

# AGENDA

## STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 3 March 2015  
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                                                                                                         |         |
| 3. Notification of Substitute Members                                                                                |         |
| 4. Notification of Visiting Members                                                                                  |         |
| 5. Disclosures by Members and Officers                                                                               |         |
| 6. To consider whether any items should be taken in private because of the possible disclosure of exempt information |         |
| 7. Quarter 3 Customer Feedback (complaints, compliments and social media) Report                                     | 1 - 21  |
| 8. 2014/15 Quarter 3 Key Performance Indicator Report                                                                | 22 - 49 |
| 9. Future Work Programme                                                                                             | 50 - 81 |

The reports included in Part I of this agenda can be made available in <b>alternative formats</b> . For further information about this service, or to
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**Continued Over/:**

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**Issued on 23 February 2015**

*Alison Broom*

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

arrange for special facilities to be provided at the meeting, **please contact Poppy Brewer on 01622 602242**. To find out more about the work of the Overview and Scrutiny Committees, please visit [www.maidstone.gov.uk/osc](http://www.maidstone.gov.uk/osc)

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**3 March 2015**

#### **Quarter 3 Customer Feedback (complaints, compliments and social media) Report**

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:

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## **Guidance note - Making Quality Overview and Scrutiny Recommendations**

Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The scrutiny team have identified the following criteria for quality recommendations, they:

- affect and make a difference to local people;
- result in a change in policy that improves services;
- identify savings and maintain/improve service quality; or
- objectively identify a solution.

One way of checking the usefulness of recommendations is to evaluate them against the 'six Ws' set out below:

Good recommendations should answer these questions:

<b>Why does it need to be done?</b>	This will help ensure the outcome is relevant and in the right context – if a meeting is being requested it will ensure the correct people are invited to attend
<b>Who is being asked to do it?</b>	Without this nothing will get done (no one will take ownership)
<b>What needs to be done?</b>	Needs to be clear and specific
<b>HoW will it be done?</b>	Again, needs to be clear and specific, what is the expected output- for example a report to be written or a meeting to be arranged
<b>Where does it need to be done/go?</b>	If it's a meeting – where is it needed If it's a report – where is it to go, who needs to see it
<b>When does it need to be done?</b>	Crucial to have a timescale – without a deadline it will never get done

Thinking about these points will help ensure the outcomes of scrutiny are effective and will aid monitoring.

**MAIDSTONE BOROUGH COUNCIL**

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

**3 MARCH 2015**

**REPORT OF HEAD OF POLICY AND COMMUNICATIONS**

**Report prepared by Sam Bailey**

**1. QUARTER 3 OF 2014/2015 CUSTOMER FEEDBACK  
(COMPLAINTS, COMPLIMENTS AND SOCIAL MEDIA) REPORT**

1.1 Issue for Decision

- 1.1.1 To consider the Council's customer feedback, received through complaints, compliments and social media, from October-December 2014 (quarter 3).

1.2 Recommendation of the Head of Policy and Communications

- 1.2.1 That the Committee consider the quarter 3 feedback briefing (Appendix A to this report) and make recommendations as appropriate.

1.3 Reasons for Recommendation

- 1.3.1 Data relating to complaints, compliments and feedback via social media is monitored across the council. The quarter 3 feedback briefing brings this information together and discusses key themes, trends and other areas of interest from this data.
- 1.3.2 The data and information gathered through complaints can be used to help make service improvements. It can also be used to identify where services, or areas within a service, are not performing as they should.

1.4 Report Summary

- 1.4.1 Of particular interest this quarter is:

- The lower volume of complaints (109) received compared to quarter 2 (215);
- The low percentage of complaints closed within target time (85.3%), and the low number of customers who were kept

updated on the progress of their complaint when it was approaching their due date;

- The high proportion of stage 2 complaints received about Development Management- 26.5% of stage 2 complaints received were about Development Management, and 75% of stage 1 complaints received about Development Management were escalated to Stage 2;
- The inconsistent approach of dealing with complaints approaching their due date between different departments; and
- The numerous small improvements Environmental Services have made as a result of complaints.

#### 1.5 Alternative Action and why not Recommended

- 1.5.1 The council could choose not to monitor complaints in this way, but this would mean the council would lose a valuable opportunity to make service improvements as a result of complaints. It could also leave the council open to challenge by the ombudsman or the courts if recurring issues are not resolved. Any recurring issues that have resulted in action are detailed in Appendix A.

#### 1.6 Impact on Corporate Objectives

- 1.6.1 The main corporate objective complaints monitoring falls under is corporate and customer excellence. A fair, efficient and effective complaints handling process is critical to ensure customers have an opportunity to register their dissatisfaction, and seek a resolution, if things go wrong.

#### 1.7 Risk Management

- 1.7.1 The main risk for this report is reputational. If the council is seen to be ignoring its residents' concerns about certain issues this would be bad for the council's reputation and could miss opportunities for service improvements.

#### 1.8 Other Implications

##### 1.8.1

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

X
X
X

- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management


1.8.2 Financial- some of the complaints resolved this quarter resulted in payments, refunds or compensation to complainants.

1.8.3 Staffing - some complaints this quarter were about staff.

1.8.4 Legal - some complaints received this quarter may have future legal implications

#### 1.9 Relevant Documents

##### 1.9.1 Appendices

Appendix A: Quarter 3 Feedback Report

##### 1.9.2 Background Documents

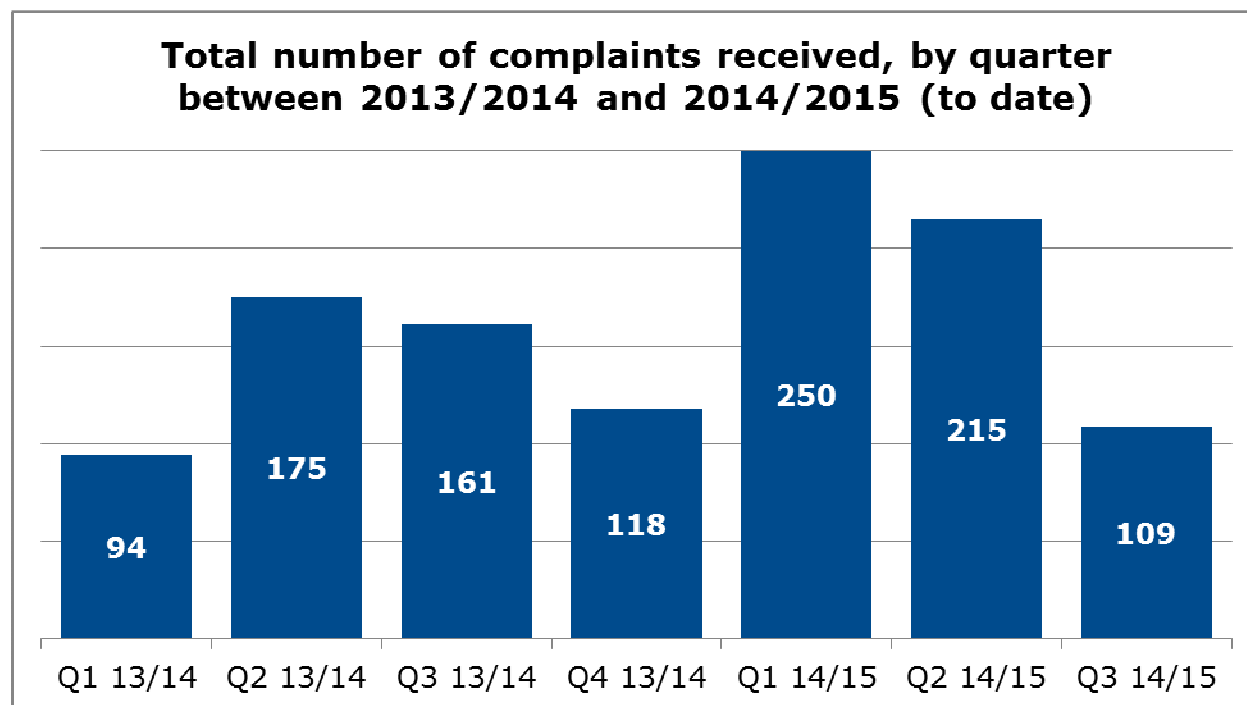
None

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

## Quarter 3 Customer Feedback (complaints, compliments and social media) Report

### 1. Overall Performance

There were 109 complaints received in total this quarter. This is a drop in the volume of complaints received compared to quarter 2 of 2014/2015. This is also a drop in the volume of complaints received compared to quarter 3 of 2013/2014. The graph below shows the volumes of complaints received since quarter 1 of 2013/2014.

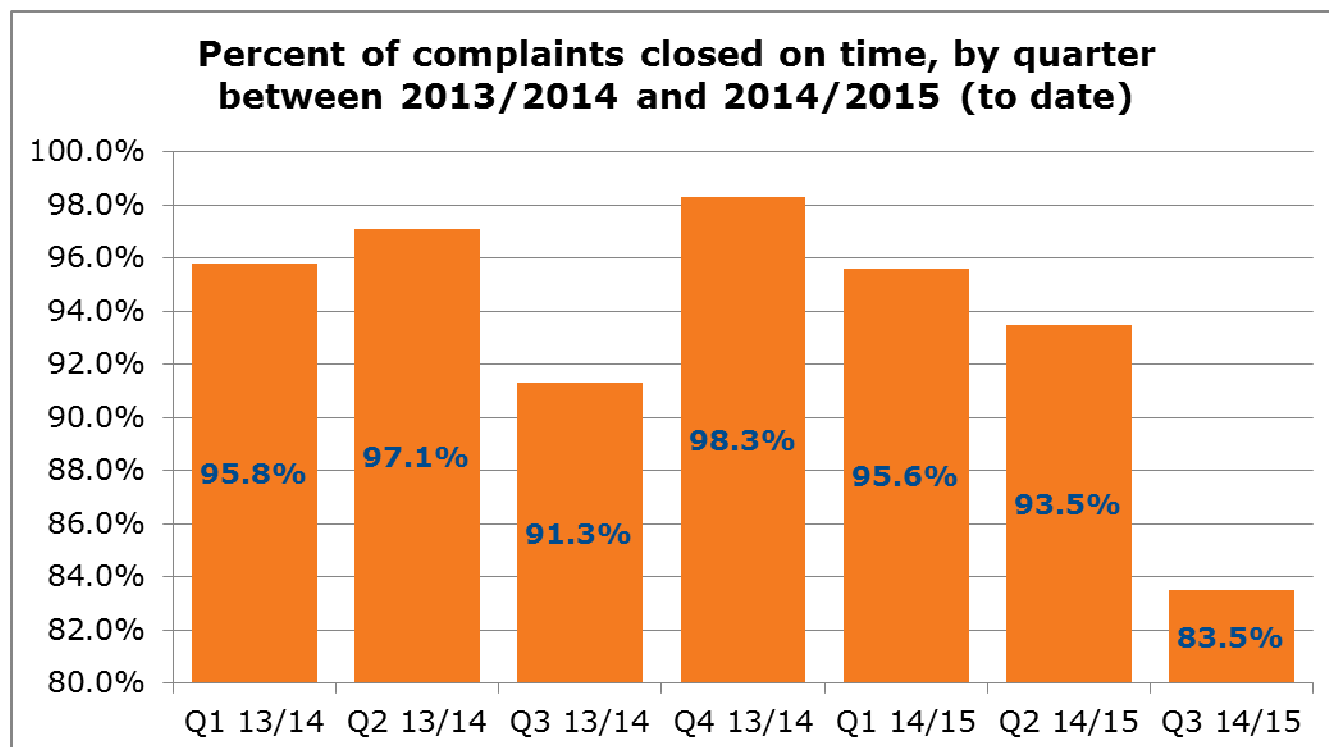


For comparison, a table comparing volumes of complaints received and the percentage of complaints that were answered on time, going back to quarter 1 of 2013/2014, can be found below.

