determine a planning application.

1.5.11 Four complaints for Development Management were about various issues around determining applications for gypsy and traveller sites. Of the complaints about determining applications for gypsy and traveller sites, two were about staff, one was about lack of contact and one was about policy. Three of these complaints were received about one particular site in Hunton. Of these three complaints:

- One was questioning the way Officers had dealt with the application. The complainant was assured that all relevant planning considerations were taken into account in reaching a recommendation on this application, and that it was dealt with in a fair unbiased way.
- One complaint was expressing dissatisfaction with the Officer's recommendation to approve the application. The application was subsequently rejected at Planning Committee.
- One complaint was that occupants of the site had been living there for some time, even though the site only had temporary permission. The complainant was informed that permanent permission had been granted on appeal to the planning inspectorate in 1995.

None of these complaints were upheld. The other complaint regarding a different application for a gypsy or traveller site was questioning the gypsy or traveller status of the applicant. This complaint was also not upheld.

1.5.12 Development Management also responded to five of their complaints late. Two of these late complaints referred to time taken or lack of contact by planning officers in their original complaint. The reason given for these complaints being late was that it was due to officer workload or annual leave. One of these complaints responded to late was responded to 14 days late, and another was responded to five days late. None of the customers

were kept informed on the progress of their complaint.

- 1.5.13 Parks and Leisure received 17 complaints this quarter, which is an unusually high number for this service. Of these complaints:
- One was about lack of contact;
 - One was about policy;
 - Fourteen were about service; and
 - One was about staff.
- 1.5.14 Eleven of the complaints about service were about 'The Social' music festival which was held in Mote Park during the last weekend of September. The festival generated complaints due to high noise levels. The noise that was generated from the festival was within limits set by the license, and Environmental Enforcement officers were on site to ensure that conditions for the license were met. The issue with the sound coming from the festival was that it was bass heavy. This meant the sound travelled further, and affected nearby properties to a greater extent, than was anticipated when the license was originally granted. Responses to these complainants apologised for the inconvenience the festival caused and assured them that if a similar event was to be held on Mote Park again, further measures would be taken to minimise noise pollution.
- 1.5.15 Housing Options received 16 complaints this quarter. Of these complaints:
- One was about discrimination (discrimination complaints are covered in section 1.9 of this report);
 - Four were about policy;
 - Eight were about service; and
 - Three were about staff.
- 1.5.16 Two complaints (one classified as policy and one classified as service) to Housing Options this quarter related to the scarcity of housing that is available for those in Band D (homeless) of the housing register. The reason for the scarcity is that the quota for advertising Band D properties has already been met for the year, resulting in very few Band D properties now being advertised. There were no other correlations in the complaints for Housing Options this quarter.
- 1.5.17 Although Housing Options saw a slight increase in complaints this quarter compared to quarter 2 of 2013/2014, the number of complaints received appears to be fairly stable. Housing Options appear to be on course to receive a similar number of complaints

compared to 2012/2013.

- 1.5.18 The other services (Bereavement Services, Electoral Registration, Finance and Planning Enforcement) that saw an increase in complaints all received 3 or less complaints, and all historically receive a low number of complaints overall. There were no other trends or common issues in the complaints for these services.
- 1.5.19 The number of complaints received by Customer Services has also decreased compared to quarter 2 of 2013/2014. This is due to the decrease in calls as teething problems with the new waste collection contract have been resolved.
- 1.5.20 Two complaints received by Customer Services were about wait times for the contact centre. One of these complaints was made by a Parish Council. The complaint responses agreed that performance in terms of answering calls had not been adequate, but assured customers that we were working hard to address this problem. Performance figures for the contact centre show this to be correct, as the average wait time for calls into the contact centre has reduced from 276 seconds in quarter 2 to 95 seconds in quarter 3.
- 1.5.21 Environmental Enforcement have seen a slight decrease in complaints compared to quarter 2 of 2013/2014. Complaints for Environmental Enforcement appear to be on a downward trend compared to 2012/2013.

1.6 Improvements

- 1.6.1 An improvement was made as a result of a complaint made to Parks and Leisure. A customer complained that they had ended up locked in Cornwallis park after it was closed. In response to this complaint, signs were produced that clearly warn park users that the park is locked at dusk. These signs have now been put up in Cornwallis park.
- 1.6.2 An improvement was made to the missed collection form on the website as a result of a complaint. An error in the way the form operates was spotted as a result of the complaint, and the necessary improvement was made to ensure it would work properly in the future.

1.7 Stage 2 Complaints

- 1.7.1 A stage 2 complaint investigation is initiated at the request of a complainant if a complainant is not satisfied with the resolution of their complaint at stage 1.

- 1.7.2 A stage 2 complaint investigation is carried out by the Head of Policy and Communications. This is so that the complaint can be investigated by a senior manager who is independent from the department being complained about.
- 1.7.3 39 stage 2 complaints were received this quarter. All stage 2 complaints were responded to on time this quarter. A breakdown of stage 2 complaints can be found at Appendix C.
- 1.7.4 Of these stage 2 complaints, 16 were justified. Two stage 2 complaints resulted in payments or refunds to the complainant this quarter. Details of these payments/ refunds can be found in Appendix D.
- 1.7.5 The number of stage 2 complaints was high this quarter, and represents a 144% increase compared to quarter 2, when 16 were received in total.
- 1.7.6 61 Stage 2 complaints were received in total for 2012/2013. The number of stage 2 complaints received for 2013/2014 currently stands at 78. For the year to date, 42.3% of complaints have been found to be justified at stage 2.
- 1.7.7 A representative from the Local Government Ombudsman has delivered training to managers across the council; with a particular focus on those managers that receive the highest volume of complaints. The aim of this is to improve complaint resolution at stage 1 and to reduce the number of complaints that go to stage 2.
- 1.7.8 Courses on complaint handling by telephone have also been arranged by the Learning and Development Team. Frontline staff who deal with complaints most often have been attending these training sessions.
- 1.8 Complaints Handling Satisfaction
- 1.8.1 A breakdown of complaints satisfaction surveys can be found at Appendix B. For quarter 3, 48 complaint satisfaction surveys were returned. This represents a response rate of 29.8%.
- 1.8.2 One survey for parking services had multiple answers selected, so has been counted for the purpose of the response rate, but not counted towards the figures for complaint handling satisfaction.
- 1.8.3 36.2% of respondents were satisfied or very satisfied with the way their complaint was handled. 10.6% of respondents were neither satisfied nor dissatisfied. 53.2% of respondents were dissatisfied or very dissatisfied with the way in which their complaint was

handled.

- 1.8.4 Of the services that had complaint satisfaction surveys returned, Environmental Services had the highest complaint handling satisfaction rate. Environmental Services had 50% of respondents satisfied or very satisfied with the way in which their complaint was handled, 20.8% of respondents neither satisfied nor dissatisfied and 29.2% of respondents dissatisfied or very dissatisfied.
- 1.8.5 Some complainants made comments on their satisfaction surveys:
- Four complainants gave further context to their complaints; but did not request a stage 2 complaint
 - Two complainants stated that further letters were to follow, however no stage 2 complaint requests were received
 - Four complainants made comments about how satisfied they were with their complaint responses
 - Three comments resulted in Stage 2 complaints
 - Two comments further expressed their dissatisfaction with the council
 - One complainant stated they never received a response from Conways, our contractor for the lower High Street works. This comment was followed up and Conways sent a response to the complainant
 - One complainant stated they still had not received their pre application advice, however our records show that this advice had indeed been given

1.9 Safety

- 1.9.1 Seven complaints received this quarter were about safety. Of these complaints, two were about Parks and Leisure, two were about Economic Development, one was about Environmental Services and two were about Parking Services. There were no recurring issues or correlations in these complaints.
- Two complaints were about falls. One of these falls happened on the lower High Street and one happened on a footbridge over the river Medway. One of these complaints were dealt with by Economic Development and one was dealt with by Parks and Leisure.
 - One complaint was about the way in which a Civil Enforcement Officer (CEO) from Parking Services issued a fine, which the complainant alleged was dangerous. However the complainant actually ran over the CEO's foot in

the process.

- One complaint for Parks and Leisure was about a complainant cutting their arm on a metal pergola in the town centre. This structure was subsequently removed.
- One complaint for Parking Services was about an injury sustained in a car park due to a metal spike. However it was found that the land where the injury was sustained was not council owned land.
- One complaint for Economic Development was about pedestrian safety on the High Street, asking for clarification on several points regarding pedestrian crossings and traffic regulations. This information was supplied to the complainant.
- One complaint was against Environmental Enforcement (but logged as Environmental Services) about an Environmental Enforcement van being parked in a bus stop, meaning that buses were having to drop passengers off in the road. The response apologised and assured the complainant that the responsible officer had been identified and action taken.

1.10 Discrimination

- 1.10.1 Two complaints were *primarily* about alleged discrimination or about unfair disadvantage for people with protected characteristics. These complaints were about Parking Services and Housing Options. Neither were upheld.

1.11 Unreasonable or unreasonably persistent complainants

- 1.11.1 There were no complaints received from unreasonable or unreasonably persistent complainants this quarter.

1.12 Compliments

- 1.12.1 Many compliments have also been received by the Council this quarter. Numbers of compliments received for departments that have also received complaints this quarter are detailed in Appendix E. Details of these complaints can be found below:
- Council Tax received a compliment from a customer, thanking them for helping them set up their council tax account

- Grounds Maintenance received a compliment for doing a wonderful job cutting down a hedge backing onto the customer's property
- Customer Services received three compliments:
 - One compliment was thanking one customer service assistant in particular for staying in late to process a payment for the customer
 - The web team received a compliment for resolving a complaint swiftly
 - A customer gave the team in the Gateway a box of chocolates to thank them for finding their item of lost property
- Environmental Services received 12 compliments:
 - Two were thanking the team for sorting out problems with missed collections swiftly
 - Four were thanking collection crews for a good service, including working hard on a Saturday
 - Three compliments were for cleansing teams, thanking them for their hard work
 - One was thanking the bulky item collection crew for a fast and efficient collection
 - One compliment was for the workers at the Tovil recycling centre
 - One compliment was for swiftly removing some fly tipping that had been reported

1.12.2 In addition to those compliments detailed in Appendix E; two departments received compliments but no complaints this quarter. These departments are Legal Services and Communications:

- An officer from Legal Services received a letter of thanks from a resident for the help given to them whilst trying to resolve a property dispute
- Communications received two compliments via twitter for the speed and efficiency in dealing with enquiries from the council's social media

1.12.3 A letter was published in the Kent Messenger on the 13th December praising the Maidstone Borough Council commercial waste service as 'efficient and cost effective'.

1.12.4 Four compliments were received via Twitter and one compliment was received via Facebook this quarter.

1.13 Methods of Contact

1.13.1 Complaints were received by the following methods of contact this quarter:

- 1 (0.6%) was made by social media
- 47 (29.2%) were made by email
- 8 (5.0%) were made face to face
- 28 (17.4%) were made by post
- 77 (47.8%) were made by telephone

1.14 Payments

1.14.1 The cost of payments, compensation, refunds and cancelled charges as a result of complaints in October-December 2013 are set out in Appendix D.

1.15 Alternative Action and why not Recommended

1.15.1 The Council could choose not to monitor complaints handling but this would impact severely on the Council's ability to use complaints as a business improvement tool.

1.16 Impact on Corporate Objectives

1.16.1 Customer service is a core value and one of the Council's priorities is Corporate and Customer Excellence. Management of complaints is critical to the success of this objective.

1.17 Risk Management

1.17.1 Failure to manage complaints in a robust fashion represents a service, financial and reputational risk to the Council. Regular reports are produced for CLT and also presented to the Strategic Leadership and Corporate Services Overview and Scrutiny Committee. Monitoring is carried out by the Research and Performance Officer.

1.18 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

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1.18.1 Financial Implications

All financial implications are set out in Appendix D

1.19 Appendices

Appendix A: Quarter 3 2013/2014 Complaints Categorisation and Timeliness

Appendix B: Quarter 3 2013/2014 Complaints Satisfaction Surveys

Appendix C: Quarter 3 2013/2014 Stage 2 Complaints

Appendix D: Quarter 3 2013/2014 Payments

Appendix E: Quarter 3 2013/2014 Complaints Comparison Figures and Compliments

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:

.....

