

Understanding Performance Tables

This is the performance measure.

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	Q1 2013/14	Quarterly Data reported throughout the year.				2014/15		Responsible Officer	D	Status
			Value	Target	Q2 2014/15	Q3 2014/15	Q4 2014/15	Value			

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 2 out-turns will be compared against 2013/14 quarter 2 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	
	Target not achieved
	Target missed (within 10%)
	Target met
	No target to measure performance against
	Data Only

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

For Maidstone to have a growing economy

Objective 1. A transport network that supports the local economy





PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
PKG 002	Income from pay and display car parks per space	£223.66	£291.15	£304.34	£226.49			£595.49	£1029.49	Jeff Kitson		
PKG 007	Number of on-board Park & Ride bus transactions	90,847	89,849	90,217	90,720			180,066	378,000	Jeff Kitson		



Code	Action	Due Date	Status	Latest Note
OUT 001.01	Deliver an integrated transport strategy	31-Mar-2015		There have been a number of delays in transport modelling but the modelling is now underway. The results of the modelling will need further analysis, so the Project Board agreed that the ITS should follow the local plan programme. Consequently, the next round of consultation for the draft Integrated Transport Strategy will be undertaken in July 2015.
OUT 001.02	Implement an infrastructure delivery plan	31-Mar-2015		The Infrastructure Delivery Plan (IDP) is part of the evidence base that supports the Maidstone Borough Local Plan. A verbal update on progress was given to Planning, Transport & Development Overview and Scrutiny Committee on 16 September 2014, and a further verbal update will be given at the Committee's January meeting when representations on draft local plan site allocations will be considered. The IDP is following the local plan programme so will be revised to reflect changes in the Publication version of the Maidstone Borough Local Plan which is expected to be published for consultation in July 2015.

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	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
DCV 002a	Percentage of 'major' business planning applications having pre-application discussions	95.65%		96.00%	92%			96.00%	92%	Rob Jarman		
E&S 001	Work experience placements delivered (by the Council) across the borough	3	13	5				18		John Foster		
E&S 002	Number of employers that have engaged with NEETs (not in education, employment or training) through MBC	17	4	38				42		John Foster		
LVE 002	Percentage of people claiming Job Seekers Allowance	2%	1.5%	1.4%	2.5%			1.4%	2.5%	John Foster		

Code	Action	Due Date		Latest Note
OUT 002.01	Local Development Framework and Core Strategy	31-Mar-2015		The draft Maidstone Borough Local Plan (MBLP) was subject to public consultation in spring 2014 (known as Regulation 18 consultation). At the Planning, Transport & Development Overview and Scrutiny Committee meeting held on 19 August 2014, the Committee noted the officer summaries of representations that were made on the overall strategy, the spatial policies, the development management policies and infrastructure delivery policies. Officer responses and recommendations arising from the development management and infrastructure delivery policies will be




Code	Action	Due Date		Latest Note
				considered by the Committee at its meeting on 16 December 2014 prior to Cabinet decision. At its meeting on 20 January 2015, the Committee will consider the representations received on MBLP site allocations and the resulting recommendations of officers, prior to Cabinet approval to undertake a further, but more focused, consultation on new site proposals (a further Regulation 18 consultation). The results of the consultation, together with officer recommendation for appropriate amendments to the balance of MBLP policies, will culminated in an amended MBLP that will be subject to formal consultation in July 2015 (known as Regulation 19 consultation). Submission of the MBLP to the Secretary of State for public examination is programmed for November 2015, with the examination itself expected to take place in February 2016. Adoption of the MBLP will be around July 2016.
OUT 002.02	Review Economic Development Strategy	31-Mar-2015		The Draft Economic Development Strategy has now been produced and is due to go to Cabinet for approval in November before going out to public consultation.
OUT 002.03	Assistance for businesses	31-Mar-2015		It has recently been agreed that Economic Development officers will be invited to all pre-planning meetings with commercial development clients. A monthly meeting between Planning, Economic Development and Housing officers has also been established to review new planning applications and potential developments prior to committee reports being compiled.
OUT 002.04	Review Parkwood Industrial Estate and implement a strategy for its regeneration	31-Mar-2015		Discussions held with key tenants and a regular programme of meetings has been established. Meetings with key owners of development sites have commenced.
OUT 002.05	Work with partners through the LSP to deliver a step change in Maidstone's learning and skills performance to ensure a high-quality skills base sufficient to enable people in Maidstone to realise their full	31-Mar-2015		The Maidstone Locality Board no longer exists, but the priority sub group for Tackling Worklessness and Poverty remains, with the lead being taken by the Economic Development team to develop a programme of apprenticeships, work placements and training/skills development opportunities.

