

# AGENDA

## POLICY AND RESOURCES COMMITTEE MEETING



Date: Wednesday 27 April 2016

Time: 6.30 pm

Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors Mrs Blackmore, Brice, Chittenden,  
Cox, Garland, Mrs Joy, McKay,  
McLoughlin, Munford, Naghi, Ross,  
Round, Sargeant, Mrs Stockell and  
Mrs Wilson (Chairman)

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Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members
5. Disclosures by Members and Officers

**Continued Over/:**

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**Issued on Tuesday 19 April 2016**

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Caroline Matthews on 01622 602743**. To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk)

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

6. Disclosures of Lobbying
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.
8. Minutes (Part I) of the Meeting Held on 23 March 2016 1 - 4
9. Presentation of Petitions (if any)
10. Questions and answer session for members of the public (if any)
11. Report of the Head of Policy and Communications - Equalities Objectives Update 5 - 27
12. Report of the Head of Policy and Communications - Annual Performance Plan 2015 - 18 28 - 74
13. Report of the Head of Commercial and Economic Development - Public Realm Phase Three 75 - 100
14. Report of the Chief Executive - Recruitment of a Director of Mid Kent Services 101 - 109
15. PART II

**To move that the public be excluded for the items set out in Part II of the Agenda because of the likely disclosure of exempt information for the reasons specified having applied the Public Interest Test.**

		<b>Head of Schedule 12 A and Brief Description</b>	
16.	Minutes (Part II) of the Meeting held on 23 March 2016	Para 3 – Info re financial/business affairs	110 - 112
17.	Report of the Interim Director of Regeneration and Place - Amendment to Business Plan for the acquisition of land and property	Para 3 – Info re financial/business affairs	113 - 119
18.	Report of the Head of Finance and Resources - Rivers Medway, Teise and Beult Flood Alleviation - Option Appraisal	Para 3 – Info re financial/business affairs	120 - 131

## **MAIDSTONE BOROUGH COUNCIL**

### **POLICY AND RESOURCES COMMITTEE**

#### **MINUTES (PART 1) OF THE MEETING HELD ON WEDNESDAY 23 MARCH 2016**

**Present:** Councillor Mrs Wilson (Chairman), and  
Councillors Mrs Blackmore, Brice, Chittenden, Cox,  
Ells, Garland, Mrs Gooch, Mrs Joy, McKay, McLoughlin,  
Naghi, Ross, Round and Mrs Stockell

**Also Present:** Councillors Perry and Mrs Ring

173. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Munford and Sargeant.

174. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Mrs Gooch was substituting for Councillor Munford and Councillor Ells was substituting for Councillor Sargeant.

175. URGENT ITEMS

There were no urgent items.

However, the Chairman advised that she did not intend to take Agenda Item 11 – Unauthorised Development Matrix as there was no direct financial issues arising out of the report that would need to be reported to the Committee and therefore the report should be referred to the next Communities, Housing and Environment Committee.

176. NOTIFICATION OF VISITING MEMBERS

Councillor Mrs Ring and Councillor Perry were present as Visiting Members. Councillor Perry indicated that he wished to speak on Agenda Item 11 – Unauthorised Development Matrix.

177. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

178. DISCLOSURES OF LOBBYING

Councillor Brice indicated that she had been lobbied in regard to Agenda Item 11 – Unauthorised Development Matrix.

179. EXEMPT ITEMS

**RESOLVED:** That the items on Part II of the agenda be taken in private as proposed.

180. MINUTES OF THE MEETING HELD ON 17 FEBRUARY 2016

**RESOLVED:** That the minutes of the meeting held on 17 February 2016 be approved as a correct record and signed.

181. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

182. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC (IF ANY)

There were no questions from members of the public.

183. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - UNAUTHORISED DEVELOPMENT MATRIX

**RESOLVED:** That this item be referred to Communities, Housing and Environment Committee for consideration.

Voting: For: 15 Against: 0 Abstentions: 0

184. EXCLUSION OF THE PUBLIC FROM THE MEETING

**RESOLVED:** That the public be excluded from the meeting for the following items of business because of the likely disclosure of exempt information for the reason specified having applied the Public Interest Test.

**Head of Schedule 12A and Briefing Description**

Report of the Head of Finance and Resources – Maidstone House - First Floor

Paragraph 3 – Information re financial/business affairs

Report of the Head of Finance and Resources – To Consider a Property Acquisition

Paragraph 3 – Information re financial/business affairs

185. REPORT OF THE HEAD OF FINANCE AND RESOURCES - FIRST FLOOR MAIDSTONE HOUSE

Members considered the exempt report of the Head of Finance and Resources which sought approval to enter into negotiations with Capital and Regional on one of the leases that the Council has for Maidstone House – First Floor.

**RESOLVED:**

- (1) That the Council exercises the break clause in the lease for the first floor of Maidstone House;
- (2) That the Council takes a new lease from Capital and Regional as detailed in the exempt report;
- (3) That the Head of Finance and Resources is granted delegated authority to conclude negotiations with Capital and Regional;
- (4) That the Head of Mid Kent Legal Services is authorised to serve the notice and surrender the lease and agree a new lease with Capital and Regional;
- (5) That the Council agrees a lease with a partner as identified in the exempt report for a part of the first floor;
- (6) That the Head of Finance and Resources is granted delegated authority to conclude negotiations with the partner as detailed in the exempt report;
- (7) That the Head of Mid Kent Legal Services is authorised to complete the lease with the partner as detailed in the exempt report based on the terms agreed by the Head of Finance and Resources; and
- (8) That a further report on the Business Terrace is brought to this Committee in June.

Voting: For: 15 Against: 0 Abstentions: 0

186. **REPORT OF THE HEAD OF FINANCE AND RESOURCES - TO CONSIDER A PROPERTY ACQUISITION**

The Committee considered the exempt report of the Head of Finance and Resources regarding a property acquisition in connection with the redevelopment of The Mall.

**RESOLVED:**

- (1) That the draft Heads of Terms set out in Appendix 1 for the freehold acquisition of the property, as detailed in the exempt report of the Head of Finance and Resources, are agreed;

Voting: For: 12 Against: 0 Abstentions: 3

- (2) That the potential use of prudential borrowing is agreed as a method of financing the purchase;

Voting: For: 15 Against: 0 Abstentions: 0

- (3) That the Head of Finance and Resources is granted delegated authority to progress negotiations with the owner;

Voting: For: 15 Against: 0 Abstentions: 0

- (4) That a further report be brought to the April meeting of this Committee specifically to address the wider economic benefits;

Voting: For: 15 Against: 0 Abstentions: 0

- (5) That the establishment of a property company to hold the residential element of the property be agreed; and

Voting: For: 15 Against: 0 Abstentions: 0

- (6) That a task and finish group be considered by Policy and Resources Committee in the new municipal year for further consideration of a property holding company to advance its purpose for future property management or other purposes.

Voting: For: 15 Against: 0 Abstentions: 1

187. DURATION OF MEETING

6.32 p.m. to 7.45 p.m.

## Policy and Resources Committee

**27 April 2016**

Is the final decision on the recommendations in this report to be made at this meeting?

**No**

## Equality Objectives Update

<b>Final Decision-Maker</b>	Policy and Resources Committee
<b>Lead Head of Service</b>	Angela Woodhouse, Head of Policy and Communications
<b>Lead Officer and Report Author</b>	Anna Collier Policy and Information Manager and Orla Sweeney Insight and Information Officer
<b>Classification</b>	Public
<b>Wards affected</b>	All

### **This report makes the following recommendations to this Committee:**

1. To note the progress made on the Equality Objectives in the performance update against the identified actions and measurements (Appendix A).
2. Agree that Equality Objectives are reviewed annually and aligned with the strategic planning process.

### **This report relates to the following corporate priorities:**

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

Equality is a fundamental part of the Council's core values. In order to deliver successful priority outcomes reflective of the needs of all Maidstone residents, equalities must be considered.

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Corporate Leadership Team	19 April 2016
Policy and Resources Committee	27 April 2016

# Equalities Objectives Update

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Committee is asked to review the progress of the Equalities Objectives - Actions and Measurements – set in 2015 and agree or identify areas where further improvements can be made.
  - 1.2 Agreement is sought to align and include Equalities Objectives as part of the annual Strategic Planning process with a view to this being included as part of the timetable from the start of the 2016/17 to ensure they remain relevant and focused.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Equalities Act 2010 introduced the Public Sector Equality Duty. This applies to all public bodies and any private and voluntary bodies that carry out public functions.
  - 2.2 The Public Sector Equality Duty is a legal duty that seeks to:
    - Eliminate unlawful discrimination;
    - Advance equality of opportunity between people who share a protected characteristic and those who do not; and
    - Foster good relations between people who share a protected characteristic and those who do not.
  - 2.3 In order to meet the duty the Council must publish equality information and set Equality Objectives.
  - 2.4 Equalities Objectives and actions are reviewed every four years and an annual update provided. New Objectives were agreed by the Policy and Resources Committee in July 2015 for a four year period.
  - 2.5 The Council's Corporate Equalities Policy is due to be reviewed during 2016/17.
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## 3. PROGRESS UPDATE

- 3.1 The Equalities Objectives for 2015-19 are overarching to the Council's three main roles and are set out as follows:
  1. **Community Leader** – we will engage with residents in an open and meaningful way.
  2. **Service Provider** – we will ensure our services are inclusive, accessible and support residents and customers.
  3. **Employer** – to have a workforce that feel valued and respected.



