Corporate Improvement Plan ~~2013–16~~ *2014-17*

Maidstone Borough Council has been recognised under previous inspection regimes as providing good quality value for money services. However, we want to be even better, offering the services that people want for a cost they think is good value. In 2010 the Government announced its plans to reduce public spending by 25% and reduce the national deficit. The Council has to save around £*xxx*m over the next three years, which is a substantial reduction in the budget we have to spend on providing services for local people, at the same time that the number of potentially vulnerable people requiring some of those services, like housing advice and Housing and Council Tax Benefit, ~~is increasing~~ *has increased.*

The Strategic Plan details the priorities and priority outcomes for Maidstone until 2015 and how these will be delivered. The Medium Term Financial Strategy (MTFS) sets out what the Council will spend and when and where savings will be made. In order to deliver the Strategic Plan and MTFS the Council is undertaking various pieces of work and projects to improve value for money and quality of customer service, and this must be aligned with the Council's strategic objectives and Medium Term Financial Plan. This improvement work makes up the building blocks that will make Maidstone a better council**.**

This plan explains the key workstreams for the Council's improvement journey, the drivers for improvement as well as priority services and projects for improvement. It will allow work to be planned, sufficiently supported and monitored to ensure savings needs and the improvements required for the Council to meet its priority outcomes are delivered.

Objectives

It is important that the Council delivers services that are value for money and that residents are satisfied with. We must make savings and maximise income where we can but also be flexible enough to take opportunities as they arise, including those that come from external influences like changes in legislation. Therefore, the objectives of the *Corporate* Improvement Plan are:

1. A reduction in net cost, through making savings or increased income

2. Improving or maintaining quality: ensuring we deliver excellent services, which means delivering what is promised to agreed standards

3. Identifying and responding to opportunities aligned with the Strategic Plan

Improvement workstreams

The Council's Improvement Plan is corporate and involves a number of different workstreams, which are owned by different officers in the organisation. Those workstreams identified as most important are:

1. *Efficiency and effectiveness (Head of Finance and Resources) – looking at our services to make sure we are doing the right things to deliver our organisational priorities and working with our customers to make sure that the way we do them is as customer friendly and efficient as possible.*

2. *Income generation (Head of Commercial and Economic Development) – maximising the value from the income streams we already have in place, exploring other options for income generation and launching any viable initiatives that will bring in sustainable income to the Council.*

3. *Asset management (Head of Finance and Resources) – making the best use of the building and land we already own or lease, exploring opportunities to add to our property portfolio to support delivery of organisational priorities and bring in income, as well as transferring assets to the community or selling assets that are no longer viable for us to keep.*

4. *Empowerment and self-sufficiency (Head of Housing and Communities) – empowering borough residents to do more for themselves through building financial and digital access and skills and supporting communities to deliver services where they could do this better or take on assets of community value that we can no longer properly support.*

1. ~~**Incremental improvement** (Head of Change and Scrutiny) – making good use of performance and financial information and good business planning, including responding to recent recommendations from an Internal Audit review of performance management, to enable service managers to make small changes to enable continuous improvement in the services their teams provide.~~

2. ~~**Asset management** (Asst Director of Environmental & Regulatory Services) – making the best use of what we have in terms of buildings and land and management of our use of water, gas, electricity and petrol/diesel. It is important we know what assets we keep and what we want to sell or transfer to others, and that we actually dispose of those assets we no longer require. This is essential in terms of providing capital income and ensuring services are delivered to residents in the best way. This may mean that we transfer assets to others, including community groups, to enable them to deliver more services in the future. It may also mean that we look to make savings by sharing accommodation with other organisations.~~

3. ~~**Transformation** (Head of Business Improvement) — larger changes to ensure key outcomes are delivered effectively and efficiently. Making good use of unit cost information and benchmarking to consider different ways of delivering services, for example using shared services to gain economies of scale and increase resilience, and using business improvement techniques to improve processes. This includes working with other organisations and residents to deliver shared goals as well as different teams within the Council working together better. We may also work with public service providers and local people to redesign services and pool budgets through Community Budgets. More internal and/or external support to make these improvements may be required.~~