Code	Action	Due Date		Latest Note
	potential.			
OUT 002.06	Deliver the High Street Regeneration Project	31-Mar-2015		The second phase of the High Street Regeneration Project is now complete. The proposals for Phase 3 for the north end of Week Street, Gabriel’s Hill and Earl Street have been drafted and an Economic Impact Assessment on the impact of these, and the results of Phase 1 and 2 is due to be commissioned in the next couple of months.
OUT 002.08	Local Implementation Plan (LIP) Homes and Community Agency milestones	31-Mar-2015		The LIP was a mechanism used by the previous government and has not been carried forward by the coalition government in the same way. The only recognisable remnant is the affordable housing programme. The Housing Service has developed a programme in partnership with our housing providers and the Homes & Communities Agency (HCA) that has successfully delivered over 600 new affordable homes over the past three years. The programme has delivered a wide range of property type and size of accommodation, ranging from 1 bedroom flats to four bedroom houses. These homes were provided to rent and also as shared ownership, enabling many families to get their step on the property ladder. In addition the council entered into a contract with the HCA to return 10 long-term properties back into use. The programme was so successful that the HCA provided extra funds to enable a further three long-term empty properties to be repaired and returned to use. This also enabled the Maidstone to acquire a 'developer' status with the HCA and more recently to be appointed as a Registered Provider of social housing.

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	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
DCV 004	Processing of planning applications: Major applications (NI 157a)	53.85%	68.75%	80.00%	70.00%			75.00%	70.00%	Rob Jarman		
DCV 005	Processing of planning applications: Minor applications (NI 157b)	80.56%	62.65%	51.81%	75.00%			57.23%	75.00%	Rob Jarman		
DCV 006	Processing of planning applications: Other applications (NI 157c)	90.33%	80.00%	69.12%	85.00%			75.15%	85.00%	Rob Jarman		
	The implementation issues with the planning support service have impacted on the processing of minor and other planning applications. Due to the delays in validation, once Officers receive the application and consultation has been carried out the statutory period has already passed.											
DCV 003	Percentage of residential planning applications processed within statutory timescales	77.50%	Data not provided	Data not provided	70.00%			Data not provided	70.00%	Rob Jarman		
	We are reporting the statutory data for development control and an interim head of service has been appointed to assist with capacity, one of the issues they will be looking at is progressing performance reporting for this service.											
HSG 001	Number of affordable homes delivered (gross)	32	39	41	40			80	200	John Littlemore		
HSG PS 003	Number of private sector homes improved	101	70	52	45			122	180	John Littlemore		





Code	Title	Due Date		Latest Note
OUT 003.01	New Housing: Enable the delivery of a range of high quality homes that are desirable and affordable to all sections of the community	31-Mar-2015		A total of 189 affordable homes are reported as completed for 2013/14, across a range of tenures (156 were affordable rent, 6 were first buy and 18 shared ownership). The 189 affordable homes comprise of a mixture of one, two, three and four bed units. In total in 2013/14 there were 423 (net) additional homes delivered in Maidstone (ready for occupation). Performance for the year to date is on track to achieve the annual target of 200 affordable homes for 2014/15.
OUT 003.02	Existing Housing: Ensure our existing housing is suitable and able to meet future challenges; providing sought after homes now and into the future	31-Mar-2015		The Business Improvement Team is working with the Housing Service to help develop the council's response to stock conditions within the private rented sector and home ownership. The council continues to bring property occupied by vulnerable people up to decent homes standard (276 in 2013/14), using the benchmark worked up by the previous government. The new Housing Assistance Policy provides a more tailored grant regime that encourages landlords to improve their homes and management standards through the council's accreditation scheme. Landlords receiving grants are also required to provide nomination rights to the council, which helps to ease demand on the housing register by providing homes in addition to those provided by housing associations. The scheme also helped Maidstone discharge its homelessness duty into the private rented sector for 14 families, the first local housing authority in Kent to use the new powers under the Localism Act. In 2013/14, 107 private sector dwelling were returned to occupation as a result of action taken by MBC.
OUT 003.03	Homelessness & vulnerable groups: Commission and provide services with partners that meet identified needs, reduce inequalities, are responsive and timely, promote stable, strong communities, self-reliance and encourage positive aspirations	31-Mar-2015		A new Homelessness Strategy has been developed and is due for adoption by the Cabinet Member in early May 2014. The new Strategy builds on recent success in changing service delivery that has seen the introduction of online application forms, text messaging and emailing clients rather than using paper letters. This has improved efficiency by providing a quicker service to applicants whilst also reducing the overall cost of the service. The increase in homelessness has made for a challenging year and although the numbers in temporary accommodation is higher than our standards would want, our figures compares well with most of the other