	Year	Q1	Q2	Q3	Q4
Overall number of complaints received	13/14	94	175	161	118
	14/15	250	215	109	-
Percentage of complaints responded to on time	13/14	95.8%	97.1%	91.3%	98.3%
	14/15	95.6%	93.5%	85.3%	-



Despite the low number of complaints received overall, performance has declined in relation to complaints responded to within target time. The quarterly result of 83.5% of complaints closed on time is the second worst since 2009/10. A graph showing percentage of complaints closed within target time between Q1 of 2013/2014 to date can be found below.



The table on the following page illustrates the inconsistency of approach to complaints approaching their due date between different services. The Policy and Information Team now has a dedicated Complaints and FOI officer who should bring a more consistent approach to this side of complaint handling. The Policy and Information Team expect the situation to improve for the next quarter.

Planning Support are worthy of a special mention as although they closed 4 out of their 6 complaints late, it is clear that complainants have been engaged with, including telephone calls from the service manager. This is good practice and should be encouraged across the council.

The teams with complaints closed outside of target time, along with any explanatory notes, are detailed on the following page.

<b>Service</b>	<b>Number of late complaints</b>	<b>Number of complaints received</b>	<b>Notes</b>
Development Management	4	12	None of the customers kept updated on the progress of their complaint, and no apology for late response.
Environmental Enforcement	1	5	A complicated case involving a contractor, resulting in disciplinary action by the contractor. Customer kept updated on progress of the complaint.
Housing (Homelessness)	1	8	The customer was not updated and no apology for lateness. No reason was given in the complaint record for the complaint being closed late.
Housing (Register)	3	8	None of the customers were kept up to date with the progress of their complaint, and no apology for late response. One of these complaints was about a complicated immigration matter.
Parks and Leisure	2	5	None of the customers were kept up to date with the progress of their complaint, and no apology for late response.
Planning Enforcement	1	6	Customer was not kept up to date with progress of their complaint.
Planning Support	4	6	For one complaint, the complaint was closed by telephone on the day but a formal response not sent until after the deadline; one complaint was closed by telephone on the deadline and a follow up email detailing actions taken sent later on; one customer was responded to late but kept up to date with progress of the complaint and one complaint was closed late as the customer did not confirm whether they felt the matter was closed.
Private Sector Housing	2	2	None of the customers were kept up to date with the progress of their complaint, and no apology for late response

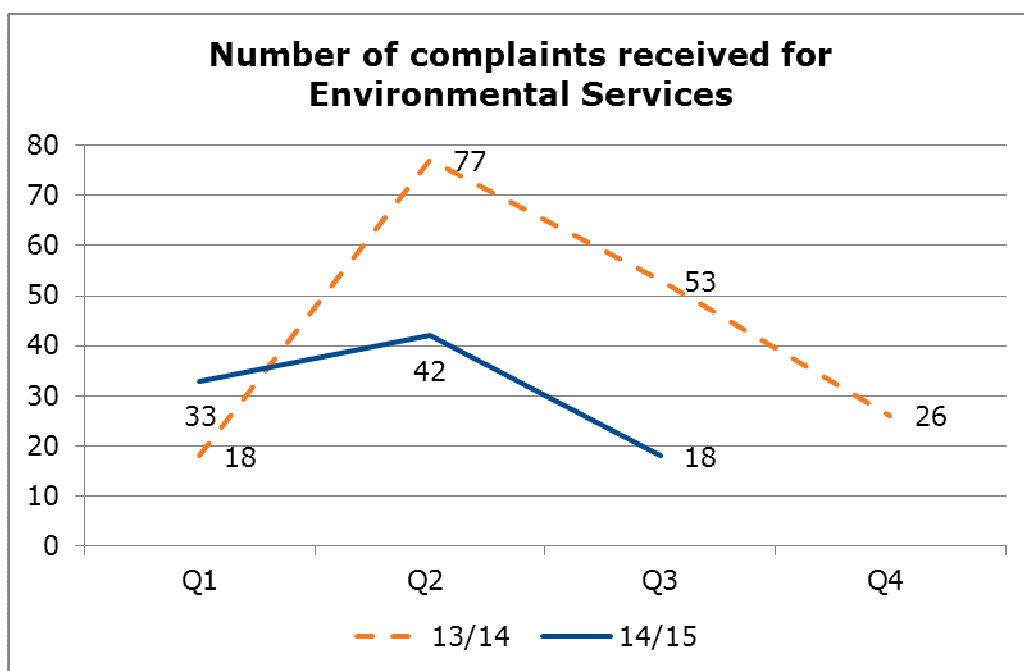
## 2. Complaints by Service

The decline since the previous quarter of complaints received across the council is also reflected in the complaints received for individual services. For example, all but one of the services that were highlighted as having a high number of complaints in quarter 2 (Environmental Services, Development Management, Parks and Leisure, Parking Services and Environmental Enforcement) have seen a drop in complaints received. The only service that hasn't seen a drop in volume of complaints received was Housing Options/Register, who received the same volume of complaints this quarter compared to the previous quarter. However for the purposes of this report, and because these teams are now managed separately, the complaints for Housing Options and Housing Register are now dealt with separately.

There were no services with particularly high numbers of complaints this quarter, but there were a few trends that could be noted in the complaints received by services.

### Environmental Services

Environmental Services (including waste collection) received the most complaints this quarter (18 complaints received in total). A graph showing numbers of complaints received by quarter compared to 2013/2014 can be seen below.



As can be seen on the graph, Environmental Services received the fewest complaints since quarter 1 of 2013/2014. Of these 18 complaints, 15 were about waste collection.

Several improvements were made as a result of complaints for this service, including:

- A change in a web form to improve the way bulky collections are ordered online;
- More frequent collections from a block of flats once issues with capacity had been highlighted;
- An extra bin delivered for a different block of flats- again due to lack of existing capacity; and
- More frequent collections of dog waste from Grove Green as the bins were overflowing regularly.

Whilst these are small improvements, they can make a significant difference to residents' daily lives and this service should be commended for taking this feedback on board.

### Revenues

There were three policy complaints this quarter about the long term empty premium. All of these complaints were made by residents who had to pay the premium as they had left their properties unoccupied and unfurnished for 2 years or more and were not eligible for statutory exemptions (e.g. a property subject to probate or the owner being in care or hospital). Two of these complainants previously had a Class A exemption applied for 12 months, as the properties were judged to be undergoing structural repairs/alterations. Unfortunately, for those properties that are undergoing major structural works (rather than those left empty but in a habitable state), there is not a lot of assistance the council can provide other than to work with the homeowners to spread the higher payments over a longer period. This suggests that the long term empty premium may have effects on the renovation of long term derelict homes or those in a poor state of repair. It is worth noting, however, that the council has an empty homes programme that can offer assistance to get long term empty properties back into use.

### Housing (Homelessness)

Two complaints this quarter were about, or mentioned, accommodation at Aylesbury House-council owned temporary accommodation. Both complainants mentioned that there were problems with drug and alcohol use at the site. The response re-assured the complainant that their concerns had been looked into and that no evidence of drug use had been found at the site.

### Development Management

Four complaints were received by Development Management about lack of contact from planning officers this quarter, two of which were upheld. However both of these complaints were against one officer, who was on sickness absence at the time. There were no other trends or common themes for the complaints received for Development Management this quarter.

### Housing (Register)

Three complaints this quarter were about accommodation that had been offered to housing register applicants was not suitable, for various reasons. None of these complaints were upheld. One complaint, regarding an error in the bidding process, resulted in an ex gratia payment. This is covered in more detail in the section on remedies for justified complaints.

### Planning Support

Mid Kent Planning Support received 6 complaints in total this quarter. Three of these were about the time taken to validate applications. All of these were justified- the responses apologised to customers, explained the reasons for delays and explained the actions being taken to improve performance.

One complaint was about how the website operated for planning applications, and suggested some changes to improve the site. These changes have now been implemented.