- 3.2 The Actions and Measurements were identified to improve the performance and monitor the achievement of outcomes. Five actions were set to underpin the Equalities Objectives for the Council as a 'Community Leader' and the Council as a 'Service Provider' respectively and a further four actions for the Council as an 'Employer'.
- 3.3 Achievement of the Equalities Objectives can be seen at Appendix A through progress against the identified actions and measurements.

### **Good Performance**

- 3.4 Overall performance across the three overarching Equalities Objectives has been very good. Clear progress has been made in the action areas for each objective as highlighted below.

### **As a 'Community Leader'**

- 3.5 The Communications and Engagement Strategy was adopted in 2015. As a core value of the Council, Equality is embedded in the strategy and in what it sets out to deliver. The following have been delivered as part the Strategy's Action Plan:
- Pictorial guides for services, including recycling, to help overcome literacy and language barriers with residents;
  - Designed materials that adhere to guidelines such as minimum font size which take account of visual impairment requirements; and
  - Imagery in designed material reflect a variety of ages, genders and backgrounds
- 3.6 The Resident Survey was undertaken between September and December 2015. 2,008 responses were received with a balance of responses across all wards. The survey saw an increase in respondents from 18-24 year olds, traditionally a low responding group. The survey response rate for our BME community was lower than our BME population and this will need to be investigated further. The percentage of residents that agree they can influence decisions affecting their local area has increased 8% since 2013.
- 3.7 The results of the Resident Survey have provided an extremely useful and important evidence base for policy development and decision making. The results have been analysed by ward and demographic using the Acorn Customer Insight tools and an action plan is currently under development.
- 3.8 To ensure instil of the values of good customer experience 'The Customer Experience' delivered by 'Theatre&' was commissioned. This was mandatory for all staff and managers and encouraged staff to consider the following:
- How we can all work together effectively to ensure we deliver Excellence in Customer Service;
  - How much do we think we are individually involved in the Customer Experience; and
  - What happens if we don't get it right and what can we do about it.

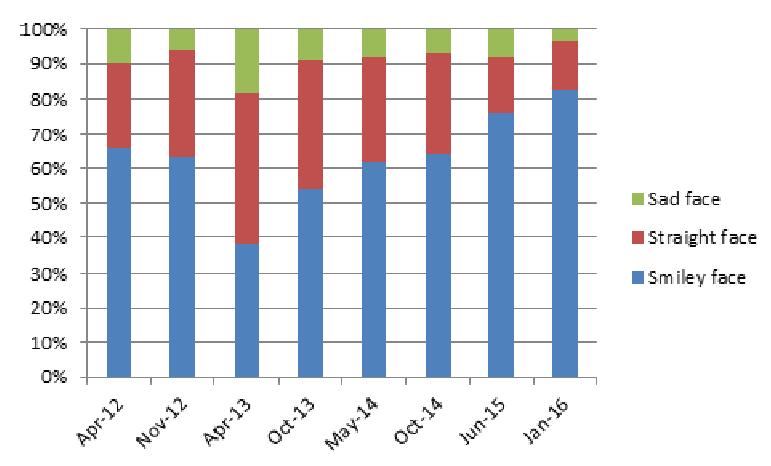
- 3.9 The Customer Experience training directly addressed Equality and Diversity issues. Through role play unacceptable behaviours which are outside the Council's core values, were addressed. Staff were shown how to effectively handle such scenarios should they arise.
- 3.10 To ensure the information and advice we provide uses language that is clear and concise, a customer friendly writing course has been introduced for officers who are required to write frequently to customers.

### **As a 'Service Provider'**

- 3.11 Delivering the Customer Service Improvement Programme assists in the Council's delivery of its Equalities Objective as a Service Provider. There are a number successes that should be noted for this action, these include:
- The introduction of an appointment system, assisted digital points, free Wi-Fi and free council phones in the Gateway;
  - The introduction of more online forms - an online form for residents who need to renew parking permits was used by 68% people who renewed permits during January and February 2016; and
  - Council Tax bills and other standard letters were simplified in 2015 and as a result contact made with the Council, following receipt of Council Tax bills, was reduced by a third.
- 3.12 The progress on the action to 'Promote the Financial Inclusion Forum to partners and third sector as an opportunity for sharing best practice and networking' in the past year has included dementia awareness training for partners via the Alzheimer's Society to help when dealing with residents living with dementia to manage finances.

### **As an 'Employer'**

- 3.13 One Council is designed to bring the whole organisation together. It is used to inform staff of organisational changes and to create a sense of unity and belonging across the workforce.
- 3.14 Eight 'One Council' briefing sessions have been delivered since 2012. The most recent One Council briefing took place in January 2016 at Lockmeadow. Feedback showed it to be the most successful to date (as shown in the table below):



3.15 The Council's Health and Well-Being offer was brought together in an informative booklet produced in 2016 for staff. This was circulated electronically and is available on the intranet for reference. Full details of all the Health and Well-Being opportunities available and how to access the services are included.

3.16 Current workforce profile (Appendix B) shows that the Council's workforce in terms of gender is an accurate representation of the demographic of Maidstone. The most recent data available from nomis<sup>i</sup> puts the male population of Maidstone at 49.38% and the female population at 50.62%. Similarly the Council's workforce has a slightly higher number of female employees at 53%.

3.17 The Council's disabled workforce is 8% which is slightly higher than the population average of 2.9%<sup>ii</sup>

3.18 The Employee Age Profile shows that the highest number of employees are aged between 40 and 49 years. This is in line with the most recent population data provided by Kent County Council.<sup>iii</sup>

3.19 2015 saw the highest level of net migration to the UK recorded at 330,000. The Office for National Statistics has released an interactive map showing the number of non UK born residents by area. In Kent Maidstone is ranked joint 4<sup>th</sup> with Dartford with a non UK population of 11%. It is extremely important that the needs of Maidstone's diversifying population are recognised and addressed in the Council's Equalities Objectives. Workforce data should also reflect this by reporting on the ethnicity of employees.

### **Areas for Improvement**

3.20 Whilst there are areas of notable success in terms of performance against the Equalities Objectives there are obvious areas where improvements can be made. Updates on actions and measurements are currently provided by the lead officer, giving, in the main, a qualitative measurement or assessment of annual progress made. It is intended that, going forward, all actions and measurements will be put on to Covalent so that quantitative performance data and further insight can be provided.

### **As a 'Service Provider'**

- 3.21 The Policy and Information Team review all reports to ensure an Equality Impact Assessment (EQIA) has been undertaken if a change to policy or service delivery is being proposed. However there is opportunity to further embed an understanding of Equalities across the organisation.
- 3.22 The findings of the Equality Data Review, carried out in 2015 as part of the development of the current Equalities Objectives should be revisited to establish a more cohesive approach across the Council for collection of equalities data.
- 3.23 The review found that there were gaps in the data currently collected, making it hard to assess inequality without quality data. It identified that there was no 'one size fits all' in terms of equalities questions but question formats could be more consistent and that here are some areas where it would be easy to collect equality information about service users where no data is currently being collected.

### **As a Community Leader**

- 3.24 There was a delay in the appointment of a Parish Liaison Officer due to a departmental restructure. The post of Parish Liaison Officer was appointed to at the end of 2015. This role is responsible for carrying out an annual survey with parishes to establish levels of satisfaction; enabling the Council to improve its communication and engagement in this area.

### **Next Steps**

- 3.25 For the Council to embed equalities and maintain focus with specific performance measurements in place it is proposed that the Council reviews the Equalities Objectives, actions and measurements annually and in line with the Strategic Planning process.
- 3.26 Neither the Stress Survey nor the Best Companies Survey has been undertaken since 2012 and 2014 respectively and for good reason. High Levels of stress were identified in the Stress Survey and the Council has focused on improving health and well-being. This is to continue for a sustained period so that when the surveys are undertaken again; there can be accurate assessment of the success of well-being activities in reducing stress.
- 3.27 With Maidstone's demographic likely to diversify further in the coming years with net migration to the UK increasing, it is important that this is reflected in the organisation's Equalities Objectives so the needs of all residents can be considered. The results of the Resident's Survey and action plan will further inform this development of this important strand of work.
- 3.28 If Equalities Objectives were reviewed on annual basis and aligned with the Strategic Planning process the Council would be able to ensure that they were relevant, focussed on the Council's greatest area of influence and that

equalities remained at the forefront of what the organisation is doing, and when it is doing it.