Appendix A: 2013-2014 Quarter 3 Complaints Categorisation and Timeliness

| Service | Number | On time | Late | % on time | Service | Policy | Staff | Time taken | Lack of contact | Discrimination |
|---------------------------|------------|------------|-----------|-------------|------------|-----------|-----------|------------|-----------------|----------------|
| Benefits | 2 | 2 | 0 | 100 | 0 | 0 | 1 | 1 | 0 | 0 |
| Bereavement Services | 3 | 3 | 0 | 100 | 2 | 0 | 1 | 0 | 0 | 0 |
| Council Tax | 9 | 8 | 1 | 88.9 | 8 | 0 | 0 | 1 | 0 | 0 |
| Customer Services | 8 | 8 | 0 | 100 | 6 | 0 | 2 | 0 | 0 | 0 |
| Development Management | 22 | 17 | 5 | 77.3 | 13 | 3 | 3 | 0 | 3 | 0 |
| Economic Development | 2 | 2 | 0 | 100 | 0 | 2 | 0 | 0 | 0 | 0 |
| Electoral Registration | 2 | 2 | 0 | 100 | 1 | 0 | 1 | 0 | 0 | 0 |
| Environmental Enforcement | 6 | 5 | 1 | 83.3 | 3 | 0 | 3 | 0 | 0 | 0 |
| Environmental Services | 53 | 53 | 0 | 100 | 48 | 0 | 2 | 3 | 0 | 0 |
| Finance | 1 | 1 | 0 | 100 | 1 | 0 | 0 | 0 | 0 | 0 |
| Grounds Maintenance | 1 | 1 | 0 | 100 | 1 | 0 | 0 | 0 | 0 | 0 |
| Housing Options | 16 | 13 | 3 | 81.3 | 8 | 4 | 3 | 0 | 0 | 1 |
| Licensing | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| Parking Services | 12 | 12 | 0 | 100 | 5 | 1 | 5 | 0 | 0 | 1 |
| Parks and Leisure | 17 | 14 | 3 | 82.4 | 14 | 1 | 1 | 0 | 1 | 0 |
| Planning Enforcement | 3 | 3 | 0 | 100 | 1 | 0 | 1 | 0 | 1 | 0 |
| Private Sector Housing | 2 | 2 | 0 | 100 | 1 | 0 | 1 | 0 | 0 | 0 |
| Spatial Planning | 1 | 1 | 0 | 100 | 0 | 1 | 0 | 0 | 0 | 0 |
| TOTAL | 161 | 147 | 14 | 91.3 | 112 | 12 | 25 | 5 | 5 | 2 |

Appendix B: 2013-2014 Quarter 3 Complaint Handling Satisfaction Survey Responses

| Service | Total | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|------------------------|------------|----------------|-----------|------------------------------------|--------------|-------------------|
| Benefits | 1 | 1 | 0 | 0 | 0 | 0 |
| Bereavement Services | 3 | 0 | 0 | 0 | 2 | 1 |
| Council Tax | 4 | 0 | 1 | 0 | 0 | 3 |
| Development Management | 7 | 1 | 1 | 0 | 2 | 3 |
| Economic Development | 1 | 0 | 0 | 0 | 1 | 0 |
| Environmental Health | 1 | 0 | 0 | 0 | 0 | 1 |
| Environmental Services | 24 | 6 | 6 | 5 | 0 | 7 |
| Parking* | 2* | 1 | 0 | 0 | 0 | 0 |
| Parks and Leisure | 3 | 0 | 0 | 0 | 1 | 2 |
| Planning Enforcement | 2 | 0 | 0 | 0 | 2 | 0 |
| TOTAL | 48* | 9 | 8 | 5 | 8 | 17 |

* One survey for parking services was returned with multiple answers selected. It was not possible to know which answer the respondent intended to give. Therefore the answer to the question on complaint handling satisfaction has not been counted.

Appendix C: 2013-2014 Q3 Stage 2 Complaints

| Service | Number of S2s | Number Justified | Number Unjustified | Number resulting in payments |
|---------------------------|----------------------|-------------------------|---------------------------|-------------------------------------|
| Bereavement Services | 1 | 0 | 1 | 0 |
| Community Safety | 1 | 0 | 1 | 0 |
| Council Tax | 6 | 1 | 5 | 0 |
| Customer Services | 1 | 0 | 1 | 0 |
| Development Management | 8 | 2 | 6 | 0 |
| Electoral Registration | 1 | 0 | 1 | 0 |
| Environmental Enforcement | 1 | 1 | 0 | 0 |
| Environmental Services | 2 | 2 | 0 | 1 |
| Housing Options | 4 | 2 | 2 | 0 |
| Parking Services | 4 | 2 | 2 | 1 |
| Parks and Leisure | 7 | 5 | 2 | 0 |
| Planning Enforcement | 2 | 1 | 1 | 0 |
| Spatial Planning | 1 | 0 | 1 | 0 |
| TOTAL | 39 | 16 | 23 | 2 |

Appendix D: 2013-2014 Quarter 3 Complaints Payments and Refunds

| Service | Stage | Amount | Reason |
|------------------------|--------------|----------------|---------------------------------------------------------------------------------------------------|
| Council Tax | 1 | £4 | Money paid to cover travel costs due to a wasted journey into Maidstone to pay a council tax bill |
| Customer Services | 1 | £43.48 | Replacing a lost PE kit that was wrongly thrown away |
| Environmental Services | 2 | £22.50 | Refund of a bulky item collection fee due to repeated errors in arranging the bulky collection |
| Environmental Services | 1 | £22.50 | Refund of a bulky item collection fee due to repeated missed collections of the item |
| Parking Services | 2 | £25 | Refund of a parking permit charge due to time and trouble taken to arrange a parking permit |
| Total | | £117.48 | |

Appendix E: Quarter 3 2013/2014 Complaints Comparison Figures and Compliments

| Service | Number of Complaints Q3 2013/2014 | Number of Complaints Year to Date | Number of Complaints Q2 2013/2014 | Number of Complaints Q3 2012/2013 | Total Number of Complaints for 2012/2013 | Compliments Quarter 3 2013/2014 |
|---------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------------|---------------------------------|
| Benefits | 2 | 10 | 3 | 6 | 17 | 0 |
| Bereavement Services | 3 | 3 | 0 | 1 | 5 | 0 |
| Council Tax | 9 | 34 | 9 | 5 | 28 | 1 |
| Customer Services | 8 | 27 | 18 | 2 | 10 | 3 |
| Development Management | 22 | 48 | 15 | 9 | 40 | 0 |
| Economic Development | 2 | 5 | 2 | 6 | 52 | 0 |
| Electoral Registration | 2 | 2 | 0 | 2 | 4 | 0 |
| Environmental Enforcement | 6 | 21 | 8 | 21 | 49 | 0 |
| Environmental Services | 53 | 150 | 77 | 8 | 83 | 12 |
| Finance | 1 | 1 | 0 | 0 | 0 | 0 |
| Grounds Maintenance | 1 | 3 | 1 | 1 | 3 | 1 |
| Housing Options | 16 | 43* | 14* | 14* | 55* | 0 |
| Licensing | 1 | 2 | 1 | 1 | 1 | 0 |
| Parking Services | 12 | 34 | 12 | 15 | 47 | 0 |
| Parks and Leisure | 17 | 28 | 7 | 2 | 15 | 0 |
| Planning Enforcement | 3 | 5 | 0 | 2 | 9 | 0 |
| Private Sector Housing* | 2 | 2 | - | - | - | 0 |
| Spatial Planning | 1 | 3 | 2 | 1 | 5 | 0 |

*Private Sector Housing and Housing Options complaints were counted together until Q3 of 2013/2014. However the majority of complaints have consistently been about Housing Options.

Agenda Item 9

MAIDSTONE BOROUGH COUNCIL

STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 4 MARCH 2014

REPORT OF HEAD OF POLICY AND COMMUNICATIONS

Report prepared by Clare Wood

1. QUARTER 3 KPI PERFORMANCE REPORT

1.1 Issue for Decision

- 1.1.1 The Committee are asked to consider progress made in the third quarter of 2013/14 for the Council's key performance indicators (KPIs) and recommend action as appropriate.

1.2 Recommendation of the Head of Policy & Communications

1.2.1 That the Committee:

- a) Note the out-turns of the KPIs (Appendix A), definitions are included for reference at Appendix B;
- b) Note the following additional indicators that are unlikely to achieve the annual target (by more than 10%):
 - E&S 001 – Work experience placements delivered across the council;
 - E&S 002 – Number of employers that have engaged with NEETs;
 - HSG 005 – Number of households prevented from becoming homeless through intervention of housing advice;
 - CTC 001 – Average wait time for calls to the contact centre
 - PIT 002 – Satisfaction with complaint handling;
 - CTC 004 – Proportion of avoidable contact;
 - BIM 003abc – Percentage of customer contacts made a) in person, b) online, c) by phone;
 - BIM 004- Reduction in the number of out-going post items;
 - WCN 006 – Missed bins (per 100,000 collections).
- c) Agree any other areas where further action is required; and

- d) Note the review of performance indicators that will be undertaken by the Head of Policy & Communications and the Performance and Scrutiny Officer with Overview and Scrutiny Members as part of the refreshed Strategic Plan.

1.3 Reasons for Recommendation

- 1.3.1 The Council has set 71 Key Performance Indicators (KPIs) in the Strategic Plan 2011-15, 2013-14 update. There are 39 indicators that can be reported at the quarter 3 point to check if the authority is on track to meet its 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 third quarter shows an under spend of £0.87 million, with 102 out of 232 cost centres under spending. The majority of the under spend is focused on employee costs and increased fees and charges income.

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. A more in depth profile of the borough is included at Appendix C for reference.

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 3 with the 2012/13 quarter 3 out-turn.
- 1.5.3 The following tables show the status of the key performance indicators in relation to target and direction of travel.

| Priority | Green | Amber | Red | N/A ¹ | Total |
|---------------------------------|--------------|--------------|--------------|------------------|-------|
| A growing economy | 2 (33.3%) | 2 (33.3%) | 2 (33.3%) | 0 | 6 |
| A decent place to live | 8 (61.5%) | 4 (31%) | 1 (7.5%) | 3 | 16 |
| Corporate & Customer Excellence | 4 (25%) | 5 (31%) | 7 (44%) | 1 | 17 |
| Total | 14 (40%) | 11 (31%) | 10 (29%) | 4 | 39 |

| Priority | Up | Across | Down | N/A | Total |
|---------------------------------|-------------|---------|-------------|-----|-------|
| A growing economy | 1 (25%) | 0 | 3 (75%) | 2 | 6 |
| A decent place to live | 3 (43%) | 1 (14%) | 3 (43%) | 9 | 16 |
| Corporate & Customer Excellence | 6 (40%) | 0 | 9 (60%) | 2 | 17 |
| Total | 10 (39%) | 1 (4%) | 15 (57%) | 13 | 39 |

- 1.5.4 Overall, 40% (14) performance indicators have been rated green (currently on target), compared to 46.4% (13) at the same point in 2012/13. Of the 26 KPIs where direction can be assessed, 38% (10) have improved when comparing 2012/13 quarter 3 with that of 2013/14. The table below shows a comparison of the indicator rating and direction for quarter 3 2013/14 and 2012/13.

| Ratings | Green | Amber | Red | N/A | Total |
|------------|---------------|---------------|-------------|-----|-------|
| Q3 2012/13 | 13 (46.4%) | 13 (46.4%) | 2 (7.2%) | 0 | 28 |
| Q3 2013/14 | 14 (40%) | 11 (31%) | 10 (29%) | 4 | 39 |

| Ratings | Up | Across | Down | N/A | Total |
|------------|-------------|-----------|-------------|-----|-------|
| Q3 2012/13 | 12 (45%) | 0 | 15 (55%) | 1 | 28 |
| Q3 2013/14 | 10 (39%) | 1 (4%) | 15 (57%) | 13 | 39 |

¹ N/A's are not included in percentage calculations

- 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.
- 1.5.6 Of the 11 indicators that were rated amber, this quarter, the performance for 8 of these was only 5% away from target and five of these were within 2% of target. There is historic data for four of the indicators and based on this data is it possible that 2 of these will achieve the annual target.
- 1.5.7 In October 2013 the Council underwent a Corporate Peer Review. They found that although we have a robust arrangement for the scrutiny of performance management they felt that the Council's key performance indicators should be reviewed to ensure they were strategic and outcome focused. The key performance indicator set and actions have been reviewed as part of the Strategic Plan Refresh 2014/15 and will be further reviewed with members of the Corporate Service and Strategic Leadership Overview and Scrutiny Committee in March.

