

AGENDA

STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 7 October 2014
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors: Ash, Black, Butler, Edwards-Daem, Mrs Gooch
(Chairman), Mrs Grigg, Long, Pickett and Mrs Stockell
(Vice-Chairman)

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1. The Committee to consider whether all items on the agenda should be webcast
2. Apologies
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6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
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10. Budget Strategy 2015-16 Onwards - Revenue 34 - 75
Interview with Paul Riley, Head of Finance and Resources

Continued Over/:

Issued on 24 September 2014

Alison Broom

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

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MAIDSTONE BOROUGH COUNCIL

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

MINUTES OF THE MEETING HELD ON TUESDAY 2 SEPTEMBER 2014

Present: Councillor Mrs Gooch (Chairman), and
Councillors Ash, Butler, Edwards-Daem, Mrs Grigg, Long,
Pickett and Mrs Stockell

Also Present: Councillor English

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

RESOLVED: That all items on the agenda be webcast.

49. APOLOGIES

It was noted that apologies for absence had been received from Councillor Mrs Parvin.

50. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no substitute members.

51. NOTIFICATION OF VISITING MEMBERS/WITNESSES

Councillor English was in attendance.

52. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

53. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION

RESOLVED: That the items on the agenda be taken in public as proposed.

54. MINUTES OF THE MEETING HELD ON 5 AUGUST 2014

RESOLVED: That the Minutes of the meeting held on 5 August 2014 be approved as a correct record and signed.

55. COMPLAINTS REPORT QUARTER 1 2014/2015

Senior Corporate Policy Officer, Christian Scade, introduced the Complaints Report for Quarter 1, and made reference to the number of complaints that were received with regard to the Landed Festival, the number of complaints received overall and the number that were responded to outside of time. The Committee questioned the presentation of numerical data in the report and were advised that the use of these would be considered in future reports.

In response to questions regarding the Landed Festival the Parks and Leisure Manager, Jason Taylor, explained that:

- The event organisers did not breach any restrictions or licenses;
- The sound limit of 69 decibels was adhered to, as was set out in the Purple Guide written by The Events Industry Forum in consultation with the Health and Safety Executive;
- The same sound levels were used without detriment during events held in Mote Park, which suggested that the geographical location of Whatman Park may have contributed to the issue. However it was noted that both the Proms in the Park and the Outdoor Cinema that were held in Whatman Park had not attracted complaints, which indicated that the issue was not simply volume but also the type and duration of sound vibrations;
- Ward members had not been consulted on the event as no issues were expected to arise; and
- During the event affected residents contacted the out of hours phone number which connected to Medway Contact Centre, however it had been reported that there had been issues in getting information across to the Enforcement Officers at the site of the event.

The Head of Finance and Resources, Paul Riley, addressed the Committee with regard to Electoral Registration complaints and advised that:

- There was no overall theme for complaints received;
- Two complaints received regarding a canvasser and a teller were the responsibility of the relevant political parties, however these had also been recorded as complaints by Maidstone BC; and
- The complaints that received late responses had been adversely affected by prioritisation of the May 2014 local election. The service had also experienced additional pressure due to the need for an additional permanent staff member, delayed canvassing, preparation for a new individual electoral registration system, and the introduction of temporary election staff.

In response to questions the Head of Finance and Resources explained that:

- New job descriptions had been formulated to take into account changes to electoral registration. The new system would mean the majority of registrations would occur online, and that data matching between Local Authorities and Central Government would be projected to achieve a 90% accuracy rate for information.

Members wished to draw attention to the table a 1.11.1 of the report, and the later statement at 1.11.5, and requested that clarification on the levels of

complaints received compared to compliments received by each service be reported back to the Committee.

RESOLVED:

- 1 That the performance in relation to quarter 1 complaints be noted, in particular:
 - a) The high number of complaints received about the 'Landed Festival' held on Easter Sunday at Whatman Park;
 - b) The increase in overall numbers of complaints as a result of this festival; and
 - c) The higher than usual number of complaints received about electoral registration, including the high proportion of complaints responded to outside of target time for this service.
- 2 That the compliments received by teams and individual officers be noted.
- 3 That the prominent themes mentioned on social media during quarter 1 be noted.
- 4 That the Head of Commercial and Economic Development be asked to consider distributing event notices for the attention of ward members, to ensure members are informed, and able to offer advice on events/festivals planned for their wards.
- 5 That the presentation of the complaints report, with particular reference to the communication of numerical data and use of percentages, be reconsidered by report authors for future reports.
- 6 That the Shared Head of Environment and Public Realm be asked to ensure Medway Council's out of hours Contact Centre are aware of event/festivals taking place across Maidstone borough to ensure if complaints are received out of hours, these are passed on to the appropriate MBC staff to deal with in a timely fashion.
- 7 That the communication process between Medway Contact Centre and Maidstone BC be clarified and reported back to the Committee via a SCRAIP update.
- 8 That clarification be provided by the report author on sections 1.11.1 and 1.11.5 of the report with regard to the levels of complaints and compliments received per service.

56. **FUTURE WORK PROGRAMME AND SCRAIP UPDATE**

Senior Corporate Policy Officer Christian Scade introduced the Future Work Programme and SCRAIP update report.

During discussion it was agreed that:

- The Irrecoverable Business Rates report should come to Committee in conjunction with the Debt Recovery Policy;
- The terms of reference of the Budget Working Group should be altered to include wording that incorporates the challenging of information;
- The Budget Working Group should be cross party with an invitation extended to Labour members. In the event that a member was unable to attend a substitute should be invited to attend in their place; and
- The Budget Working Group should be open to all members of the Council who had an interest in attending.

RESOLVED:

1. That the future work programme be noted and agreed subject to the inclusion of the following items: Irrecoverable Business Rates and Debt Recovery Policy (Date TBC)
2. That the List of Forthcoming Decisions be noted.
3. That the terms of reference for the Budget Working Group be agreed subject to the following amendments:
 - i. Considering the information and challenging assumptions used to create the strategic revenue projection
 - ii. Considering and challenging the level of resources available to support the programme
- b) That the Budget Working group be a cross-party group comprising of Councillors Ash, Butler, Edwards-Daem, English, Mrs Grigg, and Mrs Gooch, with a Labour member to be invited to attend as a member, and substitutes be asked to attend where possible when apologies are received.
- c) That all members be invited to attend and contribute to meetings held by the Budget Working Group.
- d) That the date of the first meeting be arranged, outside of the meeting, by the scrutiny team.
4. That the SCRAIP update for recommendations made at the meetings on 7 July and 8 July be noted.
5. That, in support of continuous professional development, a Challenging and Questioning training activity be provided to members, and that members of the Budget Working Group advise officers should additional specific training sessions be required.

57. **DURATION OF MEETING**

6.30 p.m. to 7.49 p.m.

MAIDSTONE BOROUGH COUNCIL

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

MINUTES OF THE MEETING HELD ON MONDAY 15 SEPTEMBER 2014

Present: Councillor Mrs Gooch (Chairman), and
Councillors Ash, Butler, Long, Mrs Parvin, Pickett and
Mrs Stockell

Also Present: Councillors Mrs Blackmore and
Mrs Wilson

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

RESOLVED: that all items on the agenda be webcast.

59. APOLOGIES

It was noted that apologies for absence had been received from
Councillors Mrs Grigg and Edwards-Daem.

60. NOTIFICATION OF SUBSTITUTE MEMBERS

The following substitute member was noted:

Councillor English for Councillor Mrs Grigg.

61. NOTIFICATION OF VISITING MEMBERS/WITNESSES

Councillor Mrs Wilson was in attendance as a witness for item 7 of the
agenda – Call-In: Equality Objective Update 2013/14.

62. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

63. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE
BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION

RESOLVED: that the items on the agenda be taken in public as proposed.

64. CALL-IN: EQUALITY OBJECTIVE UPDATE 2013/14

The Equality Objectives Update 2013/14 decision had been called in by
Councillors English and Mrs Wilson, who were invited to address the
Committee to outline their concerns with the decision and reasons for

calling it in. Councillor Mrs Blackmore, Leader of the Council, Angela Woodhouse, Head of Policy and Communications, and Clare Wood, Policy and Performance Officer, attended to answer questions and provide further information on the decision.

The Committee heard the concerns of the members that had called the decision in, which focused on the question of whether the current equality objectives were effective in eliminating discrimination, eliminating inequality of opportunity or fostering good relations between groups or people. The members raised the concern that the current equality objectives appeared to have a narrow scope of focus, and expressed a wish that the equality objectives focus on serious local issues such as domestic violence, disability and prejudice. The members clarified that their desire was for a fundamental review of the equality objectives to ensure their focus on urgent or significant issues. It was recognised that the equality objectives were evidence based. Members suggested that the demographic of Maidstone had changed in recent times and as a result more recent, localised data would be required.

The Committee raised the following points of clarification:

- Could the issue have been dealt with at Overview and Scrutiny Committee rather than by call in?
- How did the Equality Objectives tie in with the Equality Policy?

The Head of Policy and Communications advised the Committee that the subject of the call in was the review of the progress of the Equality Objectives and not the Objectives themselves. It was explained that the Equality Objectives were one part of the Council's activities with regard to the Equalities Act 2010, including the Equality Policy and the Respecting Difference training which staff and Members had attended. The Committee also heard that a recent Internal Audit review of the Council's Public Sector Equalities Duty had concluded the controls in place provided a substantial level of assurance.

The Leader of the Council explained to the Committee that a new Strategic Plan would be implemented in 2015 with a review of the Equality Objectives starting in September/October 2014. The Policy and Performance Officer described how data was gathered to inform the formulation of the Equality Objectives, and advised the Committee that ward and borough profiles would be brought before Members in November 2014.

Members discussed the possibility of a workshop to discuss the development of future Equality Objectives with particular reference to how these could complement the new Strategic Plan. Members suggested that evidence should be sought from a variety of appropriate stakeholders, including those with protected characteristics.

RESOLVED:

1. That no action be taken, and that the decision be implemented as taken by the Leader of the Council on 29 August 2014.
2. That a cross-party workshop, open to all Members, be set up to help with the planned review of the Council's Equality Objectives to ensure Objectives for 2015-18 meet the needs of the local community and complement the new Strategic Plan.
3. That findings from the cross-party workshop be reported back to the Strategic Leadership and Corporate Services Overview and Scrutiny Committee to ensure formal recommendations can be made.

65. DURATION OF MEETING

4.00pm to 4.45pm

Agenda Item 9

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 7 October 2014

Key Performance Indicator Monitoring Quarter 1

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions .

Questions I would like to ask regarding this report:

-
-
-
-
-

MAIDSTONE BOROUGH COUNCIL

**STRATEGIC LEADERSHIP AND CORPORATE SERVICES
OVERVIEW AND SCRUTINY COMMITTEE**

7 OCTOBER 2014

REPORT OF HEAD OF POLICY & COMMUNICATIONS

Report prepared by Clare Wood

1. KEY PERFORMANCE INDICATOR MONITORING QUARTER 1

1.1 Issue for Decision

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

1.2 Recommendation of the Head of Policy & Communications

- 1.2.1 It is recommended that the Committee:

- a) Notes the progress and out-turns of the KPIs at quarter 1 (Appendix A), Definitions are included for reference at Appendix B;
- b) Note the area where performance is strong and on track to achieve annual targets;
- c) Note the areas where performance has declined and require further monitoring; and
- d) Agree any other areas where actions to improve performance would be appropriate.

1.3 Reasons for Recommendation

- 1.3.1 Having a comprehensive and relevant set of performance indicators and targets is vital in ensuring that the Council delivers against its priorities and outcomes.
- 1.3.2 The Council has 61 Key performance indicators as part of the Strategic Plan 2011-15; there are 35 indicators that can be monitored quarterly to ensure the Council is on track to meet its annual performance targets.

1.4 Context

- 1.4.1 The Council uses a range of information to manage performance including performance indicators. The top level indicators are referred to as Key Performance Indicators (KPIs). These are set to support the delivery of the Strategic Plan. Each April the KPI set is reviewed, new targets and indicators were agreed by Cabinet in July 2014. Where possible a continuous improvement approach is used to ensure that targets are challenging. At the mid-year report Managers will be asked to assess their indicators to identify if any are likely to underperform.

1.5 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 2013/14 data, no direction can be given. The direction where available, compares the 2014/15 quarter 1 out-turn with the 2013/14 quarter 1 out-turn.
- 1.5.3 Indicators that are 'Data Only' do not have targets and therefore will not show a status rating (red, amber or green). These will however show direction compared to the same period in the previous year.
- 1.5.4 The tables below show the status of the KPIs in relation to the target and direction. Where possible targets are profiled to take into account seasonal variances.

RAG Rating	Green	Amber	Red	N/A ¹	Total
A growing economy	2 (67%)	1 (33%)	0	2	5
A decent place to live	6 (43%)	6 (43%)	2 (14%)	2	16
Corporate & customer excellence	9 (65%)	2 (14%)	3 (21%)	0	14
Overall	17 (55%)	9 (29%)	5 (16%)	4	35

¹ Data only indicators are included in the N/A figures. N/A figures are not included in percentage calculations.

Direction	Up	Down	N/A	Total
A growing economy	3 (60%)	2 (40%)	0	5
A decent place to live	8 (67%)	4 (33%)	4	16
Corporate & customer excellence	7 (50%)	7 (50%)	0	14
Overall	18 (58%)	13 (42%)	4	35

1.5.5 Overall, 55% (17) of all KPIs that can be measured quarterly have achieved the quarterly targets and 58% (18) of KPIs are showing improved performance compared to the first quarter in 2013/14.

1.5.6 At this point last year 40% (15) of KPIs had achieved the quarter 1 target and 44% (12) were showing an improvement compared to the previous year. The tables below show a comparison of the indicator ratings and direction of travel for quarter 1 2013/14 and 2014/15.

Quarter 1	Green	Amber	Red	N/A	Total
2013/14	15	13	10	2	40
2014/15	17	9	5	4	35

Quarter 1	Up	Across	Down	N/A	Total
2013/14	12	0	15	13	40
2014/15	18	0	13	4	35

1.5.7 It should be noted that at the end of 2013/14, 51% of KPIs achieved their annual targets and 55% of all out-turns had improved.

1.5.8 Of the nine KPIs that have been rated amber for quarter 1, all were within 5% of the target, and seven were within 1.5% of the target.

For Maidstone to have a growing economy

Green	Amber	Red	N/A	Total
2	1	0	2	5
Up	Across	Down	N/A	Total
3	0	2	0	5

1.5.9 Income from pay and display car parks has increased by 27% compared to the same period last year this equates to an additional £63.10 income per parking space.

1.5.10 Although the number of park and ride on-board transactions has declined slightly from the same period last year, the quarter 1 out-turn

is only 1% away from the target. At this point last year this indicator was showing a 4% decline, the difference between the 2014/15 quarter 1 out-turn, and the 2013/14 quarter 1 out-turn is 0.4%, indicating that the decline is slowing.

- 1.5.11 At March 2014 there were 1,802 people in the borough claiming Job Seekers Allowance (JSA), this has continued to drop during 2014/15 and currently stands at 1.5% (1,464 people). The last time the proportion of people claiming JSA was this low was in December 2008 when the rate was 1.6% with 1,551 people claiming JSA.