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#### **4 AVAILABLE OPTIONS**

- 4.1 Note the progress made on the Equality Objectives in the performance update against the measurements set and agree the recommendations made. Agree an annual review of Equalities Objectives.
  - 4.2 Note the progress made on the Equality Objectives in the performance update against the measurements set put forward alternative recommendations for the timetable of review.
  - 4.3 Note the progress made on the Equality Objectives in the performance update against the measurements set and request that the current period of review for Equalities Objectives is satisfactory.
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#### **5 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 5.1 It is recommended that the Committee note the progress made against the equalities actions and measurements and the recommendations made to improve performance going forward.
  - 5.2 Setting Equality Objectives is a statutory duty, failing to report progress against the agreed objectives could result in the relevant actions becoming unfocused and in turn the objectives may not be achieved. Recommendations set out in this report seek to refocus the current Equalities Objectives on an annual basis by aligning them to the Strategic Planning process. In order for this process to begin in the next Municipal Year the Policy and Resources Committee need opportunity to consider the report and recommendation at the earliest opportunity.
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#### **6 CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	Equalities is fundamental to the organisation's core values and should be considered as part of everything the organisation seeks to deliver through its Corporate Priorities.	Angela Woodhouse Head of Policy and Communications

<b>Risk Management</b>	None	Angela Woodhouse Head of Policy and Communications
<b>Financial</b>	None	Section 151 Officer
<b>Staffing</b>	Training involves all staff. Raising awareness of Equalities Objectives ensures that they are embedded as part of each individual role and the organisation as a whole.	Angela Woodhouse Head of Policy and Communications
<b>Legal</b>	The Council has a statutory obligation as part of the Public Sector Equality Duty to set Equality Objectives.	Legal Team
<b>Equality Impact Needs Assessment</b>	EQIAs form part of the objectives.	Anna Collier
<b>Environmental/Sustainable Development</b>	None	Anna Collier
<b>Community Safety</b>	None	Anna Collier
<b>Human Rights Act</b>	None	Anna Collier
<b>Procurement</b>	None	Anna Collier
<b>Asset Management</b>	None	Anna Collier

## 7 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix A: Equalities Objectives 2015-19. Progress Update – Actions and Measurements.
- Appendix B: Maidstone Borough Council - Workforce Profile

<sup>i</sup> Nomis - Official labour market statistics (ONS)

<sup>ii</sup> Nomis - Official labour market statistics (ONS)

<sup>iii</sup> [http://www.kent.gov.uk/\\_\\_data/assets/pdf\\_file/0019/14725/Mid-year-population-estimates-age-and-gender-profile-bulletin.pdf](http://www.kent.gov.uk/__data/assets/pdf_file/0019/14725/Mid-year-population-estimates-age-and-gender-profile-bulletin.pdf)

<b>As a Community Leader - We will engage with residents in an open and meaningful way</b>	
<b>Action</b>	<b>Progress update</b>
Delivering the Communications and Engagement Strategy Action Plan	<p>The Communications and Engagement Strategy was adopted in 2015. The action plan will be revised this year following feedback from the Resident Survey. The following actions identified have been delivered:</p> <ul style="list-style-type: none"> <li>• Communications are written in plain English to maximise clarity and understanding;</li> <li>• Pictorial guides have been produced for services including recycling and benefits for residents with special literacy requirements or language barriers;</li> <li>• Designed materials adhere to guidelines such as minimum font size which take account of visual impairment requirements;</li> <li>• Imagery in designed material reflect a variety of ages, genders and backgrounds;</li> <li>• Liaised with the Kent Association for the blind on designed material to ensure legibility;</li> <li>• Large print versions of documents have been produced for residents on request;</li> <li>• Translations of material are offered as required;</li> <li>• Communication is via a variety of channels including print, online, social media, face-to-face and events across the borough to cater for multiple needs and demographics;</li> <li>• Two-way communications are carried out via social media, face-to face and events to enable residents to have their say and influence decisions;</li> <li>• Support is provided to community forums and groups to encourage interaction with community life and involvement with decision making; and</li> <li>• Consultation on major decisions are promoted across the borough.</li> </ul>
Embedding the principles of consultation and engagement (as set out in the Communications and Engagement Strategy).	The Communication Team and the Policy and Information Team provide support to services across the Council on consultations on a range of areas This includes ensuring that equalities questions are addressed, the right methodology is used and consultations are promoted properly. There is room for improvement still here and

	<p>following the appointment of a new Communications team, the teams will be working together to develop a new process for undertaking consultations and raising awareness with Unit Managers.</p>
<p>Undertaking a Resident Survey to identify how residents feel about the Council</p>	<p>The Resident Survey was undertaken between September and December 2015. 2,008 responses were received with a balance of responses across all wards. The survey saw:</p> <ul style="list-style-type: none"> <li>• An increase in respondents from 18-24 year olds, traditionally a low responding group;</li> <li>• BME groups were slightly underrepresented at 3% of respondents in comparison to just under 6% of the borough;</li> <li>• 22% of responders considered themselves to have a long standing illness, disability or infirmity in comparison to 16% for the Borough; and</li> <li>• 14% acted as a carer on either a full or part time basis in comparison to 10% for the borough as a whole.</li> </ul> <p>The results of the Resident Survey have been analysed by ward and demographic using Acorn Customer Insight Tools and an Action Plan is under development. Some of the insight provided includes:</p> <p>In terms of satisfaction with the local areas as a place to live:</p> <ul style="list-style-type: none"> <li>• Residents from BME backgrounds were significantly more satisfied (+18%) than residents from white backgrounds</li> </ul> <p>Extent that residents feel they belong to their local area:</p> <ul style="list-style-type: none"> <li>• In 2013, 25 to 34 year olds experienced the lowest sense of belonging. This has increased by 9% in 2015, 35 to 44 year olds now have the lowest sense of belonging.</li> </ul>
<p>Use customer tools (Acorn) to gain insight into the communities within</p>	<p>The results of the Residents Survey have been analysed using Acorn Customer Insight Tools and this information will be provided to services. The communication and</p>



<p>Maidstone and how to engage them.</p>	<p>engagement plan for 2016-17 will be developed based on the resident survey.</p> <p>The Policy and Information Team are starting to roll out the tool to other services and have just completed work for the Customer Service Improvement Programme, identifying who accesses our frontline services.</p>
<p>Ensuring the information and advice we provide uses language this is clear and concise.</p>	<p>The following training has been provided across the authority:</p> <ul style="list-style-type: none"> <li>• Customer Services Training (The Customer Experience, drama based training delivered by Theatre&amp; ); and</li> <li>• Customer Friendly Writing course</li> </ul> <p>Theatre&amp; were commissioned to develop and run 3-hour customer service training sessions at the Hazlitt Theatre Exchange Studio. All staff and managers were required to attend a session. The training was interactive and delegates were actively involved. The Customer Experience workshop was designed to encourage staff to consider the following:</p> <ul style="list-style-type: none"> <li>• How we can all work together effectively to ensure we deliver Excellence in Customer Service;</li> <li>• How much we think we are individually involved in the Customer Experience; and</li> <li>• What happens if we don't get it right and what can we do about it.</li> </ul> <p>The Customer Experience addressed Equality and Diversity issues. Through role play unacceptable behaviours which are outside the Council's core values were addressed. Staff were shown how to effectively handle such scenarios should they arise.</p> <p>A current workstream of the business improvement team is improving outgoing correspondence to residents. The team are working with the departments to help ensure that letters sent are clearer, more concise and easier to understand. Work has already been undertaken with Council Tax, Benefits and Environmental Enforcement.</p>

Measurement	Current Performance
Resident Survey Percentage of residents that feel the Council keeps them well informed about the services and benefits it provides.	56% (down 11% since 2013)
Percentage of residents that agree they can influence decisions affecting their local area	31% (up 8% since 2013)
Percentage of Parishes that are satisfied with the level of communication and engagement they have with MBC	A Parish Liaison Officer was appointed at the end of 2015. This new role will be responsible for carrying out an annual survey of parishes to establish levels of satisfaction; enabling the Council to improve communication and engagement in this area.