4. ~~**External challenge** (Head of Change & Scrutiny) — using information and challenge from residents and critical friends to improve services. This includes complaints information, feedback from local people, peer reviews, nationally driven change like the welfare reform changes and Overview & Scrutiny reviews.~~

These workstreams and the whole Improvement Plan are underpinned by the following enablers:

- **Organisational culture** (Head of HR) – *ensuring that staff and members can contribute to and understand their role in delivering organisational priorities.* ~~Creating~~ *Embedding* an organisational culture where *staff are empowered to do their jobs through appropriate training and managerial support, where there* is permission to experiment and time to learn, *including looking at best practice in other organisations,* and where all officers and members are engaged and are able to give their feedback and ideas. Improving collaboration between different parts of the organisation, ensuring that change is well managed and there is the capacity and capability to deliver the required outcomes. *This will all contribute to our aim of achieving Investors in People (IiP) Gold by 2015.*

- ~~**Good information and knowledge management** (Head of Policy and Communications) — modernising our information governance and systems architecture to ensure we make more efficient, secure and smart use of information we gather about our customers. In addition, making use of other customer insight, like Mosaic Public Sector, to create and deliver messages that people hear and understand and which cause them to make positive changes in behaviour.~~

- **Councillor assurance –** leadership and involvement of elected members in shaping, implementing and monitoring the progress and outcomes of policies and projects.

- *Commissioning and procurement (Head of Finance and Resources) – looking at all the options for delivering a service and picking the right one. Where we have to purchase goods or services, going through the right process to ensure legal compliance and value for money.*

- ***Effective use of technology (Head of ICT) –*** *utilising technology better to engage with customers, deliver better and more efficient services and save money.*

~~Other important tools for improvement are:~~

- ~~Procurement~~

- ~~Use of technology~~

Priority services and projects for improvement

In order to ensure we can deliver our priority outcomes in the Strategic Plan and savings in the MTFS it is important to make changes in the following service areas. The list of service areas below is in order of priority for improvement, from highest priority to lowest. These improvements may be to deliver savings, improve the quality of a service or respond to an opportunity that may arise.

1. **Waste & Recycling** – ~~implementing a new waste contract with other Kent authorities~~, working to achieve the target of 50% recycling by 2015 and ~~launching~~ *making a profit from* our commercial waste service

2. ~~**ICT** – sharing our ICT service with local authority partners~~

3. ~~**Hazlitt Arts Centre** – implementing the chosen option for delivery to ensure value for money~~

2. **Economic Development** – ensuring we have clear deliverable priorities for achieving growth through economic development and regeneration by *working with partners to develop* ~~adopting~~ a Regeneration and Economic Development Plan and ~~putting in place~~ *collaboratively ensure there are* the resources and skills required to deliver this

3. ***Housing*** – ~~ensuring we can respond to the increased need for homelessness services, preventing homelessness wherever possible, enabling the provision of more housing and ensuring that there is a supply of decent, affordable and accessible housing, including in the private rented sector~~ *Reducing the number of people and days spent in temporary accommodation and improving the amount and the diversity of housing supply, including in the private rented sector*

4. ***Maidstone Culture and Leisure*** – *using our cultural and leisure assets like the Museum and Mote Park better to bring in a sustainable income*

5. ***Customer Services*** – *redefining and achieving our customer service standards and moving to our 'digital first' customer service*

model by moving more contacts to our website and away from face to face visits and the telephone

6. **Revenues and Benefits** – preparing and planning for the effects of national welfare reforms, analysing the impact of the localised Council Tax and business rate schemes, *maximising the collection of business rates* and exploring different ways of delivering the service for the future *e.g. joint Fraud initiative*

7. **Planning** – ~~sharing the Planning Support function with local authority partners~~ *exploring opportunities to make the Development Management Service more efficient and improve the value for money of specialist advice*

8. ***Environmental Services*** – *making the Street Cleansing and Grounds Maintenance services more efficient, including improving work practices and feedback to customers through use of technology*

9. ***Bereavement Services*** – *exploring options for delivery, introducing more efficient working practices and expanding the offer at the Crematorium*