**A full breakdown of complaints by service can be found on the following page.**

Service	Number	On Time	Late	% on Time	Service	Policy	Staff	Time Taken	Lack of Contact	Discrimination
Benefits	3	3	0	100.0%	1	0	2	0	0	0
Building Control	2	2	0	100.0%	0	0	2	0	0	0
Corporate Property	1	1	0	100.0%	1	0	0	0	0	0
Customer Services	3	3	0	100.0%	3	0	0	0	0	0
Depot Operations	2	2	0	100.0%	0	0	2	0	0	0
Development Management	12	8	4	66.7%	4	1	1	2	4	0
Electoral Registration	3	3	0	100.0%	3	0	0	0	0	0
Environmental Enforcement	5	4	1	80.0%	1	1	3	0	0	0
Environmental Services	18	18	0	100.0%	11	5	0	1	1	0
Housing (Homelessness)	8	7	1	87.5%	5	1	0	0	1	1
Housing Register	8	5	3	62.5%	5	3	0	0	0	0
Legal	1	1	0	100.0%	1	0	0	0	0	0
Licensing	1	1	0	100.0%	0	0	1	0	0	0
Parking Services	16	16	0	100.0%	6	4	6	0	0	0
Parks and Leisure	5	3	2	60.0%	3	1	0	1	0	0
Planning Enforcement	6	5	1	83.3%	5	0	0	1	0	0
Planning Support	6	2	4	33.3%	2	0	0	4	0	0
Private Sector Housing	2	0	2	0.0%	0	0	0	2	0	0
Revenues	7	7	0	100.0%	2	4	1	0	0	0
<b>Total</b>	<b>109</b>	<b>91</b>	<b>18</b>	<b>83.5%</b>	<b>53</b>	<b>20</b>	<b>18</b>	<b>11</b>	<b>6</b>	<b>1</b>

### 3. Compliments

Several teams received compliments during quarter 3 as shown in the table below:

Team	Number of compliments
Customer Services	2
Housing (Homelessness)	3
Depot	4
Parking Services	3
Revenues	1
Environmental Services	6
Communications	2
Parks and Leisure	1

A selection of quotes from the compliments received can be found below:

*I am a KSTR worker with the community mental health team and had to support a client to attend the Maidstone Gateway to see Natalia (from the homelessness team) and I must say how courteous, professional she was in what was a very difficult situation for my client. She was a star, many thanks to her.*

*I have found the service given to me by the Maidstone Gateway team to be incredibly helpful and everybody has been very understanding.*

*Thanks @maidstonebc. Your social media team are always brilliant and deserve praise.*

*Warmlake Road was cleared after request. (Customer's name withheld) said the two men that did it did an absolutely excellent job and she has never seen the road so clear.*

*My email was responded to within 48 hours and my bins delivered within 9 days. Given this was over the Christmas break as well, I think this is great service and worthy of a 'thank you'!*

## 4. Stage 2 Complaints

This quarter, the council received 34 stage 2 complaints. 30 of these complaints were responded to on time. The four that were responded to outside of the target time, all customers were kept up to date with the progress of the complaint and two were only a day late. A breakdown of stage 2 complaints by service and by number of justified complaints against each service can be found in the table below.

<b>Service</b>	<b>Stage 2 Complaints</b>	<b>Number Justified</b>
Benefits	1	0
Building Control	1	1
Community Safety	1	0
Customer Services	1	0
Development Management	9	2
Environmental Enforcement	1	0
Environmental Services	4	2
Housing (Register)	1	0
Licensing	1	1
Parking Services	2	1
Parks and Leisure	4	2
Planning Support	2	2
Private Sector Housing	1	0
Revenues	5	1
<b>Total</b>	<b>34</b>	<b>12</b>

Development Management received the most Stage 2 complaints this quarter (26.5% of total Stage 2 complaints received), however only two of these complaints were found to be justified at Stage 2. The volume of stage 2 complaint responses, and the percentage of those escalated to Stage 2 (75% of complaints escalated to stage 2 this quarter) suggests that the complaint responses at Stage 1 were not adequate.

Revenues also received a relatively high number of Stage 2 complaints this quarter. However two of the five complaints received were from those who have been classified Unreasonable or Unreasonably Persistent Complainants under our policy, and neither of these complaints were found to be justified. Two of the other Stage 2 complaints for Revenues were from complainants who were dissatisfied with having to pay the long term empty premium.



Comparative Statistics on stage 2 complaints can be found on the table below:

	Year	Q1	Q2	Q3	Q4
<b>Number of stage 2 complaints received</b>	<b>13/14</b>	23	16	39	17
	<b>14/15</b>	32	24	<b>34</b>	-
<b>% of complaints escalated to stage 2</b>	<b>13/14</b>	24.5	9.1	24.2	14.4
	<b>14/15</b>	12.8	11.1	<b>31.1</b>	-
<b>% justified stage 2 complaints</b>	<b>13/14</b>	47.8	37.5	41.0	23.5
	<b>14/15</b>	31.3	33.3	<b>35.3</b>	-

The number of stage 2 complaints received was towards the high side compared to previous quarters since q1 of 2013/2014. However the percentage of complaints escalated to stage 2 was very high- the highest result since q1 of 2013/2014. The percentage of justified stage 2 complaints was around the same level as the previous two quarters of this year.

## 5. Complaint Handling Satisfaction

Satisfaction with complaint handling was low this quarter (26.09%), but an improvement from quarter 2 when it was at 0%. Satisfaction with complaint handling over the last two financial years, starting in quarter 1 of 2013/2014, can be seen below. This is presented alongside the response rate for complaint satisfaction surveys.

	Year	Q1	Q2	Q3	Q4
<b>Satisfaction rate</b>	<b>2013/2014</b>	20.0%	40.0%	36.17%	41.67%
	<b>2014/2015</b>	54.39%	0.00%	26.09%	-
<b>Response rate</b>	<b>2013/2014</b>	10.6%	14.3%	29.2%	30.5%
	<b>2014/2015</b>	22.8%	8.1%	42.2%	-

As can be seen in the table above, the response rate has increased this quarter and is at the highest level for nearly 2 years. However the satisfaction rate itself was particularly low. Comparing the response rate to the satisfaction rate, it is clear there is little correlation between the two.

## 6. Payments, Refunds and Compensation

Payments, refunds and compensation paid as a result of complaints are listed in the table below, along with explanatory notes.

Service	Stage	Reason	Amount
Housing (Register)	1	Error in bidding process led to complainant missing out on a property	£150
Environmental Services	2	Missed sofa collection due to problems with information on a web form	£22.50
<b>Total</b>			£172.50

## 7. Social Media

Interactions on social media are gathered and classified by the Communications team. Everything with the word Maidstone in is logged, and classified by subject. Pictures are then made up on a monthly basis, using the names of the subject, with the larger the word the greater the number of mentions on social media. There is an overall summary provided below, along with the pictures for each of the months in the quarter.

### Summary

- All three months had a large amount of mentions for Maidstone United as they made it through to the second round of the FA cup. Because of the volume of mentions for Maidstone United the October and November pictures have this topic excluded. If Maidstone United had been included in these pictures it would have been difficult to read the other topics
- Chris Smalling was also mentioned a lot during November. Again his name has not been included in the picture for this month as it would make it difficult to read other topics
- There were several reoccurring topics that seem to be popular every month, including nightlife, shopping, traffic, bus and trains

### October

- Maidstone United made it into the first round proper of the FA Cup
- Jools Holland was filming at Maidstone Studios
- Katie Price did a book signing at WH Smith
- Michael Payne, father of Sarah Payne, passed away at the end of the month – he was living in Maidstone at the time
- Mote Park was named Britain's second favourite Park

### November

- Maidstone United made it to the second round of the FA Cup
- Chris Smalling, who used to play for Maidstone United, got a red card and was sent off while playing for Manchester United
- Jools Holland was filming at Maidstone Studios, as was the new version of Catchphrase!
- Lucy Watson (Made in Chelsea) turned on the Christmas lights
- There was a bomb scare in the town centre
- The Next store at Junction 7 opened (feedback on social media when it first opened was negative)

### December

- Maidstone United lost to Wrexham in the second round of the FA Cup
- Pat Lamb went missing on a night out in Maidstone on 12 December

October

nightlife  
shopping  
museum  
MichaelPayne  
MotePark  
KatiePrice  
planning  
trains  
MaidstoneStudios  
hus  
GasLeak  
traffic

November

MaidstoneStudios  
LucyWatson  
ChristmasLights BombScare  
RemembranceDay Next shopping trains  
trafficnightlife  
LibDemConference

December

# MaidstoneUnited

1520



PatLamb

## 8. Methods of Contact

Methods of contact for complaints received this quarter can be found below:

	Email	Post	Telephone	Face to Face	Social Media
<b>Number</b>	49	16	35	9	0
<b>%</b>	44.9	14.7	32.1	8.3	0

In quarter 2, complaints were most likely to be received via email, with this method of contact making up nearly half of all complaints received by the council. There has been little change in the methods of contact used by complainants compared to the previous quarter, despite there being far fewer complaints that have been made. The table below gives comparative figures for methods of contact going back to quarter 1 of 2013/2014.

	Year	Q1	Q2	Q3	Q4
<b>Email</b>	<b>13/14</b>	34.0%	35.6%	29.2%	39.8%
	<b>14/15</b>	35.2%	44.7%	44.9%	-
<b>Post</b>	<b>13/14</b>	19.1%	27.5%	17.4%	10.2%
	<b>14/15</b>	6.4%	12.6%	14.7%	-
<b>Telephone</b>	<b>13/14</b>	29.8%	31.2%	47.8%	40.7%
	<b>14/15</b>	52.4%	34.9%	32.1%	-
<b>Face to Face</b>	<b>13/14</b>	11.7%	5.0%	5.0%	9.3%
	<b>14/15</b>	6.0%	7.9%	8.3%	-
<b>Social Media</b>	<b>13/14</b>	0.0%	0.6%	0.06%	0.0%
	<b>14/15</b>	0.0%	0.0%	0.0%	-

# Agenda Item 8

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**3 March 2015**

#### **2014/15 Quarter 3 Key Performance Indicator Report**

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:

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### **Guidance note - Making Quality Overview and Scrutiny Recommendations**

Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The scrutiny team have identified the following criteria for quality recommendations, they:

- affect and make a difference to local people;
- result in a change in policy that improves services;
- identify savings and maintain/improve service quality; or
- objectively identify a solution.

One way of checking the usefulness of recommendations is to evaluate them against the 'six Ws' set out below:

Good recommendations should answer these questions:

<b>Why does it need to be done?</b>	This will help ensure the outcome is relevant and in the right context – if a meeting is being requested it will ensure the correct people are invited to attend
<b>Who is being asked to do it?</b>	Without this nothing will get done (no one will take ownership)
<b>What needs to be done?</b>	Needs to be clear and specific
<b>HoW will it be done?</b>	Again, needs to be clear and specific, what is the expected output- for example a report to be written or a meeting to be arranged
<b>Where does it need to be done/go?</b>	If it's a meeting – where is it needed If it's a report – where is it to go, who needs to see it
<b>When does it need to be done?</b>	Crucial to have a timescale – without a deadline it will never get done

Thinking about these points will help ensure the outcomes of scrutiny are effective and will aid monitoring.