<b>As a Service Provider – We will ensure our services are inclusive, accessible and support residents and customers</b>	
<b>Action</b>	<b>Current Performance</b>
Undertaking Equality Impact Assessments when making a change to policy or service	<p>All reports are reviewed by the Policy and Information team to ensure an EQIA has been completed if a change of Policy or change to service delivery is being proposed.</p> <p>There is work to be undertaken across the organisation raise awareness and consideration of equalities impacts at the earliest opportunity</p>
Reviewing the equality information we collect to develop our understanding of our service users	<p>This is an ongoing customer insight workstream of the Policy and Information team. The findings of the Equality Data Review, carried out in 2015 as part of the development of the current Equalities Objectives, will be revisited to establish a more cohesive approach across the Council for collection of equalities data.</p> <p>The review found that there were gaps in the data currently collected, making it hard to assess inequality without quality data. The review identified that there was no 'one size fits all' in terms of equalities questions but question formats could be more consistent. For example, the format of age group bracket questions used in various consultation exercises should be consistent with the Resident's Survey.</p>
Raise staff awareness of equality and diversity issues that are relevant to Maidstone's communities	<p>All staff undertook Equality and Diversity training in February and September 2012. Further work needs to be undertaken to maintain awareness through stakeholder management, Equality Impact Assessments and promotion of ELMs training. Equalities and Diversity training is now mandatory to new starters via ELMs e-learning.</p>
Promote the Financial Inclusion Forum to partners and third sector as an opportunity for sharing best practice and networking	<p>Working in collaboration across Maidstone's public, private and voluntary sectors to reduce financial exclusion, increase financial capability and provide improved access to sustainable money and debt advice and improved access to financial services. The following has been delivered in the past year via this forum:</p> <ul style="list-style-type: none"> <li>• Dementia awareness training for partners via the Alzheimer's Society to help</li> </ul>

	<p>when dealing with residents living with dementia to manage finances; and</p> <ul style="list-style-type: none"> <li>• A web page has been created for the forum and put onto the Council’s website</li> </ul>
<p>Delivering the Customer Service Improvement Programme</p>	<p>The following initiatives have been delivered:</p> <ul style="list-style-type: none"> <li>• Appointment system, assisted digital points, free Wi-Fi and free council phones introduced in Gateway;</li> <li>• The introduction of more online forms. A number of online forms have been launched on the website for Housing Benefits. This includes a form to upload proofs for benefits claims which means that residents no longer need to visit the Gateway or pay to post their proofs. This form is used by around 20% of those who have to submit proofs. An online form for residents who need to renew parking permits has also been launched. This was used by 68% people who renewed permits in January/February 2016;</li> <li>• Improving letters. Letters and emails to residents must be easy to understand. Council Tax bills and other standard letters were simplified in 2015. As a result contact made with the Council following receipt of Council Tax bills was reduced by a third. Benefits letters have also been revised and a simpler annual statement was sent out to all Benefits customers in March;</li> <li>• The Transformation team have provided support to Environmental Enforcement, the Museum, Parking, Environmental Services, Waste and Recycling, Revenues and Benefits and Bereavement Services to help them improve the services they offer to customers; and</li> <li>• Reducing failure demand (when people contact the Council when something has been done incorrectly or the right information has not been provided; this is demand driven by failure, or what was avoidable contact). Making letters simpler is one way of reducing failure demand. Also being introduced is failure demand monitoring of all services delivered by the Customer Services team so it can be understood where things are going wrong and improve our service to all our customers.</li> </ul>

**Equality Objectives 2015-19  
Progress update -  
Actions and Measurements**

19

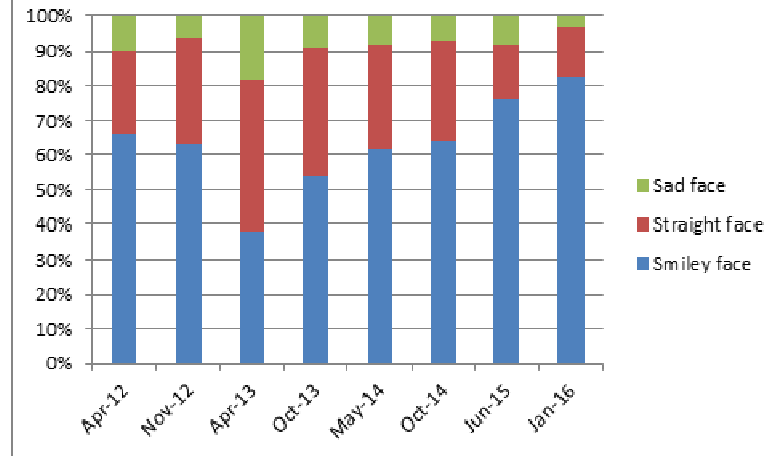
	<p>The Customer Service Improvement Programme (CSIP) is delivered by the Transformation Team and is now in its third year, working with services across the Council to improve service delivery. The CSIP is currently being reviewed and a new programme is being developed.</p>
Take up of training	<p>The new ELMs e-learning system has just been implemented and data will be collected from this for the next update. All staff should have undertaken Equality and Diversity training. It is mandatory that all new staff undertake this training as part of their induction.</p> <p>It was mandatory for all staff to undertake the Equality and Diversity training offered in February and September 2012.</p>
Increased level of equality information	<p>This is an ongoing customer insight workstream of the Policy and Information team (and related to the Action 'Reviewing the equality information we collect to develop our understanding of our service users'). The findings of the Equality Data Review, carried out in 2015 as part of the development of the current Equalities Objectives, will be revisited to establish a more cohesive approach across the Council for collection of equalities data.</p> <p>The review found that there were gaps in the data currently collected, making it hard to assess inequality without quality data. The review identified that there was no 'one size fits all' in terms of equalities questions but question formats could be more consistent. For example, the format of age group bracket questions used in various consultation exercises should be consistent with the Resident's Survey.</p>
Membership of Maidstone Financial Capability Partnership (formerly titled Financial Inclusion Forum)	<p>There are 33 different organisations signed up to the partnership. Two sub groups have been set up; Money and Crisis Sub Group and an Education Sub Group.</p>
Monitoring of channel shift indicators	<p>Channel Shift indicators show the change in contact channels (telephone, email, face to face and internet). This is monitored by overall and by service. From 2014/15 to 2015/16 the shift in the way in which resident's access services is as follows:</p>

**Equality Objectives 2015-19  
Progress update -  
Actions and Measurements**

	<ul style="list-style-type: none"><li>• Visits to Gateway – reduced from 6.4% to 3.8%;</li><li>• Visits to Website – increased from 76.85 to 81.3%; and</li><li>• Contacts made by telephone – reduced from 15.7% to 14.9%.</li></ul>
--	---

<b>As an Employer – to have a workforce that feel valued and respected</b>	
<b>Action</b>	<b>Progress update</b>
Delivering the Workforce Strategy	The Workforce Strategy aligns the needs and priorities of the organisation with those of the workforce. The Strategy will be aligned to the current Strategic Plan which sets out the Council’s core values which includes Equality. The Workforce Strategy is currently being refreshed, to be adopted in 2016/17 Municipal Year.
Undertaking the Investors in People (IIP) assessment and actions identified for improvement	The Equality and Diversity aspect of the review was rated very positively as part of the assessment when it was undertaken in 2013. There is no IIP action Plan, however the IIP assessment is due to be undertaken in December 2016. The new standard has an engagement survey as a compulsory part of the process which will be used to provide progress on the well-being of the organisation.
Continue to deliver One Council briefings	<p>One Council is designed to bring the whole organisation together. It is used to inform staff on organisational changes and to create a sense of unity and belonging across the organisation. It forms part of the package of well-being activities offered to staff. The last session in January include a Bowling completion. The briefing in June 2015 included a number of different taster sessions from cooking to meditation.</p> <p>Eight One Council briefing sessions have been delivered since 2012. The most recent One Council briefing took place in January 2016 at Lockmeadow. Feedback showed it to be the most successful to date (as shown):</p>

**Equality Objectives 2015-19  
Progress update -  
Actions and Measurements**



Offering opportunities for staff in relation to wellbeing and work/life balance

The Health and Well-Being offer was brought together in an informative booklet produced in 2016 for staff. This was circulated electronically and is available on the intranet for reference. Health and Well-Being Opportunities detailed and included are:

- Employee Assistance Programme
- Occupation Health – Health Matters
- Maidstone Leisure Centre
- Employee Volunteer Policy
- Eye Tests and Glasses
- Flu Vaccinations
- Benenden Health Care
- Yoga Glasses
- Tea and Coffee facilities (Maidstone House)
- Pool Bikes
- Cycle to Work Scheme
- Sports and Social Scheme
- Strive Awards Ceremony