10. **Finance** – building a~~n~~ *efficient* service that supports the Council make informed strategic financial management decisions, manage and control budgets and commit and measure resources and investigating how this service could be delivered in the future

11. **Building Control** – re-designing the service, diversifying work to undertake more trading rather than statutory work and ~~looking to both public and private sector partners to investigate~~ *investigating options for delivery of the service, in particular the viability of a public sector partnership,* and developing a model for delivery for the future

12. **Corporate Support –** investigating whether our Print services could be a viable commercial service and/or whether our Corporate Support services could be shared with local authority partners

As well as work in particular service areas there are a number of other important projects that need to be undertaken in each of the improvement workstreams:

- ~~**Customer services delivery** – becoming more customer-centred, engaging better with our residents and designing, adopting and delivering our new sustainable model of customer services delivery for the long term~~

- **Integrated Transport Strategy** – adopting our Integrated Transport Strategy and delivering this to ensure the infrastructure is in place to

support the development proposed by the Core Strategy and to address some existing traffic congestion issues

- ~~**Cross organisational collaboration** – exploring and establishing new ways of commissioning and delivering services with other agencies and organisations to improve outcomes, increase efficiencies and reduce cost. To review and revise existing governance and funding arrangements including pooled budgets to maximise the use of resources in service delivery~~

- ~~**Future Use of the Town Hall** – looking at the future use of the Town Hall, including the former Tourist Information Centre facility at the front of the building, with a view to maximising the income potential from the building. Exploring potential uses including both commercial and community use to achieve the best rate of return and usage whilst not competing with local businesses~~

- **Major assets review** - reviewing the Council's *major* assets as part of the Asset Management Plan *to make savings and/or maximise income potential.* ~~and expanding our commercial property portfolio to support the delivery of the Council's 3 key priorities.~~ *This includes considering long term options for Council accommodation in the town centre, looking at the future use of the Town Hall, exploring options for the King Street, Medway Street and Brunswick Street car park sites, as well as improving and maximising income from the Park Wood industrial estate.* ~~King Street car park, Medway Street car park and Park Wood industrial estate are key assets. King Street car park will be demolished and a surface level car park constructed, whilst we seek opportunities for redevelopment of the site. Medway Street is a major revenue provider and any development will need to reflect this. The current market will not provide the returns necessary but this will continue to be reviewed. We will work with the tenants of Park Wood industrial estate to invest in and improve the estate, which generates considerable income for the Council, mostly through ground rents~~

- *Right to bid and* **community asset transfer –** *investigating which assets and services might be appropriate to be delivered by the community through the 'Right to Bid' and* establishing an effective mechanism and approach for supporting the transfer of community assets where this is appropriate, demonstrating value for money and maximising their use

- ~~**Corporate peer review** – a peer challenge involves officers and members from other authorities acting as critical friends, making recommendations on where we could do things better. We are going to use this method to look at our corporate governance and take advice on any improvements we can make~~

- ~~**More proactive use of the performance management system (PMS)** – embedding the use of Covalent, our PMS software so that managers and~~

~~key officers in the organisation use it to effectively monitor performance, service delivery and risk~~

- ~~**Other Shared services and Mid Kent Improvement Partnership (MKIP) work**~~ ***Mid Kent Improvement Partnership (MKIP) shared services and operational model*** **–** working with partners, in particular our MKIP local authority partners, to establish closer working arrangements and partnerships in more services, *as well looking at all the services we share and deciding on and delivering the best operational model for the future*

- ***Information and knowledge management –*** *implementing the recommendations of our external Information Management review to ensure we make more efficient, secure and smart use of information we gather and store. This includes improving our information governance arrangements, agreeing relevant policies, improving our systems architecture and finding ways to turn information into knowledge*

- ***Commercial property investment –*** *increasing our property portfolio by identifying and purchasing secondary property market options and converting the Chillington Street building for residential use*

- ***Digital inclusion –*** *working with partners to identify the geographical areas and communities that are most likely to be digitally excluded and work with them to identify solutions. This could mean increasing or signposting publically accessible computers, running training courses or accessing cheap computer schemes*