For Maidstone to be a decent place to live

Green	Amber	Red	N/A	Total
6	6	2	2	16
Up	Across	Down	N/A	Total
8	0	4	4	16

- 1.5.12 Housing have performed strongly this quarter, delivering 39 affordable homes and making improvements to 70 private sector homes. The team has also, through housing advice intervention, prevented 118 households from becoming homeless.

- 1.5.13 The average length of stay in temporary accommodation has not achieved the quarterly target. This is due to the increased demand from homeless households where the council has a statutory duty to provide emergency temporary accommodation. The service has mitigated the impact of increased demand through focusing on reducing the time taken to complete homeless investigations in order to minimise the length of stay in temporary accommodation, where possible. In addition, work is ongoing to reduce the nightly cost of temporary accommodation through using alternative providers, and the completion of the Aylesbury House project. This will provide 12 rooms of temporary bed and breakfast accommodation at a lower cost when it becomes operational in September 2014.

- 1.5.14 There have been performance issues for all types of planning applications. These performance issues were highlighted in the 2013/14 Annual Performance Report. A review of the planning support shared service is scheduled for October. It should be noted that although processing is happening outside of the statutory timescales customers have been contacted to agree extended timescales.

Corporate & Customer Excellence

Green	Amber	Red	N/A	Total
9	2	3	0	14
Up	Across	Down	N/A	Total
7	0	7	0	14

1.5.15 All of the Channel Shift indicators have achieved their quarterly targets, although only the one measuring visits to the Gateway is showing an improvement compared to the same period last year. All of these indicators have improved since the 2013/14 year end, when phone and gateway contacts were rated red and the online contacts were rated amber.

1.5.16 The average wait time for calls into the contact centre has improved compared to the same period last year and by 22 seconds compared to the 2013/14 annual out-turn. During the last quarter several Customer Service Advisors left the contact centre. These posts were not filled until the end of the quarter. This coupled with the additional calls for the planning support shared service, which is almost triple the number of calls previously received for planning and extends the call time by an average of 2 minutes, has impacted on performance levels.

1.5.17 There has been a 166% (156 additional complaints) increase in the number of complaints received for quarter 1 2014/15 compared to quarter 1 2013/14. Of the 250 complaints received to date for 2014/15, 109 related to the Landed Festival which was held on Easter Sunday. The percentage of those being escalated to stage 2 however has dropped from 24.5% at quarter 1 last year to 12% for the current period, which is positive as is the increase in satisfaction with complaint handling which has increased by almost 10% compared to the same period last year.

1.6 Alternative Action and why not Recommended

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

1.6.2 The Council could choose not to monitor KPIs quarterly and/or alternative performance management arrangements such as changing the reporting frequency.

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

1.7 Impact on Corporate Objectives

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

1.8 Risk Management

- 1.8.1 The production of robust performance reports contributes to ensuring that the view of the 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 performance indicators cover and are used to monitor a number of priority areas.

<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:			
.....			

Understanding Performance Tables

This is the performance measure.

Quarterly Data reported throughout the year. Includes quarter 4 data and targets.

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

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			

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

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 annual out-turns will be compared against 2012/13 annual 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		Direction	
	Target not achieved		Performance has improved
	Target missed (within 10%)		Performance has not changed / been sustained
	Target met		Performance has declined
	No target to measure performance against		No previous performance to judge against
	Data Only		







For Maidstone to have a growing economy

Objective 1. A transport network that supports the local economy

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
PKG 002	Income from pay and display car parks per space	£228.05	£291.15	£236.78				£291.15	£1029.49	Jeff Kitson		
PKG 007	Number of on-board Park & Ride bus transactions	90,246	89,849	90,720				89,849.5	378,000	Jeff Kitson		
	At this point in 2013/14 Park and Ride patronage was showing a 4% decrease compared to the previous year. Changes to the service and renewed promotion have helped slow this reduction, with the quarter 1 out-turn down 0.4% compared to quarter 1 in 2013/14. Work continues with Arriva to introduce new services such as WiFi enabled busses and new livery to further enhance the service and improve patronage.											

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





PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
E&S 001	Work experience placements delivered (by the Council) across the borough	21	13					13		John Foster		
	Nine eight week work experience placements were offered across the Council to young people attending the Maidstone House coffee morning at the end of April. Since this, seven have taken up an offer of work experience, with support being offered to those who were not offered an opportunity at MBC. The next Maidstone House coffee morning will be held in September and the team is hoping to run a coffee morning at Maidstone depot in August. In addition six, one week, school and college work experience placements have been delivered. Apprenticeship opportunities at MBC have been highlighted to those currently undertaking placements with the Council. We are also currently developing plans with Jobcentre Plus (JCP) to deliver a coffee morning at the 2020 Business Park, with young people referred from JCP being provided with training and information prior to the event e.g. a briefing of what to expect on the day and the opportunities available at individual businesses. This is also the same with Maidstone Studios.											

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
E&S 002	Number of employers that have engaged with NEETs (not in education, employment or training) through MBC	0	4					4		John Foster		
	Discussions have been had by various officers with four local businesses, with follow up contact to help address their current skills and recruitment issues. Relevant introductions have been made to MidKent College, Jobcentre Plus and other third sector organisations who can deliver specific skills related support to businesses. The four business we have been working with are: iComtel, Lenham Storage, Faith Dean and Sawyer & Fisher. We are also working with KCC to develop data sharing on which companies Kent Employment Programme officers have had contact with, in order to develop a coordinated approach to business engagement.											
LVE 002	Percentage of people claiming Job Seekers Allowance	2.2%	1.6%	2.5%				1.6%	2.5%	John Foster		











For Maidstone to be a decent place to live

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












PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
DCV 004	Percentage of Major applications processed within statutory timescales (NI 157a)	58.82%	68.75%	70.00%				68.75%	70.00%	Rob Jarman		
DCV 005	Percentage of Minor applications processed within statutory timescales (NI 157b)	67.50%	62.65%	75.00%				62.65%	75.00%	Rob Jarman		

Quarter 1 Key Performance Indicator Report










Appendix A



PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
DCV 006	Percentage of Other applications processed within statutory timescales (NI 157c)	90.14%	80.00%	85.00%				80.00%	85.00%	Rob Jarman		
	None of the planning application processing indicators have met their quarterly targets. The quarterly targets for processing of major planning applications and other planning applications were marginally missed, it should be noted that there were 24 fewer other applications and one fewer major application than for the same period last year. The processing of minor planning applications has not achieved the quarterly target, there were three more minor applications received in this period than for the previous year. However, Planning Officers have been assisting with the MKIP project work to support the shared service and the Local Plan. These issues and the impact on performance was highlighted in the 2013/14 Annual Performance Report.											
DCV 003	Percentage of residential planning applications processed within statutory timescales	84.85%	Data not provided	70.00%				Data not provided	70.00%	Rob Jarman		
	Unfortunately, the reporting on the new Uniform system is still being developed so it is not possible to draw this information. As soon as the information is available it will be reported to the Corporate Leadership Team and the relevant Cabinet Member.											
HSG 001	Number of affordable homes delivered (gross)	74	39	30				39	200	John Littlemore		
HSG PS 003	Number of private sector homes improved	65	70	45				70	180	John Littlemore		

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

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
DCE 001	Percentage of planning enforcement cases signed off within 21 days	95.1%	Data not provided	90%				Data not provided	90%	Rob Jarman		
	Unfortunately, due to the change from APAS to Uniform system databases it is not possible to draw this information. This is being explored for future reporting.											
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)	1.10%	1.66%	1.70%				1.66%	1.70%	Jennifer Shepherd		
WC 001	Percentage of household waste sent for reuse, recycling and composting (NI 192)	46.26%	51.50%	50.00%				51.50%	50.00%	Jennifer Shepherd		
WC N 004	Total waste arising per household (kg)		225.07	206.25				225.07	825.00	Jennifer Shepherd		
DEP 007	Percentage of fly-tipping reports responded to within one working day	97.25%	97.54%	99.00%				97.54%	99.00%	Jennifer Shepherd		







Objective 5. Residents in Maidstone are not disadvantaged because of where they live or who they are, vulnerable people are assisted and the level of deprivation is reduced





PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
HSG 005	Number of households prevented from becoming homeless through the intervention of housing advice	45	118	87.5				118	350	Neil Coles		
HSG 009	Average length of stay in temporary accommodation (those leaving TA)		73.7 days	54.7 days				73.7 days	54.7 days	Neil Coles		
	This indicator measures the length of stay in temporary accommodation for all households leaving the accommodation in quarter 1. There are two components to this, the length of stay accommodated whilst their homeless application is investigated and a decision reached, followed by the length of stay following the decision and either the council's housing duty ends, or we are able to secure alternative permanent accommodation to end our duty. During the quarter there has been some fluctuation in the average length of stay by month, and this is a result of the variation in individual casework with some cases being very complex and requiring greater investigative resource than others.											
MF M 001a	Number of families accepted on the Maidstone Families Matter programme	76	178	180				178	189	Ellie Kershaw		
MF M 001b	Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with	22.37%	55.06%	60%				55.06%	60%	Ellie Kershaw		
	The target for families set by KCC across the three years is 189, and these are to be identified by the end of July 2014, so it is expected that the annual target will be achieved during quarter 2. We do however plan to keep accepting families where partners judge there to be a need so we expect to exceed 100% on this target. Due to the way in which families are verified by KCC there are a further 12 families awaiting verification. We have decided to work											

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
	with some of these families despite their not having been verified as we are confident that they meet the criteria.											
R&B 004	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181)	10.91	9.98	10.00				9.98	10.00	Steve McGinnes		











Corporate & Customer Excellence

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

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
22 CTC 001	The average wait time for calls into the Contact Centre	221.00 seconds	149.00 seconds	120.00 seconds				149.00 seconds	120.00 seconds	Sandra Marchant		
	Average wait times have increased again during the last quarter, compared quarter 4 in 2013/14. Due to more Customer Service Advisors leaving in the previous quarter the Contact Centre had six vacant full time posts which were filled towards the end of the quarter. Consequently there was a shortage of trained resource and a lot of training going on all adding to increased wait times for calls to be answered. In addition, from 2nd June the Contact Centre started taking calls for the new Planning shared service and this has almost tripled the number of calls just for Planning and added, on average, 2 minutes to every Planning call. This has all impacted on performance levels.											
CTC 002	Percentage of Visitors to the Gateway responded to by a CSA within 20 minutes	79.93%	76.2%	75%				76.2%	75%	Sandra Marchant		
PIT 001	Percentage of complaints resolved within the specified timescale	95.75%	95.6%	95%				95.6%	95%	Angela Woodhouse		

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
PIT 002	Satisfaction with complaint handling	20.00%	54.39%	45.00%				54.39%	45.00%	Angela Woodhouse		
R&B 009	Overall satisfaction with the benefits service	88.57%	91.15%	85%				91.15%	85%	Steve McGinnes		

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

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
BIM 003a	Percentage of customer contacts made in person in the Gateway	7.80%	6.90%	7.70%				6.90%	7.30%	Georgia Hawkes		
BIM 003b	Percentage of customer contacts made online by visiting the councils website	75.77%	75.47%	73.00%				75.47%	75.00%	Georgia Hawkes		
BIM 003c	Percentage of customer contacts made by phone through the contact centre	16.43%	17.63%	18.60%				17.63%	17.70%	Georgia Hawkes		
BIM 004	Change in number of out-going post items 2014/15	-3.83%	14.04%	10%				14.04%	10%	Georgia Hawkes		
	The large increase of 14,406 between years is represented by an increase of 15,259 more poll cards in rural areas being delivered via post that were previously hand delivered. Other significant changes include increase in Parking 2985 – resident parking permits 989 - permits are being processed quicker due to changes to the process and are no longer in backlog, and an increase in debt registration and notice to owners 1678. Accountancy an increase 2673 due to the continuing increase in producing invoices for the green garden bins. Reductions include Council tax 4582 and Parks and Leisure 1253.											
R&B 005	Percentage of Non-domestic Rates Collected	33.48%	33.64%	34.32%				33.64%	97.80%	Steve McGinnes		

PI Ref	Indicator Description	Q1 2013/14	Q1 2014/15		Q2 2014/15	Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	D	Status
			Value	Target				Value	Target			
	(BV 010)											
R&B 006	Percentage of Council Tax collected (BV 009)	29.90%	29.30%	30.10%				29.30%	98.30%	Steve McGinnes	↓	⚠
BIM 002	Percentage of financial transactions not carried out on-line or by direct debit/standing order	10.69%	8.7%	10%				8.7%	10%	Paul Riley	↑	✓
HRO 001/ BV 12	Working Days Lost Due to Sickness Absence (rolling year) (BV 12)	9.39 days	7.46 days	8.00 days				7.46 days	8.00 days	Dena Smart	↑	✓
MJC 006	Missed bins	20.5	37.6	30.0				37.6	30.0	Jennifer Shepherd	↓	🛑
	Missed collections have continued to improve however are still slightly above the target of 30 per 100,000. This still only equates to 0.038% of collections made. The majority of missed collections are due to peak demand for garden waste and this is currently being addressed by Biffa through minor changes to the collection rounds. Missed collections for refuse, recycling and food waste are within target with only 24.91 missed collections per 100,000 for the first quarter. At this stage it is still possible that the annual target will be met.											

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.
Process	LVE 002 Percentage of people claiming Job Seekers Allowance	Quarterly	Aim to minimise	John Foster	JSA claimant count records the number of people claiming Jobseekers Allowance (JSA) and National Insurance credits at Jobcentre Plus local offices. People claiming JSA must declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made. Measures the health of the jobs economy.
	DCV 002 a) Percentage of major business planning applications take-up of pre-applications advice b) Percentage of those taking pre-application advice where the applications were approved	Bi-annual	Aim to maximise	Rob Jarman	These indicators measure the take-up and quality of pre-application advice. Pre-application advice is being promoted by the team to ensure that developments are high quality and well designed.
Finance	R&B 002 Value of business rateable floor space	Annual	Aim to maximise	Steve McGinnes/ John Foster	The rateable value represents the open market annual rental value of a business/non-domestic property. This means the rent the property would let for on the valuation date, if it was being offered on the open market.
Learning & Development	KCC 003 Number of 16-18 year olds who are not in education, employment or training (NEETS)	Annual	Aim to minimise	Sarah Robson	Non-participation in education, employment or training between the ages of 16 and 18 is a major predictor of later unemployment, low income, depression, involvement in crime and poor mental health.
Learning & Development	KCC 004 Working age people educated to NVQ level 4 of higher	Annual	Aim to maximise	Sarah Robson	This indicator is needed because of the important role local authorities have with regard to economic development and the key part that skills and qualifications play in supporting economic development.

2. A transport network that supports the local economy.

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

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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. These indicators measure the percentage of planning applications dealt with in a timely manner for their respective categories.
Customer	DCV Processing of planning applications within statutory timescales - 004 (Majors), 005 (Minors), 006 (Others)	Quarterly	Aim to maximise	Rob Jarman	

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Process	HSG 010 Net addition homes delivered	Annual	Aim to maximise	Rob Jarman	This indicator measures the net increase in dwelling stock over the year. This was originally a national indicator that was introduced to encourage a greater supply of new homes to address the long term housing affordability issue.
	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 PS 003 Number of private sector homes improved	Quarterly	Aim to maximise	John Littlemore	This is the number of private sector homes that have been improved by various means throughout the year in which the outcome has had a positive impact of the resident's health, safety or welfare.
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.