**MAIDSTONE BOROUGH COUNCIL**

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

**TUESDAY 3<sup>RD</sup> MARCH 2015**

**REPORT OF HEAD OF POLICY AND COMMUNICATIONS**

**Report prepared by Clare Wood**

**1. 2014/15 QUARTER 3 KEY PERFORMANCE INDICATOR REPORT**

**1.1 Issue for Decision**

1.1.1 Cabinet are asked to consider progress made to date for the 2014/15 Key Performance Indicators.

**1.2 Recommendation of the Head of Policy & Communications**

1.2.1 It is recommended that Cabinet:

- a) Note the out-turns of the KPIs (Appendix A), definitions are included for reference at Appendix B;
- b) Note the following indicators that are unlikely to achieve the annual performance target:
  - DCV 005 Processing of minor planning applications within statutory timescales (reported at Q3).
  - DCV 006 Processing of other planning applications within statutory timescales.
  - WCN 006 Missed bins.
  - HSG 005 Number of households prevented from becoming homeless through the intervention of housing advice.
  - PIT Satisfaction with complaint handling
  - BIM 004 Change in the number of outgoing post items.
  - HRO 001 Working days lost to sickness absence (rolling years).
- c) Agree the new monitoring KPI for Development Enforcement: DCE 004 Percentage of enforcement cases investigated within 21 days.
- d) Identify if there are any other areas where further action is required.

### 1.3 Reasons for Recommendation

- 1.3.1 The Council set 59 Key Performance Indicators (KPIs) in the Strategic Plan 2011-15, 2014-15 update; there are 35 indicators that can be reported at the quarter 3 point to check if the authority is on track to meet its targets.
- 1.3.2 The Council's quarterly performance reporting cycle is aligned with financial reporting to enable it to effectively oversee financial performance against corporate priorities and assess whether value for money is being achieved in the delivery of services. The financial monitoring report for the third quarter shows an under spend of £687,682 with 139 out of 232 cost centres under spending. A significant proportion (£474,989) of the underspend can be attributed to employee costs. More information on financial monitoring is available in the Quarter 3 Budget Monitoring Report that will be taken to Cabinet in February.

### 1.4 Context

- 1.4.1 The Council uses a range of information to manage performance, including performance indicators. The Council's top-level indicators are referred to as Key Performance Indicators (KPIs). The Key Performance Indicators are set out in the Strategic Plan. These were reviewed in April 2014 with new targets and indicators agreed by Cabinet in July 2014. These will continue to be reviewed annually to ensure that they are aligned with the Council's priorities.

### 1.5 Performance Summary

- 1.5.1 Appendix A shows progress out-turn data for all indicators that can be collected. Some indicators are collected bi-annually or annually, these indicators have not been included in this report.
- 1.5.2 Where an indicator is new and there is no quarterly data, no direction can be given. Where direction is available this has been given comparing the quarter 3 out-turn for 2013/14 with the quarter 3 out-turn for 2014/15.
- 1.5.3 The following tables show the status of the Key Performance Indicators in relation to targets and direction of travel.

RAG Ratings	Green	Amber	Red	N/A	Total
A growing economy	2 (66%)	1 (33%)		2	5
A decent place to live	9 (56%)	2 (13%)	5 (31%)		16
Corporate & customer excellence	8 (57%)	2 (14%)	4 (29%)		14
Total	19 (58%)	5 (15%)	9 (27%)	2	35

Direction	Up	Down	N/A	Total
A growing economy	3 (60%)	2 (40%)		5
A decent place to live	5 (36%)	9 (64%)	2	16
Corporate & customer excellence	9 (69%)	4 (31%)	1	14
Total	17 (53%)	15 (47%)	3	35

1.5.4 Overall, 58% (19) of all KPIs that can be measured quarterly have achieved their quarterly targets and 53% (17) KPIs are showing improved performance compared to the third quarter in 2013/14.

1.5.5 At this point last year 40% (14) of KPIs had achieved the quarter 3 target for the year to date and 39% (10) KPIs were showing an improvement in performance compared to the previous year. The tables below show a comparison of the indicator ratings and direction of travel for quarter 3 2013/14 and quarter 3 2014/15.

Quarter 3	Green	Amber	Red	N/A	Total
2013/14	14 (40%)	11 (31%)	10 (29%)	4	39
2014/15	19 (58%)	5 (15%)	9 (27%)	2	35

Quarter 3	Up	Across	Down	N/A	Total
2013/14	10 (39%)	1 (4%)	15 (57%)	13	39
2014/15	17 (53%)	0	15 (47%)	3	35

1.5.6 It should be noted that at the end of 2013/14, 51% of KPIs achieved the annual target set and 55% of out-turns were showing improved performance compared to the previous year.

1.5.7 Of the five KPIs that have been rated amber for quarter 3 it should be noted that four are within 2.5% of the target.

## 1.6 Performance by Priority

### **For Maidstone to have a growing economy**

- 1.6.1 Income from pay and display car parks has increased by 10% compared to the same period last year, this equates to an additional £28.66 income per parking space.
- 1.6.2 As in previous quarters for 2014/15 the number of park and ride onboard transactions has marginally missed the quarterly target and has been rated amber. The decline in performance has lessened this year, with the quarterly targets for the current financial year missing target by less 1,000 transactions whereas in 2013/14 the quarterly targets were missed by at least 5,000 each quarter. Overall, the year to date figure is 0.6% under the year to date target. It is expected that the annual out-turn will be rated amber.
- 1.6.3 The percentage of people claiming Job Seekers Allowance (JSA) has continued to drop throughout the year, and currently stands at 1.2% which equates to 1,161 people. Out of this group 225 people (19%) have been claiming this benefit for over 12 months. Tunbridge Wells has the lowest proportion of JSA claimants out of the twelve Kent districts at 0.7% (477 people) and Thanet has the greatest with 3.6% (2,868 claimants). It is thought that some of the people coming off JSA are doing so as they are starting their own business and are now classed as self-employed.
- 1.6.4 Although no work experience placements were delivered during quarter three, work continues on the employability and skills programme with officers engaging with local businesses to raise awareness and sell the benefits of the work experience scheme. In addition funding has been allocated for a Saturday job scheme, this will offer 24 placements in Maidstone in the first year. A council focused work experience event in partnership with the Job Centre is planned for quarter 4.

### **For Maidstone to be a decent place to live**

- 1.6.5 Two of the three indicators that monitor the determination of planning applications are not expected to achieve the annual target. Both DCV 005 Processing of minor planning applications and DCV 006 Processing of other planning applications have failed to achieve the quarterly target to date for 2014/15. However, major applications are showing an improvement in performance compared to the same period last year and is on track to achieve the annual target. The down turn in performance for minor and other planning applications is due to implementation issues with the whole system change in planning which has led to a backlog. In order to assist six additional staff members

have been engaged to aid with the clearing of the backlog. In November Cabinet requested an update on the planning shared service at each meeting from the Head of Planning, Transport and Development.

- 1.6.6 The data for DCE 001 percentage of planning enforcement cases signed off within 21 days has not been provided for quarters one and two. Due to the changes in the planning service systems this indicator is now very time consuming and involves a lot of manual processing. As part of the new planning support service new indicators for the partnerships have been devised and it is proposed that this indicator is replaced with Percentage of enforcement case where inspection is undertaken within 21 days.
- 1.6.7 In relation to housing, the affordable homes delivery programme (HSG 001) is on track to achieve the annual target, despite marginally missing the quarter 3 target. The number of private sector homes improved (HSG PS 003) and average length of stay in temporary accommodation (HSG 009) are also on track to achieve the annual targets. During quarter 2 a triage system was introduced to handle homelessness cases, this has meant the figures have increased during quarter 3. However, based on previous year's data and performance to date it is expected that the annual target will be missed.
- 1.6.8 In terms of waste and cleanliness, DEP 001, which measures the percentage of land where litter falls below an acceptable level, has not achieved the quarterly target. The areas concerned have been visited and rectified and there is a wider review of street cleansing arrangements currently underway. The recycling rate (WCN 001) is on track to achieve the annual target and the total waste arisings (kgs) (WCN 004) has achieved the quarterly target for the first time this year. At quarter 2 we reported that the annual target for this indicator was unlikely to be achieved, the current quarters performance means that the year to date figure has now been rated amber and the annual out-turn is expected to be rated amber (within 10%).

### **Corporate & customer excellence**

- 1.6.9 All of the indicators that measure the council's contact with its residents and customers have achieved their targets for the year to date. Call waiting times in the contact centre (CTC 001) are less than two minutes and over 80% of visitors to the Gateway have been seen within 20 minutes (CTC 002). In addition contracts in the gateway and by phone have reduced and contacts through the website have increased (BIM abc). Unfortunately the number of outgoing post items is currently showing a 16% increase for the year to date. This is due to the changes to voter registration with more letters and poll cards sent

than initially expected and the new planning support service which handles all applications for MKIP.

- 1.6.10 Satisfaction with complaint handling will not achieve the annual target. The response rate improved in quarter 3 to just over 40% however the reason for low satisfaction are unclear with respondents are dissatisfied with the handling of their complaints for nearly all services with no discernable patterns or trends. We will be looking at the ways satisfaction data with complaints handling is obtained to try improve the out-turns for this indicator.

- 1.6.11 Working days lost to sickness absence has not achieved the target. This is due to long-term rather than short-term sickness, although the majority of people on long-term sick returned to work during the third quarter it is expected that the annual target will not be achieved. Those that remain off work are being managed through occupational health.

#### 1.7 Alternative Action and why not Recommended

- 1.7.1 The Key Performance Indicators reflect local priorities and measure progress towards the Council's Strategic Outcomes. They are the Council's top level indicators and are linked to the Council's Strategic Plan.
- 1.7.2 Not monitoring progress against the Strategic Plan 2011-15 could mean that the Council fails to deliver its priorities and would also mean that action could not be taken effectively to address performance during the year.

#### 1.8 Impact on Corporate Objectives

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

#### 1.9 Risk Management

- 1.9.1 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.

#### 1.10 Other Implications

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

### **Financial**

- 1.10.1 Performance indicators and targets are closely linked to the allocation of resources and determining good value for money.
- 1.10.2 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**

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

### **Environmental**

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

## **1.11 Relevant Documents**

Strategic Plan 2011-15 (2014/15 Refresh)

### **1.11.1Appendices**



Appendix A – 2014/15 Quarter 3 Key Performance Indicator Report  
Appendix B – Key Performance Indicator Definitions

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

## Understanding Performance Tables










Quarterly Data reported throughout the year.

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

PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD 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 2014/15.		The status symbol shows if the target has been achieved please see keys to symbols below. Based on year to date performance and targets

### 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, 2014/15 quarter 3 out-turns will be compared against 2013/14 quarter 3 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	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
PKG 002	Income from pay and display car parks per space	£301.29	£291.15	£304.34	£333.00	£288.26		£928.49	£1029.49	Jeff Kitson	⬆	✅
PKG 007	Number of on-board Park & Ride bus transactions	106,662	89,849.5	90,217	105,595	105,840		285,661	378,000	Jeff Kitson	⬇	⚠
	To date for 2014/15 this indicator has slightly missed the target each quarter. The annual target of 378,000 based on the 2013/14 annual out-turn which was 377,907, it is expected that the annual target this year will be marginally missed.											