For Maidstone to have a growing economy

| Green | Amber | Red | N/A | Total |
|--------------|--------------|--------------|------------|--------------|
| 2 (33.3%) | 2 (33.3%) | 2 (33.3%) | 0 | 6 |
| Up | Down | Same | N/A | Total |
| 1 (25%) | 3 (75%) | 0 | 2 | 6 |

- 1.5.8 Within the priority for Maidstone to have a growing economy there are six indicators that can be rated, of which two (33.3%) have been rated green, two amber and two red. Of these, performance has improved for one indicator, declined for three and two indicators cannot be rated as they were new indicators for 2013/14.
- 1.5.9 The number of people claiming Job Seekers Allowance (JSA) (LVE 002) has continued to fall over the course of the year and currently stands at just 1.8%. This is extremely positive considering that at the end of 2012/13 there were 2.6% of people claiming JSA. This equates to a drop of 810 people claiming this benefit since the start of the year. This could be due to people coming off out of work benefits and returning to education as well as returning to or entering employment. When compared to other local authority's

data Maidstone is in the upper median nationally (top quartile performance is 1.5% or less).

- 1.5.10 Although income from Pay and Display car parks (PKG 002) has declined marginally compared to quarter 3 in 2012/13 performance is on track to achieve the annual target.
- 1.5.11 The Council's Skills and Employability programme has progressed with a coffee morning held in quarter 3 (E&S 002). Unfortunately it was not very well attended. This has been followed up with Job Centre Plus whose role it is to promote the opportunity. A new Skills & Employability Officer will be in post in March and until then there is limited capacity to deliver the programme therefore it is expected that the annual target will not be achieved for this indicator. It is likely that the target for delivering work experience placements in the council will also not be achieved. When the target was originally set it was expected that some work experience placement would take place with partners. Maidstone Studios have offered to host a coffee morning to enable this to happen and this will be followed up when the new Employability & Skills Officer is in post.
- 1.5.12 There were 26 commercial planning applications that were determined during quarter 3, of which 17 were determined within statutory timescales. All of the applications that were out of time went through Planning Committee. It is likely that the annual target will be marginally missed.

For Maidstone to be a decent place to live²

| Green | Amber | Red | N/A | Total |
|--------------|--------------|-------------|------------|--------------|
| 8 (61.5%) | 4 (31%) | 1 (7.5%) | 3 | 16 |
| Up | Down | Same | N/A | Total |
| 3 (43%) | 3 (43%) | 1 (14%) | 9 | 16 |

- 1.5.13 There are 16 indicators that are reported quarterly for this priority, of which 61.5% (8) have been rated green, 31% (4) amber and 1 red. Performance has improved for three indicators, been sustained for one and declined for three.
- 1.5.14 In relation to housing the Council is on track to deliver 200 affordable homes (HSG 001) this year, so far 172 have been

² Data is currently unavailable for WCN 001 & 002 and HSG 004 for rating purposes they have been rated N/A and therefore are not included in percentage calculations – for further detail see appendix A

delivered and in addition 234 private sector homes have been improved (HSG PS 003) exceeding the annual target early.

- 1.5.15 The processing of residential planning applications (DCV 003) has marginally missed the quarterly target. For the year to date 120 residential applications have been received, this is a decline of 12% in the volume compared to the same period last year. Due to the performance issues that were experienced in the first quarter of 2013/14 it is expected that the annual target will be marginally missed. Performance is on track for the average time taken to process minor and other applications (DCV 014bc). Major applications (DCV 014a) are currently showing as marginally over target for the year to date however it is expected that the annual target will be met.
- 1.5.16 Currently there is no data available for the percentage of waste sent for recycling (WCN 001) and the residual household waste (WCN 005) as there has been a delay in the data coming from KCC. This is due to a more complex calculation required to determine the food and recycling tonnage as this waste is taken to a transfer station and no longer directly delivered to the treatment facility.
- 1.5.17 There is also currently no data for the average time taken to process and notify applicants on the housing register (HSG 004) due to a data quality issue over the calculation of the data. A data quality audit will be undertaken to ensure that all future returns are calculated accurately and updated in time for Q4 2013/14.
- 1.5.18 The Maidstone Families Matter programme is progressing however, although referrals are being made many did not meet enough of the government criteria to be accepted on to the programme. Changes are being made to allow professional discretion to be used, meaning that anti-social behaviour and education criteria can be accepted on the advice of the relevant professional. This will allow more families to be accepted onto the Maidstone Families Matter programme.

Corporate & Customer Excellence

| Green | Amber | Red | N/A | Total |
|------------|------------|------------|-----|-------|
| 4 (25%) | 5 (31%) | 7 (44%) | 1 | 17 |
| Up | Down | Same | N/A | Total |
| 6 (40%) | 9 (60%) | 0 | 2 | 17 |

- 1.5.19 Of the 17 indicators relating to this priority four have been rated green, five amber and seven red. Performance has improved for six, declined for nine and two cannot be rated.
- 1.5.20 The percentage of non-domestic rates collected (R&B 005) achieved the quarterly target and performance has improved slightly compared to last year. Council tax collection (R&B 006) is marginally behind target however there is a robust recovery plan and the Head of Revenues and Benefits is confident that the annual target will be achieved.
- 1.5.21 Sickness absence (HRO 001) has reduced since quarter 2 and is now showing less than nine days per employee. Although this is positive the HR Head of Service thinks it is likely that the annual target will be marginally missed as they are aware of two cases which could cause long-term sickness.
- 1.5.22 At quarter 2 none of the channel shift indicators (BIM 003 and BIM 004) had achieved their quarterly targets. At quarter 3 performance has improved with the quarterly target met for reduction in out-going post items (BIM 004) and the percentage of customer contacts made in person in the Gateway (BIM 003a) has improved compared to the quarter 3 2012/13. Overall, contacts to the council have decreased however the majority of this is a decline in web visits which has been noticeable since the new website was launched. This could be a result of the improved layout which means information is easier to find. The quarter 3 out-turn for the reduction in number of out-going post items is showing that the quarterly target has been achieved however it should be noted that the previous year, which performance is measured against, includes the post for the Police Commissioners election. It is expected that whilst none of these indicators will achieve the annual target, the council is heading in the right direction with regard to the customer service improvement programme.

1.6 Alternative Action and why not Recommended

- 1.6.1 The Key Performance Indicators reflect local priorities and measure progress towards the Council's Strategic Outcomes. They are the Council's top level actions and indicators and are linked to the Council's Strategic Plan.
- 1.6.2 Not monitoring progress against the Strategic Plan 2011-15 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, planning applications and council tax collection.

1.8 Risk Management

- 1.8.1 The production of robust performance reports contributes to ensuring that the view of the Council'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
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

| |
|---|
| X |
| X |
| |
| |
| X |
| |
| |
| |
| |

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 actions and indicators cover and are used to monitor a number of priority areas.

1.10 Relevant Documents

Strategic Plan 2011-15

1.10.1 Appendices

Appendix A – Quarter 3 KPI Performance Report - 2013/14.

Appendix B – Indicator Definitions 2013/14

Appendix C – Borough Profile

| <u>IS THIS A KEY DECISION REPORT?</u> | | <u>THIS BOX MUST BE COMPLETED</u> | |
|-----------------------------------------------|--------------------------|------------------------------------------|-------------------------------------|
| Yes | <input type="checkbox"/> | No | <input checked="" type="checkbox"/> |
| If yes, this is a Key Decision because: | | | |
| | | | |
| Wards/Parishes affected: | | | |
| | | | |

Quarter 3 Key Performance Indicator Report 2013/14

Understanding Performance Tables

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|--------|-----------------------|------------|------------|------------|------------|--------|------------|---------|--------|---------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |

Quarterly Data reported throughout the year.

This is the performance measure.

Direction of Travel (DoT) shows change compared to the previous year please see keys to symbols below.

The unique reference number.

Results for previous year so that comparisons can be made.



Values and Targets for the financial year 2013/14.





The status symbol shows if the target has been achieved please see keys to symbols below.

Key to performance ratings

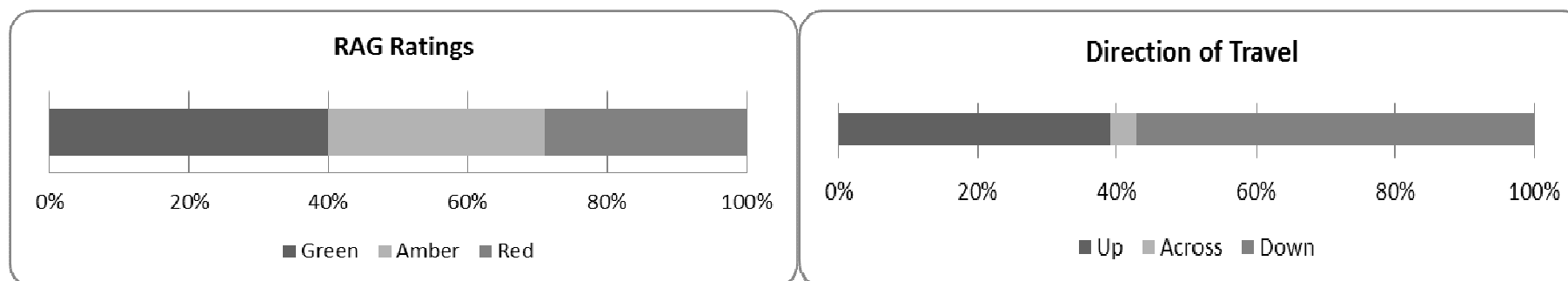
33

Performance indicators are judged in two ways; firstly on whether performance has improved, been sustained or declined, compared to the same period in the previous year for example, 2013/14 quarter 3 out-turns will be compared against 2012/13 quarterly out-turns. This is known as Direction. Where there is no previous data no assessment of Direction can be made. The second way in which performance is assessed looks at whether an indicator has achieved the target set and is known as PI status. Some indicators will show an asterisk (*) after the figure, these are provisional out-turns that are awaiting confirmation. Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.

| 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 |

Quarter 3 Key Performance Indicator Report 2013/14



For Maidstone to be a growing economy

Objective 1. A transport network that supports the local economy

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|---------|------------|---------|---------|---------------------|---------------------------------------------------------------------------------------|------------|
| | | | | | Value | Target | | YTD | Target | | | |
| PKG 002 | Income from pay and display car parks per space | £304.15 | £228.05 | £223.66 | £301.29 | £261.90 | | £753.00 | £970.00 | Jeff Kitson |  | GREEN |
| PKG 007 | Number of onboard Park & Ride bus transactions | 114,556 | 90,246 | 90,847 | 106,662 | 112,000 | | 287,755 | 400,000 | Jeff Kitson |  | AMBER |
| | Park & Ride patronage has been in decline at about -6% year on year for a number of years. Changes to the service and renewed promotion have reduced this deficit to around -4% for the year to date. Work continues with the contractor and as part of the procurement process (new contract in April 2014) to continue to improve patronage levels in the longer term. | | | | | | | | | | | |

Quarter 3 Key Performance Indicator Report 2013/14

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 | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|--------|------------|---------|--------|----------------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |
| DCV 001 | Percentage of commercial planning applications completed within statutory timescales | 96.15% | 83.87% | 90.48% | 65.39% | 90.00% | | 81.82% | 90.00% | Rob Jarman | ↓ | AMBER |
| | A large proportion of the commercial applications had to be reported to planning committee and this combined with the lower overall numbers determined meant a poorer performance. | | | | | | | | | | | |
| E&S 001 | Work experience placements delivered (by the Council) across the borough | ? | 21 | 3 | 6 | 15 | | 30 | 50 | Ellie Kershaw | ? | RED |
| | A coffee morning was held in this quarter but it was not well attended. It is job centre responsibility to bring candidates. We have met with them about better promoting the opportunity. We also plan to hold a event at the depot in order to offer a wider variety of roles. | | | | | | | | | | | |
| E&S 002 | Number of employers that have engaged with NEETs (not in education, employment or training) through MBC | ? | 0 | 17 | 0 | 25 | | 17 | 100 | John Foster; Ellie Kershaw | ? | RED |
| | No employers have been engaged as the employability and skills project officer left her post in October and has not yet been replaced. The replacement will be in the Economic Development team. They have interviewed and expect the new officer to start in March. Until that time, there is no capacity to undertake this work. | | | | | | | | | | | |
| LVE 002 | Percentage of people claiming Job Seekers Allowance | 2.4% | 2.2% | 2% | 1.8% | 2.7% | | 2% | 2.7% | John Foster | ↑ | GREEN |
| | Maidstone is currently joint fourth out of the twelve Kent districts for the percentage of people claiming job seekers allowance, with the same out-turn as Canterbury. Sevenoaks (1.2%), Tonbridge & Malling were third and second respectively and Tunbridge Wells' out-turn was top at just 0.9%. | | | | | | | | | | | |