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	COM 008 Satisfaction with local area as a place to live (Resident Survey)	Biennial	Aim to maximise	Sarah Robson	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	DEP 004 Satisfaction with street cleaning (residents survey)	Biennial	Aim to maximise	Gary Stevenson	
Customer	PKS 002 Satisfaction with Parks & Open Spaces (residents survey)	Biennial	Aim to maximise	Jason Taylor	
Customer	DEP 007 Percentage of fly-tipping reports responded to within 1 working day	Quarterly	Aim to minimise	Gary Stevenson	Fly-tipping is the common term used to describe waste illegally deposited on land as described under Section 33 of the Environment Protection Act 1990. This indicator is to monitor the timely removal of illegal dumping of waste on relevant land and highways.
Process	DCE 001 Percentage of planning enforcement cases signed off within 21 days	Quarterly	Aim to maximise	Rob Jarman	To ensure a timely response to planning enforcement.
Process	DEP 002 Local Street & Environmental Cleanliness a) Litter, b) Detritus (NI 195ab)	Annual	Aim to minimise	Gary Stevenson	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	Gary Stevenson	The indicator measures percentage of household waste arising's 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	Gary Stevenson	To monitor cost of municipal waste disposal, to ensure that good value for money is achieved while delivering a high quality service.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Finance	DEP 003 Cost of street cleansing per head of population	Annual	Aim to minimise	Gary Stevenson	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 004 Total waste arising's per household (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 total amount of waste arising's per household. Local authorities have an important role to play in assisting their residents to reduce waste (as well as encouraging sorting of waste for recycling, re-use, home composting and other forms of home treatment of waste).
Learning & Development	CMP 001 Percentage CO2 reduction from local authority operations	Annual	Aim to maximise	TBC	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	CDP 011 Recorded crime per 1,000 population	Annual	Aim to minimise	Sarah Robson	This indicator provides a snapshot of the level of crime in the borough and its direction of travel. The data for this indicator comes from Kent Police.

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 009 Average length of stay in bed and breakfast accommodation (those leaving TA)	Quarterly	Aim to minimise	John Littlemore	Average length of stay in temporary accommodation (TA) for those leaving TA in period. To measure the authority's success in reducing temporary accommodation use.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	INT 001 Percentage of the Borough covered by Broadband	Annual	Aim to maximise	Dave Lindsay	A broadband internet connection is increasingly viewed as a vital utility at work and home – the electricity of the 21st century. A largely deregulated market means that broadband services are competitively priced. However, it also makes the provision of these services a commercial decision by Internet Service Providers (ISPs), often favouring the denser urban areas.
Process	R&B 004 Average time taken to process new benefit claims and changes of circumstances	Quarterly	Aim to minimise	Steve McGinnes	HB/CTB of £19bn is paid to over 5 million low income households. Delays in the administration of these benefits can impact on some of the most vulnerable people in our society by: <ul style="list-style-type: none"> • Leading to rent arrears and evictions • Preventing access to housing because landlords are reluctant to rent to HB customers • Acting as a deterrent to people moving off benefits into work because of the disruption to their claim
Process	HSG 005 Number of households presented from becoming homeless through intervention	Quarterly	Aim to maximise	John Littlemore	To measure the effectiveness of housing advice in preventing homelessness or the threat of homelessness. Under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002, housing authorities have a duty to ensure that advice and information about homelessness and prevention of homelessness are available free of charge to anyone in their district.
Process	MFM 001a Number of families accepted on the Maidstone Families Matter programme	Quarterly Quarterly	Aim to maximise	Ellie Kershaw	These indicators measure the progress of the Maidstone Families Matter programme. This is Maidstone's local version of the government's Troubled Families Programme. Currently this programme runs until March 2015.
	MFM 001b Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with				
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

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
					levels in Maidstone are higher than the workplace based levels suggesting lower skilled and lower wage level local economy.
Learning & Development	CDP 003 Percentage of residents participating in neighbourhood planning as a percentage of the ward population	Annual	Aim to maximise	Sarah Robson	Resident participation is important for successful neighbourhood planning. This indicator assesses what percentage of the ward population have been involved and participated in the process.
Learning & Development	KCC 003 Number of 16-18 year olds who are not in education, employment or training (NEETS) (REPEATED)	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.
Learning & Development	KCC 004 Working age people educated to NVQ level 4 or higher (REPEATED)	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.

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 Refuse & Recycling collections PKS 003 Maidstone Leisure Centre PKS 002 Parks and open spaces DEP 004 Street cleanliness	Biennial	Aim to maximise	Gary Stevenson & Jason Taylor	

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
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 (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)	Biennial	Aim to maximise	Paul Riley & Roger Adley	This indicator measures the extent to which resident is feel that the Council is providing value for money. The Council has a duty provide services that are cost efficient.
Learning & Development	PIT 002 Percentage of those making complaints satisfied with how their complaint was handled	Quarterly	Aim to maximise	Angela Woodhouse	These indicators are to measure complaint resolved on time and to gage the level of customer satisfaction with the complaints process. These are also reported as part of the quarterly complaints report.
	PIT 001 Percentage of complaints resolved within specified timescale	Quarterly	Aim to maximise	Angela Woodhouse	

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	Gary Stevenson	This indicator monitors the performance of the contractor and ensures that the service delivers quality and that changes are communicated properly to residents.
Customer	BIM 003a Percentage of customer contacts made in person in the Gateway	Quarterly	Aim to minimise	Georgia Hawkes	This suite of indicators measures contact to council across the Gateway, Contact Centre and Website in order to assess the progress of the channel shift project.
	BIM 003b Percentage of customer contacts made online by visiting the		Aim to maximise		

KPI Explanations 2014

Appendix B

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
	councils website				
	BIM 003c Percentage of customer contacts made by phone through the contact centre		Aim to minimise		
Process	BIM 004 Change in the number of out-going post items,	Quarterly	Aim to maximise (Negative change)	Georgia Hawkes	It is more costly to send an item in the post than it is to do so by email. This indicator monitors the change in number of post items being sent out to inform progress on the channel shift project.
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	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.
Finance	DVC 007 Average cost of planning service per application	Annual	Aim to minimise	Rob Jarman	The measure the cost of the development management team per application they have processed.
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 the council.

Agenda Item 10

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 7 October 2014

Budget Strategy 2015-16 Onwards – Revenue

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions .

Questions I would like to ask regarding this report:

-
-
-
-
-

MAIDSTONE BOROUGH COUNCIL

**STRATEGIC LEADERSHIP AND CORPORATE SERVICES
OVERVIEW AND SCRUTINY COMMITTEE**

TUESDAY 7 OCTOBER 2014

REPORT OF HEAD OF FINANCE AND RESOURCES

Report prepared by Paul Riley

1. BUDGET STRATEGY 2015-16 ONWARDS - REVENUE

1.1 Issue for Decision

1.1.1 This report provides an update on the Medium Term Financial Strategy following consideration by Cabinet on 10 September 2014.

1.1.2 The appendices to this report set out updated assumptions in relation to the key elements of the strategic revenue projection and inform the Committee of the approved planning assumptions to be used for consultation purposes.

1.2 Recommendation of the Head of Finance and Resources

1.2.1 That the Committee note the updated information provided and the amendment to the reports recommendations agreed by Cabinet.

1.3 Reasons for Recommendation

1.3.1 Attached to this report as **Appendix A** is the report of the Corporate Leadership Team to Cabinet setting out options and planning assumptions in relation to the strategic revenue projection.

1.3.2 At their meeting on 10 September 2014 Cabinet considered the officer recommendation and made one amendment which is set out in the record of decision set out in **Appendix B**.

1.3.3 **Appendix C** to this report is a revised strategic revenue projection that takes account of the amendment agreed by Cabinet.

1.3.4 Since their meeting on 10th September Cabinet Members have been holding individual discussions with relevant officers about the cost of services within their portfolios and the Cabinet has been made aware

of the budget working group meetings that are planned by this Committee.

1.4 Alternative Action and why not Recommended

- 1.4.1 The Committee will be formally consulted on the budget strategy at its January 2015 meeting. The Committee could at this time await formal consultation however the Council's resources are under significant pressure and an early awareness of the situation and discussions on potential ways to enable a balanced budget for 2015/16 will benefit the Council.

1.5 Impact on Corporate Objectives

- 1.5.1 The medium term financial strategy identifies the resources available to complete the actions set out in the strategic plan.

1.6 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

X

- 1.6.1 FINANCIAL – The predicted resources available to the Council and the pressures facing the Council's budget are set out in the attached appendices.

1.7 Relevant Documents

1.7.1 Appendices

Appendix A – Cabinet Report – Report of Corporate Leadership Team -
Budget Strategy 2015 16 Onwards;
Appendix B – Cabinet Decision – Report of Corporate Leadership Team
- Budget Strategy 2015 16 Onwards;
Appendix C – Revised strategic revenue projection.

1.7.2 Background Documents

None

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 10 SEPTEMBER 2014

REPORT OF CORPORATE LEADERSHIP TEAM

Report prepared by Paul Riley

1. BUDGET STRATEGY 2015 16 ONWARDS - REVENUE

1.1 Issue for Decision

1.1.1 This report allows Cabinet to review the medium term financial strategy (MTFS) for 2015/16 onwards along with developments and emerging issues that will affect the revenue budget for 2015/16 to 2019/20.

1.1.2 The report seeks Cabinet's view on draft assumptions that will be used to set the MTFS for planning purposes and for consultation. The draft assumptions for the MTFS are considered in the context of the strategic plan as currently published and will later be reviewed to meet the context of the new strategic plan.

1.1.3 The details provide an early indication of the level of savings and efficiencies required so that the Council is able to produce a balanced budget.

1.2 Recommendation of Corporate Leadership Team

1.2.1 That Cabinet selects, for planning purposes, the "recommended assumptions" version of the strategic revenue projection from the three scenarios given at Appendix D and agrees any necessary amendments to that projection.

1.3 Reasons for Recommendation

1.3.1 The MTFS is a five year rolling strategy that is reviewed and updated annually as a key element of the development of the budget and is ultimately approved by Council. The strategy sets out the revenue spending plans of the Council and states the criteria by which decisions in relation to the development of the annual budget are to be made. This report reviews the strategy and considers options for the development of a five year strategic revenue projection (SRP).

1.3.2 The development and approval of a five year SRP at this early stage achieves two objectives:

a) To set out the risks to achieving a balanced budget.

This means identifying, at this early stage, the expected pressures on the Council's resources and therefore allowing a suitable opportunity to identify the necessary efficiencies.

b) To set out the current planning assumptions for consultation.

This means both public consultation, that is a formal requirement, and informal consultation with overview and scrutiny and interested members.

1.3.3 Since the approval of the current MTFS by Council on 5th March 2014 there have been no major announcements from central government that have a direct effect upon the budget. The forthcoming budget year, 2015/16, is the year of the general election and it is expected that announcements that may affect funding levels will be made later in the year but in time to impact upon resources for 2015/16.

1.3.4 This year is the first year of the Kent Business Rates Pool and Maidstone Borough Council is an inaugural member. The Council's business rates account is currently reporting a very minor level of growth in business rates. Interest in membership of the pool is growing amongst district councils in Kent as the potential for economic growth becomes clearer. As new business premises are developed in Maidstone they will have an impact on future business rates levels in the borough. The pool will ensure the Council can take maximum advantage of that growth.

1.4 The Local Context

1.4.1 Attached at **Appendix A** is the budget summary for 2014/15. This was agreed at Council on 5th March 2014. The 2014/15 budget was developed from the work on the MTFS during 2013/14 and forms the base position for the consideration of the details set out in this report.

1.4.2 Also attached for further information are the following:

Appendix B – The currently approved MTFS for 2014/15 onwards.

Appendix C – The statement of balances projected to March 2015.

1.4.3 The provisional outturn position for 2013/14 was reported to Cabinet in May 2014. The report showed a net under spend of £92,000 after

allowing for the carry forward of various budgets to 2014/15 as set out in the table below:

Gross to Net Under Spend 2013/14	£,000
Variance on net service spending	7,711
Less:	
Revenue set aside to finance capital expenditure	-6,157
Grants required to be carried forward	-831
Carry forward requests	-631
Net Under Spend	92

- 1.4.4 The external audit of the Statement of Accounts for 2013/14 is almost complete. Any changes to the revenue position identified during the course of the audit will be reported to Cabinet as part of the second quarter's budget monitoring report for 2014/15.
- 1.4.5 The first quarterly monitoring report for 2014/15 was considered by Cabinet in August 2014 and identified a number of areas where there were concerns regarding adverse variance and budget pressures. In most cases Cabinet took action to resolve the issues however two areas remain for continued monitoring and possible future action. These are: the level of demand and the cost of temporary accommodation provided for homeless persons; and the review of the Council's own accommodation requirements. In both cases Cabinet will be kept informed of the situation and any necessary actions through the quarterly budget monitoring reports and the development work around this medium term financial strategy.

1.5 The National Context

- 1.5.1 Since 2010/11 the Council's MTFs has been considered within the framework of the government spending review of October 2010. Public sector spending reductions form a major part of that review and are central to the Government's objective of removing the structural deficit. The spending review period ends with the current year, 2014/15.
- 1.5.2 In the spending round 2013 the Chancellor announced, for the public sector, a further cut in revenue spending of £11.5bn and growth of £3bn in capital spending in 2015/16. Within these sums there is an expected real-terms reduction of 10% in the funding that is available direct from the Department for Communities and Local Government along with a real-terms reduction of 2.3% in funding from other departments.
- 1.5.3 The reduction in direct funding that the Council can expect was set out in the indicative revenue support grant figures provided by the Department for Communities and Local Government (DCLG) which

are considered later in this report. The effect on other funding received from central government is more difficult to predict however the DCLG has commenced a minor consultation on the administration grant and the new burdens grant for local council tax support and the potential consequences are also considered later in this report.

- 1.5.4 Until the current year the effect on the economy of the Government's plan has not been as positive as expected. The economy has proven resistant to the efforts and tabulated below are the UK economic indicators of growth and national debt for the past five years.

	2009	2010	2011	2012	2013
Growth	-3.6%	1.5%	0.7%	0.0%	2.6%
National Debt (trillions)	£0.62t	£0.76t	£0.91t	£1.11t	£1.19t

- 1.5.5 A range of other indices have a direct effect upon the MTFS and are useful for consideration at this point. Tabulated below are the RPI (Retail Price Index), CPI (Consumer Price Index), the base rate and the LIBOR (London Inter-Bank Offered Rate) over a similar period.

Rate as at March:	2010	2011	2012	2013	2014
RPI	4.4%	5.3%	3.6%	3.3%	2.5%
CPI	3.4%	4.1%	3.5%	2.8%	1.6%
Base Rate	0.5%	0.5%	0.5%	0.5%	0.5%
LIBOR 1month	0.237%	0.253%	0.241%	0.204%	0.156%

1.6 The Strategic Revenue Projection (SRP)

- 1.6.1 The strategic revenue projection (SRP) is a model used annually by Cabinet to concisely predict the effect of major local and national priorities on the future revenue budget of the Council.