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





PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
E&S 001	Work experience placements delivered (by the Council) across the borough	6	13	5	0			18		John Foster		
	This quarter, officer time was devoted to building relationships with private sector businesses to raise the awareness of the value of work experience to young people. Previously efforts have been focused on offering work experience within the council, the new approach of working with businesses should create many more places than the Council could have offered. Maidstone Studios has been targeted as its home to some 20 businesses. A Council focussed work experience event will be held in partnership with Job Centre plus in the fourth quarter.											
E&S 002	Number of employers that have engaged with NEETs (not in education, employment or training)	0	4	38	6			48		John Foster		

PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
	through MBC											
	Funding has been allocated for a Saturday job scheme which will offer 16 and 17 year olds a 3 month placement within a business of their interest, commencing in April 2015. It will offer 24 placements in the district in the first year, with the intention for this scheme to be continued in subsequent years. Initially employers will be engaged to provide 3 month placements fully funded by the Kent Troubled Families Programme. Discussions have commenced with the Federation of Small Businesses as to how to promote this opportunity as widely as possible across a range of sectors.											
LVE 002	Percentage of people claiming Job Seekers Allowance	1.8%	1.5%	1.3%	1.2%	2.5%		1.2%	2.5%	John Foster	↑	✓
	We are still awaiting the release of the figures for December 2014. Compared to the other Kent districts, Tunbridge Wells has the lowest proportion of people claiming JSA at 0.7% and Thanet the highest proportion at 3.6%, Maidstone is currently 5 <sup>th</sup> out of the twelve Kent authorities with 1,209 people claiming this benefit which equates to 1.2%.											

## For Maidstone to be a decent place to live

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

PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
DCV 004	Processing of planning applications: Major applications (NI 157a)	63.64%	68.75%	80.00%	77.78%	70.00%		75.93%	70.00%	James Bailey	↑	✓
DCV 005	Processing of planning applications: Minor applications (NI 157b)	73.91%	62.65%	51.81%	49.09%	75.00%		55.20%	75.00%	James Bailey	↓	✗
	To date for 2014/15 the Council has determined 221 minor planning applications compared to 257 at the same point in 2013/14. Performance has declined significantly compared to the quarter 3 period last year when 73.91% of minors determined were done so within the statutory timescales, to 49.09% for											



PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
	the currently quarter. Delivery issues with the new planning support service have impacted on this figure and there is currently a backlog of applications. Following the consideration of the quarter 2 performance report Cabinet are receiving monthly updates on the planning support service. Based on previous performance it is unlikely that the annual target will be achieved.											
DCV 006	Processing of planning applications: Other applications (NI 157c)	88.26%	80.00%	69.12%	68.10%	85.00%		73.03%	85.00%	James Bailey	↓	
	To date for 2014/15 the Council has determined 697 other planning applications, compared to 872 at the same point in 2013/14. As with minor planning applications performance has declined compared to 2013/14 and the implementation of the new planning support service has impacted on this indicator. At this stage it is possible that the annual target may only be slightly missed (with 10% of target) however, it is more likely that the annual target will not be achieved.											
HSG 001	Number of affordable homes delivered (gross)	75	39	41	21	25		101	200	Andrew Connors	↓	
	Although the quarter 3 target has not been achieved this delivery programme for affordable homes is still on track to deliver the 200 affordable homes expected. Please note the target for this indicator is profiled to take into account the delivery programme and seasonal variations.											
HSG PS 003	Number of private sector homes improved	68	70	52	45	45		122	180	Nigel Bucklow	↓	
HSG PS 002	Number of private sector vacant dwellings that are returned into occupation or demolished	22	38	17	44	15		99	60	Nigel Bucklow	↑	

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

PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
DCE 001	Percentage of planning enforcement cases signed off within 21 days	88%	Data not provided	Data not provided	39.37%	90%		Data not provided	90%	James Bailey	⬇️	🛑
	Due to the changes in the IT systems in planning this indicator is now very time consuming to gather data for and involves a lot of manual processing. As part of the new planning support service new indicators for the partnerships have been devised and it is proposed that this indicator is replaced with Percentage of enforcement case where inspection in undertaken within 21 days. A data cleansing exercise is being undertaken to ensure the quality of the data for the new indicator is robust for quarters one and two and will be reported in the Annual Performance Report.											
DEP 001	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level (NI 195a)	1.67%	1.66%	1.66%	6.67%	1.70%		6.67%	1.70%	Jennifer Shepherd	⬇️	🛑
	These quarterly results are disappointing and has shown a below acceptable standard of cleansing and poor public perception of street cleansing. The areas of the borough that had falling below an acceptable standard has been visited and rectified. Currently a review of street cleansing is being undertaken and changes to the current working practises will address these issues and provide an improved standard of cleansing and public perception.											
WC N 001	Percentage of household waste sent for reuse, recycling and composting (NI 192)	45.95%	51.50%	51.23%	47.77%	50.00%		50.22%	50.00%	Jennifer Shepherd	⬆️	✅
WC N 004	Total waste arising per household (Kgs)		225.07	212.58	205.39	206.25		643.04	825.00	Jennifer Shepherd	❓	⚠️
DEP 007	Percentage of fly-tipping reports responded to within one working day	99.77%	97.54%	98.85%	97.93%	99.00%		98.08%	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	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
HSG 005	Number of households prevented from becoming homeless through the intervention of housing advice	74	118	50	64	87		232	350	Ellie Kershaw	↓	⛔
37	Whilst still below target the number of preventions has increased from quarter 2. This is was expected with the implementation of the triage system, going forward a further rise is expected as the system becomes more embedded and CSAs become more confident in the service. It is difficult to predict if the target for this indicator will be achieved as in previous years quarter 4 has often been the best performing however it is dependent on how many people present to the Council as homeless. It is likely that the annual target will not be achieved and will be missed by 10% or more.											
HSG 009	Average length of stay in temporary accommodation (those leaving TA)		73.7 days	48.4 days	46.0 days	57.6 days		55.0 days	57.6 days	Ellie Kershaw	?	✅
MF M 001a	Number of families accepted on the Maidstone Families Matter programme (to date)	2	178	217	275	45		275	189	Ellie Kershaw	↑	✅
MF M 001b	Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with (Rolling)	850.00%*	55.06%	81.57%	74.55%	60.00%		71.64%	60.00%	Ellie Kershaw	↓	✅
	*Quarter 3 2013/14 shows an unusually high out-turn, this is because during this period only two families were accepted onto the programme whilst those accepted previously were engaged with.											

PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
R&B 004	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181)	10.29	9.98	9.65	9.78	10.00		9.80	10.00	Steve McGinnes		

## Corporate & customer excellence

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









PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
CTC 001	The average wait time for calls into the Contact Centre	95.00 seconds	149.00 seconds	112.00 seconds	80.00 seconds	120.00 seconds		113.67 seconds	120.00 seconds	Sandra Marchant	⬆	✅
CTC 002	Percentage of Visitors to the Gateway responded to by a CSA within 20 minutes	80.56%	76.2%	84.55%	84.11%	75%		81.6%	75%	Sandra Marchant	⬆	✅
R&B 009	Overall satisfaction with the benefits service	88.98%	91.15%	90.24%	93.64%	85%		91.62%	85%	Steve McGinnes	⬆	✅
PIT 001	Percentage of complaints resolved within the specified timescale	91.3%	95.6%	93.49%	85.32%	95%		92.86%	95%	Angela Woodhouse	⬇	⚠
PIT 002	Satisfaction with complaint handling	36.17%	54.39%	.00%	26.09%	45.00%		35.83%	45.00%	Angela Woodhouse	⬇	❌
	The response rate has increased since the previous quarter to 41.4%. However satisfaction is very low. The reasons for this are unclear and respondents are dissatisfied with the handling of their complaints for nearly all services. The only services that received feedback that wasn't negative were the Depot and											



PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
	Economic Development, however both of these services only received one survey response.											

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

PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
BIM 003a	Percentage of customer contacts made in person in the Gateway	7.67%	6.90%	7.20%	6.06%	7.40%		6.72%	7.30%	Georgia Hawkes	⬆️	✅
BIM 003b	Percentage of customer contacts made online by visiting the councils website	72.85%	75.47%	73.59%	78.01%	74.50%		75.68%	75.00%	Georgia Hawkes	⬆️	✅
BIM 003c	Percentage of customer contacts made by phone through the contact centre	19.49%	17.63%	19.22%	15.93%	18.00%		17.60%	17.70%	Georgia Hawkes	⬆️	✅
BIM 004	Change in number of out-going post items 2014/15		14.04%	11.40%	24.35%	10%		16.07%	10.00%	Georgia Hawkes	❓	🛑
	There has been an increase of 45,212 postal items for the year to date compared with the same period in 2013/14. The increase is thought to be partly due to the changes with electoral registration, the sending of more poll cards by post and the new planning support service - this deals with applications from all MKIP authorities. Other service areas, for example Council tax has reduced their out-going post. At this stage it is expected that the annual target will not be achieved.											
R&B 005	Percentage of Non-domestic Rates Collected (BV 010)	87.82%	33.64%	59.23%	85.57%	84.48%		85.57%	97.80%	Steve McGinnes	⬇️	✅

PI Ref	Indicator Description	Q3 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15		Q4 2014/15	2014/15		Responsible Officer	D	YTD Status
					Value	Target		Value	Target			
R&B 006	Percentage of Council Tax collected (BV 009)	86.74%	29.30%	58.10%	86.50%	86.79%		86.50%	98.30%	Steve McGinnes		
WC N 006	Missed bins	98.5	37.6	41.0	25.2	30.0		34.6	30.0	Jennifer Shepherd		
	The quarterly target for this indicator has been achieved for the first time since the new waste contract commenced. Based on performance for the year to date the annual target is unlikely to be met and the target will either be marginally missed (within 10%) or not achieved.											
HRO 001/ BV 12 40	Working Days Lost Due to Sickness Absence (rolling year) (BV 12) Maidstone	8.51 days	7.46 days	8.36 days	9.59 days	8.00 days		9.59 days	8.00 days	Dena Smart		
	Long-term sickness increased at the end of quarter 2 and is currently over target at 6.68 days per employee. The majority of people in this category have now returned to work and those which remain off work are being managed through occupational health. Short-term sickness is currently performing under target at 2.91 days per employee. It is expected that the annual target will not be achieved.											
BIM 002	Percentage of financial transactions not carried out on-line or by direct debit/standing order	8.28%	8.7%	8.65%	7.42%	10%		8.26%	10%	Paul Riley		