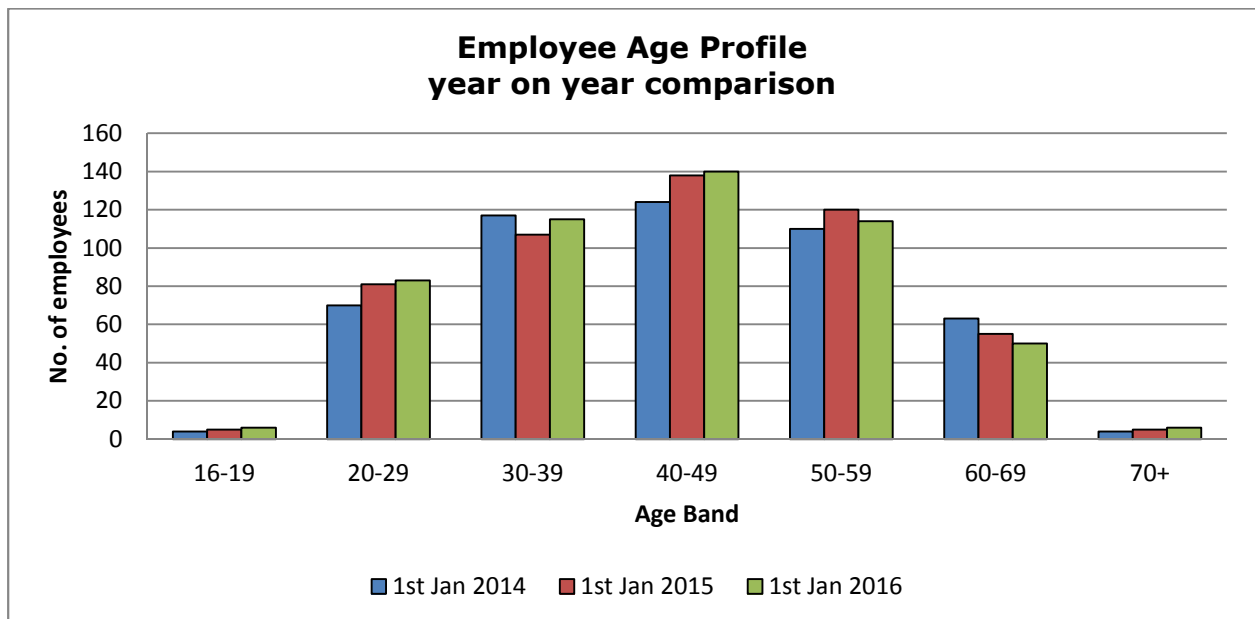
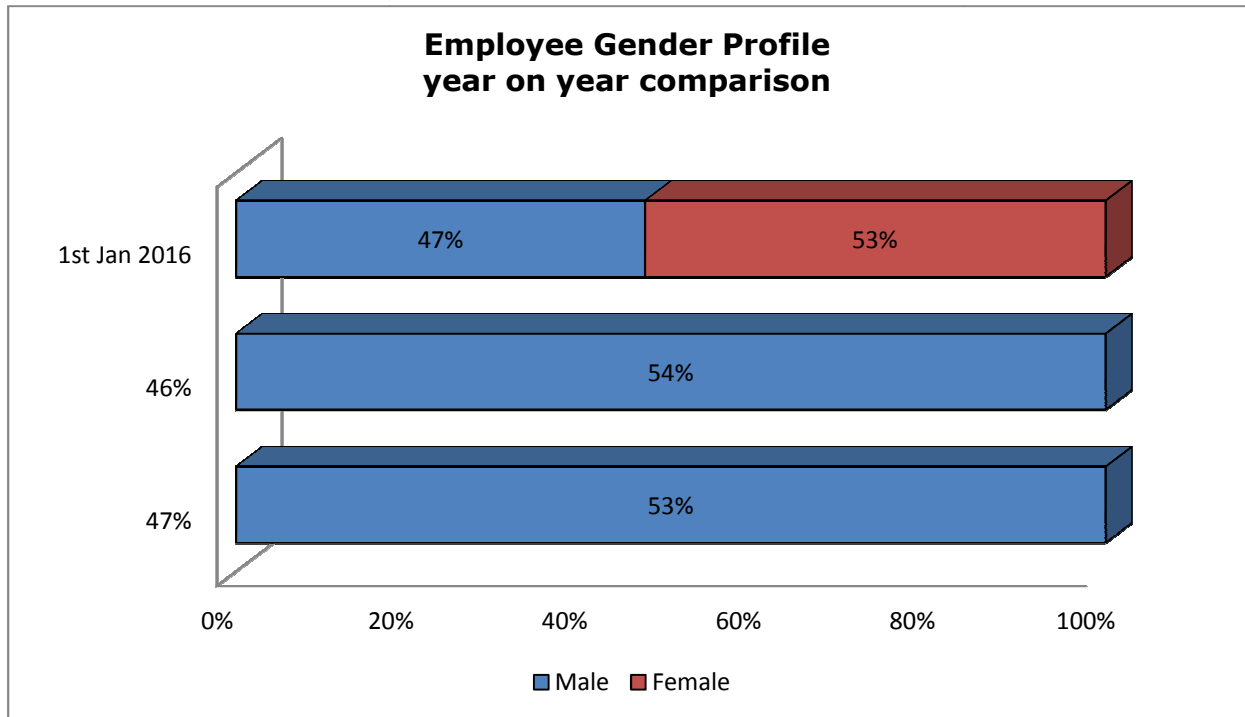
	<ul style="list-style-type: none"> <li>• CSSC Sports</li> <li>• Massage</li> </ul> <p>In addition to this is the Council’s flexible working policy which is available to all staff to help ensure a work/life balance.</p>
Stress Survey	High Levels of stress were identified in some parts of the organisation in the last Stress Survey. As a result the Council has focused on improving health and Well-being and alongside one council briefings, team brief activities and training for managers which includes facilitations skills, performance management training and 360 degree feedback to help ensure people know the organisational purpose know they contribute. This is to continue for a sustained period so that when the Stress Survey is undertaken again, an accurate assessment of the success of these activities can be undertaken.
Best Companies Survey	The Best Companies Survey was last undertaken in 2014, it showed the organisation was continuing to experience high levels of stress (following the Stress Survey in 2012). The Council is focusing on improving the Health and Well-Being of staff and ensuring staff understand the organisation’s purpose how they fit in. There are no immediate plans to undertake this survey.
IIP Assessment	The Council was assessed as ‘silver’ in December 2013. The next assessment is due in December 2016. The new standard has an Engagement Survey as a compulsory part of the process. This will be used to measure progress on reducing stress and improving the well-being of staff.