Code	Title	Due Date		Latest Note
				local housing authorities in Kent. The introduction of the new Allocation Scheme has been a major achievement. The new scheme was introduced in April 2013 together with a new IT system. Both were large projects that were implemented by the Housing Service without difficulties arising. A measure of the success has been the doubling in number of households in the 'Band A community contribution' group. This Band was meant to encourage people to link getting into work or training with access to subsidised housing and the Band has doubled in size since the launch in April, whereas the overall number of the register has only risen by less than 10%. The purchase of Aylesbury House is expected have a positive impact of our temporary accommodation spending.

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



PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
DCE 001	Percentage of planning enforcement cases signed off within 21 days	94.92%	Data not provided	Data not provided	90%			Data not provided	90%	Rob Jarman		
The reports for this data are in the process of being set up in the new Uniform system. The process of work allocation and investigation continues and productivity within the team remains stable.												
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%	1.70%			1.66%	1.70%	Gary Stevenson		
WC N 001	Percentage of household waste sent for reuse, recycling and composting	46.30%	51.50%	48.91%	50.00%			50.24%	50.00%	Gary Stevenson		

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
	(NI 192)											
WC N 004	Total waste arising per household (NEW 2014/15)		225.07	212.58	206.25			437.65	825.00	Gary Stevenson		

Code	Title	Due Date		Latest Note
OUT 004.01	Deliver focussed enforcement activity to ensure high impact on the cleanliness of the Borough	31-Mar-2015		Area based enforcement has been trialed and the revised scheme has been implemented. A new contract is now in place and campaigns on littering are being undertaken.
OUT 004.02	Work with partners to ensure that all areas of the Borough are clean and well-maintained	31-Mar-2015		Town centre new approach for Jubilee square to keep it maintained has been implemented.
OUT 004.03	Ensure provision of timely specialist advice and services on heritage and landscape design to protect and enhance Maidstone's environment	31-Mar-2015		This action has been completed with the new MKIP processes for Planning. We are currently monitoring how things are working and advising the relevant teams of any problems which need resolving.
OUT 004.04	Deliver the Carbon Management Plan to ensure that the Council reduces its carbon footprint by 3% per annum	31-Mar-2015		There was a small increase (0.82%) in carbon emissions on the previous year. This is partly explained by the fact that the year was a particularly cold year and a significant increase in emissions from the waste services fleet (which accounts for 33% of the councils emissions. A new contract for the waste fleet services which incorporates the use of vegetable based fuels will reduce this significantly in the 2013-14 year. This service began in August 2013. Due to changes in the conversion factors for emissions related to national grid electricity, all years were recalculated and a re-baselining exercise was undertaken. This was carried out in accordance with the guidance from DECC which are summarised here: http://www.ukconversionfactorscarbonsmart.co.uk/documents/What's%2




Code	Title	Due Date		Latest Note
				Onew%20guidance_v3.pdf Overall, the council's emissions are 12.5% below the baseline year of 2008/09 and are 1.5% above the target for 2012-13 accounting period.
OUT 004.05	Maximise our leisure and cultural offer to enhance the quality of life for our residents whilst attracting visitors, new residents and businesses	31-Mar-2015		We are looking at how best to maximise our assets and a commercialisation strategy has been agreed and one of the current work streams is looking at the use of Mote Park. The review of Play Areas has been completed and Mote Park came 2 nd in the UK in the Green Flag People's Choice Awards. Data shows that there has been a 6.5% increase in visitors to the park for 2014/15 to date compared to the same point in 2013/14.
OUT 004.06	New Waste Contract	30-Apr-2013		The new waste contract was rolled out in August 2013 and provided residents with more opportunities to recycle a wider variety of waste including small electrical items. Performance figures show a positive increase in the recycling rate.