- 1.6.2 In the past Cabinet has used, at this early stage, a document that models three results:

- a) Using minimum resource assumptions;
- b) Using maximum resource assumptions; and
- c) Using the recommended resource assumptions.

This enables Cabinet to compare the recommended assumption with the range of possible outcomes.

- 1.6.3 All three models use predictions regarding factors such as inflation rates and the consequences of local and national initiatives on the future revenue budget of the Council. The most significant factors are discussed individually later in this report.

- 1.6.4 The three SRPs are given at **Appendix D**. Cabinet may wish to select one as the future planning tool or modify any of the three to meet their favoured assumptions. There is a significant amount of detail in each of the three models created by the assumptions. These have been set out when considering each issue in the following sections of the report.
- 1.6.5 It is recommended that Cabinet adopt the recommended assumptions model as the planning tool and for consultation.

1.7 Resource Issues in the Strategic Revenue Projection

- 1.7.1 **Revenue Support Grant:** In February 2014 the DCLG notified the council of the indicative figure for revenue support grant (RSG) in 2015/16. The break down of the figures for both RSG and business rates that were contained in the notification are given in the table below:

	RSG £,000	Business Rates £,000
Base Funding	2,000	2,801
2011-12 Freeze Grant	193	140
Homeless Prevention	58	42
Total	2,251	2,983

- 1.7.2 All three strategic revenue projections are developed on the basis of an assumption that by 2019/20 the current RSG received by the Council will no longer be paid. The variation in assumptions set out in the three SRPs test the options of:

- a) The "cliff edge" approach that is considered likely by many district council's;
- b) An even decline over the five years; and
- c) A hybrid rate of decline that is not as significant as the cliff-edge approach.

- 1.7.3 **Business Rates:** All three SRPs include assumptions regarding the expected level of income that the Council will be permitted to retain from the collection of business rates. The assumptions are derived from the indicative figure provided by central government and set out in the table at paragraph 1.7.1 above. The indicative figure is then projected into the future using an assumption of 2% to represent medium term RPI increases. This inflation rate is used because the annual uplift in the business rates multiplier, as set nationally by central government, is still aligned to RPI inflation.
- 1.7.4 The Council is an inaugural member of the Kent Business Rates Pool and expects, in the future, to benefit from growth in the business

rates base within the borough. The "minimum resources" SRP assumes that no additional income will accrue from business rates growth. The remaining two SRPs assume growth in the forthcoming year of £300,000 in rateable value (RV), followed by an additional £75,000 RV growth in each of the further four years of the strategy.

- 1.7.5 **Council Tax:** The level of council tax increase for 2015/16 is a decision that will be made at Council in March 2015 based on a recommendation made by Cabinet. At this time a decision on the increase in council tax is solely for planning purposes and to enable the necessary public consultation on the Council's budget and MTFS. The current MTFS states that:

"The Council has a responsive approach to the level of Council Tax and will set this at an appropriate level commensurate with the needs of the strategic plan. In recent years it has set a small increase below CPI inflation levels and remains flexible on the level of increase for future years. The increase is set by the Council's ability to otherwise set a balanced budget."

- 1.7.6 The total resources received from council tax is a product of the tax base and the level of tax set by Council. The tax base is a value derived from the number of residential properties within the borough and their "band", which is based on valuation ranges, adjusted by all discounts and exemptions. The tax base as at July 2014 is 55,764.1 which is then adjusted for estimated average growth during 2015/16, mainly derived from developments; demolitions; and new claimants for discount and exemptions. The figures used in all three SRPs are predicted figures as the actual tax base calculation will occur mid October 2014 as per current regulations.

- a) The minimum resource SRP assumes no increase in the council tax charged by the Council and a 0.2% annual increase in the tax base;
- b) The maximum resource SRP assumes a 1.99% increase in council tax as this is expected to continue to be the government set referendum limit. This is combined with a 0.9% increase in the tax base; and
- c) The officer recommended SRP assumes that the council tax increase will be equivalent to the previous year's increase of 1.99% and be held consistently throughout the five years of the MTFS this is combined with a 0.3% annual increase in the tax base.

- 1.7.7 In considering a suitable level of increase for planning purposes members may wish to note that a 1% increase in council tax is equivalent to additional resources of £0.13m per annum. This is an average annual increase of £4.80 or 40 pence per month at band D.

- 1.7.8 A nil annual increase in council tax over the five years of the strategy would mean council tax income levels of £13.1m by 2019/20 whereas a 1.99% increase would mean council tax income levels of £14.4m by 2019/20 assuming consistent tax base increases of 0.3% per annum. This is a variation in available resources of £1.3m.
- 1.7.9 **Other Income:** Other sources of income available to the Council include income from fees and charges, sales, licenses, rents and contributions from other organisations. The 2014/15 estimate for other information is £13.9m and the first quarter's monitoring report, considered by Cabinet in August, suggests that overall receipts are on target.
- 1.7.10 Fees and charges are increased annually in line with the Council's approved policy on fees and charges. Cabinet will consider a full report on proposed changes to the levels of fees and charges in December 2014. At that time the increase will be incorporated into the chosen SRP. In all three SRPs the assumed increase in income generated from current activities is nil.
- 1.7.11 Cabinet has recently approved a commercialisation strategy for the Council. This strategy set a baseline objective of £1m income from additional or enhanced commercial services over the next five years. All three SRPs include an annual increase of £0.2m to reflect an even development of these services over the five years. As progress is made with the strategy the profile of the £1m increase may require adjustment.

1.8 Expenditure Assumptions in the Strategic Revenue Projection

- 1.8.1 **Inflation Indices:** These are considered in detail for their effect on the subjective expenditure elements of the revenue account. For each subjective element the appropriate index and rate have been discussed with services managers or identified from the requirements of a related contract. These are then used to calculate the increased costs expected in 2015/16 and future years. These indices have been kept consistent across all three models of the SRP. The rates used are set out in the table below:

Expenditure Type:	%
Employee Costs (Including Increments)	1.5
Insurance	3.0
Rents	6.2
Business Rates	2.0
Contracts – range 0% to 3.9%	^(Avg) 1.0
Energy & Water – range -3.5% to 4%	^(Avg) 2.5
Other running costs	0.0

- 1.8.2 **Welfare Reform:** The change, in 2013/14, from council tax benefit to local council tax support and the future introduction of Universal Credit create an expectation that the Council will receive a reduction of £0.15m in the level of administration grant from Central Government in 2015/16. A further reduction of £0.1m has been assumed in the MTFS for the year 2017/18. The actual reductions will not be known until later this year.
- 1.8.3 **Single Tier Pension Arrangements:** The government's proposals to implement a single tier pension by 2016 will have a cost implication for local government employer national insurance contributions. Local government employers will have to pay the same rate as employers who are not contracted out. This is an increase of up to 3.4%. It will also have an impact on employees as they will also lose their contracting out rebate so may have to pay 1.4% more in national insurance. At this time an assumed additional cost of £0.3m from 1st April 2016 is included in all three SRPs.
- 1.8.4 **Regeneration Costs:** The SRPs assume a loss of income or increase in costs from the potential redevelopment of a town centre car park such as King Street. It has been a long term intention of the Council to identify a more suitable use than the current surface car park. Officers are actively considering options at this time. The three SRP's make different assumptions about the possible sale of the asset and the loss of the car park income. These are:
- a) The minimum resource SRP assumes immediate loss of all income;
 - b) The maximum resource SRP assumes full retention by a redevelopment retaining the current income levels; and
 - c) The recommended SRP assumes a partial loss by redevelopment with a lesser income stream of £75,000, occurring in 2016/17.
- 1.8.5 **Economic Development:** In the development of the MTFS for 2014/15 consideration was made by Cabinet to the enhancement of the Economic Development Team in recognition of their direct contribution to the delivery of the Council's current priorities. Three new posts were created and funding was built up within the MTFS over a period of three years commencing in 2014/15. The MTFS identifies the continued need to resource £60,000 of salary costs within the team. At present these costs are being funded from the residual funding received from the growth point programme.
- 1.8.6 **Growth Provision:** In the latter years of the MTFS a non-specific growth pressure of £50,000 per annum is included. The future contains as yet unknown risks and potential budget pressures, this pressures enables the Council to reflect a small element of pre-preparation into its future efficiency plans.

1.9 Savings and Efficiency

1.9.1 The SRPs identify the predicted levels of resource available to the Council and the additional budget pressures facing the Council for each year of the MTFS. From this information the level of savings and efficiency required to create a balanced budget can be deduced.

1.9.2 The three versions of the SRP attached as Appendix D produce the savings tabulated below

	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	Total
Minimum Resources	1,374	1,671	1,271	493	215	5,024
Maximum Resources	883	788	427	455	382	2,935
Recommended	962	1,149	520	489	327	3,447
Identified Savings Proposals	-409	-130	-160			-699

1.9.3 The work completed on the MTFS to date means that some proposals already exist to achieve the required savings for 2015/16, 2016/17 and 2017/18. Based on the figures from the recommended assumptions SRP and allowing for the savings already proposed there is still a need to identify savings and efficiencies as follows:

Year	Saving £,000
2015/16	553
2016/17	1,019
2017/18	360
2018/19	489
2019/20	327
Total	2,748

1.9.4 A number of initiatives can assist the Council in identifying actions that will achieve these revised targets, such as:

- The Strategic Leadership and Corporate Services Overview and Scrutiny Committee's Budget Working Group;
- The review of fees and charges to be reported to Cabinet later in the year;
- Procurement activities such as a review of major contracts and category management;
- Ongoing reviews of new ways of working and staff structures.

1.9.5 At this time officers, Cabinet Members and Overview & Scrutiny are continuing to identify proposals that will enable the Council to deliver a balanced budget over the period of this MTFS. Additional savings will be reported to future meetings of Cabinet.

1.10 Alternative Action and why not Recommended

- 1.10.1 Cabinet could at this stage await clarity on the issues discussed in this report. It is however prudent to agree a revenue projection at this stage to enable planning for the required savings and for consultation.
- 1.10.2 With reference to the specific issues and assumptions within the report it is inevitable that Cabinet will need to take a view on each issue and assess their future impact on the Council. The three strategic revenue projections are developed to assist Cabinet with this task. It is the intention of the report to initiate discussion and to provide Cabinet, and interested members, with the opportunity to raise issues, concerns and proposals at a formative stage in the development of the MTFS.

1.11 Impact on Corporate Objectives

- 1.11.1 It is the purpose of the budget strategy to allocate resources to the priority outcomes in the strategic plan, including the allocation of resources to other plans and strategies developed to achieve those outcomes. It is necessary for Cabinet to be satisfied that their priority objectives are funded through this strategy.

1.12 Risk Management

- 1.12.1 Matching resources to priorities in the context of the significant pressure on the Council's resources is a major strategic risk. The MTFS is improved each year to enhance its resilience and effectiveness. The Strategic Leadership and Corporate Services Overview and Scrutiny Committee has commenced its work on reviewing the budget proposals and will consider Cabinet's decisions on this report at its next meeting. The group will carry out an in depth assessment of the proposed strategic revenue projection and the savings proposals brought forward. In 2013/14 the committee set up an all member budget workshop and is likely to carry out the same activity again this year.
- 1.12.2 Specific budget risks and opportunities are identified in the main body of the report, especially the consideration of the factors in the strategic revenue projection. The selection of the most appropriate strategic revenue projection and the continued monitoring of the factors included will help mitigate these risks.

1.13 Other Implications

1. Financial

x

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

- 1.13.1 **Financial:** The budget strategy and the MTFS impact upon all activities of the Council. The future availability of resources to address specific issues is planned through this process. It is important that Cabinet gives consideration to the financial consequences, at service level, from the recommendations in this report.
- 1.13.2 **Staffing:** The process of developing the budget strategy will identify the level of resources available for staffing over the medium term.
- 1.13.3 **Legal:** The Council has a statutory obligation to set a balanced budget and development of the MTFS and the strategic revenue projection in the ways set out in this report supports achievement of a balanced budget.
- 1.13.4 **EINA:** The report sets out a policy that will have a positive impact as it will enhance the lives of all members of the community through the provision of resources to core services. In addition it will affect particular groups within the community. It will achieve this through the focus of resources into areas of need as identified in the Council's strategic priorities.
- 1.13.5 **Asset Management:** Resources available for asset management are contained within the strategic revenue projections set out in this report.

1.14 Relevant Documents

1.14.1 Appendices

Appendix A Budget Summary for 2014/15

Appendix B MTFS 2014/15 onwards

Appendix C Statement of Balances projected to March 2014

Appendix D Strategic Revenue Projections 2015/16 Onwards

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

Yes

☒

No

☐

If yes, this is a Key Decision because: Budget Strategy report

Wards/Parishes affected: All

BUDGET STRATEGY 2015/16 ONWARDS
SUMMARY REVENUE ESTIMATE 2014/15

2013/14 ACTUAL £	SERVICES (AMENDED TO NEW PORTFOLIO STRUCTURE)	2014/15 ORIGINAL ESTIMATE £
965,801	Leader of the Council	1,107,210
6,718,946	Community & Leisure Services	1,351,830
(659,943)	Corporate Services	9,348,740
4,076,469	Economic & Commercial Development	1,395,650
6,005,813	Environment	6,402,750
1,103,499	Planning, Transport & Development	(389,430)
18,210,585	TOTAL SERVICE SPENDING	19,216,750
-	General Underspend	(140,000)
18,210,585	NET SERVICE SPENDING	19,076,750
	Contribution to (from) Balances	
(114,500)	- Planned - General	
	- Planned - In Year General	
(6,215,900)	- Carry Forward	
	- Asset Replacement	
40,000	- Invest to Save	40,000
2,260	- Trading Accounts	
(106,520)	- LDF Earmarked Reserves	-
(6,394,660)	TOTAL CONTRIBUTION TO (FROM) BALANCES	40,000
11,815,925	BUDGET REQUIREMENT	19,116,750

BUDGET STRATEGY 2015/16

**MEDIUM TERM FINANCIAL STRATEGY – REVENUE
2014/15 ONWARDS**

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1. INTRODUCTION

- 1.1 This financial strategy form one of two strategies that aim to support the Council's corporate objectives as identified in the strategic plan 2010 - 2015. Whilst achieving this, major issues relating to resources and facing the Council in the medium term are considered where they relate to the day to day revenue activities of the Council. For issues relating to the capital programme see the strategy regarding capital.
- 1.2 Set out in the document are the revenue spending plans of the Council at a high level. The success of these plans will depend upon the resources available to the Council and the approach taken to ensure that those resources are aligned with corporate objectives and are being controlled in a way that ensures long-term stability. This is achieved through the development of a five year plan.
- 1.3 The year 2013/14 brought significant change that had a major impact on the Council's strategy including efforts to develop new ways to mitigate the risks relating to the retention of business rates and the local council tax support scheme. Some of the risks currently faced by the Council are greater than any faced so far and are expected to extend beyond the period of this strategy. A number of the assumptions about further years of the strategy have been based around the spending review 2010 and spending round 2013 data, by projecting those levels of reduction into the future. This work combines local knowledge with information from sources such as central government and the local government association amongst others.
- 1.4 Although this document is developed for the medium term with an outlook of five years, the Council reviews the strategy on an annual basis for the following period in order to reflect changes in circumstances which impact upon the strategy. The review is completed to coincide with the annual review of the strategic plan to enable Members and Officers to ensure changes are appropriately reflected in both documents through links to the strategic plan key outcomes. Production of this document and the balanced budget it facilitates support the key outcomes of the strategic plan in their own right.
- 1.5 In addition the Council consults with a wide range of stakeholders and partners during the development period and give serious consideration to their views and responses.