Quarter 3 Key Performance Indicator Report 2013/14












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 | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|------------|---------------------------------------------------------------------------------------|------------|-------------|-------------|-------------|-------------|------------|-------------|-------------|---------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |
| DCV 003 | Percentage of residential planning applications processed within statutory timescales | 59.62% | 62.16% | 77.50% | 72.09% | 75.00% | | 70.83% | 75.00% | Rob Jarman | ↑ | AMBER |
| DCV 014 a | Average time taken (weeks) to process planning applications (Majors) | ? | 22.70 weeks | 32.24 weeks | 17.75 weeks | 24.00 weeks | | 24.40 weeks | 24.00 weeks | Rob Jarman | ? | AMBER |
| | Median: 12.85 weeks | | | | | | | | | | | |
| DCV 014 b | Average time taken (weeks) to process minor planning applications | ? | 15.47 weeks | 9.83 weeks | 10.27 weeks | 15.00 weeks | | 11.72 weeks | 15.00 weeks | Rob Jarman | ? | GREEN |
| | Median: 7.85 weeks | | | | | | | | | | | |
| DCV 014 c | Average time taken (weeks) to process other planning applications | ? | 8.84 weeks | 8.1 weeks | 8.94 weeks | 11.00 weeks | | 8.59 weeks | 11.00 weeks | Rob Jarman | ? | GREEN |
| | Median: 7.57 weeks | | | | | | | | | | | |
| HSG 001 | Number of affordable homes delivered (gross) | 39 | 70 | 31 | 71 | 102 | | 172 | 200 | John Littlemore | ↑ | GREEN |
| HSG PS 003 | Number of private sector homes improved | ? | 65 | 101 | 68 | 45 | | 234 | 180 | John Littlemore | ? | GREEN |

Quarter 3 Key Performance Indicator Report 2013/14

Objective 4. Continue to be a clean and attractive environment for people who live in and visit the borough


| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD 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) | 1.67% | 1.10% | 1.67% | 1.67% | 1.70% | | 1.67% | 1.70% | Jennifer Shepherd |  | GREEN |
| DEP 007 37 | Percentage of fly-tipping reports responded to within one working day | 99.14% | 97.24% | 98.74% | 99.77% | 99.00% | | 98.59% | 99.00% | Jennifer Shepherd |  | AMBER |
| | During quarter 1 and 2 the quarterly target was marginally missed due to the cleansing staff being diverted to non-street cleaning duties for a short period. It is possible that the annual target could be achieved however as the current quarter 3 performance is the highest out-turn this indicator has achieved in the past three years therefore the Policy and Performance officer believes that the annual target will be marginally missed. | | | | | | | | | | | |
| WC N 001 | Percentage of household waste sent for reuse, recycling and composting (NI 192) | 41.61% | 46.26% | 46.30% |  | 48.00% | |  | 48.00% | Jennifer Shepherd |  |  |
| WC N 005 | Residual household waste per household (NI 191) | 119.51 | 116.47 | 111.26 |  | 109.20 | |  | 420.00 | Jennifer Shepherd |  |  |
| DCE 001 | Percentage of planning enforcement cases signed off within 21 days | 95.12% | 95.1% | 94.92% | 88.00% | 90.00% | | 92.81% | 90.00% | Rob Jarman |  | GREEN |

Quarter 3 Key Performance Indicator Report 2013/14

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 | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|--------------|------------|---------|--------------|---------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |
| HSG 004 | Average time taken to process and notify applicants on the housing register (days) | 3.6 | 25.6 | 12.0 | ? | 3.5 | | ? | 3.5 | Neil Coles | ? | ? |
| | A data quality issue has been identified with this indicator. A full data quality audit will now be undertaken to ensure that future returns are accurate. | | | | | | | | | | | |
| HSG 005 | Number of households prevented from becoming homeless through the intervention of housing advice | 204 | 64 | 118 | 91 | 112 | | 273 | 450 | Neil Coles | ↓ | RED |
| | Performance remains below target due to difficulties in resolving tenancy disputes and accessing new tenancies as a result of the high demand for housing across Maidstone. Work is on-going with partner agencies to improve our effectiveness in intervening in the private rented sector to address this area of concern. | | | | | | | | | | | |
| MFM 001 a | Number of families accepted on the Maidstone Families Matter programme | ? | 76 | 49 | 2 | 30 | | 127 | 161 | Ellie Kershaw | ? | AMBER |
| | Whilst referrals have been made in this quarter, many families have not hit enough criteria. As well as us continuing to encourage partners to make nominations, KCC will be running a data trawl to see if they can fill any spaces in this way. A new professional discretion has been added, meaning that Anti-Social Behaviour and education can now be accepted on the say so of the relevant professional and not only via hard data. A meeting is set with the Community Safety Unit to see how this affects families that were nominated but previously not accepted. | | | | | | | | | | | |
| MFM 001 b | Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with | ? | 22.37% | 59.18% | 850.00% | Set Baseline | | 49.61% | Set Baseline | Ellie Kershaw | ? | GREEN |



Quarter 3 Key Performance Indicator Report 2013/14

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|--------|------------|---------|--------|---------------------|-------------------------------------------------------------------------------------|------------|
| | | | | | Value | Target | | Value | Target | | | |
| | The percentage for this indicator shows as being particularly high for this quarter because only 2 new families were accepted whilst existing families were engaged. When put into a cumulative context the out-turn makes more sense. A total of 17 families were engaged with during quarter 3 with 127 referrals made for the year to date. | | | | | | | | | | | |
| R&B 004 | Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181) | 10.16 | 10.91 | 7.74 | 10.29 | 10.00 | | 9.53 | 10.00 | Steve McGinnes |  | GREEN |

Corporate & Customer Excellence

Objective 6. Services are customer focused and residents are satisfied with them

6.1

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------|-------------|------------|------------|------------|----------------|------------|---------------------|---------------------------------------------------------------------------------------|------------|
| | | | | | Value | Target | | Value | Target | | | |
| CTC 001 | The average wait time for calls into the Contact Centre (Seconds) | 41 seconds | 221 seconds | 276 seconds | 95 seconds | 70 seconds | | 197.33 seconds | 70 seconds | Sandra Marchant |  | RED |
| | There has been a massive improvement in the average wait times for calls into the Contact Centre during the last quarter but unfortunately the overall target has still not been met. The average wait time has dropped from 4 minutes 35 seconds down to 1 minute 35 seconds. October's figure was still high at just over 2 minutes but we were under target during December at 60 seconds. The main reasons for the improvement is a 13% decrease in the overall number of calls answered mainly due to the new Waste contract settling down and also the new CSAs who are now trained in various services. Training of all CSAs continues to expand the breadth of services each of them can handle. | | | | | | | | | | | |
| CTC 002 | Percentage of Visitors to the Gateway responded to by a CSA within 20 minutes | 77.41% | 79.93% | 59.38% | 80.56% | 75.00% | | 72.97% | 75.00% | Sandra Marchant |  | AMBER |
| | Although the quarter 3 result is an improvement on that of the previous quarters for 2013 this indicator is marginally behind the year to date target. It is still possible that the annual target will be achieved however, it should be noted that quarter 3 generally performs the | | | | | | | | | | | |


Quarter 3 Key Performance Indicator Report 2013/14

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|--------|------------|---------|--------|---------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |
| | best and an out-turn of at least 80.5% will be required for the quarter 4 period in order for the annual target to be met. Based on the last two years of performance data this is unlikely. | | | | | | | | | | | |
| PIT 001 | Percentage of complaints resolved within the specified timescale | 96.08% | 95.75% | 97.14% | 91.30% | 95% | | 94.65% | 95% | Angela Woodhouse | ↓ | AMBER |
| | The number of complaints received for quarter 3 is comparable to the volume in quarter 2. The team will follow up with managers to emphasise the importance of responding to complaints on time. It is still possible that the annual target could be met as in 2012/13 quarter 4 performed the best. | | | | | | | | | | | |
| PIT 002 | Satisfaction with complaint handling | 35% | 20% | 40% | 36.17% | 45% | | 35.37% | 45% | Angela Woodhouse | ↑ | RED |
| | The number of complaints dealt with out of time has increased which may have impacted on this result. Quarter three results for the past three years has been lower than quarter 1 and quarter 2. Effective complaints training took place in January 2014 which we hope will improve responses to complaints and satisfaction however it is unlikely that the annual target will be achieved. | | | | | | | | | | | |
| R&B 009 | Overall satisfaction with the benefits service | 85.98% | 88.57% | 93.86% | 88.98% | 80% | | 90.29% | 80% | Steve McGinnes | ↑ | GREEN |

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

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|-----------|------------------------------------------------------------------------------|------------|------------|------------|------------|--------|------------|---------|--------|---------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |
| BIM 003 a | Percentage of customer contacts made in person in the Gateway | 7.73% | 7.80% | 8.75% | 7.67% | 7.25% | | 8.07% | 7.00% | Georgia Hawkes | ↑ | RED |
| BIM 003 b | Percentage of customer contacts made online by visiting the councils website | 75.39% | 75.77% | 71.00% | 72.85% | 76.50% | | 73.37% | 77.00% | Georgia Hawkes | ↓ | AMBER |
| BIM 003 c | Percentage of customer contacts made by phone through the contact centre | 16.89% | 16.43% | 20.25% | 19.49% | 16.25% | | 18.56% | 16.00% | Georgia Hawkes | ↓ | RED |

Quarter 3 Key Performance Indicator Report 2013/14

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|--------|------------|---------|---------|---------------------|-------------------------------------------------------------------------------------|------------|
| | | | | | Value | Target | | Value | Target | | | |
| 41 | <p>Overall contacts to the Council are down by 40,273 compared to the same quarter last year. A large decrease in web visits accounts for most of this figure (the website had 149,613 visits in Q3 2013/14 compared to 182,316 in the same period last year) and has subsequently skewed the other two contact percentages. Targets for web visits as a percentage of total contacts is off target by around 4% this quarter and 3% year to date. This reduction in the number of visits has been noticeable since we launched the redesigned site in May 2013, though we have seen the number of pages being visited on each visit increase and the number of one page visits decrease. This would point to the customer being able to find more of the information they need and being able to navigate the site better. The fact that the customer finds what they want first time might mean that they have had to make less repeat visits to our site. The number of transactions being carried out online has increased despite the reduction in visits and 8% of visits now result in a transaction, the majority being payments. Put simply, people are staying longer and doing more on our new site, which industry research shows is a good thing.</p> <p>We have also seen a significant drop in face to face visits - 2942 fewer in Q3 than the same period last year - with big reductions in casual callers and for housing enquiries and this has meant we have only narrowly missed our Q3 target by less than 1%. Targets for telephone calls as a percentage of all contacts is off target this quarter by nearly 3% because of the effect of less website visits to the overall percentage. The number of calls answered has actually reduced: overall 816 fewer compared to Q3 last year. We have also seen an increase in the volume of calls for waste services due to the introduction of the new joint contract, an increase of 2847 for waste calls on the same period last year which equates to a 50% increase. However, whilst the drop in calls answered by the Contact Centre is a positive result for this indicator, the numbers of calls being made to the Contact Centre is slightly higher than in Q3 last year, 44,378 compared with 42,612. This means that we have answered fewer of the calls that are being made to the Contact Centre.</p> | | | | | | | | | | | |
| BIM 004 | Reduction in number of out-going post items | N/A | -3.83% | 9.54% | -10.86% | -8.25% | | -1.87% | -11.00% | Georgia Hawkes |  | RED |
| | <p>As at the third quarter there is an overall reduction in post of 5364 items or 2%, so the indicator is off target. In reality the result is probably worse than this because the post figures for last year for Electoral Registration included post for the Police Commissioner Elections, which we have so far been unable to remove from the figures. Therefore, the reduction in post of 12,683 from this time last year in Electoral Registration is not a fair measure of the Council's performance. There are 2 departments where there have been significant increases: Council Tax had an additional 14319 post items- the service believes this is because of more than 6000 benefit recipients who have had to pay something towards their Council tax for the first time this year. The Council tax department are currently encouraging customers to sign up for ebilling to receive their council tax bill electronically. The other area where post has increased significantly is Development Control with an additional 6207 items this is because MBC is receiving a higher volume of larger planning applications which requires more consultation to be carried out, so in fact this shows a positive sign of improvement in the economy, but the Council needs to look at how it can use other methods of communication for consultations. Many services have reduced the number of items of post they are sending out e.g. Housing by 7953 and Environmental Health by 1394 (this reduction is probably because the new food hygiene scheme was launched in 2012/2013). Business Improvement will work with services to identify ways of reducing post as part of the programme of service improvement reviews being undertaken over the next 3 years. Reductions in post have been</p> | | | | | | | | | | | |