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	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
HSG 005	Number of households prevented from becoming homeless through the intervention of housing advice	82	118	50	87			168	350	John Littlemore		
The number of preventions has gone down in the last quarter due to the numbers of people presenting as homeless, rather than contacting the council whilst their situation is preventable. Once the Triage system is implemented next month, we would expect to see these numbers rise, as people who are offered advice by a CSA that prevents their becoming homeless will be recorded. As Triage becomes embedded and frees up some of the Housing Advisors'												

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
	time, it is anticipated that the team will start to do more outreach work which will also contribute to the prevention figures.											
HSG 009	Average length of stay in temporary accommodation (those leaving TA)		73.7 days	48.4 days	57.6 days			60 days	57.6 days	John Littlemore		
MF M 001a	Number of families accepted on the Maidstone Families Matter programme	49	178	39	35			217	189	Ellie Kershaw		
MF M 001b	Percentage of those accepted to the Maidstone Families Matter programme that have been engaged with (year to date)	59.18%	55.06%	81.57%	60.00%			81.57%	60.00%	Ellie Kershaw		
R&B 004	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (NI 181)	7.74	9.98	9.65	10.00			9.82	10.00	Steve McGinnes		

Code	Title	Due Date		Latest Note
OUT 005.01	Reduce inequalities within communities through preventative action	31-Mar-2015		Following on from the elections and the election of a new Cabinet Member, the Community Development Plan refresh stalled. The new emerging Cabinet priorities will influence the new Plan to reflect a greater focus on mental health and wellbeing. This is still work in progress and although we are behind in schedule, it is important that the document and actions within reflect the Council's emerging vision and priorities.
OUT 005.02	Promote active citizenship – to facilitate and support increased involvement by local people in decision making and involvement	31-Mar-2015		To date for 2014, the Community Partnerships team has delivered a series of training events and workshops to promote active communities and citizenship;



Code	Title	Due Date		Latest Note
	in their neighbourhoods			<p>May 2014: Launched the Maidstone BME Forum in partnership with Voluntary Action Maidstone.</p> <p>June 2014: Supported Social Enterprise event: delivered in partnership with VAM, to provide support around setting up a social enterprise, funding, marketing etc.</p> <p>May and October 2014: Held Operation Civic in Shepway, Penenden Heath, Yalding and Staplehurst promoting community and partnership engagement.</p> <p>September 2014: Refreshing the Parish Charter - setting up community engagement meetings with each of the Parish Councils in partnership with the relevant Cabinet Member.</p> <p>Upcoming in January 2015: We will be hosting a Neighbourhood Engagement workshop and Participatory Appraisal workshop for local voluntary and community groups and parish/ward councillors.</p>
OUT 005.03	Review the Parkwood Planning for Real activity to inform further work and activities supporting communities in identifying and meeting their needs, opportunities, rights and responsibilities	31-Mar-2015		No further action. The Park Wood Neighbourhood Action Plan work has now been completed. The Shepway Neighbourhood Action Plan was launched earlier in the year and we will now be engaging with residents and agencies in the Shepway North and South wards. Maidstone Borough Council still works within the Park Wood ward, working in partnership with Fusion Healthy Living Centre to support its health and wellbeing programmes, we support training and skills programmes being delivered through the charity Tomorrow's People, support a young parents group at Heather House and continue to manage the local community hall facility.
OUT 005.04	Implement meaningful community commissioning of services for local people	31-Mar-2015		A pilot project was undertaken with the voluntary and community sector to review Social Return on Investment and its impact on the Service Level Agreement funding received through the team. The University of Kent was commissioned to undertake a Research Paper (completed April 2012) which identified that meaningful community commissioning can be undertaken through the neighbourhood action planning process.
OUT 005.05	Increase targeted support for families with	31-Mar-2015		A Task and Finish group was set up with partners to develop a partnership



Code	Title	Due Date	Latest Note
	children aged 0-3, particularly the most vulnerable and deprived		approach and action plan to target families with 0-5s. The action plan has now been completed and adopted by partners. In terms of reporting line, the 0-5s focus group will sit under the Children's Operational Group (replacing the local Local Children's Trust) and will link in with the children centres steering group, which will be extending its reach from 0-11 years.