2. EXPENDITURE

- 2.1 This financial strategy adopts a high-level review of the corporate objectives and budget pressures over the five-year period. This approach ensures a focus on factors that may influence the Council's stated aim to maintain working balances and ensure that they are used for specific and special activities and not to balance the budget. The strategic revenue projection assumes that the level of balances will be maintained, over the five year period, at or above the working level set annually by Cabinet.
- 2.2 Detailed proposals for dealing with financial pressures and service demand are set out in the portfolio budgets in the full revenue estimates. The major pressures assumed in the strategy are set out below:

2.2.1 Pay and price inflation:

The strategic revenue projection considers the allocation for pay inflation on an annual basis. The increase must allow for any staff pay award, incremental increases earned through competence appraisal and increases in employer contributions such as national insurance or current pension costs.

Other costs are increased by a suitable inflation index balanced with the objectives of the strategy. Large elements of this cost will be tied to conditions of contracts which will specify the annual increase necessary, other costs will increase by the annual increase in an inflation index such as the consumer price index. The strategy may intentionally use levels of increase lower than these indices to enhance general efficiencies.

Table 1 below details the factors used for each year of the current strategy.

Inflation Indices	2014/15 %	2015/16 %	2016/17 %	2017/18 %	2018/19 %
Pay Inflation	1.5	1.5	1.5	2.0	2.0
Energy Increases	4.0	4.0	3.0	2.0	2.0
Business Rates Increases	2.0	3.1	3.0	3.0	3.0
Contractual Commitments	2.1	2.1	2.0	2.0	2.0
Other Cost Increase	0.0	0.0	0.0	0.0	0.0
Growth in £,000	£455	£471	£464	£551	£563

[Table 1: Pay & price Indices]

2.2.2 Corporate objectives and key priorities:

In addition to these inflationary pressures the Council will develop and implement improvements to the corporate objectives identified in the strategic plan and, where significant, any local objectives identified in service plans. This may place additional pressure on the revenue budget.

The financial projection will also provide, where necessary, resources for national statutory responsibilities where these are to be provided locally.

Table 2 below identifies the links between the financial projection and key objectives.

Strategic Issues	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Borough Elections	80				
Local Development Framework	50				
Economic Development	30	30	30		
Homelessness Prevention	101				
Parish Services Agreement	80				

[Table 2: Strategic Issues, links to other documents]

3. **FUNDING**

3.1 During the period since the spending review in 2010 the Government has completed a review of local Government finance and revised the system of formula grant and national non-domestic rates. From 1st April 2013 a system that enables the retention of part of the business rates collected by the Council brought significant risk to the level of funding available to the Council from revenue support grant and business rates.

3.2 The SRP assumes that the Council will make every effort to maximise resources this includes retained business rates, council tax yields and locally derived income.

- In order to maximise potential income from business rates growth the Council has developed a business rates pool in partnership with Kent County Council;
- In order to maximise yield from council tax the council has increased its fraud work and is introducing a premium on long term empty property;
- In order to maximise its locally derived income the Council is introducing a series of commercial activities and developing methods of improving income levels from its present asset base.

3.3 Where the financial projection includes the use of fixed term grant or other time limited income sources the relevant Cabinet Member and senior officer are responsible for preparing and acting on suitable exit strategies at the end of the fixed term.

3.4 Government Grant:

Under the current system the finance settlement for 2014/15 is rolled forward from the previous year's settlement after adjustments only for new government initiatives and policy. The Government has confirmed the level of revenue support grant and the business rates baseline need for 2014/15 and indicative figures have been provided for 2015/16, these are given in Table 3 below. The grant continues to reduce from the levels received in prior years.

The Chancellor of the Exchequer confirmed in his Autumn Statement 2013 that reductions in Government funding will continue for the forthcoming parliament following the 2015 election. Reductions, similar to those experienced by local Government since 2010, are currently expected to continue past the end date of this strategy.

Other grants received from the Government are similarly under threat from the effects of the Government's strategy to reduce public expenditure as it affects most government departments. The strategy will assume future grant aid is likely to be at risk and will assume cash frozen

values where no information to the contrary is available.

3.5 Retained Business Rates

As a result of the local government finance review which commenced in 2010, the Council now retains a part of the business rates it collects locally. In providing for the retention in this way the Government has passed on to the Council the risk related to the overall levels of business rates collected. Using a system of baseline funding levels, support for significant reductions and sharing of any increase the system ensures gains and losses that are experienced by the Council are limited but not negated.

In 2013/14 the Council has seen its collectable business rates decline considerably. The baseline funding level for this Council is £2.8m in 2013/14 and income levels would put the Council £0.5m below this level. However the government's own policy on small business rate relief has in part created this loss and the Council can expect to be reimbursed by Central Government at year end.

The Government has enhanced this policy for 2014/15, a similar impact has been predicted and support is expected from central Government. However there remains a significant risk to the Council from backdated rating appeals. The strategic revenue projection assumes resources to create a provision against loss will be retained from the overall business rates income. Any fluctuations in the pace and level of decisions on business rates appeals will therefore affect the levels of business rates received in year if the provision is exhausted.

3.6 Council Tax

The Council has a responsive approach to the level of Council Tax and will set this at an appropriate level commensurate with the needs of the strategic plan. In recent years it has set a small increase below CPI inflation levels and remains flexible on the level of increase for future years. The increase is set by the Council's ability to otherwise set a balanced budget.

The Council must consider the need to set a balanced budget that enables it to provide the services required by its customers. The significant risks facing the future financial stability of the Council have been considered along with the strategic revenue projection's assessment of the future reductions in resource levels that have been predicted to follow the next spending review. The Council has set a Council Tax increase of 1.99% in order to improve resource stability in the period of the strategy.

In addition the Council has considered the levels of exemptions from Council Tax, for which it has flexibility, with the intention of improving the yield from Council Tax other than through the increase in the charge. This has meant reductions in the period or level of some exemptions available in the borough.

3.7 Fees & Charges

The Council has a policy on the development of fees and charges that fall within its control. This policy ensures that an evaluation of market forces and links to either the strategic plan or service plans are drivers of change in price. This means that any increases in this funding source will be identified through each portfolio's detailed budget preparation work.

For 2014/15 all fees and charges collected by the Council were considered by Cabinet and a range of increases were set in line with the policy statement. Although the increase in each charge was considered and set appropriately for its individual circumstance, the overall position created a 0.7% increase in expected income.

The tables 3 and 4 below show the expected level of resources for each year of the strategy and any pressures that will affect the level income or its collection.

Strategic Issues	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Revenue Support Grant	3,274	2,251	1,463	922	420
Retained Business Rates	2,903	2,983	1,896	2,889	2,893
Council Tax	12,939	13,162	13,464	13,772	14,087
Fees & Charges	7,837	7,841	7,841	7,841	7,841

[Table 3: Resource and income indices]

Strategic Issues	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Council Tax Benefit Admin	25	75		100	
Income reduced by Regeneration Projects		100	50		

[Table 4: Strategic Issues, links to other documents]

4. RESERVES

- 4.1 The Council holds a series of balances and reserves in order to provide financial stability and protection from unforeseen circumstances or events. In setting the level of these balances and reserves an assessment is made of the potential risks and opportunities that could reduce or enhance those balances.
- 4.2 Revenue balances at 1st April 2013 totalled £12.58m and it is estimated that this balance will be £4.97m by 1st April 2014.
- 4.3 The major items reducing the balance are approved budget carry forwards of £5.52m from 2012/13 resources into 2013/14 for prior agreed purposes and the approved use of the 2011/12 and 2012/13 under spend on the revenue budget of £1.38m.
- 4.4 The Government's intention is to continue to reduce resources available to local Government and the Council will continue to set a balanced budget by identifying savings and efficiencies. As far as possible this will be completed as need arises but it may continue to be successfully completed in advance. While the Council does not expect underspends as significant as those seen in 2011/12 it will plan for the potential to underspend from savings delivered in advance of identified need.
- 4.5 Currently, balances comprise a general balance and a series of specific allocations, the breakdown of these is given in Table 5 below.

Balances	01/04/2013 £,000	01/04/2014 £,000	01/04/2015 £,000
General Balance	10,384	2,783	2,783
Trading Account Surpluses	179	179	179
Asset Replacement	127	167	167
Invest to Save Initiatives	518	558	598
Local Development Framework	523	0	0
VAT Reclaim	852	798	746
Commercialisation	0	500	500
Grand Totals	12,583	4,985	4,973

[Table 5: Revenue balances]

5. Efficiency

- 5.1 The Council's strategic plan recognises corporate excellence as a priority, identifying value for money (vfm) services that residents are satisfied with, as a key outcome. This theme runs through service plans and by this the Council's approach to efficiency is integrated in to all decision making.
- 5.2 The Council uses a number of measures to identify locations to achieve efficiency and gauge success. These include:
- a) Peer review and peer challenge.
 - b) Benchmarking to measure unit cost and performance, comparing these over time and across similar councils throughout the country.
 - c) Other benchmarking exercises undertaken by local managers to challenge service delivery in their own area.
 - d) The identification of efficiency targets that match the Council's need over the period of this medium term financial strategy.
- 5.3 Efficiency proposals are carefully measured for effect upon capacity, acceptable levels of service, quality standards, and the potential of shared service provision. All efficiency proposals consider the effect of fixed costs and the effect on the base financial standing of the Council and the opportunity for reinvestment of gains into priority services or toward achievement of corporate objectives.
- 5.4 The adoption of efficiency and VFM as part of this strategy helps to ensure that the strategic revenue projection will remain within available resources.
- 5.5 The strategic revenue projection identifies the need for savings to make a balanced budget, which must be considered in line with the development of efficiency savings. Table 6 below details the required saving for each year, based on the factors used in the financial projection, and the percentage of net revenue spend the given saving represents.

Strategic Projection	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Annual Savings Requirement	1,254	1,446	1,167	1,241	796
Percentage of Net Revenue Spend	6.6%	7.9%	6.5%	7.1%	4.6%

[Table 6: Annual savings requirement]

- 5.6 The Council has required the savings target to be met in the medium term and at this time proposals are in place to provide efficiency and savings to support the requirement through to 2016/17. The Council is continuing to develop long term proposals to ensure the future risk is mitigated at the earliest time.

6. **CONSULTATION**

- 6.1 The Council has a co-ordinated approach to consultation on the budget process. To this end a programme has been proposed that ensures the focus of annual consultations avoids the review of similar themes and builds a body of opinion.
- 6.2 The Council consults annually on this strategy and the proposed budget for the forthcoming year. The intention of the consultation is to both inform and be informed by local residents, businesses and stakeholders.
- 6.3 In recent years the consultation has considered the level of Council tax increase acceptable and the service areas where reductions should occur, the elasticity of demand for services provided by the Council with a related fee and for this strategy the consultation focused on the long term factors faced by the Council due to the current economic climate and the relative importance residents place on a range of discretionary services provided by the Council.

7. **RISK MANAGEMENT**

- 7.1 In outlining the resources available to the Council and the focus of those resources on the strategic priorities, this strategy must consider the barriers to achieving the resource levels assumed by the budget.
- 7.2 A full risk assessment of the strategy has been completed and forms part of the operational risk assessment of the services provided by the Head of Finance and Customer services.
- 7.3 Twelve major risk areas have been identified and action plans have been developed for each. The twelve areas are as follows:
 - a) The level of balances;
 - b) Inflation rates;
 - c) National strategy;
 - d) Limitations on Council Tax increases;
 - e) Fees and charges;
 - f) Capital financing;
 - g) Prudential Borrowing;
 - h) Horizon scanning;
 - i) Delivery of efficiency;
 - j) Collection Fund, collection rates;
 - k) Business Rates pooling;

BUDGET STRATEGY 2015/16 ONWARDS - REVENUE
ESTIMATE OF GENERAL FUND BALANCES AS AT 31 MARCH 2015

	Unallocated General Fund	Trading Accounts	Asset Replacement	VAT Reclaim	Planning Management	Commercialisation	Invest to Save	LDF	Grand Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Balance as at 31st March 2013	10,384	179	127	852	0	0	518	523	12,583
2012/13 Carry Forward used in 2013/14	-5,519								-5,519
Annual transactions in 2013/14			40				24		64
Parish Council support	-30								-30
Local Development Framework								-523	-523
Localism funding				-54					-54
Use of 2011/12 under spend	-860								-860
Use of 2012/13 under spend	-266								-266
Revenue Funding from NHB	-168								-168
Commercialisation Provision	-500					500			0
Contribution from Revenue Account	7,711								7,711
Estimated balance as at 31st March 2014	10,752	179	167	798	0	500	542	0	12,938
2013/14 Carry Forwards Used in 2014/15	-7,619								-7,619
Pensions	-52								-52
Use of 2012/13 Underspend	-288								-288
Annual Transactions	-200				200		40		40
Estimated Balance as at 31st March 2015	2,593	179	167	798	200	500	582	0	5,019

MINIMUM RESOURCE ASSUMPTIONS

BUDGET STRATEGY 2015/16 ONWARDS
STRATEGIC REVENUE PROJECTION

2014/15 £,000		2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
AVAILABLE FINANCE						
3,274	REVENUE SUPPORT GRANT	2,251	1,228	205	0	0
2,903	RETAINED BUSINESS RATES	2,983	3,043	3,104	3,166	3,229
6,177		5,234	4,271	3,309	3,166	3,229
71	COLLECTION FUND ADJUSTMENT	80				
12,868	COUNCIL TAX	12,914	12,940	12,965	12,991	13,017
19,116	BUDGET REQUIREMENT	18,228	17,211	16,274	16,157	16,246
13,938	OTHER INCOME	14,138	14,338	14,538	14,738	14,938
33,054	TOTAL RESOURCES AVAILABLE	32,366	31,549	30,812	30,895	31,184
EXPECTED SERVICE SPEND						
33,487	CURRENT SPEND	33,054	32,366	31,549	30,812	30,895
	INFLATION INCREASES					
455	PAY AND INFLATION INCREASES	406	474	434	526	454
	NATIONAL INITIATIVES					
25	LOSS OF ADMINISTRATION GRANT	150		100		
50	PENSION DEFICIT FUNDING					
	SINGLE TIER PENSION ARRANGMENTS		300			
	LOCAL PRIORITIES					
80	ELECTIONS					
50	LOCAL PLAN					
	REGENERATION COSTS	100	50			
30	MARKET INCOME					
21	ADVERTISING SPONSORSHIP					
30	ECONOMIC DEVELOPMENT	30	30			
80	SERVICE ARRANGEMENTS WITH PARISHES					
	MINOR INITIATIVES					
	GROWTH PROVISION				50	50
34,308	TOTAL PREDICTED REQUIREMENT	33,740	33,220	32,083	31,388	31,399
1,254	ANNUAL SAVINGS TARGET	1,374	1,671	1,271	493	215