- ***Financial inclusion –*** *Working with partners to improve financial awareness and identify solutions to reduce the impact of financial exclusion. Financial inclusion is the ability of an individual, household or group to access appropriate financial services or products. There are a number of barriers to financial inclusion including debt problems, fuel poverty poor financial knowledge, no affordable credit and low income. Those most likely to be financially excluded include people over 60, young adults, single parents, people with disabilities and people on low and insecure incomes.*

This is how the priority services and projects for improvement fit in with the 4 improvement workstreams:

Efficiency and effectiveness	Income generation	Asset management	Empowerment and self-sufficiency
Planning Economic Development Revenues and Benefits Housing Finance Building Control Environmental Services Customer Services MKIP shared services and operational model Information and knowledge management	Maidstone Culture and Leisure Waste and Recycling Corporate Support Bereavement Services	Integrated Transport Strategy Major assets review Commercial property investment	Right to bid and community asset transfer Digital Inclusion Financial inclusion

Asset management	Incremental improvement	Transformation	External challenge

~~Future use of Town Hall~~ ~~Community asset transfer~~ ~~Major assets review:~~ - ~~King Street~~ - ~~Medway Street~~ - ~~Park Wood~~ ~~Integrated Transport Strategy~~	~~More proactive use of the performance management software system~~ ~~Economic Development~~	~~Customer services delivery~~ ~~Waste & Recycling~~ ~~ICT~~ ~~Finance~~ ~~Housing~~ ~~Corporate Support~~ ~~Environmental Health~~ ~~Other shared services and Mid Kent Improvement Partnership work~~ ~~Cross organisational collaboration~~	~~Revenues & Benefits~~ ~~Planning~~ ~~Hazlitt Arts Centre~~ ~~Building Control~~ ~~Corporate peer review~~

More detail on the work to be undertaken on the priority service areas ~~in the Transformation and External challenge workstreams~~ is shown in Appendix 1.

~~Appendix 2 shows when we plan to carry out this work over the next three years.~~

Governance and Monitoring

The Cabinet own the Council's improvement journey and the Chief Executive is ultimately accountable for delivery of the *Corporate* Improvement Plan. Political leadership is provided by the Leader and the Cabinet. A head of service is responsible for each of the workstreams and enablers that make up the improvement journey detailed above. The Leader, Chief Executive, *Director of Environment and Shared Services* and the appropriate heads of service make up a group that will monitor progress against plan to ensure that any as yet unknown opportunities that would provide greater benefit than the work already planned are not missed and that the services and projects for improvement are re-prioritised as necessary as a result.

This plan will be updated annually to the same corporate planning timetable as the Strategic Plan and MTFS. A progress report will be compiled and sent to Cabinet 6 months after the adoption of the Improvement Plan.

Future plans for priority service areas

Service area	Longer term	~~2014-16~~ 2015-17	~~2013/14~~ 2014/15
Waste & Recycling	• ~~New open book waste contract~~ • ~~Refresh strategy in 2015~~ • ~~Work with SE7 groups of local authorities on maximising the value of waste as a resource~~ • *Achieve recycling rate of 60%* • *Reduce total household waste arisings across the borough* • *Work with Kent County Council to secure maximum value for recyclate* • *Expand Commercial waste service across borough and across Kent*	• ~~Review staff structures~~ • *Focus on waste reduction and reuse initiatives to achieve recycling rate of 60%*	• ~~Implement new contract~~ • ~~Maximise recycling - over 50% will be achieved~~ • ~~More processes on-line~~ • ~~Implement the commercial waste contract~~ • *Achieve 350 commercial waste customers* • *Introduce food waste recycling into flats and Houses in Multiple Occupation* • *Achieve a recycling rate of 50% through focused engagement in poor performing areas* • *Adopt a new five year waste strategy* • *Review team structure*
Customer Services ~~delivery~~	• Reduced cost of provision	• *Digital first customer service model embedded* • Reflect effect of welfare reforms • Make best use of Gateway building • Investigate possible models of customer service delivery across MKIP partners • *Review the resources from*	• ~~Begin to implement improvements towards our new model of customer service delivery~~ • Agree customer charter, customer care policy *and customer service standards* ~~as part of customer service improvements~~ • ~~Implement online forms development or forms package following go live of website~~ • Select other voice activated call assistants if effective • ~~Improve Gateway offer to attract paying~~