## Appendix B

### Maidstone Borough Council

#### Workforce Profile

**1<sup>st</sup> October to 31<sup>st</sup> December 2015**  
**(514 Employees)**

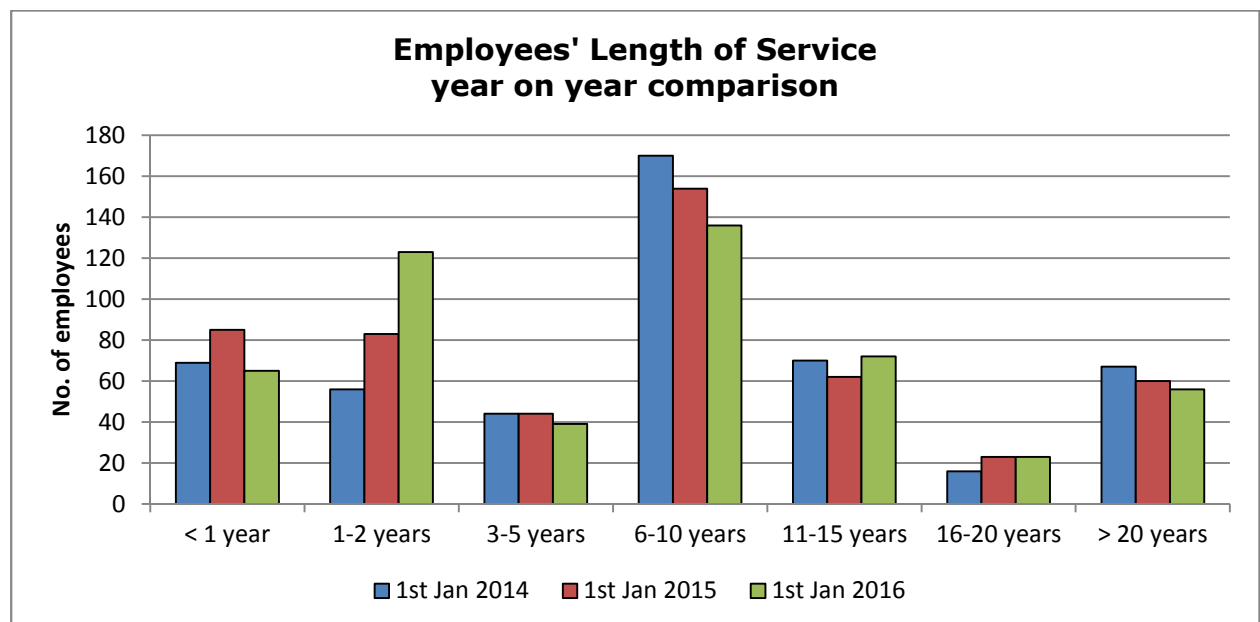


## Appendix B

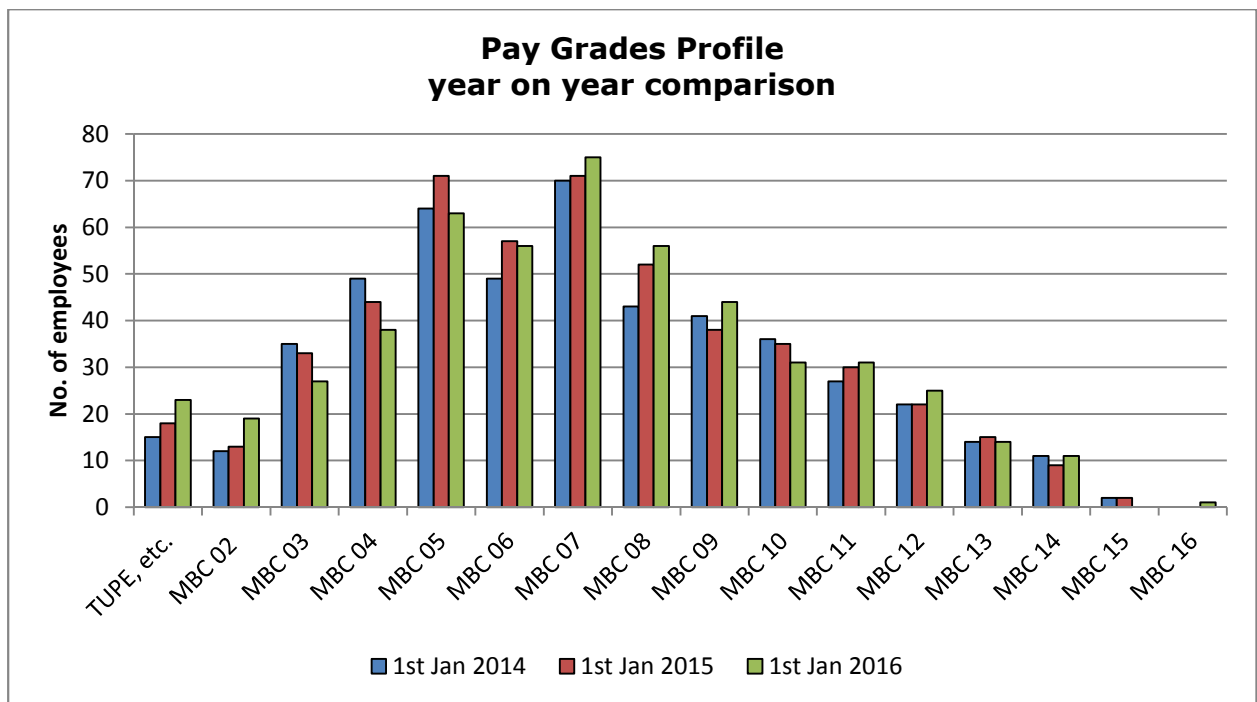
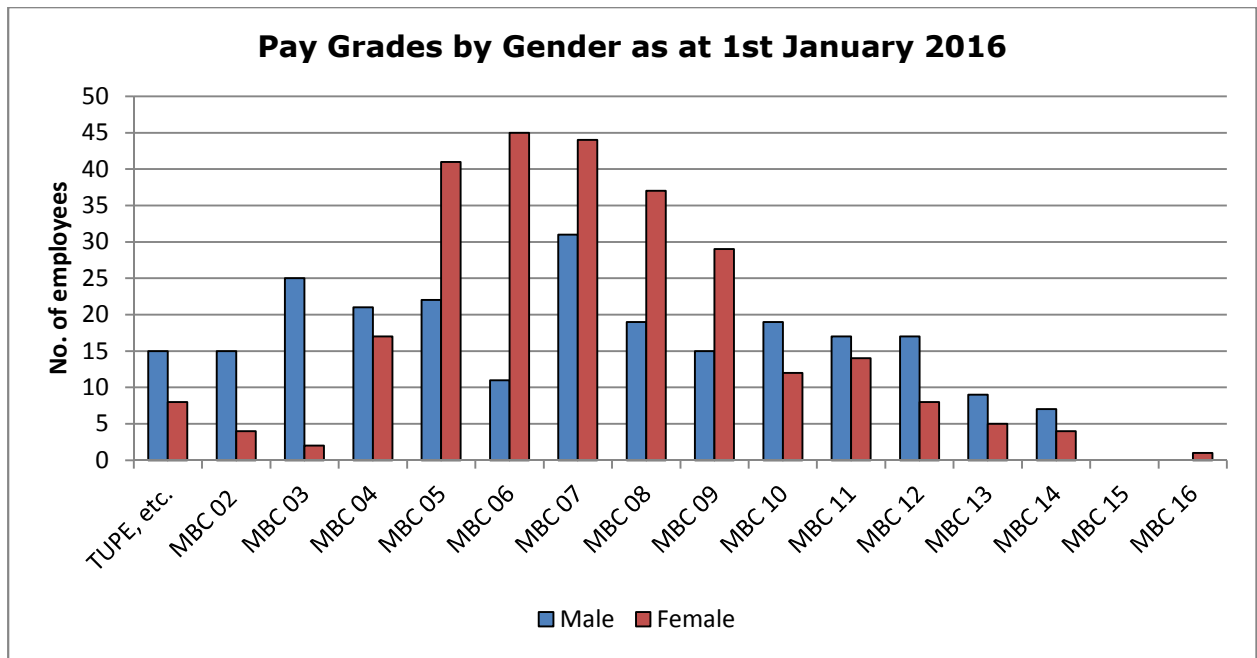
### Disability

8% of Maidstone Borough Council employees as at 1<sup>st</sup> January 2016 identified themselves as having a disability.

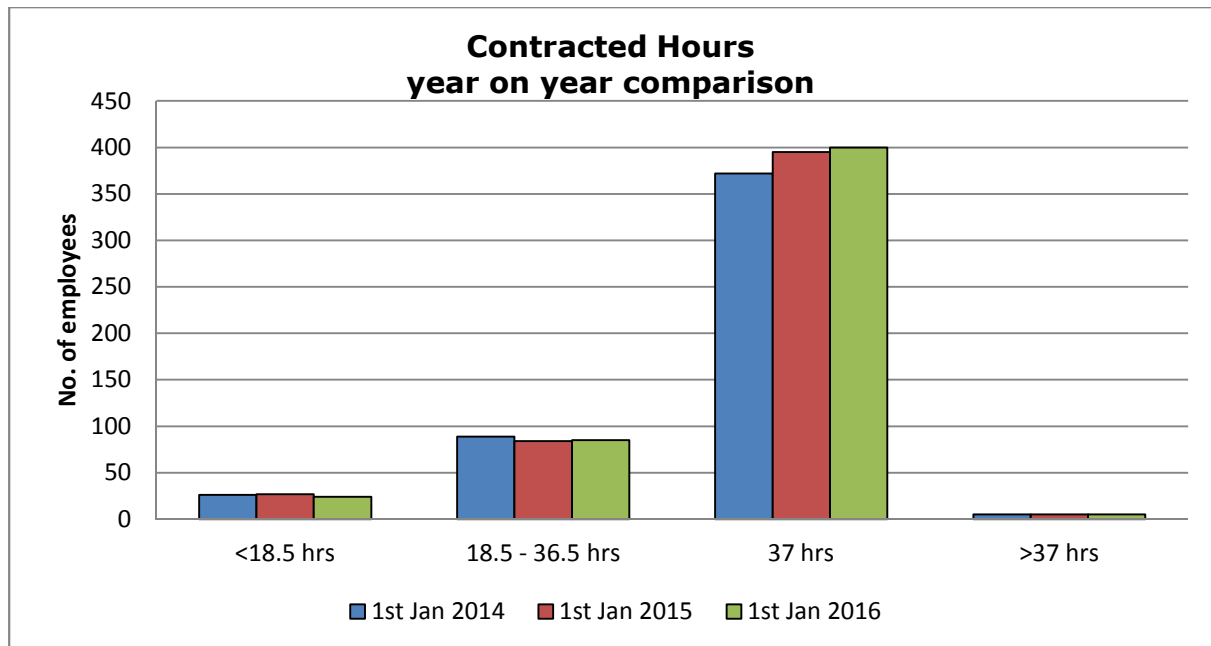
Disabilities recorded include adult ADHD, arthritis, asthma, back problems, bipolar disorder, borderline personality disorder, central auditory processing disorder, cerebral palsy, chronic autoimmune disorder, Crohn's disease, depression, diabetes, dyslexia, dyspraxia, epilepsy, eye problems, fibromyalgia, hearing problems, hypermobility, migraine, multiple sclerosis, physical/mobility disabilities, psoriatic arthritis, Reynaud's phenomom and rheumatoid arthritis.