MAXIMUM RESOURCE ASSUMPTIONS

BUDGET STRATEGY 2015/16 ONWARDS
EXPECTED STRATEGIC REVENUE PROJECTION

2014/15 £,000		2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
AVAILABLE FINANCE						
3,274	REVENUE SUPPORT GRANT	2,251	1,691	1,131	571	0
2,903	RETAINED BUSINESS RATES GROWTH	2,983	3,043	3,104	3,166	3,229
		42	52	62	72	82
6,177		5,276	4,786	4,297	3,809	3,311
71	COLLECTION FUND ADJUSTMENT	80				
12,868	COUNCIL TAX	13,263	13,649	14,045	14,454	14,874
19,116	BUDGET REQUIREMENT	18,619	18,435	18,342	18,263	18,185
13,938	OTHER INCOME	14,138	14,338	14,538	14,738	14,938
33,054	TOTAL RESOURCES AVAILABLE	32,757	32,773	32,880	33,001	33,123

EXPECTED SERVICE SPEND						
33,487	CURRENT SPEND	33,054	32,757	32,773	32,880	33,001
	INFLATION INCREASES					
455	PAY AND INFLATION INCREASES	406	474	434	526	454
	NATIONAL INITIATIVES					
25	LOSS OF ADMINISTRATION GRANT	150		100		
50	PENSION DEFICIT FUNDING					
	SINGLE TIER PENSION ARRANGMENTS		300			
	LOCAL PRIORITIES					
80	ELECTIONS					
50	LOCAL PLAN					
	REGENERATION COSTS					
30	MARKET INCOME					
21	ADVERTISING SPONSORSHIP					
30	ECONOMIC DEVELOPMENT	30	30			
80	SERVICE ARRANGEMENTS WITH PARISHES					
	MINOR INITIATIVES					
	GROWTH PROVISION				50	50
34,308	TOTAL PREDICTED REQUIREMENT	33,640	33,561	33,307	33,456	33,505

1,254	ANNUAL SAVINGS TARGET	883	788	427	455	382
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RECOMMENDED RESOURCE ASSUMPTIONS

BUDGET STRATEGY 2015/16 ONWARDS
EXPECTED STRATEGIC REVENUE PROJECTION

2014/15 £,000		2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
AVAILABLE FINANCE						
3,274	REVENUE SUPPORT GRANT	2,251	1,463	922	420	0
2,903	RETAINED BUSINESS RATES	2,983	3,043	3,104	3,166	3,229
	GROWTH	42	52	62	72	82
6,177		5,276	4,558	4,088	3,658	3,311
71	COLLECTION FUND ADJUSTMENT	80				
12,868	COUNCIL TAX	13,184	13,487	13,796	14,113	14,437
19,116	BUDGET REQUIREMENT	18,540	18,045	17,884	17,771	17,748
13,938	OTHER INCOME	14,138	14,338	14,538	14,738	14,938
33,054	TOTAL RESOURCES AVAILABLE	32,678	32,383	32,422	32,509	32,686

EXPECTED SERVICE SPEND						
33,487	CURRENT SPEND	33,054	32,678	32,383	32,422	32,509
	INFLATION INCREASES					
455	PAY AND INFLATION INCREASES	406	474	434	526	454
	NATIONAL INITIATIVES					
25	LOSS OF ADMINISTRATION GRANT	150		100		
50	PENSION DEFICIT FUNDING					
	SINGLE TIER PENSION ARRANGEMENTS		300			
	LOCAL PRIORITIES					
80	ELECTIONS					
50	LOCAL PLAN					
	REGENERATION COSTS		50	25		
30	MARKET INCOME					
21	ADVERTISING SPONSORSHIP					
30	ECONOMIC DEVELOPMENT	30	30			
80	SERVICE ARRANGEMENTS WITH PARISHES					
	MINOR INITIATIVES					
	GROWTH PROVISION				50	50
34,308	TOTAL PREDICTED REQUIREMENT	33,640	33,532	32,942	32,998	33,013
1,254	ANNUAL SAVINGS TARGET	962	1,149	520	489	327

MAIDSTONE BOROUGH COUNCIL
RECORD OF DECISION OF THE CABINET

Decision Made: 10 September 2014

BUDGET STRATEGY 2015 16 ONWARDS

Issue for Decision

To review the medium term financial strategy (MTFS) for 2015/16 onwards along with developments and emerging issues that will affect the revenue budget for 2015/16 to 2019/20;

To consider the draft assumptions that will be used to set the MTFS for planning purposes and for consultation. The draft assumptions for the MTFS are considered in the context of the strategic plan as currently published and will later be reviewed to meet the context of the new strategic plan; and

To note that the details provide an early indication of the level of savings and efficiencies required so that the Council is able to produce a balanced budget.

Decision Made

That , for planning purposes, the “recommended assumptions” version of the strategic revenue projection from the three scenarios given at Appendix D to the Report of Corporate Leadership Team be selected. In relation to the car parking assumption, any future development would need to retain the income which removes the figures in Appendix D for 2016/17 and 2017/18.

Reasons for Decision

The Medium Term Financial Strategy (“MTFS”) is a five year rolling strategy that is reviewed and updated annually as a key element of the development of the budget and is ultimately approved by Council. The strategy sets out the revenue spending plans of the Council and states the criteria by which decisions in relation to the development of the annual budget are to be made. The report of Corporate Leadership Team reviewed the strategy and considers options for the development of a five year strategic revenue projection (SRP).

The development and approval of a five year SRP at this early stage achieves two objectives:

- a) To set out the risks to achieving a balanced budget.

This means identifying, at this early stage, the expected pressures on the Council's resources and therefore allowing a suitable opportunity to identify the necessary efficiencies.

- b) To set out the current planning assumptions for consultation.

This means both public consultation, that is a formal requirement, and informal consultation with overview and scrutiny and interested members.

Since the approval of the current MTFS by Council on 5th March 2014 there have been no major announcements from central government that have a direct effect upon the budget. The forthcoming budget year, 2015/16, is the year of the general election and it is expected that announcements that may affect funding levels will be made later in the year but in time to impact upon resources for 2015/16.

The Local Context

Attached at Appendix A to the report of Corporate Leadership Team is the budget summary for 2014/15. This was agreed at Council on 5th March 2014. The 2014/15 budget was developed from the work on the MTFS during 2013/14 and forms the base position for the consideration of the details set out in the report of Corporate Leadership Team.

Also attached to the report of Corporate Leadership Team for further information were the following:

- Appendix B – The currently approved MTFS for 2014/15 onwards.
- Appendix C – The statement of balances projected to March 2015.

The provisional outturn position for 2013/14 was reported to Cabinet in May 2014. The report showed a net under spend of £92,000 after allowing for the carry forward of various budgets to 2014/15 as set out in the table below:

Gross to Net Under Spend 2013/14	£,000
Variance on net service spending	7,711
Less:	
Revenue set aside to finance capital expenditure	-6,157
Grants required to be carried forward	-831
Carry forward requests	-631
Net Under Spend	92

The external audit of the Statement of Accounts for 2013/14 is almost complete. Any changes to the revenue position identified during the course of the audit will be reported to Cabinet as part of the second quarter's budget monitoring report for 2014/15.

The first quarterly monitoring report for 2014/15 was considered by Cabinet in August 2014 and identified a number of areas where there were concerns regarding adverse variance and budget pressures. In most cases Cabinet took action to resolve the issues however two areas remain for continued monitoring and possible future action. These are: the level

of demand and the cost of temporary accommodation provided for homeless persons; and the review of the Council's own accommodation requirements. In both cases Cabinet will be kept informed of the situation and any necessary actions through the quarterly budget monitoring reports and the development work around this medium term financial strategy.

The National Context

Since 2010/11 the Council's MTFS has been considered within the framework of the government spending review of October 2010. Public sector spending reductions form a major part of that review and are central to the Government's objective of removing the structural deficit. The spending review period ends with the current year, 2014/15.

In the spending round 2013 the Chancellor announced, for the public sector, a further cut in revenue spending of £11.5bn and growth of £3bn in capital spending in 2015/16. Within these sums there is an expected real-terms reduction of 10% in the funding that is available direct from the Department for Communities and Local Government along with a real-terms reduction of 2.3% in funding from other departments.

The reduction in direct funding that the Council can expect was set out in the indicative revenue support grant figures provided by the Department for Communities and Local Government (DCLG) which were considered later in the report of Corporate Leadership Team. The effect on other funding received from central government is more difficult to predict however the DCLG has commenced a minor consultation on the administration grant and the new burdens grant for local council tax support and the potential consequences were also considered in the report of Corporate Leadership Team.

Until the current year the effect on the economy of the Government's plan has not been as positive as expected. The economy has proven resistant to the efforts and tabulated below are the UK economic indicators of growth and national debt for the past five years.

	2009	2010	2011	2012	2013
Growth	-3.6%	1.5%	0.7%	0.0%	2.6%
National Debt (trillions)	£0.62t	£0.76t	£0.91t	£1.11t	£1.19t

A range of other indices have a direct effect upon the MTFS and are useful for consideration at this point. Tabulated below are the RPI (Retail Price Index), CPI (Consumer Price Index), the base rate and the LIBOR (London Inter-Bank Offered Rate) over a similar period.

Rate as at March:	2010	2011	2012	2013	2014
RPI	4.4%	5.3%	3.6%	3.3%	2.5%
CPI	3.4%	4.1%	3.5%	2.8%	1.6%
Base Rate	0.5%	0.5%	0.5%	0.5%	0.5%
LIBOR 1month	0.237%	0.253%	0.241%	0.204%	0.156%

The Strategic Revenue Projection (SRP)

The strategic revenue projection (SRP) is a model used annually by Cabinet to concisely predict the effect of major local and national priorities on the future revenue budget of the Council.

In the past Cabinet has used, at this early stage, a document that models three results:

- a) Using minimum resource assumptions;
- b) Using maximum resource assumptions; and
- c) Using the recommended resource assumptions.

This enables Cabinet to compare the recommended assumption with the range of possible outcomes.

All three models use predictions regarding factors such as inflation rates and the consequences of local and national initiatives on the future revenue budget of the Council. The most significant factors were discussed individually later in the report of Corporate Leadership Team.

The three SRPs are given at Appendix D to the report of Corporate Leadership Team. Cabinet may wish to select one as the future planning tool or modify any of the three to meet their favoured assumptions. There is a significant amount of detail in each of the three models created by the assumptions. They are set out in the report of Corporate Leadership Team.

It was recommended that Cabinet adopt the recommended assumptions model as the planning tool and for consultation.

Resource Issues in the Strategic Revenue Projection

Revenue Support Grant: In February 2014 the DCLG notified the council of the indicative figure for revenue support grant (RSG) in 2015/16. The break down of the figures for both RSG and business rates that were contained in the notification are given in the table below:

	RSG	Business Rates
	£,000	£,000
Base Funding	2,000	2,801
2011-12 Freeze Grant	193	140
Homeless Prevention	58	42
Total	2,251	2,983

All three strategic revenue projections are developed on the basis of an assumption that by 2019/20 the current RSG received by the Council will no longer be paid. The variation in assumptions set out in the three SRPs test the options of:

- a) The "cliff edge" approach that is considered likely by many district council's;
- b) An even decline over the five years; and

- c) A hybrid rate of decline that is not as significant as the cliff-edge approach.

Business Rates: All three SRPs include assumptions regarding the expected level of income that the Council will be permitted to retain from the collection of business rates. The assumptions are derived from the indicative figure provided by central government and set out in the table above. The indicative figure is then projected into the future using an assumption of 2% to represent medium term RPI increases. This inflation rate is used because the annual uplift in the business rates multiplier, as set nationally by central government, is still aligned to RPI inflation.

The Council is an inaugural member of the Kent Business Rates Pool and expects, in the future, to benefit from growth in the business rates base within the borough. The "minimum resources" SRP assumes that no additional income will accrue from business rates growth. The remaining two SRPs assume growth in the forthcoming year of £300,000 in rateable value (RV), followed by an additional £75,000 RV growth in each of the further four years of the strategy.

Council Tax: The level of council tax increase for 2015/16 is a decision that will be made at Council in March 2015 based on a recommendation made by Cabinet. At this time a decision on the increase in council tax is solely for planning purposes and to enable the necessary public consultation on the Council's budget and MTFS. The current MTFS states that:

"The Council has a responsive approach to the level of Council Tax and will set this at an appropriate level commensurate with the needs of the strategic plan. In recent years it has set a small increase below CPI inflation levels and remains flexible on the level of increase for future years. The increase is set by the Council's ability to otherwise set a balanced budget."

The total resources received from council tax is a product of the tax base and the level of tax set by Council. The tax base is a value derived from the number of residential properties within the borough and their "band", which is based on valuation ranges, adjusted by all discounts and exemptions. The tax base as at July 2014 is 55,764.1 which is then adjusted for estimated average growth during 2015/16, mainly derived from developments; demolitions; and new claimants for discount and exemptions. The figures used in all three SRPs are predicted figures as the actual tax base calculation will occur mid October 2014 as per current regulations.

- a) The minimum resource SRP assumes no increase in the council tax charged by the Council and a 0.2% annual increase in the tax base;
- b) The maximum resource SRP assumes a 1.99% increase in council tax as this is expected to continue to be the government set referendum limit. This is combined with a 0.9% increase in the tax base; and

- c) The officer recommended SRP assumes that the council tax increase will be equivalent to the previous year's increase of 1.99% and be held consistently throughout the five years of the MTFS this is combined with a 0.3% annual increase in the tax base.

In considering a suitable level of increase for planning purposes members may wish to note that a 1% increase in council tax is equivalent to additional resources of £0.13m per annum. This is an average annual increase of £4.80 or 40 pence per month at band D.

A nil annual increase in council tax over the five years of the strategy would mean council tax income levels of £13.1m by 2019/20 whereas a 1.99% increase would mean council tax income levels of £14.4m by 2019/20 assuming consistent tax base increases of 0.3% per annum. This is a variation in available resources of £1.3m.

Other Income: Other sources of income available to the Council include income from fees and charges, sales, licenses, rents and contributions from other organisations. The 2014/15 estimate for other information is £13.9m and the first quarter's monitoring report, considered by Cabinet in August, suggests that overall receipts are on target.

Fees and charges are increased annually in line with the Council's approved policy on fees and charges. Cabinet will consider a full report on proposed changes to the levels of fees and charges in December 2014. At that time the increase will be incorporated into the chosen SRP. In all three SRPs the assumed increase in income generated from current activities is nil.

Cabinet has recently approved a commercialisation strategy for the Council. This strategy set a baseline objective of £1m income from additional or enhanced commercial services over the next five years. All three SRPs include an annual increase of £0.2m to reflect an even development of these services over the five years. As progress is made with the strategy the profile of the £1m increase may require adjustment.