Quarter 3 Key Performance Indicator Report 2013/14

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|-------------|---------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |
| | identified by changing the Parking permit renewal process: paper reminders will be phased out from November 2014, customers are being informed of this as they receive their last paper reminder and being asked if they would like an email reminder. However, the results of this will not be seen in the figures until December 2014. Housing is part way through a Business Improvement review which will look at further ways of reducing the levels of outgoing post, a review is just starting in Bereavement Services and Development Control is currently scheduled for a review to start in April 2014. | | | | | | | | | | | |
| CTC 004 | Avoidable contact: the proportion of customer contact that is of low or no value to the customer (NI 14) | 3.6% | 5.0% | 9.3% | 6.3% | 4.3% | | 6.8% | 4.3% | Sandra Marchant | ↓ | RED |
| | The introduction of the new waste contract over the summer accounted for the high proportion of avoidable contact in quarter 2. For quarter 3 the majority of avoidable contact has been logged as service failure and it is likely that this was still as a result of the new waste contract and customers continuing to report missed bins. It should be noted that there has been a 13% increase in all calls to the contact centre for the year to date (April to December) compared to last year's data. In the same period calls specifically to the waste queue have increased by 96% with an addition 17,231 for the year to date compared to the previous year. | | | | | | | | | | | |
| R&B 005 | Percentage of Non-domestic Rates Collected (BV 010) | 86.48% | 33.48% | 61.12% | 87.82% | 86.48% | | 87.82% | 97.00% | Steve McGinnes | ↑ | GREEN |
| R&B 006 | Percentage of Council Tax collected (BV 009) | 86.98% | 29.90% | 58.20% | 86.74% | 86.98% | | 86.74% | 98.30% | Steve McGinnes | ↓ | AMBER |
| | This indicator has marginally missed the quarterly target however, there is a robust recovery timetable in place and it is likely that the annual target will be achieved. | | | | | | | | | | | |
| R&B 007 | Value of fraud identified by the fraud partnership | £351,074.94 | £281,969.76 | £130,732.55 | £346,687.90 | £187,500.00 | | £759,390.21 | £750,000.00 | Steve McGinnes | ↓ | GREEN |

Quarter 3 Key Performance Indicator Report 2013/14

| PI Ref | Indicator Description | Q3 2012/13 | Q1 2013/14 | Q2 2013/14 | Q3 2013/14 | | Q4 2013/14 | 2013/14 | | Responsible Officer | D | YTD Status |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|-----------|------------|-----------|-----------|---------------------|---|------------|
| | | | | | Value | Target | | Value | Target | | | |
| BIM 002 | Percentage of financial transactions not carried out on-line or by direct debit/standing order | 9.03% | 10.69% | 9.92% | | 10% | | | 10% | Paul Riley | | |
| DCV 009 | Percentage of planning decisions taken under delegation | 92.95% | 92.84% | 94.26% | 93.27% | 92.50% | | 93.51% | 92.50% | Rob Jarman | | |
| HRO 001 /BV 12 43 | Working Days Lost Due to Sickness Absence (rolling year) (BV 12) | 8.50 days | 9.39 days | 9.84 days | 8.51 days | 8.50 days | | 8.51 days | 8.50 days | Dena Smart | | |
| | Although performance has improved since quarter 2 the target is unlikely to be met this year largely due to long term sickness. Several of these people have now left the council and this can be seen by the slowly reducing figure but the absences will continue to be shown in the rolling figures for the 11 months (on a pro-rata basis) after they have left. It should be noted that we are aware of two new cancer cases that could cause further long term sickness issues. | | | | | | | | | | | |
| WC N 006 | Missed bins | 24.84 | 20.51 | 186.04 | 98.47 | 25 | | 102.67 | 25 | Jennifer Shepherd | | |
| | The missed bins are taking longer than expected to return to acceptable levels. Analysis has shown that the main reason for this is the way missed collections are now recorded and the way the operatives use the new in-cab technology to report bins which are not out for collection or are contaminated. This figure currently includes many "missed bins" which should not be classified as such i.e were not out for collection or were collected late due to breakdown or access issues. The IT solution is currently being adapted to ensure it correctly classifies missed collections. | | | | | | | | | | | |

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. |
| 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) (NEW) | 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. |

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|------------------------|----------------------------------------------------------------------------------|-----------|------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Learning & Development | KCC 004 Working age people educated to NVQ level 4 of higher (NEW) | 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 | 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.

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| 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 | KCC 001 Average journey time per mile for key routes (Congestion) | Annual | Aim to minimise | John Newington | This indicator takes advantage of recent technological developments to obtain an unprecedented level of detail about traffic conditions. It is an outcome based indicator, since it directly measures journey times. It can be tracked over time to see how an authority is managing the road network, and how well it is managing the impact of changing demand for travel, and to assess the impact of its planned improvement. Consequently, the indicator enables an evidence-based, targeted approach to tackling congestion. |
| | PKG 007 Number of Park and Ride | Quarterly | Aim to | Jeff Kitson | The Indicator compares the on bus transaction figure (these |

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|------------------------|------------------------------------------------------------------------|-----------|------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | transactions | | maximise | | 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 & Development | OUT 001.01 Delivery of Integrated Transport Strategy | Bi-Annual | N/A | Rob Jarman | Deliver an integrated transport strategy (alongside the Core 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. |

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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 003 Percentage of residential planning applications processed within statutory timescales | Quarterly | Aim to maximise | 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. |
| 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 |

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|------------------------|---------------------------------------------------------------------------|-----------|------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | 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 (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.

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|----------|-------------------------------------------------------------------------|-----------|------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer | DEP 004 Satisfaction with street cleaning (residents survey) | Biennial | Aim to maximise | Jennifer Shepherd | 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 | Quarterly | Aim to minimise | Jennifer Shepherd | Fly-tipping is the common term used to describe waste illegally deposited on land as described under Section 33 of |

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|------------------------|------------------------------------------------------------------------------------------------|-----------|------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | environment) | | | | 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 | Jennifer Shepherd | The percentage of relevant land and highways that is assessed as having deposits of litter or detritus that fall below an acceptable level. |
| Process | WCN 001 Percentage of household waste sent for reuse, recycling and composting (NI 192) | Quarterly | Aim to maximise | Jennifer Shepherd | The indicator measures percentage of household waste 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 | Jennifer Shepherd | 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 | Jennifer Shepherd | 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 | Jennifer Shepherd | 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). |

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|------------------------|-------------------------------------------------------------------------|-----------|------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.**

| 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 | 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 |

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------|------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | circumstances | | | | 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 • 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. |
| 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 | 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 | Jennifer Shepherd & 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. |

| Element | Indicator | Frequency | Good Performance | Responsible Officer | Rationale |
|------------------------|---------------------------------------------------------------------------------------------------------|-----------|------------------|---------------------|---------------------------------------------------------------------------------------------------|
| Learning & Development | C&S 002 Percentage of those making complaints satisfied with how their complaint was handled | Quarterly | Aim to maximise | Angela Woodhouse | The indicator is intended to gage the level of customer satisfaction with the complaints process. |

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 | Jennifer Shepherd | 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 | |
| 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. |
| 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. |
| Customer | BIM 003 Percentage of contacts made a) in person, b) online, c) by phone | Quarterly | Aim to minimise – in person & by phone Aim to maximise | Georgia Hawkes | These indicators measure the channel shift programme. In person visits are the most expensive type of contact, followed by phone and then online. The new website and forms are easier to navigate and use and it is hoped by moving more transactions to the web we can reduce costs. |
| 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 |

KPI Explanations 2013

Appendix B

| | | | | | |
|------------------------|---------------------------------------------------------------------------------|-----------|-----------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | 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. |

Maidstone Profile

The People

The total population of Maidstone is 155,200¹ people. Just over half the population is female (50.7%) and 49.3% of the population is male. The largest ethnic group in Maidstone is White (93.3%). The largest single BME ethnic group is Indian at 1% (1,500)².

Maidstone has a marginally lower proportion of 75's with only 7.86% compared to the Kent average of 8.7%. The town has the highest percentage and actual population aged between 25-29 years old, accounting for 6.25% of the total population for Maidstone (9,700 people), the Kent average is 5.45%. The same is true for the age group 30-34 year olds with this group accounting for 6.19% of the population (9,600 people) compared to the Kent average of 5.6%. Maidstone has a lower number of people aged 15-19 with only 5.99% compared to the all England figure of 6.30%. This bucks the trend for Kent where overall this group makes up 6.56% of the population. Maidstone borough has slightly more men aged between 25 and 54 compared to the Kent average, however, when comparing the results for Maidstone to the all England results male 40-54 years old are slightly better represented in Maidstone. The prison and barracks in Maidstone could account for this.

Educational attainment is high with over 34% of the population being educated to NVQ level four or higher.

Population Density, Mid-2011

| Maidstone area | |
|-------------------------------|--------|
| Area (hectares) | 39,333 |
| Density (persons per hectare) | 4.0 |

The households

With 64,940 Maidstone has the greatest number of dwellings in the County, Maidstone has a higher than average percent of semi detached dwelling (35.65% of the total housing stock, compared with 31.99% respectively), and fewer terraced houses (only 23.93% while the KCC area has 25.73%).

| Dwelling Type | Average Price 2011 |
|-----------------|--------------------|
| Detached | 360,217 |
| Semi Detached | 210,372 |
| Terraced | 179,005 |
| Flat/Maisonette | 138,208 |

In October 2011 there were 530 long term vacant dwelling in Maidstone accounting for 7.5% of all long term vacant dwellings in Kent. The majority of properties (53.35%) in the borough are in Council Tax bands C and D. In terms of Council tax Maidstone has the third highest average rate per dwelling for council tax (band D) in Kent (£1430 including parish precepts).

The number of people claiming benefits in Maidstone is broadly consistent with the overall figures in the KCC Area; 9.0% of the total working population (aged 16-64) are on out-of-work benefits. Of the out-of-work benefits being claimed in Maidstone, more people are claiming Incapacity Benefit (51.5%) than Jobseekers Allowance (30.7%).

Six of the 92 Lower Super Output Areas are areas that are amongst the top 20% of most deprived areas in England. 14.5% of children under 16 in Maidstone are living in poverty; this is lower than the figure for the KCCC which is 18.5%.

¹ 2011 Census

² 2009 Mid-year Population Estimates, Office of National Statistics

Maidstone the economy

Of the total population, 99,100 (63.6%) people are aged 16-74 and considered of working age. 81.5% of people are economically active, of which 78.3% of people are in employment and 2.5% unemployed. The wage gap between work based and resident based earning is currently £73.40, the difference between male and female resident based earnings per week in Maidstone in £155.30.

The main industries in Maidstone are construction, followed by Professional, Scientific and technical industries and retail. The borough also has a growing medical sector with a new private hospital currently being built. Maidstone town centre is also home the Kent Country Council and Maidstone Borough Council offices with 19,700 residents employed by the public sector, research by KCC shows that it is expected that there will be a 1,490 job losses in this sector between 2011 and 2015.

There are 6,600 VAT register businesses in the borough, and 62.4% of new businesses survive at least three years compared to the KCC area average of 63.8%.

Maidstone – health & community safety

There was a net population increase in 2010 (1,880 births compared to 1,431 deaths). There were 1,260 people claiming carers allowance in February.

Life expectancy at birth in Maidstone for men is slightly higher than the KCC average at 79.2 years compared to 79.1 years. There is no difference in life expectancy for females between the Maidstone and KCC area figures at 82.7 years.

14.6% of people in Maidstone consider themselves to have a limiting life long illness and 18.6% of those aged over 65 claim either disability living allowance or attendance allowance compared to 3.3% of those age 24 and under.

The crime level in the borough is marginally lower than the KCC average (59.2 recorded crimes per 1,000 population compared to 59.4), however this is not the case when looking at the different type of offences as Maidstone has a higher rate than the KCC area for shoplifting, theft and drug offences.