Corporate and Customer Excellence

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

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
CTC 001	The average wait time for calls into the Contact Centre	276.00 seconds	149.00 seconds	112.00 seconds	120.00 seconds			130.50 seconds	120.00 seconds	Sandra Marchant		
CTC 002	Percentage of Visitors to the Gateway responded to by a CSA within 20 minutes	59.38%	76.2%	84.55%	75%			80.5%	75%	Sandra Marchant		
PIT 001	Percentage of complaints resolved within the specified timescale	97.14%	95.6%	93.49%	95%			94.62%	95%	Angela Woodhouse		
PIT 002	Satisfaction with complaint handling	40.00%	54.39%	0.00%	45.00%			43.66%	45.00%	Angela Woodhouse		
	The response rate was very low this quarter due to sickness absence in the chief executive's exec support team meaning the team were not able to send out as many complaint surveys as in previous quarters. In the future, if the chief executive's exec support team are unable to send out surveys they will inform the Policy and Information Team who will make alternative arrangements. These issues will be further addressed in the Q2 complaints report, where an accurate response rate figure, based on the number of surveys sent out, will be given.											




PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
R&B 009	Overall satisfaction with the benefits service	93.86%	91.15%	90.24%	85%			90.68%	85%	Steve McGinnes		

Code	Title	Due Date		Latest Note
OUT 006.01	Ensure we use performance management data, customer satisfaction and customer feedback to improve services	31-Mar-2015		The new complaints system has been implemented and the complaints survey has been revised and is now sent out weekly rather than quarterly which has improved the response rate. Road shows are being held at various locations around the borough to inform the new Strategic Plan.
OUT 006.02	Review the way we interact with our customers	31-Mar-2015		The customer focussed services review was completed in October 2012. It included focus groups, interviews and surveys with residents and businesses, visits to other councils, analysis of customer transaction data and use of Mosaic Public Sector to look at the types of people who contact us, how they contact us, how frequently and for which services, The main aim of the project was to make recommendations on how the Council should be delivering customer services for the future. The new model is essentially digital first - a full range of services provided via the website or through apps, a reduced desire for person to person calls and an increased automated telephone service, face to face available through appointments at our offices and partners supporting transactions and the possibility of online and telephone points throughout the borough and hosted by partners. The new model of customer service delivery for the future and the actions we plan to take to deliver it was detailed in the Customer Service Improvement Strategy adopted by Cabinet on 10 April 2013.

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

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
BIM 003a	Percentage of customer contacts made in person in the Gateway	8.75%	6.90%	7.20%	7.50%			7.05%	7.30%	Georgia Hawkes		
BIM 003b	Percentage of customer contacts made online by visiting the councils website	71.00%	75.47%	73.59%	73.50%			74.54%	75.00%	Georgia Hawkes		
BIM 003c	Percentage of customer contacts made by phone through the contact centre	20.25%	17.63%	19.22%	18.30%			18.42%	17.70%	Georgia Hawkes		
R&B 005	Percentage of Non-domestic Rates Collected (BV 010)	61.12%	33.64%	59.23%	58.08%			59.23%	97.80%	Steve McGinnes		
R&B 006	Percentage of Council Tax collected (BV 009)	58.20%	29.30%	58.10%	58.21%			58.10%	98.30%	Steve McGinnes		
BIM 002	Percentage of financial transactions not carried out on-line or by direct debit/standing order	9.92%	8.7%	8.65%	10%			8.67%	10%	Paul Riley		
HRO 001/ BV 12	Working Days Lost Due to Sickness Absence (rolling year) (BV 12)	9.84 days	7.46 days	8.36 days	8.00 days			8.36 days	8.00 days	Dena Smart		
	Short-term sickness 2.7 days per employee, long-term sickness 5.66 days per employee.											
WC N	Missed bins (per 100,000 collections)	186.0	37.6	41.0	30.0			39.3	30.0	Gary Stevenson		

PI Ref	Indicator Description	Q2 2013/14	Q1 2014/15	Q2 2014/15		Q3 2014/15	Q4 2014/15	2014/15		Responsible Officer	Trend	YTD Status
				Value	Target			Value	Target			
006	Missed collections improved significantly in July and August, with levels reaching 28 per 100,000. Unfortunately a vehicle fault was identified in September which affected 18 vehicles across the Partnership and resulted in a high level of vehicle downtime. As the work was covered by other rounds the level of missed collections rose sharply. The vehicle issue has been isolated as a defective part which has now been replaced on all affected vehicles. The last week of September showed significant improvement with missed collections returning to within target.											