## 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)	<b>LVE 003</b> 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	<b>LVE 002</b> 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.
	<b>DCV 002 a)</b> Percentage of major business planning applications take-up of pre-applications advice <b>b)</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	<b>R&amp;B 002</b> 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	<b>KCC 003</b> Number of 16-18 year olds who are not in education, employment or training (NEETS) <b>(NEW)</b>	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	<b>KCC 004</b> Working age people educated to NVQ level 4 of higher <b>(NEW)</b>	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	<b>PKG 008</b> 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	<b>PKG 007</b> 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	<b>PKG 002</b> 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	<b>DCV 003</b> 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	<b>DCV</b> 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	<b>HSG 010</b> 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.
	<b>HSG 001</b> 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.
	<b>HSG PS 003</b> 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	<b>DCV 007</b> 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	<b>HSG 003</b> 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	<b>SPT 004</b> 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	<b>COM 008</b> 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	<b>DEP 004</b> Satisfaction with street cleaning (residents survey)	Biennial	Aim to maximise	Jennifer Shepherd	
Customer	<b>PKS 002</b> Satisfaction with Parks & Open Spaces (residents survey)	Biennial	Aim to maximise	Jason Taylor	
Customer	<b>DEP 007</b> Percentage of fly-tipping reports responded to within 1 working day	Quarterly	Aim to minimise	Jennifer Shepherd	Fly-tipping is the common term used to describe waste illegally deposited on land as described under Section 33 of the Environment Protection Act 1990. This indicator is to monitor the timely removal of illegal dumping of waste on relevant land and highways.
Process	<b>DCE 001</b> 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	<b>DEP 002</b> Local Street & Environmental Cleanliness a) Litter, b) Detritus (NI 195ab)	Annual	Aim to minimise	Jennifer Shepherd	The percentage of relevant land and highways that is assessed as having deposits of litter or detritus that fall below an acceptable level.
Process	<b>WCN 001</b> Percentage of household waste sent for reuse, recycling and composting (NI 192)	Quarterly	Aim to maximise	Jennifer Shepherd	The indicator measures percentage of household waste 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	<b>PKS 001</b> 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	<b>WCN 002</b> Cost of waste collection per household	Annual	Aim to minimise	Jennifer Shepherd	To monitor cost of municipal waste disposal, to ensure that good value for money is achieved while delivering a high quality service.

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Finance	<b>DEP 003</b> Cost of street cleansing per head of population	Annual	Aim to minimise	Jennifer Shepherd	The cost of street cleansing per head of the residents of Maidstone is an indicator to show any changes in the cost of street cleansing.
Learning & Development	<b>WCN 004</b> 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	<b>CMP 001</b> 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	<b>CDP 011</b> 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	<b>HSG 009</b> 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	<b>INT 001</b> 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	<b>R&amp;B 004</b> 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"> <li>• Leading to rent arrears and evictions</li> <li>• Preventing access to housing because landlords are reluctant to rent to HB customers</li> <li>• Acting as a deterrent to people moving off benefits into work because of the disruption to their claim</li> </ul>
Process	<b>HSG 005</b> 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	<b>MFM 001a</b> 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.
	<b>MFM 001b</b> Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with				
Finance	<b>LVE 007</b> 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	<b>CDP 003</b> 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	<b>KCC 003</b> Number of 16-18 year olds who are not in education, employment or training (NEETS) <b>(REPEATED)</b>	Annual	Aim to minimise	John Foster	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	<b>KCC 004</b> Working age people educated to NVQ level 4 or higher <b>(REPEATED)</b>	Annual	Aim to maximise	John Foster	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	<b>COM 001</b> 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: <b>WCN 003</b> Refuse & Recycling collections <b>PKS 003</b> Maidstone Leisure Centre <b>PKS 002</b> Parks and open spaces <b>DEP 004</b> Street cleanliness	Biennial	Aim to maximise	Jennifer Shepherd & Jason Taylor	

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
Customer	<b>R&amp;B 009</b> 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	<b>COM 007</b> 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	<b>CTC 001</b> 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	<b>CTC 002</b> 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	<b>PIT 002</b> 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.
	<b>PIT 001</b> 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	<b>WCN 006</b> Number of missed bins per 100,000 collections	Quarterly	Aim to minimise	Jennifer Shepherd	This indicator monitors the performance of the contractor and ensures that the service delivers quality and that changes are communicated properly to residents.
Customer	<b>BIM 003a</b> 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.
	<b>BIM 003b</b> Percentage of customer contacts made online by visiting the		Aim to maximise		

# KPI Explanations 2014

# Appendix D

Element	Indicator	Frequency	Good Performance	Responsible Officer	Rationale
	councils website				
	<b>BIM 003c</b> Percentage of customer contacts made by phone through the contact centre		Aim to minimise		
Process	<b>BIM 004</b> 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	<b>R&amp;B 006</b> 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	<b>R&amp;B 005</b> Percentage of business rates collected	Quarterly	Aim to maximise	Steve McGinnes	
Finance	<b>BIM 002</b> 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	<b>DVC 007</b> 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	<b>HRO 001</b> 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 9

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**3 March 2015**

#### **Future Work Programme**

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:

- 
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### **Guidance note - Making Quality Overview and Scrutiny Recommendations**

Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The scrutiny team have identified the following criteria for quality recommendations, they:

- affect and make a difference to local people;
- result in a change in policy that improves services;
- identify savings and maintain/improve service quality; or
- objectively identify a solution.

One way of checking the usefulness of recommendations is to evaluate them against the 'six Ws' set out below:

Good recommendations should answer these questions:

<b>Why does it need to be done?</b>	This will help ensure the outcome is relevant and in the right context – if a meeting is being requested it will ensure the correct people are invited to attend
<b>Who is being asked to do it?</b>	Without this nothing will get done (no one will take ownership)
<b>What needs to be done?</b>	Needs to be clear and specific
<b>HoW will it be done?</b>	Again, needs to be clear and specific, what is the expected output- for example a report to be written or a meeting to be arranged
<b>Where does it need to be done/go?</b>	If it's a meeting – where is it needed If it's a report – where is it to go, who needs to see it
<b>When does it need to be done?</b>	Crucial to have a timescale – without a deadline it will never get done

Thinking about these points will help ensure the outcomes of scrutiny are effective and will aid monitoring.

## **Maidstone Borough Council**

### **Strategic Leadership and Corporate Services Overview and Scrutiny Committee**

**Tuesday 3 March 2015**

#### **Future Work Programme and SCRAIP Update**

**Report of:** Poppy Brewer, Democratic Services Officer

#### **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 SCRAIP update at **Appendix C**.
- 2.4 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. Scrutiny Committee Recommendation Action and Implementation Plan (SCRAIP) Responses**

- 5.1 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.
- 5.2 An update on recommendations made by Committee during January 2014 is attached at **Appendix C**.

#### **6 Future Work Programme Update**

- 6.1 The Communications and Engagement Strategy 2014/15 was unable to be considered at the March meeting of the Committee as it is first scheduled to be considered by the Corporate Leadership Team this month in order to be ready to go before Cabinet in April 2015.

#### **7. Impact on Corporate Objectives**

- 7.1 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.
- 7.2 The Committee will consider reports that deliver against the following Council priority:
- 'Corporate and Customer Excellence'

#### **8. Financial Implications**

- 8.1 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.

## **9. Relevant Documents**

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

## **10. Background Documents**

- 10.1 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"> <li>Election of Chairman and Vice-Chairman</li> <li>Work programming workshop</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Chairman and Vice-Chairman for 2014/15</li> <li>Ascertain work plan for the year and select and develop review topics focusing on achievable outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Christian Scade</li> </ul>
7 July 2014	<ul style="list-style-type: none"> <li><u>MKIP Update</u></li> </ul>	<ul style="list-style-type: none"> <li>Co-located simultaneous meeting with Tunbridge Wells BC and Swale BC to consider options for scrutiny review.</li> </ul>	<ul style="list-style-type: none"> <li>Paul Taylor / Jane Clarke / Alison Broom / William Benson</li> </ul>
8 July 2014	<ul style="list-style-type: none"> <li>Use of Revenue Underspend</li> <li>Discretionary Housing Payments</li> <li>Q 4 / End of Year Complaints Report</li> <li><u>Local Council Tax Support Scheme</u> – Options for (a) 2015/16 and (b) beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Requested by Committee in May 2014</li> <li>Pre-decision scrutiny before July Cabinet</li> <li>Quarterly Report</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Paul Riley</li> <li>Steve McGinnes</li> <li>Sam Bailey / Angela Woodhouse</li> <li>Steve McGinnes</li> </ul>
5 August 2014	<ul style="list-style-type: none"> <li>Annual Performance Report</li> <li>Cabinet Member Priorities for 2014/15 (Leader of the Council and Cabinet Member for Corporate Services)</li> <li>Capital Programme Update 2014-15</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report and KPI Targets for 2014/17</li> <li>A written report, of no more than one side of A4, was requested by Committee in June, as an information item.</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Clare Wood</li> <li>Cllr Blackmore and Cllr McLoughlin</li> <li>Paul Riley</li> </ul>

Appendix A

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Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
	<ul style="list-style-type: none"> <li>Local Council Tax Discount Scheme – Options for Consultation</li> </ul>	part of the Capital Programme Review <ul style="list-style-type: none"> <li>Options for Consultation / Feedback from the O&amp;S workshop</li> </ul>	<ul style="list-style-type: none"> <li>Steve McGinnes</li> </ul>
2 September 2014	<ul style="list-style-type: none"> <li>Q 1 Complaints Report</li> <li>FWP – including terms of reference for the Budget Working Group</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Report</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Sam Bailey</li> <li>Christian Scade</li> </ul>
7 October 2014	<ul style="list-style-type: none"> <li>Budget Strategy 2015-16 Onwards (Revenue)</li> <li>Q1 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>See notes below ref Budget Working Group</li> <li>Quarterly Report</li> </ul>	<ul style="list-style-type: none"> <li>Paul Riley</li> <li>Clare Wood</li> </ul>
4 November 2014 <b>CANCELLED</b>			
2 December 2014	<ul style="list-style-type: none"> <li>Mid-Year Performance Report</li> <li>Q2 Complaints Report</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Year Report – with a detailed briefing (and discussion) on homelessness indicators - HSG005 &amp; HSG 009</li> <li>Quarterly Report – to include information on complaints ref The Social and Events Management in general</li> </ul>	<ul style="list-style-type: none"> <li>Clare Wood / Ellie Kershaw</li> <li>Sam Bailey and Jason Taylor</li> </ul>
6 January 2015	<ul style="list-style-type: none"> <li>Strategic Plan</li> <li>Medium Term Financial Strategy (MTFS)</li> <li>Budget Strategy – Capital, Revenue, Fees and Charges</li> <li>Revenue Under Spend – Update</li> </ul>	<ul style="list-style-type: none"> <li>Policy Framework Document</li> <li>See notes below ref Budget Working Group</li> </ul>	<ul style="list-style-type: none"> <li>Angela Woodhouse</li> <li>Angela Woodhouse</li> <li>Paul Riley</li> </ul>

Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
12 January 2015 <b>SPECIAL TRIPARTITE MEETING</b>	<ul style="list-style-type: none"> <li>The Mid Kent Services Director to report back to a January 2015 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 (led by Zena Cooke)</li> <li>Final Report from the Joint MKIP Task and Finish Group</li> </ul>	<ul style="list-style-type: none"> <li>Joint OSC meeting with SBC and TWBC ref MKIP</li> </ul>	<ul style="list-style-type: none"> <li>Bob Pullen (SBC), Holly Goring (TWBC), Jane Clarke, Paul Taylor, Zena Cooke, Alison Broom</li> </ul>
3 February 2015 <b>CANCELLED</b>			
23 February 2015 <b>SPECIAL TRIPARTITE MEETING</b>	<ul style="list-style-type: none"> <li><u>Audit Report of the Review of the Planning Support Shared Service</u></li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny of the audit report into the planning Support Shared Service</li> </ul>	<ul style="list-style-type: none"> <li>Rich Clarke</li> </ul>
3 March 2015	<ul style="list-style-type: none"> <li><u>Q 3 Performance Report</u></li> <li><u>Q3 Complaints Report</u></li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Report</li> <li>Quarterly Report</li> </ul>	<ul style="list-style-type: none"> <li>Clare Wood</li> <li>Sam Bailey</li> </ul>
7 April 2015	<ul style="list-style-type: none"> <li><u>Customer Service Improvement Strategy (Date TBC)</u></li> </ul>	<ul style="list-style-type: none"> <li>This was requested by Committee in July 2014</li> <li>Pre-decision scrutiny with an opportunity to</li> </ul>	<ul style="list-style-type: none"> <li>Georgia Hawkes</li> </ul>

## Appendix A

Meeting Date	Agenda Items	Details and desired outcome	Report Author / Possible Witnesses
	<ul style="list-style-type: none"> <li><u>Corporate Improvement Plan</u></li> </ul>	<p>look at channel shift / moving services online, to include data regarding visitors to the Gateway segmented by nature of enquiry be included in the Customer Service Improvement Strategy report of the Business Improvement Manager to the January meeting of the Committee.</p> <ul style="list-style-type: none"> <li>6 monthly report Due to restructuring this work will be completed by the incoming Policy and Information Manager once in post.</li> </ul>	<ul style="list-style-type: none"> <li>Policy and Information Manager</li> </ul>

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**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 Debt Recovery Policy to include Irrecoverable Business Rates – a suggestion put forward (in July 2014) by the Local Council Tax Discount Scheme Working Group. The Policy is with the Director of Regeneration and Communities for consideration, and a date for their consideration at Committee is to be confirmed
- That the indicator for the reporting of waiting times for calls to the Contact Centre be audited as a data quality issue by the Policy and Performance Officer, with a report back to Committee when complete.

## Appendix A

- Workforce Strategy – Dena Smart / Alison Broom  
As of 23 January 2015 it was explained that it is feasible that the corporate plan may change again with the new governance arrangements. This has therefore been rescheduled for December 2015 to allow for any corporate plan changes to be agreed and the implications of this to feed through into the workforce strategy, which would be processed via the policy and resources committee.
- Accommodation Project – David Edwards  
As of 23 January 2015 information gathering is still on-going; Montague Evans, the recently commissioned Strategic Property Advisors, are about to embark on researching all the possible options over the next 12 weeks; David Edwards has asked Andrew Wade, the overarching Project Manager, to prepare a briefing note to all members of the Council.
- Equality Objectives – Clare Wood  
A workshop open to all members will be held on 19 February 2015.
- Communication and Engagement Strategy (Update) - Roger Adley  
This strategy is now due to be considered by CLT in March in order to go before Cabinet in April.



# LIST OF FORTHCOMING DECISIONS

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# 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](mailto: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](http://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](http://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?

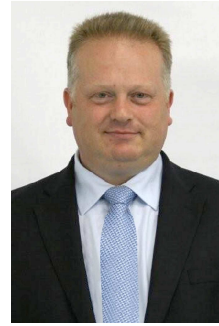


**Councillor Annabelle Blackmore**

Leader of the Council

[annabelleblackmore@maidstone.gov.uk](mailto:annabelleblackmore@maidstone.gov.uk)

Tel: 07854 684207



**Councillor David Burton**

Cabinet Member for Planning, Transport and Development

[davidburton@maidstone.gov.uk](mailto:davidburton@maidstone.gov.uk)

Tel: 07590 229910



**Councillor Malcolm Greer**

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

[malcolmgreer@maidstone.gov.uk](mailto:malcolmgreer@maidstone.gov.uk)

Tel: 01634 862876



**Councillor Marion Ring**

Cabinet Member for Environment & Housing

[marionring@maidstone.gov.uk](mailto:marionring@maidstone.gov.uk)

Tel: 01622 686492



**Councillor Steve McLoughlin**

Cabinet Member for Corporate Services

[stevemcloughlin@maidstone.gov.uk](mailto:stevemcloughlin@maidstone.gov.uk)

Tel: 07711 565489




**Councillor John Perry**

Cabinet Member for Community and Leisure Services


[johnperry@maidstone.gov.uk](mailto: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)
<b>Cabinet Member for Environment and Housing</b>  Due Date: Tuesday 24 Feb 2015	Photovoltaic array at Maidstone Depot  To instal a 50kw PV array at Maidstone Depot to reduce carbon emissions in line with the Carbon Management Plan and to generate savings for the Council		Gary Stevenson <a href="mailto:gary.stevenson@maidstone.gov.uk">gary.stevenson@maidstone.gov.uk</a>	Public	Photovoltaic array at Maidstone Depot
<b>Council</b>  Due Date: Wednesday 25 Feb 2015	Harrietsham Parish Council - Increase in Number of Councillors  To consider an increase in the number of Parish Councillors on Harrietsham Parish Council		Paul Riley, Head of Finance & Customer Services <a href="mailto:paulriley@maidstone.gov.uk">paulriley@maidstone.gov.uk</a>	Public	Harrietsham Parish Council - Increase in Number of Councillors

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet Member for Environment and Housing</b>  Due Date: Friday 27 Feb 2015  	Provision of fencing at Stilebridge and Water Lane sites  Provision of fencing at the Borough Council owned Stilebridge and Water Lane Gypsy and Traveller sites, Maidstone		Sarah Robson <a href="mailto:sarahrobson@maidstone.gov.uk">sarahrobson@maidstone.gov.uk</a>	Public	Cabinet Report Provision of fencing at Stilebridge and Water Lane sites
<b>Cabinet Member for Planning, Transport and Development</b>  Due Date: Friday 27 Feb 2015	VARIATION TO TRAFFIC REGULATION ORDERS  To consider the objections received in relation to the formal consultation following the advertising of;  The Kent County Council (Borough of Maidstone) Waiting Restrictions Order (variation No 25) Order 2014.		Jeff Kitson <a href="mailto:jeffkitson@maidstone.gov.uk">jeffkitson@maidstone.gov.uk</a>	Public	VARIATION TO TRAFFIC REGULATION ORDERS

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet Member for Community and Leisure Services</b>  Due Date: Friday 27 Feb 2015	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 <a href="mailto:jason.taylor@maidstone.gov.uk">jason.taylor@maidstone.gov.uk</a>	Public	Maidstone Play Strategy - A Strategy for Outdoor Equipped Play Areas 2014-2024
<b>Cabinet Member for Corporate Services</b>  Due Date: Before Friday 27 Feb 2015	Energy Purchasing  To consider the Council's energy purchasing arrangements 2016-2020	KEY Reason: Expenditure > £250,000	David Tibbit <a href="mailto:david.tibbit@maidstone.gov.uk">david.tibbit@maidstone.gov.uk</a>	Public	Energy Purchasing


Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet Member for Corporate Services</b>  Due Date: Friday 27 Feb 2015  67	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 <a href="mailto:stephenmcginnes@maidstone.gov.uk">stephenmcginnes@maidstone.gov.uk</a>	Public	Bankruptcy Policy for Council Tax and Business Rates Debt
<b>Cabinet Member for Corporate Services</b>  Due Date: Monday 2 Mar 2015	Land at Button Lane, Bearsted  To consider to agree to the disposal of land at Button Lane to UK Power Networks		Lucy Stroud <a href="mailto:lucystroud@maidstone.gov.uk">lucystroud@maidstone.gov.uk</a>	Public	Land at Button Lane, Bearsted

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet Member for Environment and Housing</b>  Due Date: Friday 6 Mar 2015  <div>68</div>	ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - NEW ANTI-SOCIAL  To provide Members with an overview of the important new measures for tackling anti-social behaviour contained within the Anti-Social Behaviour and Police Act 2014 (the Act). The local plans for its implementation and for Members to consider the implications for the Council, as a 'relevant body', for the purposes of the Act.	KEY Reason: Affects more than 1 ward	Martyn Jeynes <a href="mailto:martynjeynes@maidstone.gov.uk">martynjeynes@maidstone.gov.uk</a>	Public	ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - NEW ANTI-SOCIAL

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015	Office Accommodation Project  To provide an update on the office accommodation project and to consider funding for the next phase		David Tibbit <a href="mailto:davidtibbit@maidstone.gov.uk">davidtibbit@maidstone.gov.uk</a>	Private - provides information on leasehold arrangements that might prejudice the Council's position	Office Accommodation Project
 <b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015	Maidstone Borough Local Plan - employment and mixed use site allocations  Report to consider the representations made to Policies EMP1 and RMX1 of the Maidstone Borough Local Plan (Reg 18) and to recommend site/s for future stages of public consultation.	KEY Reason: Policies, Plans, Strategies	Rob Jarman, Head of Planning and Development <a href="mailto:Robjarman@maidstone.gov.uk">Robjarman@maidstone.gov.uk</a>	Public	Maidstone Borough Local Plan - employment and mixed use site allocations