Recorded crimes per 1,000 population - 2011-2012

| | Maidstone | KCC area |
|-----------------------------|-------------|-------------|
| Burglary dwelling | 6.8 | 7.2 |
| Burglary other | 4.5 | 4.2 |
| Criminal damage offences | 9.4 | 11.5 |
| Drug offences | 2.8 | 2.1 |
| Fraud and forgery | 2.4 | 2.4 |
| Other offences | 0.9 | 0.8 |
| Robbery | 0.3 | 0.5 |
| Sexual offences | 0.9 | 0.8 |
| Shoplifting | 6.1 | 5.7 |
| Theft from motor vehicle | 3.5 | 3.7 |
| Theft of motor vehicle | 1.4 | 1.3 |
| Theft of pedal cycle | 0.8 | 1.2 |
| Theft offences | 11.5 | 10.4 |
| Vehicle interference | 0.4 | 0.4 |
| Violence against the person | 11.5 | 11.4 |
| Total recorded crime | 59.2 | 59.4 |

Agenda Item 10

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 4 March 2014

Report prepared by Christian Scade

1. The Council as a Business Review (Follow Up)

1.1 Issue for Consideration

- 1.1.1 The Committee to receive an update on the recommendations of the Council as a Business Review.

1.2 Recommendation of the Head of Policy and Communications

- 1.2.1 That the Committee note the current position with regard to the recommendations of the Council as a Business Review and consider whether a further update should be produced for consideration at a future meeting.

1.3 Reasons for Recommendation

- 1.3.1 At its meeting on 7 June 2011, the Corporate Services Overview and Scrutiny Committee agreed to carry out a review that explored the financial restraints faced by the Council and how savings could be achieved in a more innovative manner.
- 1.3.2 The focus of the review diversified to include the evaluation of "businesslike" operations within the Council and opportunities that demonstrated a "businesslike" approach in the delivery of Council services and the use of Council assets.
- 1.3.3 The Committee carried out face to face questionnaires with residents at a public event and conducted formal and informal interviews with internal officers, local business people and other local authorities. A survey was designed and sent to all staff, Councillors and the public and calls for evidence were made via social media and the local press.
- 1.3.4 Members visited the Print Shop at Her Majesty's Prison, Maidstone to understand the working practice and ethos behind a public sector organisation competing with the private sector. The Committee also considered a wide range of desktop research and explored current thinking on public sector income generation.
- 1.3.5 Having considered the evidence, the Committee approved a wide range of recommendations for income generating opportunities, focusing on a business like attitude towards utilising the Council's assets.

1.3.6 The Committee's recommendations were considered by Cabinet in June 2012 while the current position is noted at **Appendix A**.

1.4 Alternative Action and Why Not Recommended

1.4.1 The Committee could decide not to consider whether any recommendations are outstanding but this would prevent the Committee from ensuring that important findings from the Review are not overlooked.

1.5 Impact on Corporate Objectives

1.5.1 The Council's Strategic Plan 2011-2015 lists "corporate and customer excellence" as key priorities. The recommendations, and action taken as a response, of the Council as a Business Review, contribute to the fulfilment of these objectives.

1.6. Background Documents

1.6.1 None

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Report Title: The Council as a Business? Review

Report of Corporate Services Overview and Scrutiny Committee

Date of Publication: 24 February 2014

Dates to report back to Committee:

| Update | Date | Completed? | Note |
|-----------------|------|------------|-----------------------------|
| 1 st | | | 6 months after publication |
| 2 nd | | | 12 months after publication |
| 3 rd | | | |

| Recommendation ¹ | Cabinet Member ² | Response ³ | Timetable ⁴ | Lead Officer ⁵ |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|
| 1. That a cross party, Member led, budget working group be established and meet at the appropriate critical times in the budget making process; | Councillor Moss/Councillor Greer | The Strategic Leadership and Corporate Services Overview and Scrutiny Committee Budget Working Group is established and has been meeting. | Completed | Paul Riley |
| 2. That procurement and legal sections are shared with outside organisations, especially within the | Cllr Moss | The Legal Services team is part of the MKIP shared service and would look to identify business opportunities as part of MKIP. The work of the procurement team | September 2014 | Paul Riley |

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| public sector as a starting point from which a business section can be developed that can take on other businesses interests; | | is being reviewed and any opportunities to generate income will be considered as part of that review. | | |
| 3. That the Council set up a 'work hub' facility for small businesses utilising space that is not used in Maidstone House or the Gateway. Printing and other resources including mentoring in areas of in-house expertise could be provided for a fee; | Cllr Greer | <p>This service will be provided via the proposed Enterprise Hub at 1 King Street as part of a wider project to support business start-up and provide business support.</p> <p>Heads of Terms are currently being negotiated with the landlord and the business plan and cash flow forecasts are being finalised.</p> | September 2014 | Dawn Hudd |
| 4. That an event organiser is sought and Mote Park is let for big festival events on a similar scale to the Radio 1 | Cllr Greer | This recommendation will be addressed as part of the Maidstone Culture and Leisure (MCL) work programme. The business plan for MCL will be developed over the next six months and a new Festivals and | October 2014 | Dawn Hudd |

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| Big Weekend. The viability of establishing an events team should be investigated; | | Events Strategy is being drafted and will be consulted on shortly. | | |
| 5. That the Council investigate the opportunity presented by the Environment Agency with the introduction of a compulsory 'boat MOT' called the BSS (Boat Safety Scheme). Existing staff could be trained to provide BSS checks, providing a service to boat owners, but also working to improve safety on the river; | Cllr Ring | Having investigated this opportunity, the knowledge and registration requirements are significant and as there are already fifteen examiners offering this service in Kent with two in Maidstone it is not consider worthwhile to pursue. | Completed | John Littlemore |
| 6. That the Council's evaluates its facilities and assets i.e. land and | Cllr Moss | The Council will be reviewing its Asset Management Plan and the commercial opportunities arising from the review will be identified | October 2014 | Paul Riley/Dawn Hudd |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|
| buildings with a view to hiring them out for future use to generate an income; | | and evaluated to maximise income generation. | | |
| 7. That the Council develops a marketing model for hiring out its assets and utilising empty space for advertising that includes fees and charges and terms and conditions of use. This should be advertised widely and information included on www.maidstone.gov.uk ; | Cllr Greer | The Council's approach to commercialisation will include marketing and setting appropriate fees and charges. | October 2014 | Dawn Hudd |
| 8. That the Council address the potential for hiring out the Town Hall in conjunction with events held in Jubilee Square; | Cllr Greer / Cllr Moss | The Council's approach to hiring out the Town Hall in conjunction with events will be addressed in the new Festivals and Events Strategy. | October 2014 | Dawn Hudd |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------|
| 9. That the Willington Street Park and Ride Site, currently closed on Sundays, is rented out to a private organiser for Boot Fairs; | Cllr Paine | This has been considered in the past for all the park and ride sites and rejected for a number of reasons. However in view of the reduced demand for park and ride this will be considered again over the next three months. | March – June 2014 | Jeff Kitson / Steve Goulette |
| 10. That there is a renewed emphasis on what Maidstone has to offer in terms of Tourism to maximise its financial benefits to the borough; and | Cllr Greer | Significant work has been done on the Visit Maidstone website and social media channels and an app is available. The visitor offer will be further developed via MCL and the new Festival and Events Strategy. | October 2014 | Dawn Hudd |
| 11. That the Council finds a more cost effective way of charging for small fees and fines so that the significant numbers of small amounts that are written off (e.g. stray dog fees) are reduced; and the | Cllr Moss | The current systems are considered to be as efficient as possible – these systems will continue to be monitored to identify any future opportunities to improve efficiency. | Completed | Zena Cooke / Paul Riley |

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| Council is enabled to charge for all the statutory fees it is entitled to. | | | | |
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Notes on the completion of SCRAIP

¹ Report recommendations are listed as found in the report.

² Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

³ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

⁴ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

⁵ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 4 March 2014

Report prepared by Christian Scade

1. The Capital Programme Review (Follow Up)

1.1 Issue for Consideration

- 1.1.1 The Committee to consider an update on the recommendations of the Capital Programme Review.

1.2 Recommendation of the Head of Policy and Communications

- 1.2.1 That the Committee note the current position with regard to the recommendations of the Capital Programme Review and consider whether a further update should be produced for consideration at a future meeting.

1.3 Reasons for Recommendation

- 1.3.1 At its meeting on 22 May 2012, the Corporate Services Overview and Scrutiny Committee agreed to carry out a review (via a Working Group) of the Council's Capital Programme.
- 1.3.2 The review sought to establish a means by which the Council could continue to deliver an ambitious Capital Programme, exploring borrowing options and innovative ways of utilising the Council's available finances and assets.
- 1.3.3 The Working Group's investigations progressed to considering the Council's involvement in developments which contribute to and promote economic growth.
- 1.3.4 Having considered their evidence, the Committee put forward a wide range of recommendations and these were considered by Cabinet on 12 June 2013. The current position is noted at **Appendix A.**

1.4 Alternative Action and Why Not Recommended

- 1.4.1 The Committee could decide not to consider whether any recommendations are outstanding but this would prevent the Committee from ensuring that important findings from the Review are not overlooked.

1.5 Impact on Corporate Objectives

1.5.1 The Council's Strategic Plan 2011-2015 lists "For Maidstone to have a growing economy; For Maidstone to be a decent place to live; and Corporate and Customer Excellence" as key priorities. The recommendations, and action taken as a response, of the Capital Programme Review, contribute to the fulfilment of these objectives.

1.6. Background Documents

1.6.1 None

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Report Title: Capital Programme Review Report

Report of Corporate Services Overview and Scrutiny Committee 2012/13

Date of Publication: 4 June 2013

Dates to report back to Committee:

| Update | Date | Completed? | Note |
|-----------------|---------|------------|-----------------------------|
| 1 st | 4/12/13 | | 6 months after publication |
| 2 nd | 4/12/14 | | 12 months after publication |
| 3 rd | | | |

| Recommendation ¹ | Cabinet Member ² | Response ³ | Timetable ⁴ | Lead Officer ⁵ |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|
| That the Committee endorses Prudential borrowing for the types of capital schemes that provide revenue return; | Cabinet | Noted | Completed | |
| <p>That the Cabinet Member for Corporate Services authorises the Property & Procurement Manager to produce a brief and succinct stand-alone Capital Strategy which will:</p> <p style="margin-left: 40px;">a) enable wider engagement with the Capital Programme; and</p> <p style="margin-left: 40px;">b) enable capital</p> | Cabinet Member for Corporate Services | Agreed with the amendment to authorise the Head of Finance and Resources rather than the Property & Procurement Manager as this work will be completed as part of the Budget Strategy work for 2014/15 | By March 2014 | Paul Riley |

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| projects to dovetail with relating strategies and plans such as the Asset Management Plan and Commissioning & Procurement Strategy. | | | | |
| <p>That the Cabinet Member for Corporate Services authorises the Property & Procurement Manager to:</p> <p>a) advertise across the Council the process and timeline for the development of the Capital Programme; and</p> <p>b) actively encourage ideas and proposals from all officers and Members.</p> | Cabinet Member for Corporate Services | <p>Promotion of this type already forms part of the annual budget strategy but is usually limited in success by the level of available resources.</p> <p>A specific stage to the budget strategy will be developed during 2014 to ensure this is given higher priority.</p> | Up to December 2014 | Paul Riley |

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| That the Cabinet Member for Corporate Services authorises the Property & Procurement Manager to establish a Capital Programme Sounding Board with cross party representation to evaluate proposals put forward and improve the transparency of the process for establishing a rolling Capital Programme. | Cabinet Member for Corporate Services | Agreed that this will form part of the Committee's own budget strategy working group in future years. | Up to December 2014 | Paul Riley |
| That Cabinet Member for Corporate Services also actively encourage ideas and proposals from the community; students and local businesses. | Cabinet Member for Corporate Services | Active encouragement is endorsed and will be brought forward in the development of the budget strategy in future years. | Up to December 2014 | Paul Riley |
| That Cabinet Member for Corporate Services recognises the importance of local involvement and the inclusion of the third sector and smaller, local developers as well as big developers in capital projects and partnership and authorises the Property & Procurement Manager accordingly. | Cabinet Member for Corporate Services | A small business database and procurement advice will be developed to assist in this objective | June 2014 | Paul Riley |