Expenditure Assumptions in the Strategic Revenue Projection

Inflation Indices: These are considered in detail for their effect on the subjective expenditure elements of the revenue account. For each subjective element the appropriate index and rate have been discussed with services managers or identified from the requirements of a related contract. These are then used to calculate the increased costs expected in 2015/16 and future years. These indices have been kept consistent across all three models of the SRP. The rates used are set out in the table below:

Expenditure Type:	%
Employee Costs (Including Increments)	1.5
Insurance	3.0
Rents	6.2
Business Rates	2.0
Contracts – range 0% to 3.9%	(Avg) 1.0
Energy & Water – range -3.5% to 4%	(Avg) 2.5
Other running costs	0.0

Welfare Reform: The change, in 2013/14, from council tax benefit to local council tax support and the future introduction of Universal Credit create an expectation that the Council will receive a reduction of £0.15m in the level of administration grant from Central Government in 2015/16. A further reduction of £0.1m has been assumed in the MTFS for the year 2017/18. The actual reductions will not be known until later this year.

Single Tier Pension Arrangements: The government's proposals to implement a single tier pension by 2016 will have a cost implication for local government employer national insurance contributions. Local government employers will have to pay the same rate as employers who are not contracted out. This is an increase of up to 3.4%. It will also have an impact on employees as they will also lose their contracting out rebate so may have to pay 1.4% more in national insurance. At this time an assumed additional cost of £0.3m from 1st April 2016 is included in all three SRPs.

Regeneration Costs: The SRPs assume a loss of income or increase in costs from the potential redevelopment of a town centre car park such as King Street. It has been a long term intention of the Council to identify a more suitable use than the current surface car park. Officers are actively considering options at this time. The three SRP's make different assumptions about the possible sale of the asset and the loss of the car park income. These are:

- a) The minimum resource SRP assumes immediate loss of all income;
- b) The maximum resource SRP assumes full retention by a redevelopment retaining the current income levels; and
- c) The recommended SRP assumes a partial loss by redevelopment with a lesser income stream of £75,000, occurring in 2016/17.

Economic Development: In the development of the MTFS for 2014/15 consideration was made by Cabinet to the enhancement of the Economic Development Team in recognition of their direct contribution to the delivery of the Council's current priorities. Three new posts were created and funding was built up within the MTFS over a period of three years commencing in 2014/15. The MTFS identifies the continued need to resource £60,000 of salary costs within the team. At present these costs are being funded from the residual funding received from the growth point programme.

Growth Provision: In the latter years of the MTFS a non-specific growth pressure of £50,000 per annum is included. The future contains as yet unknown risks and potential budget pressures, this pressures enables the Council to reflect a small element of pre-preparation into its future efficiency plans.

Savings and Efficiency

The SRPs identify the predicted levels of resource available to the Council and the additional budget pressures facing the Council for each year of the MTFS. From this information the level of savings and efficiency required to create a balanced budget can be deduced.

The three versions of the SRP attached as Appendix D to the report of Corporate Leadership Team produce the savings tabulated below

	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	Total
Minimum Resources	1,374	1,671	1,271	493	215	5,024
Maximum Resources	883	788	427	455	382	2,935
Recommended	962	1,149	520	489	327	3,447
Identified Savings Proposals	-409	-130	-160			-699

The work completed on the MTFS to date means that some proposals already exist to achieve the required savings for 2015/16, 2016/17 and 2017/18. Based on the figures from the recommended assumptions SRP and allowing for the savings already proposed there is still a need to identify savings and efficiencies as follows:

Year	Saving £,000
2015/16	553
2016/17	1,019
2017/18	360
2018/19	489
2019/20	327
Total	2,748

A number of initiatives can assist the Council in identifying actions that will achieve these revised targets, such as:

- The Strategic Leadership and Corporate Services Overview and Scrutiny Committee's Budget Working Group;
- The review of fees and charges to be reported to Cabinet later in the year;
- Procurement activities such as a review of major contracts and category management;
- Ongoing reviews of new ways of working and staff structures.

At this time officers, Cabinet Members and Overview & Scrutiny are continuing to identify proposals that will enable the Council to deliver a balanced budget over the period of this MTFS. Additional savings will be reported to future meetings of Cabinet.

Alternatives considered and why rejected

Cabinet could at this stage await clarity on the issues discussed in the report of Corporate Leadership Team. It was, however felt prudent to agree a revenue projection at this stage to enable planning for the required savings and for consultation.

With reference to the specific issues and assumptions within the report of Corporate Leadership Team it is inevitable that Cabinet will need to take a view on each issue and assess their future impact on the Council. The three strategic revenue projections are developed to assist Cabinet with this task. It is the intention of the report to initiate discussion and to provide Cabinet, and interested members, with the opportunity to raise issues, concerns and proposals at a formative stage in the development of the MTFS.

Background Papers

None

Should you be concerned about this decision and wish to call it in, please submit a call in form signed by any two Non-Executive Members to the Head of Policy and Communications by: 19 September 2014
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AGREED RESOURCE ASSUMPTIONS

BUDGET STRATEGY 2015/16 ONWARDS EXPECTED STRATEGIC REVENUE PROJECTION

2014/15 £,000		2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
AVAILABLE FINANCE						
3,274	REVENUE SUPPORT GRANT	2,251	1,463	922	420	0
2,903	RETAINED BUSINESS RATES GROWTH	2,983	3,043	3,104	3,166	3,229
		42	52	62	72	82
6,177		5,276	4,558	4,088	3,658	3,311
71	COLLECTION FUND ADJUSTMENT	80				
12,868	COUNCIL TAX	13,184	13,487	13,796	14,113	14,437
19,116	BUDGET REQUIREMENT	18,540	18,045	17,884	17,771	17,748
13,938	OTHER INCOME	14,138	14,338	14,538	14,738	14,938
33,054	TOTAL RESOURCES AVAILABLE	32,678	32,383	32,422	32,509	32,686
EXPECTED SERVICE SPEND						
33,487	CURRENT SPEND	33,054	32,678	32,383	32,422	32,509
	INFLATION INCREASES					
455	PAY AND INFLATION INCREASES	406	474	434	526	454
	NATIONAL INITIATIVES					
25	LOSS OF ADMINISTRATION GRANT	150		100		
50	PENSION DEFICIT FUNDING					
	SINGLE TIER PENSION ARRANGMENTS		300			
	LOCAL PRIORITIES					
80	ELECTIONS					
50	LOCAL PLAN					
	REGENERATION COSTS					
30	MARKET INCOME					
21	ADVERTISING SPONSORSHIP					
30	ECONOMIC DEVELOPMENT	30	30			
80	SERVICE ARRANGEMENTS WITH PARISHES					
	MINOR INITIATIVES					
	GROWTH PROVISION				50	50
34,308	TOTAL PREDICTED REQUIREMENT	33,640	33,482	32,917	32,998	33,013
1,254	ANNUAL SAVINGS TARGET	962	1,099	495	489	327

Agenda Item 11

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 7 October 2014

Future Work Programme and SCRAIP Update

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions .

Questions I would like to ask regarding this report:

-
-
-
-
-

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 7 October 2014

Future Work Programme and SCRAIP Update

Report of: Christian Scade

1. Introduction

- 1.1 To consider the Committee's future work programme (FWP) and information update to be given by the Chairman.

2. Recommendation

- 2.1 That the Committee considers the 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.
- 2.2 That the Committee considers the List of Forthcoming Decisions, relevant to the Committee at **Appendix B**, and discuss whether any of these items require further investigation or monitoring.
- 2.3 That the Committee notes the update in the SCRAIP from 5 August 2014 attached at **Appendix C**.
- 2.4 That, subject to further discussions with Tunbridge Wells Borough Council and Swale Borough Council, the Committee agree to hold a co-located simultaneous meeting on Monday 8 December 2014 to consider the final report of the Joint Mid Kent Improvement Partnership Task and Finish Group.
- 2.5 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 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 of the Committee or Sub-Committee. On receipt of such a request the proper officer will ensure that it is included on the next available agenda, the Member must attend the meeting and speak on the item put forward.'

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. Joint Mid Kent Improvement Partnership Task and Finish Group – Update

- 5.1 On 10 September 2014 the Joint Mid Kent Improvement Partnership (MKIP) Task and Finish Group met for the first time with Councillors Mrs Gooch and Mrs Stockell in attendance.
- 5.2 The Task Group received evidence from the Mid Kent Services Director and the MKIP Programme Manager on issues relating to governance arrangements and communication.
- 5.3 The task and finish group have agreed how the review should be carried out and have identified a number of witnesses who will be interviewed during October and November 2014.
- 5.4 Subject to further discussions with Tunbridge Wells Borough Council and Swale Borough Council, it is suggested that a co-located simultaneous meeting takes place on Monday 8 December 2014 (at Town Hall, Royal Tunbridge Wells) to consider the Task Group's final report.

6. Scrutiny Committee Recommendation Action and Implementation Plan (SCRAIP) Responses

- 6.1 The issue of making, and monitoring, recommendations is an important part of the scrutiny process. SCRAIPs set out recommendations following scrutiny meetings/reviews and information is sought on the plan as to whether recommendations are accepted, the action to be taken and by who.
- 6.2 An update on the recommendations made by Committee in August 2014 is attached at **Appendix C**.

7 Future Work Programme Update

- 7.1 Following discussions between the Chairman and officers the Customer Service Improvement Strategy, originally scheduled for September 2014, will now be considered by Committee in November 2014.
- 7.2 In addition, and following discussion at previous meetings, the Debt Recovery Policy (including Irrecoverable Business Rates) has been suggested as an item for consideration in December 2014.

8. Impact on Corporate Objectives

- 8.1 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.
- 8.2 The Committee will consider reports that deliver against the following Council priority:
- 'Corporate and Customer Excellence'

9. Financial Implications

- 9.1 To assist O&S committees in their inquiries, a small budget is available for the purchase of necessary equipment and to cover the costs of training, site visits, meetings in locations other than the Town Hall, witness expenses, specialist advice, books and any other cost that might be legitimately incurred by the committees in the course of their activities.

10. Relevant Documents

- 10.1 Appendix A – Future Work Programme
Appendix B – List of Forthcoming Decisions
Appendix C – SCRAIP Updates

11. Background Documents

- 11.1 None

Strategic Leadership & Corporate Services Overview and Scrutiny Committee

Future Work Programme 2014/15

Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
10 June 2014	<ul style="list-style-type: none"> Election of Chairman and Vice-Chairman Work programming workshop 	<ul style="list-style-type: none"> Appoint Chairman and Vice-Chairman for 2014/15 Ascertain work plan for the year and select and develop review topics focusing on achievable outcomes 	<ul style="list-style-type: none"> Christian Scade
7 July 2014	<ul style="list-style-type: none"> <u>MKIP Update</u> 	<ul style="list-style-type: none"> Co-located simultaneous meeting with Tunbridge Wells BC and Swale BC to consider options for scrutiny review. 	<ul style="list-style-type: none"> Paul Taylor / Jane Clarke / Alison Broom / William Benson
8 July 2014	<ul style="list-style-type: none"> Use of Revenue Underspend Discretionary Housing Payments Q 4 / End of Year Complaints Report <u>Local Council Tax Support Scheme</u> – Options for (a) 2015/16 and (b) beyond. 	<ul style="list-style-type: none"> Requested by Committee in May 2014 Pre-decision scrutiny before July Cabinet Quarterly Report A topic for scrutiny review. An initial report will be needed in July to set the scene and to consider options for scrutiny involvement moving forwards. 	<ul style="list-style-type: none"> Paul Riley Steve McGinnes Sam Bailey / Angela Woodhouse Steve McGinnes
5 August 2014	<ul style="list-style-type: none"> Annual Performance Report Cabinet Member Priorities for 2014/15 (Leader of the Council and Cabinet Member for Corporate Services) Capital Programme Update 2014-15 	<ul style="list-style-type: none"> Annual Report and KPI Targets for 2014/17 A written report, of no more than one side of A4, was requested by Committee in June, as an information item. Subject to the work of the budget working group (see notes below) this would be an opportunity for a general update and on recommendations made by scrutiny as 	<ul style="list-style-type: none"> Clare Wood Cllr Blackmore and Cllr McLoughlin Paul Riley

Appendix A

Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
	<ul style="list-style-type: none"> Local Council Tax Discount Scheme – Options for Consultation 	<ul style="list-style-type: none"> part of the Capital Programme Review Options for Consultation / Feedback from the O&S workshop 	<ul style="list-style-type: none"> Steve McGinnes
2 September 2014	<ul style="list-style-type: none"> Q 1 Complaints Report FWP – including terms of reference for the Budget Working Group 	<ul style="list-style-type: none"> Quarterly Report Recommendations of the Chairman and Vice-Chairman to the Committee on the inclusion of the Capital Programme and Budget Strategy within the BWG terms of reference 	<ul style="list-style-type: none"> Sam Bailey Christian Scade
7 October 2014	<ul style="list-style-type: none"> Budget Strategy 2015-16 Onwards (Revenue) Q1 Performance Report 	<ul style="list-style-type: none"> See notes below ref Budget Working Group Quarterly Report 	<ul style="list-style-type: none"> Paul Riley Clare Wood
4 November 2014	<ul style="list-style-type: none"> Local Council Tax Discount Scheme Update Customer Service Improvement Strategy (Date TBC) 	<ul style="list-style-type: none"> Update report to consider the best approach to review at the end of the current three year agreement Pre-decision scrutiny with an opportunity to look at channel shift / moving services online 	<ul style="list-style-type: none"> Stephen McGinnes Georgia Hawkes
2 December 2014	<ul style="list-style-type: none"> Mid-Year Performance Report Q2 Complaints Report Accommodation Project (Date TBC) Equality Objectives for 2015 -2018 (Date/Item TBC) 	<ul style="list-style-type: none"> Mid-Year Report Quarterly Report Update report following completion of work by the cross-party working party. Report to come to SLCS OSC before Cabinet. The Committee need to decide how / when to get involved. An initial report would be available (if required) for 	<ul style="list-style-type: none"> Clare Wood Sam Bailey David Edwards Clare Wood

Appendix A

Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
	<ul style="list-style-type: none"> Debt Recovery Policy (Date TBC) 	<p>December</p> <ul style="list-style-type: none"> To include Irrecoverable Business Rates – a suggestion put forward (in July 2014) by the Local Council Tax Discount Scheme Working Group. 	<ul style="list-style-type: none"> Steve McGinnes
6 January 2015	<ul style="list-style-type: none"> Strategic Plan Communication and Engagement Strategy (Update) Medium Term Financial Strategy (MTFS) Budget Strategy – Capital, Revenue, Fees and Charges Revenue Under Spend – Update 	<ul style="list-style-type: none"> Policy Framework Document Update for consideration at the same time as the Strategic Plan (links to issues discussed by Committee in April 2014) See notes below ref Budget Working Group This was requested by Committee in July 2014 	<ul style="list-style-type: none"> Angela Woodhouse Angela Woodhouse Paul Riley Paul Riley
3 February 2015	<ul style="list-style-type: none"> <u>Work Force Strategy</u> (Date TBC) Corporate Improvement Plan 	<ul style="list-style-type: none"> A possible (mini) review – an initial report will be needed to set the scene and to consider options for scrutiny involvement. 6 Monthly report 	<ul style="list-style-type: none"> Dena Smart / David Edwards / Alison Broom Georgia Hawkes
3 March 2015	<ul style="list-style-type: none"> Q 3 Performance Report Q3 Complaints Report 	<ul style="list-style-type: none"> Quarterly Report Quarterly Report 	<ul style="list-style-type: none"> Clare Wood Sam Bailey
7 April 2015	<ul style="list-style-type: none"> 		

Appendix A

Budget Working Group – The Committee agreed to set up a Budget Working Group. Terms of reference were agreed by Committee in September 2014.