		the Contact Centre and Gateway to ensure that the website is effectively and permanently resourced • *Investigate possible income streams through offering g*reater range of partner *customer service* provision • *Move to a face to face appointment system*	~~partners~~ • *Work with Gateway partners, including Kent County Council, to understand all of our face to face needs for the future* • *Increase the number of online self-serve forms available and the percentage of processes that are carried out using online forms* • *Review the resources required to deal woth emails and identify an appropriate support system and/or processes* • *Consider options for service delivery to suit the Council's digital first model of customer service delivery and deal with resilience and turn over issues better* • *Explore the use of web chat* • *Consider whether there is a continuing need for a Customer Relationship Management ICT system*
~~ICT~~	• ~~Fully integrated ICT partnership~~ • ~~Reduce data centres from 3 to 2~~ • ~~Real time replication back up solution in place to off site data centres~~ • ~~Review operational ICT shared service and consider new models for delivery~~	• ~~At least 5 service based applications consolidated and moved into the MBC data centre.~~ • ~~Consolidated telephony across all partners~~ • ~~Master data management strategy in place~~	• ~~ICT Audit function to be streamlined across all partners~~ • ~~Finance, Planning and Environmental Health systems to be consolidated~~ • ~~Procure new shared helpdesk software~~ • ~~Collaborative Mobile phone and Multi function device contracts awarded~~ • ~~Complete Information audits across 3 partners~~ • ~~Agree and introduce Cloud Strategy~~ • ~~Agree and introduce Desktop strategy~~ • ~~Good systems architecture to ensure efficient and secure use of data~~
~~Hazlitt Arts Centre~~	• ~~Vibrant theatre that~~	• ~~Run more like a business~~	• ~~According to preferred option, put in place~~

	• ~~people want to go to~~ • ~~Cut subsidy by 50%+~~ • ~~Increased community participation and involvement~~	• ~~Link to Museum on education~~	~~performance monitoring arrangements~~ • ~~If the tender process is not successful it will be necessary to increase revenue and reduce cost as set in the Operational Review~~
Planning	• ~~Explore other opportunities of sharing expert advice~~ •	• ~~Any procurement and other efficiency actions as identified by the Planning Support shared service manager~~ • *Explore options for delivery of minors and enfocement e.g. through Right to Bid, sharing with partners etc.*	• ~~Procure and implement~~ Embed new ICT system • ~~Shared Planning Support Services (if agreed) – shared service manager to be appointed, structure and processes to be implemented~~ • *Embed new ways of working following staff restructure and introduction of the new Planning Support shared service* • *Explore sharing or jointly procuring specialist advice with our MKIP partners* • *Work with Business Improvement to make the Development Management service more efficient* • *Maximise the use of pre-application advice*
Economic Development	• ~~Delivery of Regeneration and Economic Development Plan~~ • *Identify solutions to stalled employment sites*	• ~~Delivery of Regeneration and Economic Development Plan~~ • ~~Report on progress~~ • *Ensure the Town Team has a sustainable future* • *Ensure operational success of the Maidstone Enterprise Hub* • *Work with Maidstone Medical Campus to attract inward investment in life sciences* • *Continue the programme of business events* • *Ensure Maidstone's investment priorities are properly reflected*	• ~~Adopt the Regeneration and Economic Development Plan and begin to deliver actions~~ • ~~Review skills and resources required to deliver the plan~~ • ~~Explore options for lower priority projects for economic development to be delivered by other services~~ • *Develop the Maidstone Business Partnership* • *Develop the business case and deliver the Maidstone Enterprise Hub* • *Redesign and commercialise the Visit Maidstone website* • *Engage with employers to encourage work*