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| In recognising the need to build on officers' Project Management skills, that the Cabinet Member for Corporate Services works with the Head of Human Resources to ensure that these skills are used, retained and enhanced in order to ensure the delivery of a successful Capital Programme. | Cabinet Member for Corporate Services | The organisation currently has several PRINCE 2 qualified officers (a specific project management qualification) and has negotiated a bespoke project management programme as part of the core skills for all managers. Three programmes will be run between March and July 2014. In addition high level projects are monitored through the Corporate Leadership Team to ensure that they are progressing according to schedule | March 2014 and onwards | Dena Smart |
| <p>That the Cabinet Member for Corporate Services authorises the Property & Procurement Manager to develop an Asset Disposal, Management and Acquisition Strategy that:</p> <ul style="list-style-type: none"> a) facilitates aspirational area development plans to enable both short-term and long term planning and to allow opportunities to be taken when they arise; and b) includes assets owned by other public bodies. | Cabinet Member for Corporate Services | This will be completed as part of the Asset Management plan review in 2014 | By December 2014 | Paul Riley |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------|
| That the Cabinet Member for Corporate Services facilitates the delivery of a coherent approach to capital led regeneration, by actively seeking to improve relationships with partner agencies including Kent County Council, Network Rail, NHS and other relevant public sector organisations. | Cabinet Member for Corporate Services | Partnership working with external agencies in relation to capital led regeneration is on-going and forms a key part of the Council's approach. | On-going | Dawn Hudd |
| That the Leader and Cabinet Member for Economic and Commercial Development drives forward the Capital Programme either through disposal, acquisition or swapping to stimulate economic growth, regeneration and the future shape of the Borough, by exploiting the Councils assets to their full potential. | The Leader and Cabinet Member for Economic and Commercial Development | The Commercial Projects Manager post has been recruited to and is now in place. All potential opportunities are identified at the earliest point and considered with Property Services, Legal and Finance. | On-going | Paul Riley/Dawn Hudd |

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| <p>That the Cabinet Member for Corporate Services requests the Head of Human Resources to establish a skills inventory in order:</p> <ul style="list-style-type: none"> a) to facilitate and promote flexibility of internal expertise; and b) to compliment the skills that it makes economic sense to buy in for specific projects. | Cabinet Member for Corporate Services | <p>Within the Depot there is a thorough inventory of specific technical skills already in existence.</p> <p>The recent IiP report flagged that the organisation needed to develop a more structured approach to succession planning and the development of a skills inventory will be part of this process.</p> | Commence May 2014 | Dena Smart |
| <p>That the Council consider the appointment of a dedicated external funding officer on the basis of the post becoming self-funding and enabling both the council and the community in accessing funding opportunities that could help deliver the Council's Capital Programme.</p> <p>The Committee recommends that this post is initially funded for a 2 year term and financed from the Revenue underspend 2011/12.</p> | Cabinet | The Council has an officer within the Housing and Community Services division with a lead for external funding for both the council and other organisations and groups, including parishes and the voluntary and community sector | Completed | John Littlemore |

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| That the Cabinet Member for Corporate Services commissions a taskforce/asset strategy group with the internal expertise and involvement of Development Control, Legal, Property and Procurement, whose primary role will be to assess commercial skills, to ensure viability assessments and briefs for a contract specification. | Cabinet Member for Corporate Services | The Commercial Projects Manager post is in place and has the commercial skills required to assess viability and develop briefs. The postholder is working with the relevant internal teams to ensure a coherent council wide approach is taken. | On-going | Dawn Hudd |
| That Cabinet ensures that opportunities that may arise in the short term and long term are not lost, by having the vision and awareness of the tools available to set up a Joint Venture Partnership. | Cabinet | A commercialisation Framework Document has been drafted to provide delivery models appropriate to a range of business opportunities. | On-going | Dawn Hudd |

Notes on the completion of SCRAIP

¹ Report recommendations are listed as found in the report.

² Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

³ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

⁴ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

⁵ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

Maidstone Borough Council

Strategic Leadership & Corporate Services Overview and Scrutiny Committee

Tuesday 4 March 2014

Future Work Programme

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

- 1.1 To consider the Committee's future work programme.
- 1.2 To consider the information update given by the Chairman.

2. Recommendation

- 2.1 That the Committee considers the draft future work programme, attached at **Appendix A**, to ensure that it is appropriate and covers all issues Members currently wish to consider within the Committee's remit. Any items on the draft future work programme, highlighted in bold, are provisional items for the Committee to approve.
- 2.2 That the Committee considers the sections of the List of forthcoming decisions relevant to the Committee at **Appendix B** and discuss whether these are items require further investigation or monitoring by the Committee.
- 2.3 That the Committee considers its continuous professional development needs and recommends possible training or development sessions it would like to undertake.

3 Future Work Programme

- 3.1 Throughout the course of the municipal year the Committee is asked to put forward work programme suggestions. These suggestions are planned into its annual work programme. Members are asked to consider the work programme at each meeting to ensure that it remains appropriate and covers all issues Members currently wish to consider within the Committee's remit.
- 3.2 The Committee is reminded that the Constitution states under Overview and Scrutiny Procedure Rules number 9: Agenda items that 'Any Member of an Overview and Scrutiny Committee or Sub-Committee shall be entitled to give notice to the proper officer that he wishes an item relevant to the functions of the Committee or Sub-Committee to be included on the agenda for the next available meeting. On receipt of such a request the proper officer will ensure that it is included on the next available agenda.'

3.3 The following items, originally scheduled for discussion by Committee on 4th March 2014, have been discussed with the Chairman and rescheduled:

- Communication and Engagement Strategy (1 April 2014)
- Residents' Survey (1 April 2014)
- Equalities Objectives (6 May 2014 – TBC)

4 List of Forthcoming Decisions

4.1 The List of Forthcoming Decisions (**Appendix B**) is a live document containing all key and non-key decisions.

4.2 Due to the nature of the List of Forthcoming Decisions, and to ensure the information provided to the Committee is up to date, a verbal update will be given at the meeting by the Chairman. The Committee can view the live document online at:
<http://meetings.maidstone.gov.uk/mgListPlans.aspx?RPId=443&RD=0>

5. Impact on Corporate Objectives

5.1 The Committee will consider reports that deliver against the following Council priority:

- 'Corporate and Customer Excellence'.

5.2 The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities.

Strategic Leadership & Corporate Services Overview and Scrutiny Committee Work Programme 2013-14

| Meeting Date | Agenda Items | Details and desired outcome |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 June 2013 | <ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Work programming workshop • Leader & Cabinet Member Priorities for 2013/14 Municipal Year | <ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2013-14 • Ascertain work plan for the year and strategic direction for the Council & Select and develop review topics focusing on achievable outcomes |
| 9 July 2013 | <ul style="list-style-type: none"> • Proposals for use of 2012/13 Underspend • Annual Performance Plan | <ul style="list-style-type: none"> • To consider the proposals and make recommendations as appropriate • To consider the reports and make recommendations as appropriate |
| 6 August 2013 | <ul style="list-style-type: none"> • Commissioning and Procurement Strategy • 4th Quarter Complaints Reports and End of Year Review • Proposals for use of 2012/13 Underspend | <ul style="list-style-type: none"> • To consider the strategy and agree to going forward for decision • To consider the report and make recommendations as appropriate • To consider the proposals and make recommendations as appropriate |
| 3 September 2013 | <ul style="list-style-type: none"> • 1st quarter performance monitoring report • 1st quarter Complaints monitoring report • Overview and Scrutiny Annual Report 2012/13 • Mid Kent Improvement Partnership (MKIP) TBC | <ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate • To consider the annual report making recommendations as appropriate for it to be seen by Council • POSTPONED |
| 1 October 2013 | <ul style="list-style-type: none"> • Budget Strategy 2014/15 Onwards – revenue • Budget Working Group Update • Budget Savings Workshop (to follow meeting) | <ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate • Workshop/Discussion |
| 5 November 2013 | <ul style="list-style-type: none"> • Mid Kent Improvement Partnership (MKIP) | <ul style="list-style-type: none"> • Presentation followed by a question and answers |

Appendix A

| | | |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| | | session to enable the Committee to make a recommendation to include MKIP in its future work programme |
| 3 December 2013 | <ul style="list-style-type: none"> • Recommendations from the Budget Savings Workshop • 2nd quarter performance monitoring report (Mid-year Strategic Plan Performance Report) • 2nd quarter complaints monitoring report | <ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate |
| 7 January 2014 | <ul style="list-style-type: none"> • Strategic Plan refresh • Corporate Improvement Plan refresh • Budget Strategy(Capital, Revenue and Fees and Charges) • Policy for the use of Bankruptcy Proceeding (POSTPONED) | <ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate |
| 4 February 2014 | <ul style="list-style-type: none"> • Local Council Tax Support Scheme • MKIP Environmental Health Model | <ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate |
| 4 March 2014 | <ul style="list-style-type: none"> • 3rd quarter Complaints monitoring report • 3rd quarter performance monitoring report • Follow up on past reviews and recommendations (The Council as a Business & The Capital Programme Reviews) | |
| 1 April 2014 | <ul style="list-style-type: none"> • Evaluations of Leader & Cabinet Member Priorities for 2013/14 Municipal Year • Communication and Engagement Strategy • Residents' Survey • MKIP Governance Review (TBC) | |

Future Items

- Equalities Objectives – 6th May 2014 (TBC)



LIST OF FORTHCOMING DECISIONS

Democratic Services Team
E: democraticservices@maidstone.gov.uk

Publication Date: **18 February 2014**

List of Forthcoming Decisions

INTRODUCTION

This document sets out the decisions to be taken by the Executive and various Committees of Maidstone Borough Council on a rolling basis. This document will be published as updated with new decisions required to be made.

KEY DECISIONS

A key decision is an executive decision which is likely to:

- Result in the Maidstone Borough Council incurring expenditure or making savings which is equal to the value of £250,000 or more; or
- Have significant effect on communities living or working in an area comprising one or more wards in Maidstone.

At Maidstone Borough Council, decisions which we regard as "Key Decisions" because they are likely to have a "significant" effect either in financial terms or on the community include:

- (1) Decisions about expenditure or savings which equal or are more than £250,000.
- (2) Budget reports.
- (3) Policy framework reports.
- (4) Adoption of new policies plans, strategies or changes to established policies, plans or strategies.
- (5) Approval of portfolio plans.
- (6) Decisions that involve significant service developments, significant service reductions, or significant changes in the way that services are delivered, whether Borough-wide or in a particular locality.
- (7) Changes in fees and charges.
- (8) Proposals relating to changes in staff structure affecting more than one section.

Each entry identifies, for that "key decision" –

- the decision maker
- the date on which the decision is due to be taken
- the subject matter of the decision and a brief summary
- the reason it is a key decision
- to whom representations (about the decision) can be made

List of Forthcoming Decisions

- whether the decision will be taken in public or private
- what reports/papers are, or will be, available for public inspection

EXECUTIVE DECISIONS

The Cabinet collectively makes its decisions at a meeting and individual portfolio holders make decisions independently. In addition, Officers can make key decisions and an entry for each of these will be included in this list.

DECISIONS WHICH THE CABINET INTENDS TO MAKE IN PRIVATE

The Cabinet hereby gives notice that it intends to meet in private after its public meeting to consider reports and/or appendices which contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports and/or appendices to decisions which the Cabinet will take at its private meeting are indicated in the list below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations, please email janetbarnes@maidstone.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

ACCESS TO CABINET REPORTS

Reports to be considered at the Cabinet's public meeting will be available on the Council's website (www.maidstone.gov.uk) a minimum of 5 working days before the meeting.

HOW CAN I CONTRIBUTE TO THE DECISION-MAKING PROCESS?

The Council actively encourages people to express their views on decisions it plans to make. This can be done by writing directly to the appropriate Officer or Cabinet Member (details of whom are shown in the list below).

Alternatively, the Cabinet are contactable via our website (www.maidstone.gov.uk) where you can submit a question to the Leader of the Council. There is also the opportunity to invite the Leader of the Council to speak at a function you may be organising.

List of Forthcoming Decisions

WHO ARE THE CABINET?