Future Items:

- Planning Support Shared Service – Complaints Report - **DATE TBC**
 - An update was requested by Committee, in July 2014, on complaints received. This update was noted by Committee in August 2014
- New Asset Management Plan – Paul Riley / David Tibbit – **DATE TBC**
- The Mid Kent Services Director to report back to a **December 2014** joint meeting with an interim update on the progress of MKIP that should include the independent appraisal of the Director's post which is being undertaken by a cross authority project team.



LIST OF FORTHCOMING DECISIONS

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

Publication Date: 22 September 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 committeeservices@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?



Councillor Annabelle Blackmore
Leader of the Council
annabelleblackmore@maidstone.gov.uk
Tel: 01622 833299



Councillor David Burton
Cabinet Member for Planning, Transport and Development
davidburton@maidstone.gov.uk
Tel: 07590 229910



Councillor Malcolm Greer
Cabinet Member for Economic and Commercial Development (also Deputy Leader)
malcolmgreer@maidstone.gov.uk
Tel: 01634 862876



Councillor Marion Ring
Cabinet Member for Environment
marionring@maidstone.gov.uk
Tel: 01622 686492



Councillor Steve McLoughlin
Cabinet Member for Corporate Services
stevemcloughlin@maidstone.gov.uk
Tel: 07711 565489



Councillor John Perry
Cabinet Member for Community and Leisure Services
johnperry@maidstone.gov.uk
Tel: 07770 734741

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)
Cobtree Manor Estate Charity Committee Due Date: Friday 3 Oct 2014	Accounts 2013/14 Cobtree Manor Trust Accounts 2013/14		Jason Taylor, Parks and Leisure Manager jasontaylor@maidstone.gov.uk	Public	Accounts 2013/14
Cobtree Manor Estate Charity Committee Due Date: Friday 3 Oct 2014	Cobtree Estate Progress Report An update on work accross the Cobtree Estate		Joanna Joyce joannajoyce@maidstone.gov.uk	Public	Cobtree Estate Progress Report_Background Document Cobtree Estate Progress Report
Cobtree Manor Estate Charity Committee Due Date: Friday 3 Oct 2014	Cobtree Manor Park Visitor Centre A report into the final design of the visitor centre and the appointment of the contractor to build it.	KEY Reason: Expenditure > £250,000	Joanna Joyce joannajoyce@maidstone.gov.uk	Public with exempt appendix	Cobtree Manor Park Visitor Centre
Cobtree Manor Estate Charity Committee Due Date: Friday 3 Oct 2014	Cobtree Manor Park Visitor Centre Appendix Appendix setting out details of the tender from the sucessful contractor		Joanna Joyce joannajoyce@maidstone.gov.uk	private as appendix contains commercially sensitive information	Cobtree Manor Park Visitor Centre Appendix

Forthcoming Decisions
October 2014 - January 2015

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>
Cobtree Manor Estate Charity Committee Due Date: Friday 3 Oct 2014	Cobtree Manor Estate - Financial Position 2014/15 Update on financial position for 2014/15		Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Cobtree Manor Estate - Financial Position 2014/15
Cabinet Due Date: Wednesday 8 Oct 2014	Discretionary Housing Payment Future policy for the award of discretionary housing payments.		Stephen McGinnes stephenmcginnes@maidstone.gov.uk	Public	Discretionary Housing Payment Appendix A - DHP Policy Appendix B - Equality Impact Assessment
Cabinet Due Date: Wednesday 8 Oct 2014	Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh To consider the progress made on implementing the Customer Service Improvement Strategy in 2013/14 and the refresh of the Strategy for 2014/15.	KEY Reason: Policies, Plans, Strategies	Georgia Hawkes, Head of Business Improvement georgiahawkes@maidstone.gov.uk	Public	Customer Service Improvement Strategy 2013-16 Channel Shift Strategy 2011 Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh

Forthcoming Decisions
October 2014 - January 2015

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: Wednesday 8 Oct 2014	Local Council Tax Discount Scheme To reach a decision on the scheme to be recommended for approval by Full Council.	KEY Reason: Policies, Plans, Strategies	Stephen McGinnes stephenmcginnes@maidstone.gov.uk	Public	Local Council Tax Discount Scheme
Cabinet Due Date: Wednesday 8 Oct 2014	Maidstone Enterprise Hub Consideration of financing options	KEY Reason: Expenditure > £250,000	Karen Franek karenfranek@maidstone.gov.uk	Public	Maidstone Enterprise Hub
Cabinet Due Date: Wednesday 8 Oct 2014	Flooding Events in Maidstone To consider the issues that Borough residents, visitors, businesses and the Council faced during the flooding emergency		David Edwards davidedwards@maidstone.gov.uk	Public	Flooding Events in Maidstone


Forthcoming Decisions
October 2014 - January 2015

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 Member for Corporate Services Due Date: Friday 10 Oct 2014	2 Mansion Cottage, Mote Park Sale of 2 Mansion Cottage, and an option on 1 Mansion Cottage, Mote Park		Lucy Stroud lucystroud@maidstone.gov.uk	Private - commercially sensitive financial information	2 Mansion Cottage, Mote Park
Cabinet Member for Community and Leisure Services Due Date: Friday 10 Oct 2014	Maidstone Play Strategy - A Strategy for Outdoor Equipped Play Areas 2014-2024 To consider the adoption of the Maidstone Play Strategy – A Strategy for Outdoor Equipped Play Areas 2014-2024 and the actions within the document	KEY Reason: Expenditure > £250,000	Jason Taylor, Parks and Leisure Manager jason.taylor@maidstone.gov.uk	Public	Maidstone Play Strategy - A Strategy for Outdoor Equipped Play Areas 2014-2024

Forthcoming Decisions
October 2014 - January 2015

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 Member for Community and Leisure Services Due Date: Friday 24 Oct 2014	Land at Button Lane, Bearsted To consider agreeing to declare land at Button Lane in Bearsted Ward as surplus to operational requirements and agree to its disposal.		Jason Taylor, Parks and Leisure Manager jason.taylor@maidstone.gov.uk	Public	Land at Button Lane, Bearsted
Cabinet Due Date: Wednesday 12 Nov 2014	Budget Monitoring 2nd Quarter 2014/15 Revenue and Capital budget monitoring update		Paul Riley, Head of Finance & Customer Services paul.riley@maidstone.gov.uk	Public	Budget Monitoring 2nd Quarter 2014/15
Cabinet Due Date: Wednesday 12 Nov 2014	Council Tax 2015 16 Collection Fund Adjustments To agree the levels of Collection Fund adjustment	KEY Reason: Budget Reports	Paul Riley, Head of Finance & Customer Services paul.riley@maidstone.gov.uk	Public	Council Tax 2015 16 Collection Fund Adjustments

Forthcoming Decisions
October 2014 - January 2015

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: Wednesday 12 Nov 2014	Council Tax Tax Base 2015 16 To advise Members of the information currently available on the Tax Base for 2015 16 for Council Tax purposes.		Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Council Tax Tax Base 2015 16
 Audit Committee Due Date: Monday 24 Nov 2014	Treasury Management Strategy Mid Year Performance 2014 15 This report sets out the activities of the Treasury Management Function for 2014 15 financial year in accordance with CIPFA's Code of Practice on Treasury Management issued in November 2009.		Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Treasury Management Strategy Mid Year Performance 2014 15

Forthcoming Decisions
October 2014 - January 2015

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>
Audit Committee Due Date: Monday 24 Nov 2014	Treasury Management Strategy 2015 16 To consider future Treasury Management Strategy for 2015 16		Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Treasury Management Strategy 2015 16
Cabinet Member for Corporate Services Due Date: Friday 28 Nov 2014	Lease of Giddyhorn Lane Tennis Courts Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playing Fields		Lucy Stroud lucystroud@maidstone.gov.uk	Private because of commercially sensitive information.	Lease of Giddyhorn Lane Tennis Courts
Cabinet Member for Corporate Services Due Date: Friday 28 Nov 2014	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	Stephen McGinnes stephenmcginnes@maidstone.gov.uk	Public	Bankruptcy Policy for Council Tax and Business Rates Debt

Forthcoming Decisions
October 2014 - January 2015

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: Wednesday 17 Dec 2014	Budget Strategy 2015 16 Onwards To agree a draft Council Tax and Budget Strategy for 2015 16 Onwards	KEY Reason: Budget Reports	Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Budget Strategy 2015 16 Onwards

Forthcoming Decisions
October 2014 - January 2015

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: Wednesday 17 Dec 2014 <div>96</div>	Budget Strategy 2015 16 Fees & Charges To consider the appropriate level of fees and charges for 2015 16 for services where the Council raises income by charging the user of a service and where the setting of the fee to be charged is discretionary. The Council has adopted a policy on the setting of fees and charges to ensure that a rational approach is used that takes account of all factors and creates a result that supports the priorities set out in the strategic plan.	KEY Reason: Fees & Charges	Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Budget Strategy 2015 16 Fees & Charges

Forthcoming Decisions
October 2014 - January 2015

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: Wednesday 14 Jan 2015 97	Maidstone Borough Local Plan - Development Management Policies Proposed amendments to the development management policies in the local plan following regulation 18 public consultation in Spring 2014.	KEY Reason: Policies, Plans, Strategies	Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk	Public	Maidstone Borough Local Plan - Development Management Policies

Forthcoming Decisions
October 2014 - January 2015

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: Wednesday 11 Feb 2015 86	Budget Strategy 2015 16 Onwards Agree proposed General Fund revenue and capital estimates for 2015 16 and revised figures for 2014 15 in accordance with the Budget Strategy and Medium Term Financial and Capital Strategies and Projections, and the consequent level of Council Tax for submission to Council.	KEY Reason: Expenditure > £250,000	Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Budget Strategy 2015 16 Onwards
Cabinet Due Date: Wednesday 11 Feb 2015	Budget Monitoring 3rd Quarter 2014/15 Revenue and capital budget monitoring update		Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Budget Monitoring 3rd Quarter 2014/15

Forthcoming Decisions
October 2014 - January 2015

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: Wednesday 11 Feb 2015 66	Treasury Management Strategy 2015 16 Review Treasury Management for 2014 15 and consider future Treasury Management Strategy for 2015 16. This will include Prudential Borrowing limits and a proposed Approved Investment Strategy. These matters will be submitted to Council.	KEY Reason: Expenditure > £250,000	Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Treasury Management Strategy 2015 16
Council Due Date: Wednesday 25 Feb 2015	Strategic Plan 2015/2020 This document sets out what the council wants to achieve and how it will be achieved.	KEY Reason: Policy Framework Document	Angela Woodhouse, Head of Policy and Communications angelawoodhouse@maidstone.gov.uk	Public	Strategic Plan 2015/2020

Appendix C: SCRAIP Update Report

Strategic Leadership and Corporate Services OSC



Please note – all SCRAIPs in grey are still within the deadline for reporting back

Meeting, Date & Minute	Recommendation	Executive Decision Maker	Action Expected Outcome	Response	Lead Officer
SLCS.140805.42.1	That the Cabinet be recommended to consider the following options when making the recommendation to Full Council as to the Local Council Tax Discount Scheme to be implemented in 2015/16: a) Maintaining the current 13% reduction for working age households; b0 reducing the level of reduction for working age households to 9.5% with the additional cost met through the removal of the discount available for 2nd adult rebate, provision for backdated	Cabinet Member for Corporate Services	Agreed	Recommendation included within the report to Cabinet on 7th October 2014.	Steve McGinnes

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	awards and reduction in the capital limit to £6000.				
SLCS.140805 .42.2	That an update on how best to approach the wider review of the Local Council Tax Discount Scheme at the end of the current three year agreement be considered at Committee during November.	Cabinet Member for Corporate Services	Agreed	Update to be provided to the committee in November 2014.	Steve McGinnes
SLCS.140805 .43.1	That the details of the next vacancy for district members on the Kent County Council Superannuation Committee and the procedures for substitution be circulated to the Committee by Councillor Blackmore.				Paul Riley
SLCS.140805 .43.3	That the previous SCRAIPs regarding Asset Management be circulated to Councillor McLoughlin.		Agreed	The following information has been sent to the Cabinet Member for Corporate Services via email: (a) The Capital Programme Review Report (Cabinet, June 2013); (b) Capital Programme Review - Follow Up – (SLCS OSC, March 2014); and (c) the SCRAIP (with response) from July 2012 in relation to the Asset Management Item (Corporate Services OSC).	Christian Scade

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SLCS.140805.44.2	That any changes made to the bus timetables of the Park and Ride service be reported back to the Committee.			Any changes to the Park & Ride bus timetables will be published on the Councils WebPages under: http://www.maidstone.gov.uk/residents/parking-and-streets/park-and-ride to enable the Committee to be kept informed.	Jeff Kitson
SLCS.140805.44.3	That the Corporate Improvement Plan be considered in 6 months as a stand-alone report.	Cabinet Member for Corporate Services	Agreed	The update on the Corporate Improvement Plan will come to Cabinet and Overview and Scrutiny as a separate report from now on.	Georgia Hawkes
SLCS.140805.44.4	That the Waste Section's programme of public information, including the implementation of symbols or languages on bins, be reported back to the Committee.	Cabinet Member for Environment and Housing		Have provided a copy of the updated plan to Christian Scade for distribution to the Overview & Scrutiny Committee. The plan outlines the activities planned for the remainder of the year including distribution of recycling stickers, doorstepping and school workshops.	Jennifer Shepherd
SLCS.140805.45.2	That the Capital projects review be included within the terms of reference of the Budget Working Group.		Agreed	As agreed, this information was included in the (draft) terms of reference for the Budget Working Group and considered by Committee in September 2014 as part of the future work programme item	Christian Scade
SLCS.140902.55.4	That the Head of Commercial and Economic Development be asked to consider distributing event notices for the attention of ward members, to ensure				Dawn Hudd

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	members are informed, and able to offer advice on events/festivals planned for their wards.				
SLCS.140902.55.5	That the presentation of the complaints report, with particular reference to the communication of numerical data and use of percentages, be reconsidered by report authors for future reports.		Agreed	Work will be carried out on changing the format and content of the complaints report for the quarter 2 report, particularly around the presentation of statistical data.	Sam Bailey
SLCS.140902.55.6	That the Shared Head of Environment and Public Realm be asked to ensure Medway Council's out of hours Contact Centre are aware of events/festivals taking place across Maidstone borough to ensure if complaints are received out of hours, these are passed on to the appropriate MBC staff to deal with in a timely fashion.				Gary Stevenson
SLCS.140902.55.7	That the communication process between Medway Contact Centre and Maidstone BC be clarified and reported back to the				Gary Stevenson

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	Committee via a SCRAIP update.				
SLCS.140902.55.8	That clarification be provided by the report author on sections 1.11.1 and 1.11.5 of the report with regard to the levels of complaints and compliments received per service.		Agreed	The figures for this quarter for complaints and compliments were correct, however what was stated in paragraph 1.11.5 was incorrect for this quarter. What was stated in this paragraph is generally true, however it was not the case this quarter due to the higher than usual number of complaints against Parks and Leisure and the high number of compliments received by various teams this quarter.	Sam Bailey