		in the Kent's Unlocking Growth and the SELEP's Strategic Economic Plan (SEP) • *Develop and submit funding propositions to the Kent Medway Economic Board and SEP in support of growth* • *Work to implement the Town Centre Masterplan.* • *Subject to funding being available deliver on phased basis the Public Realm improvements*	*experience and apprenticeships* • *Work with Mid Kent College and employers to ensure course content is relevant to local businesses* • *Develop an inward investment marketing strategy for the Borough* • *Refresh Locate in Maidstone* • *Develop programme of business events* • *Ensure the Local Plan supports economic growth* • *Ensure Maidstone's investment priorities are properly reflected in the Kent's Unlocking Growth and the SELEP's Strategic Economic Plan (SEP)* • *Develop and submit funding propositions to the Kent Medway Economic Board and SEP in support of growth* • *Consult on and produce a Town Centre Master plan* • *Develop designs for public realm improvement works in the Town Centre* • *Establish multidisciplinary teams with site owners to develop innovative solutions to unlocking stalled sites*
Integrated Transport Strategy (ITS)	• Delivery of the ITS • Review and implementation of Parking Strategy	• Agree any addendum to the ITS that might be required • Delivery of the ITS *action plan*	• Adopt Integrated Transport Strategy (ITS) *and its action plan* • ~~Further review of Park and Ride operation to Determine strategy for new bus contract~~
Revenues & Benefits	• Develop wider shared service or pursue commercial opportunities	• ~~Restructure and change through welfare reform~~ • ~~Decide if we take the saving or use the capacity for income generation~~	• ~~Responding to the anticipated issues in collection through the Local Council Tax Support Scheme and changes to discounts on empty properties~~ • ~~Working with key partners to provide~~

		• ~~Determine and tackle any effect of Council Tax reforms e.g. possible reduced collection rate~~ • ~~Opportunities through business rate reforms~~ • *Review & options for future delivery of Local Council Tax Discount Scheme* • *Restructure the service to take account of welfare reform changes* • *Implement new LSSF arrangements*	~~residents affected by welfare reform changes with money and debt advice~~ • ~~Reviewing the staffing and structure of the revenues and benefits service to reflect the changing role~~ • *Embed new counter fraud partnership* • *New partnerships arrangements for delivery of Local Support Services Framework (LSSF)* • *Exercise to identify additional business rates through omissions and undervalued assessments* • *Increased take up of e-billing and Direct debit for council tax and business rates* • *Review of process to maximise collection of benefit overpayments and historic debt for ctax and NNDR* • *Scope commercial opportunities for delivery of internal bailiff services* • *Implement payment direct pilot with Golding Homes*
Housing	• Quality housing that people want and is accessible to the whole community • Affordable housing delivered to strategy – challenges in achieving this • Good private sector market with choice • Good housing advice that prevents homelessness	• ~~Welfare reforms – manage effects on private sector~~ • ~~Improved working with registered providers and private sector landlords~~ • *Welfare reform – ensure appropriate & timely advice services to all forms of tenure* • *Working with landlord and letting agents to encourage greater access to the private*	• ~~Implement new allocation scheme & monitor impact~~ • *Review the new allocation scheme; make amendments as necessary; ensure the scheme is achieving the original aims* • ~~Draft and consult on~~ *Adopt and implement a* new Homelessness Strategy • Develop a new Affordable Housing supplementary planning document to support the ~~Core Strategy~~ *Local Plan* • Review the Housing Strategy following adoption of the ~~Core Strategy~~ *Local Plan* • Develop services to respond to the