## Appendix B



## Appendix B



# Agenda Item 12

## Policy and Resources Committee

27 April 2016

Is the final decision on the recommendations in this report to be made at this meeting?

Yes

## Annual Performance Plan 2015-16

<b>Final Decision-Maker</b>	Policy & Resources Committee
<b>Lead Head of Service</b>	Angela Woodhouse, Head of Policy & Communications
<b>Lead Officer and Report Author</b>	Anna Collier, Policy & Information Manager and Alex Munden, Performance Officer
<b>Classification</b>	Public
<b>Wards affected</b>	All

### This report makes the following recommendations to this Committee:

1. Note the summary of overall performance for 2015/16 of Key Performance Indicators (KPIs) and the end of year corporate strategies and plans update at Appendix A.
2. Agree that updates on performance indicators where information is not available to report, but will be available in the future, is included as part of the Quarter 1 Performance Plan in July.
3. Agree the new set of Key Performance Indicators to support the delivery for the Strategic Plan 2015-20 which was refreshed in 2016 at Appendix II.

### This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

Key Performance Indicators monitor the delivery of the Council's Corporate Priorities as set out in the Strategic Plan 2015-20. -The Performance Plan provides progress against the Council's key strategies which deliver the Council's corporate priorities.

### Timetable

<b>Meeting</b>	<b>Date</b>
Wider Leadership Team (Draft Performance Indicators)	29 <sup>th</sup> March 2016
Corporate Leadership Team	19 April 2016
Policy & Resources Committee	27 April 2016

# Performance Plan 2015-18

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Committee is asked to review the progress of key strategies, plans and performance indicators that support the delivery of the Strategic Plan 2015-20.
  - 1.2 A new set of Key Performance Indicators has been compiled to monitor the refreshed Strategic Plan. These are set out at Appendix II.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
  - 2.2 The Strategic plan 2015-20 contains 29 performance indicators and 14 plan and strategy updates.
  - 2.3 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. This is known as Direction. Where there is no previous data, no assessment of Direction can be made.
  - 2.4 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target they are rated green. If the target has been missed but is within 10% of the target it will be rated amber and if the target has been missed by more than 10% it will be rated red.
  - 2.5 Some indicators will show an asterisk (\*) after the figure, these are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting in these cases a date has been provided of when the information is expected.
  - 2.6 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.
- 

## 3. ANNUAL PERFORMANCE SUMMARY

- 3.1 There are 29 key performance indicators (KPIs) which were agreed in the Strategic Plan 2015-20 for 2015/16, relating to eight strategic outcomes.
- 3.2 Overall, 40% (5) of KPIs achieved the annual target set and for 40% of indicators performance improved. At the year-end in 2014/15, 56% (28) of the targets were met and 56% (28) of indicators had improved. Full details of KPI results are at Appendix A.

<b>4. RAG Rating</b>	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>N/A</b>	<b>Total</b>
KPIs	6	5	4	12	27
Strategic Actions	14	0	0		14
<b>Direction</b>	<b>Up</b>	<b>Across</b>	<b>Down</b>	<b>N/A</b>	<b>Total</b>
KPIs	9		11	7	27

#### **Data not available**

##### 4.1 Data not collected:

- CO2 reduction from Local Authority operations
- Town Centre Vitality Rating, Harper Dennis Hobbs study not repeated in 2015/16

##### Data not available:

- Percentage of household waste sent for reuse, recycling, or composting
  - Percentage of vacant retail units in town centre
  - Net additional homes provided
  - Percentage of Parishes satisfied with the level of engagement
- 4.2 The national survey of town centre vitality conducted by Harper Dennis Hobbs in 2014 has not been repeated so we cannot include any information on this. Measures have been included, such as footfall in the town centre. The methodology for collecting CO2 reduction has changed and a new air quality indicator will be used for 2016/17 onwards.
- 4.3 Where data isn't available, these are measures where data is coming from external sources. Data will be available to include in the Quarter 1 Performance Plan update of 2016/17 to Policy & Resources Committee in July.

## **5. PERFORMANCE BY PRIORITY**

### ***Priority 1: Keeping Maidstone Borough an attractive place for all***

- 5.1 Overall, satisfaction with Maidstone as a place to live remains high at 85% and only marginally lower (2%) than the levels of satisfaction achieved in 2013. On the other hand, there has been a 5% increase in residents feeling they can influence decisions affecting their area and in the percentage of residents feeling they belong to their local area. Workshops have taken place with Unit Managers and Members to identify issues and formulate an action plan for using the results, there will be further work with officers and councillors to develop an action plan for Policy and Resources Committee in June.
- 5.2 The Department for Environment, Food, and Rural Affairs reported a decline in national recycling rates for the period of June 2014-2015 compared to the same period the previous year. Trade press has also reported on a decrease of recycled materials due to the introduction of lightweight plastics. Following this, the Waste and Recycling Strategy was revised accordingly and approved by the Communities, Housing and Environment Committee on 12 April 2016. The Waste and Recycling rate annual figures



are awaited from KCC but based on performance to date it is likely that the annual target will be marginally missed.

- 5.3 Generally, indications of cleanliness are positive with an increase of 5% in resident satisfaction with street cleanliness. This is supported by the results of the Keep Britain Tidy independent survey, which showed the boroughs levels of litter to be lower than the national average.
- 5.4 Following the 2016 assessment of the Community Safety Strategy, the priorities of this plan were revised. Over the last few years there has been a downturn in incidents of anti-social behaviour therefore this is no longer a priority area. For 2015/16 there has been a 1% decline in recorded crime.
- 5.5 For 2015/16 demand for Disabled Facilities Grants (DFG) is lower than in 2014/15 with 93 applications received compared to 129 for 2014/15. The average time taken to process DFGs is 28.85 days and the annual target has been exceeded. The performance over the past 12 months is reflective of an increased staffing level in the team and a reduction in applications.
- 5.6 The Housing team made 630 homeless decisions during 2015/16 this is 3% increase on 2014/15. This increase has impacted on the team's preventative work, with 194 preventions made against the annual target of 350.

***Priority 1 &2: Keeping Maidstone Borough an attractive place for all & Securing a successful economy for Maidstone Borough***

- 5.7 Work on the Destination Management Plan is progressing with the aim of attracting more people to the borough. Several working groups have been set up covering the river, events, the town and the countryside.
- 5.8 Overall, resident and user satisfaction with our leisure facilities remains high, with a marginal decline in satisfaction with the leisure centre and our parks. The contextual data shows that there has been a 29% increase in footfall in Mote Park.
- 5.9 Following the agreement of the Town Centre vision in December a Town Centre Strategic Advisory Board has been put in place to drive forward the programme which includes projects on the Bridges Gyrotory System and the Public Realm Improvements Phase 3.
- 5.10 Just over six out ten residents are satisfied with Maidstone town centre as a place to visit, shop and socialise. This is the first time we have asked residents about their satisfaction with the town centre and we will repeat it in 2017.

***Priority 2: Securing a successful economy for Maidstone Borough***

- 5.11 We are awaiting data on Park and Ride and the change in bus usage from Arriva. In relation to car parking we have increased the percentage of parking spaces used by 7% and income per parking space has also increased by over £125 per parking space.

- 5.12 Consultation on the Integrated Transport Strategy closed on 18 March. The team is now reviewing the comments received and assessing if further evidence work is required, while continuing the dialogue with KCC.
- 5.13 In terms of employment the percentage of people claiming jobseekers allowance in Maidstone is lower than the figure for the UK overall and is fourth out of the Kent districts. The percentage of 16 to 18 years olds not in education, employment or training (NEETs) has declined marginally compared to 2014/15 and we are seventh out of the Kent districts (neither of these include March's data).
- 5.14 The Economic Development Strategy was adopted in July 2015 and has four key action areas: Maidstone Town Centre, Kent Medical Campus, Junction 8 and Vision for Eclipse Park. In relation to the Town Centre, a design brief for public realm phase 3 will be submitted to Policy and Resources Committee in April.
- 5.15 139 affordable homes has been delivered against the target of 150. A further 87 units were forecast for 2015/16 however site delays have pushed these back to 2016/17. Going forward the Homes and Communities Agency has recently announced that Affordable Rent will not be grant funded past March 2018. This will have implications for future delivery of affordable housing.
- 5.16 The Housing Strategy was agreed by Council in March. The revised strategy has three priorities:
- Enable and support the delivery of quality homes across the housing market to develop sustainable communities;
  - Ensure that existing housing in the Maidstone Borough is safe, desirable and promotes good health and well-being; and
  - Prevent homelessness, secure provision of appropriate accommodation for homeless households and supporting vulnerable people.
- 5.17 Consultation on the Local Plan ended in March and the Strategic Planning, Sustainability and Transportation Committee have delegated authority to agree a schedule of proposed changes that may result from the consultation responses. Submission of the plan is still intended for May 2016.