© 2011 Kent Messenger

Councillor Christopher Garland

Leader of the Council

christophergarland@maidstone.gov.uk

Tel: 07903 113571



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Councillor Stephen Paine

Cabinet Member for Planning, Transport and Development

stephenpaine@maidstone.gov.uk

Tel: 07906 271325



Councillor Malcolm Greer

Cabinet Member for Economic and Commercial Development (also Deputy Leader)

malcolmgreer@maidstone.gov.uk

Tel: 01634 862876



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Councillor Marion Ring

Cabinet Member for Environment

marionring@maidstone.gov.uk

Tel: 01622 686492



Councillor Brian Moss

Cabinet Member for Corporate Services

brianmoss@maidstone.gov.uk

Tel: 01622 761998



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Councillor John A Wilson

Cabinet Member for Community and Leisure Services

johnawilson@maidstone.gov.uk

Tel: 01622 720989

List of Forthcoming Decisions

| Decision Maker and Date of When Decision is Due to be Made: | Title of Report and Brief Summary: | Key Decision and reason (if applicable): | Contact Officer: | Public or Private (if Private the reason why) | Documents to be submitted (other relevant documents may be submitted) |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chief Executive Due Date: Friday 21 Feb 2014 | Planning Support - Shared Service - Choice of Employer To determine the employer for the planning support shared service. | KEY Reason: Expenditure > £250,000 | Alison Broom alisonbroom@maidstone.gov.uk | Public | Planning Support - Shared Service - Choice of Employer |
| Cabinet Member for Environment Due Date: Monday 24 Feb 2014 | MKIP Environment Shared Service Model Proposed operational model for the shared service | | John Littlemore, Head of Housing & Community Services johnlittlemore@maidstone.gov.uk | Public | MKIP Environment Shared Service Model Enc. 1 for MKIP Environment Shared Service Model Enc. 2 for MKIP Environment Shared Service Model Enc. 3 for MKIP Environment Shared Service Model Enc. 4 for MKIP Environment Shared Service Model Enc. 5 for MKIP Environment Shared Service Model Enc. 6 for MKIP Environment Shared Service Model |

Forthcoming Decisions
February 2014 - August 2014

| Decision Maker and Date of When Decision is Due to be Made: | Title of Report and Brief Summary | Key Decision and reason (if applicable) | Contact Officer: | Public or Private <i>if Private the reason why</i> | Documents to be submitted <i>(other relevant documents may be submitted)</i> |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Cabinet Due Date: Monday 24 Feb 2014 | Maidstone Borough Local Plan Public Consultation Draft (Regulation 18) Report seeking approval to undertake public consultation (Regulation 18) on the draft Maidstone Borough Local Plan | KEY Reason: Policies, Plans, Strategies | Sue Whiteside suewhiteside@maids tone.gov.uk | Public | Maidstone Borough Local Plan Public Consultation Draft (Regulation 18) |
| Cabinet Due Date: Monday 24 Feb 2014 | Community Infrastructure Levy - Preliminary Draft Charging Schedule Preliminary draft charging schedule document approval for consultation alongside the Maidstone Borough Local Plan. | KEY Reason: Policies, Plans, Strategies | Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk | Public | Community Infrastructure Levy - Preliminary Draft Charging Schedule |

Forthcoming Decisions
February 2014 - August 2014

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|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Cabinet Due Date: Monday 24 Feb 2014 85 | Infrastructure Delivery Plan (IDP) The purpose of the IDP is to identify the infrastructure required to meet the spatial objectives and growth anticipated in the Local Plan and thus demonstrate that the Plan is both realistic and deliverable. | KEY Reason: Affects more than 1 ward | Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk | Public | Infrastructure Delivery Plan (IDP) |
| Cabinet Due Date: Monday 24 Feb 2014 | Business Rates - Retail Relief To consider the award of additional rate relief following announcement in the autumn statement. | | Stephen McGinnes stephenmcginnes@maidstone.gov.uk | Public | Business Rates - Retail Relief |


Forthcoming Decisions
February 2014 - August 2014

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|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014 | Transfer of Oakwood Cemetery To consider the freehold transfer of Oakwood Cemetery to the Council for the purchase price of £1.00 | | Lucy Stroud lucystroud@maidstone.gov.uk | Public | Transfer of Oakwood Cemetery Enc. 1 for Transfer of Oakwood Cemetery Enc. 2 for Transfer of Oakwood Cemetery Enc. 3 for Transfer of Oakwood Cemetery |
| Cabinet Member for Community and Leisure Services Due Date: Friday 28 Feb 2014 | Warm Homes Eco Pilot Review Describes progress, upcoming issues and seeks decision on next steps for the Warm Homes scheme in Maidstone | KEY Reason: Affects more than 1 ward | Neil Coles neilcoles@maidstone.gov.uk | public | Warm Homes Eco Pilot Review |

Forthcoming Decisions
February 2014 - August 2014

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|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Cabinet Member for Planning, Transport and Development Due Date: Friday 28 Feb 2014 87 | Annual Monitoring Report 2012/13 Maidstone's Annual Monitoring Report (AMR) provides a framework with which to monitor and review the effectiveness of local plan policies that address local issues over the monitoring period 1st April 2012 to 31st March 2013. This is Maidstone's 9th AMR. | | Sue Whiteside suewhiteside@maidstone.gov.uk | Public | Annual Monitoring Report 2012/13 Appendix A - Annual Monitoring Report 31 March 2012 to 1 April 2013 |

Forthcoming Decisions
February 2014 - August 2014

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------|
| Cabinet Member for Environment Due Date: Before Friday 28 Feb 2014  | Review and Progress Update of Waste Strategy To review the progress which has been made towards the objectives of the Council's 5 year Waste Strategy in preparation for a new Waste Strategy for 2015-2020. | | Jennifer Shepherd jennifershepherd@maidstone.gov.uk | Public | Review and Progress Update of Waste Strategy Appendix A: Waste Strategy 2010-2015 |
| Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014 | Discretionary Housing Payment Future policy for the award of discretionary housing payments. | | Stephen McGinnes stephenmcginnes@maidstone.gov.uk | Public | Discretionary Housing Payment |

Forthcoming Decisions
February 2014 - August 2014

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|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014 68 | Bankruptcy Policy for Council Tax and Business Rates Debt The approach to be adopted by the council in collecting unpaid council tax and business rates through the use of bankruptcy proceedings. | KEY Reason: Policies, Plans, Strategies | Sheila Coburn sheilacoburn@maids-tone.gov.uk | Public | Bankruptcy Policy for Council Tax and Business Rates Debt |
| Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014 | Council Tax, Business Rates and Housing Benefits Overpayments write offs Approval of write offs for irrecoverable debts of Council Tax, Business Rates and Housing Benefit Overpayments | | Sheila Coburn sheilacoburn@maids-tone.gov.uk | Public | Council Tax, Business Rates and Housing Benefits Overpayments write offs |

Forthcoming Decisions
February 2014 - August 2014

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|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------------------|
| Cabinet Member for Corporate Services Due Date: Friday 28 Feb 2014 | Lease of Giddyhorn Lane Tennis Courts Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playign Fields | | Lucy Stroud lucystroud@maidstone.gov.uk | Private because of commercially sensitive information. | Lease of Giddyhorn Lane Tennis Courts |
| Cabinet Member for Community and Leisure Services Due Date: Friday 28 Feb 2014 | Play Area Improvements Programme 2013/14 A report to consider the allocation for the Play Area Improvements Programme for 2013/14 | | Jason Taylor, Parks and Leisure Manager jason.taylor@maidstone.gov.uk | Public | Play Area Improvements Programme 2013/14 |
| Audit Committee Due Date: Monday 3 Mar 2014 | Internal Audit Operational Plan for 2014/15 To agree the 2014/15 Internal Audit Operational Plan | | Russell Heppleston russellheppleston@maidstone.gov.uk | Public | Internal Audit Operational Plan for 2014/15 |


Forthcoming Decisions
February 2014 - August 2014

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|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------------------|
| Council Due Date: Wednesday 5 Mar 2014 | Non-Attendance at Council Meetings report to approve reason for non-attendance on ill health grounds | | Angela Woodhouse, Head of Policy and Communications angelawoodhouse@maidstone.gov.uk | public | Non-Attendance at Council Meetings |
| Cabinet Member for Corporate Services Due Date: Friday 7 Mar 2014 | Disposal of Land at White Horse Lane, Otham To consider the disposal of an area of open space at White Horse Lane, Otham to a resident | | Lucy Stroud lucystroud@maidstone.gov.uk | Private Contains commercially sensitive financial information | Disposal of Land at White Horse Lane, Otham |
| Cabinet Member for Corporate Services Due Date: Friday 7 Mar 2014 | Disposal of Land at White Horse Lane, Otham Heads of Terms for disposal of land | | Lucy Stroud lucystroud@maidstone.gov.uk | Private because it contains financial details of the disposal | Disposal of Land at White Horse Lane, Otham |
| Cabinet Due Date: Wednesday 12 Mar 2014 | Maidstone Enterprise Hub Consideration of financing options | KEY Reason: Expenditure > £250,000 | Karen Franek karenfranek@maidstone.gov.uk | Public | Maidstone Enterprise Hub |

Forthcoming Decisions
February 2014 - August 2014

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|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Cabinet Member for Planning, Transport and Development Due Date: Friday 14 Mar 2014 92 | Park and Ride Tender To consider awarding the Park & Ride contract for a three year period following the procurement process identifying supplier A as the preferred supplier. To consider awarding the Park & Ride contract to provide Park & Ride services from Sittingbourne Road, Willington Street and London Road (option 1) | KEY Reason: Expenditure > £250,000 | Jeff Kitson jeffkitson@maidstone.gov.uk | Public | Park and Ride Tender |
| Cabinet Member for Planning, Transport and Development Due Date: Friday 14 Mar 2014 | Exempt Appendix to Park and Ride Tender Detailing the procurement process, tender submissions and the preferred supplier. | KEY Reason: Expenditure > £250,000 | Jeff Kitson jeffkitson@maidstone.gov.uk | Private due to commercial sensitivity | Park and Ride Tender |

Forthcoming Decisions
February 2014 - August 2014

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Cabinet Member for Planning, Transport and Development Due Date: Friday 21 Mar 2014 | Green and Blue Infrastructure Responses and recommendations from Green and Blue Infrastructure stakeholder engagement. | | Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk | Public | Green and Blue Infrastructure |
|  Cabinet Member for Community and Leisure Services Due Date: Friday 28 Mar 2014 | Free Lets 2014/15 A report to allocate the 5 Free Lets available for Mote Hall at Maidstone Leisure Centre for 2014/15 | | Amanda Scott amandascott@maidstone.gov.uk | Public | Free Lets 2014/15 |
| Cabinet Due Date: Wednesday 9 Apr 2014 | Waste Strategy 2014-2019 New Waste Strategy to outline the key objectives for the next 5 years. | KEY Reason: Policies, Plans, Strategies | Jennifer Shepherd jennifershepherd@maidstone.gov.uk | Public | Waste Strategy 2014-2019 |

Forthcoming Decisions
February 2014 - August 2014

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|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Council Due Date: Wednesday 23 Apr 2014 | Community Safety Partnership Plan annual refresh Annual Community Safety Partnership Plan and Strategic Assessment | KEY Reason: Policy Framework Document | Sarah Robson sarahrobson@maids-tone.gov.uk | Public | Community Safety Partnership Plan annual refresh |
| Council Due Date: Wednesday 23 Apr 2014 | Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny That the proposed revisions be put forward as a recommendation to full Council. | | Christian Scade christianscade@maids-tone.gov.uk | Public | Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny |

Forthcoming Decisions
February 2014 - August 2014

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|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Cabinet Member for Economic and Commercial Development Due Date: Friday 30 May 2014 96 | Maidstone Museums' Collections Development Policy 2013 - 2018 To consider the approval of a revised Collections Development Policy for the Council's museums | KEY Reason: Policies, Plans, Strategies | Dawn Hudd dawnhudd@maidstone.gov.uk | Public | Maidstone Museums' Collections Development Policy 2013-2018 Maidstone Museums' Collections Development Policy 2013-2018 |
| Cabinet Due Date: Wednesday 12 Mar 2014 | Maidstone Enterprise Hub Consideration of financing options | KEY Reason: Expenditure > £250,000 | Karen Franek karenfranek@maidstone.gov.uk | Public | Maidstone Enterprise Hub |
| Cabinet Member for Planning, Transport and Development Due Date: Friday 21 Mar 2014 | Green and Blue Infrastructure Responses and recommendations from Green and Blue Infrastructure stakeholder engagement. | | Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk | Public | Green and Blue Infrastructure |

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February 2014 - August 2014

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| Cabinet Due Date: Wednesday 9 Apr 2014 | Waste Strategy 2014-2019 New Waste Strategy to outline the key objectives for the next 5 years. | KEY Reason: Policies, Plans, Strategies | Jennifer Shepherd jennifershepherd@maidstone.gov.uk | Public | Waste Strategy 2014-2019 |
| Council Due Date: Wednesday 23 Apr 2014 | Community Safety Partnership Plan annual refresh Annual Community Safety Partnership Plan and Strategic Assessment | KEY Reason: Policy Framework Document | Sarah Robson sarahrobson@maids tone.gov.uk | Public | Community Safety Partnership Plan annual refresh |

Forthcoming Decisions
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