Code	Title	Due Date		Latest Note
OUT 007.01	Seek out and implement new ways of delivering services that are not our core business, such as the Theatre and the Museum	31-Mar-2015		The Hazlitt theatre is now being run by Park Wood Leisure. At Museum, discussions have taken place with Legal on alternative methods of governance such as a Trust .Some examples of other Trusts have also been visited .This work will be developed over the coming financial year.
OUT 007.02	Progress the shared services programme for those services that it is practical to do so and savings can be achieved.	31-Mar-2015		<p>The project closure report has been received for the Environmental Health shared service. Work continues on the thye Planning Support shared service with an interim Head of Service appointed to provide capacity.. Performance in Planning Support has dropped and the team are working hard to recover to a business as usual position. Performance in Environmental Health has remained steady, but there remain some significant challenges to resolve.</p> <p>Work has been undertaken to consider what other services might be shared, and MKIP is currently working collaboratively to deliver Digital First initiatives across the three partners, and has submitted a Transformation Challenge Award to DCLG to assist with this. The results of the bid will be known in November.</p> <p>The Mid Kent Services Director trial will continue until May 2015 and baseline evidence to measure the success of the trial has been gathered. A mid point review of evidence will take place in October to ensure the project is on track.</p>
OUT 007.03	Undertake a programme of business improvement service reviews to ensure	31-Mar-2015		As part of the wider Customer Service Improvement Programme the Business Improvement team continue to review and work with services to

Code	Title	Due Date		Latest Note
	<p>services are customer focused and delivered efficiently and effectively.</p>			<p>deliver staff time efficiencies and cashable savings. The Housing review has been completed in the main, with some changes, like introducing a housing triage service in the Gateway, currently being introduced. The main focus of the review was to minimise the overall cost to the Council of use of temporary accommodation and the full impact of the changes made is still being calculated. Business cases for income generating opportunities in Bereavement Services are being investigated, with the business case for a pet crematorium in particular looking extremely promising. The Parking review has delivered efficiencies in staff time of 0.3 FTE in the Parking Service and 0.2 FTE in Corporate Support and £3,000 cashable savings through reduction of outgoing post are predicted to be delivered in 2015/16. A virtual parking permits system will deliver around another 1.7 FTE in efficiencies in staff time and a further £3,300 cashable savings, but that will not be fully implemented until 2015/16 at the earliest. A mobile working solution has been introduced for Environmental Services that is more efficient for staff and offers more accurate reporting for residents. This is predicted to deliver around 2.9 FTE in staff time efficiencies at the Depot, with further efficiencies in staff time in the front office. The waste, recycling and environmental service reporting app has also been removed, saving £2,670 per year. The process of events has been investigated and a number of improvements identified that will deliver staff time efficiencies. The review of Revenues and Benefits has begun, which has the potential to deliver relatively large efficiencies in staff time in the front and back office as it is such a large service. The two current workstreams are customer contacts, including improving letters to reduce avoidable contact, and looking at payment methods. There are a number of other things that will be considered as part of the review. The Business Improvement team is working with the Business Delivery Unit in Tunbridge Wells and the Kent Channel Migration team to deliver this review. Work will commence with the Museum in November and the Finance review due to start around February 2015 is being planned.</p>

Code	Title	Due Date		Latest Note
OUT 007.04	Ensure that the authority has a productive, proactive and flexible workforce	31-Mar-2015	▶	The Cabinet have now agreed the workforce strategy which will continue to be delivered through the action plan. Systems and processes are in place for effective recruitment, training and performance management of staff. The employee engagement plan is in place and the development of the ambition to reach liP Gold by 2015 should ensure this focus continues.