		rented sector • *Ensure the future delivery of a range of affordable housing through new developments, making best use of the government's new affordable housing programme* • *Re-engineer the housing service to provide greater self-help for applicants supported by specialist services that reduces multiple contacts*	unintended consequences of welfare reform • ~~Implement the revised Empty Homes Strategy~~ • *Seek out opportunities to purchase accommodation under the Empty Homes Strategy* • *Engage in the development of Kent County Council's Accommodation Strategy* • ~~Ensure the new Home Improvement Agency service meets the needs of vulnerable households~~ • Bring forward opportunities for the Council's new investment initiative • ~~Identify &~~ *Complete the* purchase *of* a suitable property for use as emergency temporary accommodation • ~~Adopt~~ *Implement the* new grant policy for housing assistance programme • *Reduce the number and length of stay for households in temporary accommodation*
Corporate Support	• *Continuing to expand the print and post offer to external partners*	• Implementation and embedding of any changes in working practices	• Investigate working with Maidstone Prison on Printing • Embed savings and other benefits from the print and post room solution • Investigate viability of *document imaging and* Print Room commercialisation • Investigate the possibility of providing *more printing and post* services for other partners
~~Environmental Health~~		• ~~Shared service and new working practices embedded~~	• ~~Decision made on sharing the service with local authority partners~~ • ~~New staff structure introduced~~
Finance	• Support the business make informed	• ~~Embed the single ICT system across Mid Kent Improvement~~	• ~~Restructure of Finance team~~ • ~~Improvement to work on statement of~~

	decisions, manage budgets, commit and measure resources • Investigate model of delivery	~~Partnership~~ • *Upgrade financial management system to align with partners*	~~accounts through up-skilling staff~~ • ~~Improvements to support for commercialisation through staff training and development~~ • ~~Implementation of credit card module and roll-out of greater use of credit cards for small purchases~~ • *Implement new planning and budgeting module of the financial management system* • *Implement direct debit for miscellaneous debts* • *Complete Finance team restructure* • *Investigate and implement opportunities to work more efficiently and for channel shift through a review supported by the Business Improvement team*
Building Control	• ~~Model of delivery – trading arm doing work on behalf of private companies~~ • *Solely owned company*	• ~~Diversify work – less statutory, more trading account~~ • ~~Develop and take advantage of commercial or partnership opportunities~~ • *Formation of arms length Approved Inspector service able to operate outside of borough boundaries* • *Investigate expansion of partnership* • *Increase market share and increase percentage of work in trading account*	• ~~Implement way forward – consider commercial opportunities~~ • ~~Continue to break even~~ • ~~Channel shift completed~~ • *Form public sector partnership/shared working* • *Increased marketing as re-branded service* • *Look to private sector for possible working relationships* • *Halt loss of market share to private sector* • *Reduce overheads*
Maidstone Culture and Leisure	• *To maximise the borough's cultural and*	• *To identify and develop business cases for commercial*	• *To fully implement the staffing structure for Maidstone Culture and Leisure*

	leisure offer to support economic development • To generate sustainable revenue streams from cultural and leisure services • To reduce the net cost of cultural and leisure services	opportunities within Culture and Leisure • To deliver approved commercial culture and leisure projects • To expand the range of income generating activities within Maidstone Culture and Leisure • To reduce the net cost of cultural and leisure services	• To produce the strategic business case for cultural and leisure services • To revise the Museums' Business Plans to generate additional income • To identify and deliver commercial opportunities within Mote Park • To develop business cases for commercial opportunities within Culture and Leisure • To deliver approved commercial culture and leisure projects • To establish a consolidated events programme • To reduce the net cost of cultural and leisure services
Environmental Services	• Greater use of volunteers to improve awareness and increase community engagement • Greater partnership and cross-boundary working to improve street scene environment across Kent	• Introduce recycling of street litter • Reduce carbon footprint of frontline vehicles through use of improved technology and vehicle tracking • Expand mobile technology to grounds maintenance activities	• Introduce mobile technology across cleansing teams to improve efficiencies and customer satisfaction • Increase public awareness of services and improve perception • Rebranding of service through new uniform • Removal of redundant stredaviet furniture to de-clutter and improve street scene
Bereavement Services	• Adopt Institute of Crematorium and Cemetery Management Charter for the Bereaved	• CREMATORIUM CHAPEL – Improve technology to the Chapel to incorporate projection of slides, DVDs, webscasting etc.	• BACAS - Gain a better understanding of BACAS, establish if it is capable of all that we require it to do, or would an alternative, or in house option be a possibility. • DIGITISING BURIAL RECORDS – After inputting all back records we need to decide how to share this data with the public – either via our website, or selling the data to

			an external provider • *CEMETERY – Expansion to the Cremated Remains section and offering more choice in memorials and above ground burial options to improve income*