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015	Discretionary Housing Payment  Future policy for the award of discretionary housing payments.		Stephen McGinnes <a href="mailto:stephenmcginnes@maidstone.gov.uk">stephenmcginnes@maidstone.gov.uk</a>	Public	Discretionary Housing Payment Appendix A - DHP Policy Appendix B - Equality Impact Assessment
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015  70	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 <a href="mailto:georgiahawkes@maidstone.gov.uk">georgiahawkes@maidstone.gov.uk</a>	Public	Customer Service Improvement Strategy 2013-16 Channel Shift Strategy 2011 Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015	Office Accommodation Project  To note progress on the project and to consider funding for the next phase.	KEY Reason: Expenditure > £250,000	David Tibbit <a href="mailto:davidtibbit@maidstone.gov.uk">davidtibbit@maidstone.gov.uk</a>	Public	Office Accommodation Project



Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015          71	Maidstone Borough Local Plan: housing sites update  The report will advise the Cabinet of the overall implications of the decisions on Local Plan housing allocations made in February and recommend next steps.	KEY Reason: Policies, Plans, Strategies	Sarah Anderton, Principal Planning Officer (Spatial Policy) <a href="mailto:sarahanderton@maidstone.gov.uk">sarahanderton@maidstone.gov.uk</a>	public	Maidstone Borough Local Plan: housing sites update
<b>Cabinet Member for Environment and Housing</b>  Due Date: Friday 20 Mar 2015	Agreement that Home Energy Conservation Act report can be submitted to DECC  Agreement that the HECA report can be submitted to DECC		Helen Miller <a href="mailto:helenmiller@maidstone.gov.uk">helenmiller@maidstone.gov.uk</a>	Public	Agreement that Home Energy Conservation Act report can be submitted to DECC

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet Member for Corporate Services</b>  Due Date: Friday 27 Mar 2015	Lease of Giddyhorn Lane Tennis Courts  Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playing Fields		Lucy Stroud <a href="mailto:lucystroud@maidstone.gov.uk">lucystroud@maidstone.gov.uk</a>	Private because of commercially sensitive information.	Lease of Giddyhorn Lane Tennis Courts
<b>Cabinet</b>  Due Date: Wednesday 8 Apr 2015	Communications and Engagement Strategy  A strategy setting out the council's approach to communication and engagement over the next three years.	Reason: Affects more than 1 ward	Roger Adley <a href="mailto:Rogeradley@maidstone.gov.uk">Rogeradley@maidstone.gov.uk</a>	Public	Communications and Engagement Strategy

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet</b>  Due Date: Wednesday 8 Apr 2015  73	Economic Development Strategy 2014  To consider the responses to the consultation draft of the Economic Development Strategy, the proposed changes and to adopt the Strategy	KEY Reason: Affects more than 1 ward	John Foster <a href="mailto:johnfoster@maidstone.gov.uk">johnfoster@maidstone.gov.uk</a>	Public	Qualitative Employment Site Assessment September 2014 Economic Development Strategy 2014
<b>Council</b>  Due Date: Wednesday 22 Apr 2015	Community Safety Plan 2015-16 - Annual Refresh  Statutory requirement to refresh the CSP Plan	KEY Reason: Policy Framework Document	John Littlemore, Head of Housing & Community Services <a href="mailto:johnlittlemore@maidstone.gov.uk">johnlittlemore@maidstone.gov.uk</a>	Public	Community Safety Plan 2015-16 - Annual Refresh
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015	Discretionary Housing Payment  Future policy for the award of discretionary housing payments.		Stephen McGinnes <a href="mailto:stephenmcginnes@maidstone.gov.uk">stephenmcginnes@maidstone.gov.uk</a>	Public	Discretionary Housing Payment Appendix A - DHP Policy Appendix B - Equality Impact Assessment

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015  74	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 <a href="mailto:georgiahawkes@maidstone.gov.uk">georgiahawkes@maidstone.gov.uk</a>	Public	Customer Service Improvement Strategy 2013-16 Channel Shift Strategy 2011 Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015	Office Accommodation Project  To note progress on the project and to consider funding for the next phase.	KEY Reason: Expenditure > £250,000	David Tibbit <a href="mailto:davidtibbit@maidstone.gov.uk">davidtibbit@maidstone.gov.uk</a>	Public	Office Accommodation Project

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet</b>  Due Date: Wednesday 11 Mar 2015          75	Maidstone Borough Local Plan: housing sites update  The report will advise the Cabinet of the overall implications of the decisions on Local Plan housing allocations made in February and recommend next steps.	KEY Reason: Policies, Plans, Strategies	Sarah Anderton, Principal Planning Officer (Spatial Policy) <a href="mailto:sarahanderton@maidstone.gov.uk">sarahanderton@maidstone.gov.uk</a>	Public	Maidstone Borough Local Plan: housing sites update
<b>Cabinet Member for Environment and Housing</b>  Due Date: Friday 20 Mar 2015	Agreement that Home Energy Conservation Act report can be submitted to DECC  Agreement that the HECA report can be submitted to DECC		Helen Miller <a href="mailto:helenmiller@maidstone.gov.uk">helenmiller@maidstone.gov.uk</a>	Public	Agreement that Home Energy Conservation Act report can be submitted to DECC

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet Member for Corporate Services</b>  Due Date: Friday 27 Mar 2015	Lease of Giddyhorn Lane Tennis Courts  Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playing Fields		Lucy Stroud <a href="mailto:lucystroud@maidstone.gov.uk">lucystroud@maidstone.gov.uk</a>	Private because of commercially sensitive information.	Lease of Giddyhorn Lane Tennis Courts
<b>Cabinet</b>  Due Date: Wednesday 8 Apr 2015	Communications and Engagement Strategy  A strategy setting out the council's approach to communication and engagement over the next three years.	KEY Reason: Affects more than 1 ward	Roger Adley <a href="mailto:Rogeradley@maidstone.gov.uk">Rogeradley@maidstone.gov.uk</a>	Public	Communications and Engagement Strategy

Forthcoming Decisions  
February 2015 - June 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>
<b>Cabinet</b>  Due Date: Wednesday 8 Apr 2015  77	Economic Development Strategy 2014  To consider the responses to the consultation draft of the Economic Development Strategy, the proposed changes and to adopt the Strategy	KEY Reason: Affects more than 1 ward	John Foster <a href="mailto:johnfoster@maidstone.gov.uk">johnfoster@maidstone.gov.uk</a>	Public	Qualitative Employment Site Assessment September 2014 Economic Development Strategy 2014
<b>Council</b>  Due Date: Wednesday 22 Apr 2015	Community Safety Plan 2015-16 - Annual Refresh  Statutory requirement to refresh the CSP Plan	KEY Reason: Policy Framework Document	John Littlemore, Head of Housing & Community Services <a href="mailto:johnlittlemore@maidstone.gov.uk">johnlittlemore@maidstone.gov.uk</a>	Public	Community Safety Plan 2015-16 - Annual Refresh

## Strategic Leadership and Corporate Services Overview and Scrutiny Committee



Meeting, Minute & Date	Recommendation	Due Date	Executive Decision Maker	Response	Lead Officer
SLCS.1501 06.96.1  78	<p>That the Draft Strategic Plan be noted, and the following amendments referenced in discussion between Members, the Leader of the Council and Head of Policy and Communications be requested:</p> <ol style="list-style-type: none"> <li>1. A reference to be made to the river within the 'Ensuring there are good leisure and cultural attractions' priority.</li> <li>2. Under the heading 'Respecting the Character of the Borough', delete 'which aside from Tovil are rural' at the end of the second sentence, and for the third point under 'We Mean' to be amended to read 'Respecting our Heritage and Natural Environment'.</li> <li>3. Under 'Ensuring there are good Leisure and Cultural Attractions' to include reference to the river and for the sentence to read '...a well-used leisure centre, a castle, various markets and a variety of</li> </ol>	02-Mar-2015	Cabinet Member for Corporate Services		Angela Woodhouse



# Appendix C

Meeting, Minute & Date	Recommendation	Due Date	Executive Decision Maker	Response	Lead Officer
79	festivals and events held through the year and across the Borough'. 4. Under 'Enhancing the Appeal of the Town Centre for Everyone', to include the phrase 'for leisure' after 'popular place' and before 'to live' in the last sentence. 5. In the background data provided, the results of academic year 2011/2012 to be replaced and updated with the most recently available data, and for the graphs to be made larger with the colour labelling made clearer. 6. For Maidstone's rating within the 'Halifax Best Places to Live' survey to be referenced in the introduction to the Strategic Plan 2015/2020.				
SLCS.1501 06.98.2	That it be noted that Members were in active support of Officers in finding options that mitigate the financial risk to the Council while achieving strategic objectives, and request an update from the Head of Housing and Community Services on this issue.	02-Mar-2015			John Littlemore
SLCS.1501 06.98.3	That Officers be requested to produce Member Development sessions on strategic risk with a view to these being incorporated into new Member inductions	02-Mar-2015			Russell Heppleston

# Appendix C

Meeting, Minute & Date	Recommendation	Due Date	Executive Decision Maker	Response	Lead Officer
	commencing from elections in May 2015, and rolled out to all Members.				
SLCS.1501 06.99.2	That the Head of Finance and Resources be requested to ascertain whether income was generated through photography of artefacts in the Museum, and for this information to be circulated to Members outside of the Committee.	02-Mar-2015			Paul Riley
SLCS.1501 12.109	That Maidstone Borough Council Cabinet be requested to consider and respond to the recommendations which have arisen from the joint study of MKIP governance and communications which were approved by the Strategic Leadership and Corporate Services Overview and Scrutiny Committee subject to the following amendments:  i. That recommendation (a) be amended to read: That opportunities for pre-scrutiny should be provided within existing governance arrangements at each authority prior to any new shared service proposals being considered at a tri-Cabinet meeting (i.e. after MKIP Board consideration, if not	03-Mar-2015	Cabinet		Caroline Matthews

## Appendix C

Meeting, Minute & Date	Recommendation	Due Date	Executive Decision Maker	Response	Lead Officer
81	<p>before);</p> <p>ii. That an additional recommendation be added under the 'governance' section, namely:  <i>(n) That given the change in governance arrangements at Maidstone Borough Council from May 2015, that consequential amendments be made to reflect the absorption of the Overview and Scrutiny function within the Policy and Resources Committee and three other service committees.</i></p>				