## **6. Performance Indicators for 2016-17**

- 6.1 The Strategic Plan 2015-2020 was refreshed for 2016-17 as agreed by full Council in March. Following this refresh the key performance indicators for the eight strategic action areas have been reviewed as per Appendix II. There are 33 KPIs proposed this year compared to 29 that are currently in place. In previous years, the Council has made a decision to keep the number of KPIs succinct. This year the number of indicators is still small, however the number has increased to give a better understanding of the borough by priority outcome area and the Council's contribution to improving that in real terms.

- 6.2 There are 9 indicators still awaiting targets for the next three years. One for 'Planning sufficient homes to meet our borough's needs'. Two for 'Promoting a range of employment opportunities and skills required across the borough'. Three for 'Enhancing the appeal of the town centre', and three for 'Ensuring there are good leisure and culture attractions'. The table below breaks down KPIs for 2015/16 and 2016/17 by priority outcome area.

<b>Priority Outcome Area</b>	<b>2015/16</b>	<b>2016/17</b>
Providing a clean and safe environment	3	10
Respecting the character of our Borough	2	3
Encouraging good health and wellbeing	5	5
Ensuring there are good Leisure and culture attractions	4	3
Enhancing the appeal of the town centre	1	3
Securing improvements to the transport infrastructure of our borough	4	3
Promoting a range of employment opportunities and skills required across the borough	4	3
Planning sufficient homes to meet our borough's needs	2	5

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## **7. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 7.1 It is recommended that the Corporate Leadership Team notes progress made against strategic actions and Key Performance Indicators and recommendations to improve performance.
- 5.2 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as the frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.

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## **8. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Angela Woodhouse, Head of Policy & Information

<b>Risk Management</b>	The production of robust performance reports ensures 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.	Angela Woodhouse, Head of Policy & Communications
<b>Financial</b>	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. 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. Performance issues are highlighted as part of the budget monitoring reporting process.	Section 151 Officer
<b>Staffing</b>	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.	Angela Woodhouse, head of Policy and Communications
<b>Legal</b>	None identified.	Legal Team
<b>Equality Impact Needs Assessment</b>	None identified.	Policy & Information Officer
<b>Environmental/Sustainable Development</b>	None identified.	Policy and Information Manager
<b>Community Safety</b>	None identified.	Policy and Information Manager
<b>Human Rights Act</b>	None identified.	Policy and Information Manager
<b>Procurement</b>	None identified.	Policy and Information Manager
<b>Asset Management</b>	None identified.	Policy and Information Manager

## **9. REPORT APPENDICES**

The following documents are to be published with this report and form part of the report:

- Appendix I: Performance Plan 2015/16
  - Appendix II: Key Performance Indicators proposed for 2016/17
- 

## **10. BACKGROUND PAPERS**

None

2015/16

# Annual Performance Plan



For further information about Performance Management at Maidstone Council, please contact Alex Munden, Performance Officer.

**OUR VISION**

That our residents live in decent homes, enjoy good health and a pleasant environment, with a successful economy that is supported by reliable transport networks.

**OUR MISSION**

Putting People First.

**PRIORITY 1**

Keeping Maidstone Borough an attractive place for all

**PRIORITY 2**

Securing a successful economy for Maidstone Borough

Providing a clean and safe environment

Encouraging good health and wellbeing.

Respecting the character of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

Securing improvements to the transport infrastructure of our Borough

Promoting a range of employment opportunities and skills required across our Borough

Planning for sufficient homes to meet our Borough's needs

**OUR VALUES**

**Service**

Everything we do impacts on our customers, both internal and external. We will listen to and understand their needs, then take action to provide the right service in a positive and professional manner.

**Teamwork**

Working together to achieve our objectives and goals in a way that utilises the talents and creativity of everyone in our organisation.

**Responsibility**

We work in an environment that encourages us to take ownership for our actions. Making the right choices and decisions that lead to a satisfactory outcome for all.

**Integrity**

We have the courage to act on our convictions to build trust and honesty. We work with our partners and customers to create a feeling of openness and transparency in everything we do.

**Value**

Taking care and weighing up our options, aiming to get the maximum effect for every penny of public money we spend.

**Equality**

Valuing our differences and understanding how they can contribute to a better working environment and services that are fair and easy to access.






# Understanding Performance





## 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, 2015/16 annual performance will be compared against 2014/15 annual performance. 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 may show an asterisk (\*) after the figure, these are provisional figures that are awaiting confirmation.

Data Only indicators are not targeted but are given a direction. Indicators that are not due to be reported or where there is a delay in data collection are not rated against targets or given a direction.

RAG Rating	
	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

Strategic Actions have also been rated using the RAG Status. The ratings are there to provide an assessment of how well the strategy or plan is progressing.

## Performance Summary

This is the annual update on Maidstone Borough Council’s Strategic Plan 2015-20. It sets out how we are performing against the Key performance indicator and Strategic actions that directly contribute to the achievement of our priorities: Keeping Maidstone an attractive place for all and Securing a successful economy for Maidstone Borough. Outlined below is a summary of the ratings and direction that have been given for the annual results.


RAG Rating	Green	Amber	Red	N/A	Total
KPIs	6	5	4	12	27
Strategic Actions	14	0	0		14
Direction	Up	Across	Down	N/A	Total
KPIs	9		11	7	27





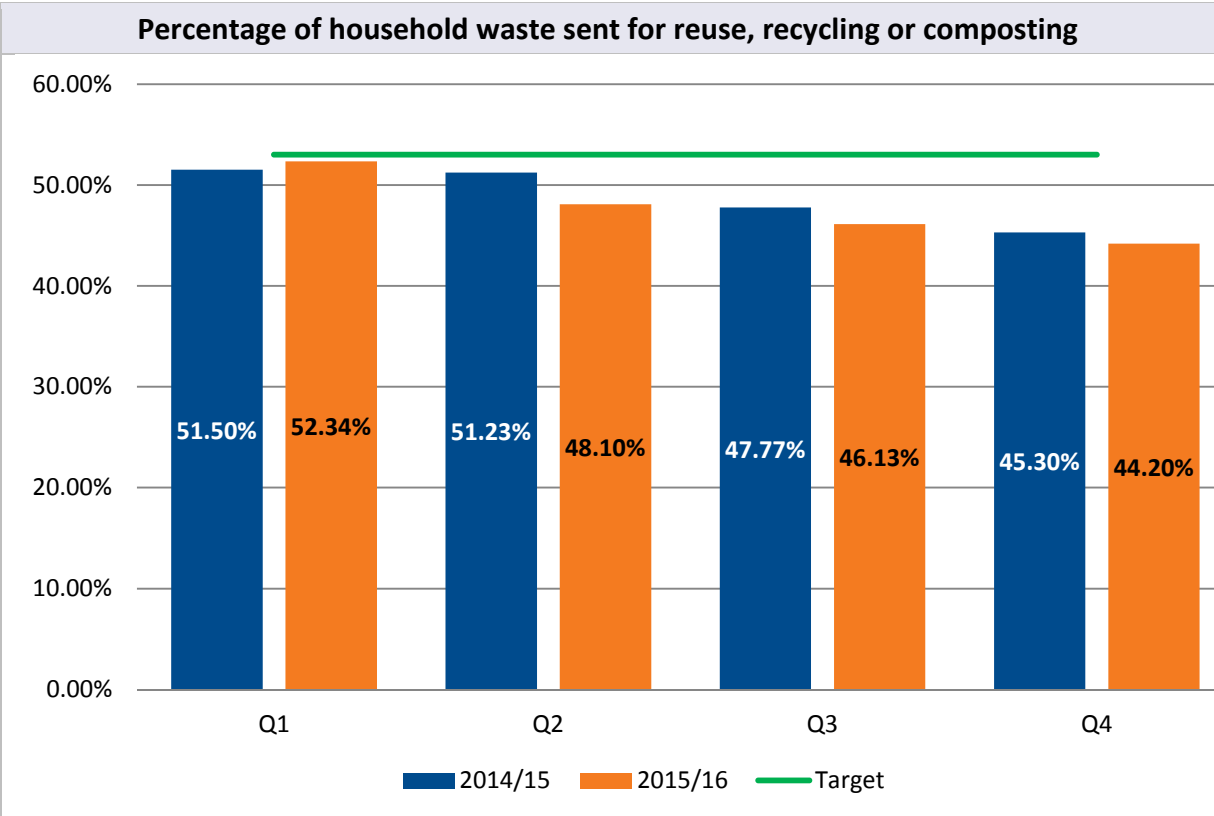
## Priority 1: Keeping Maidstone an attractive place for all

### Providing a Clean and Safe Environment

Over the past 5 years, Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services as a result our recycling rate has improved significantly. Maidstone does not experience high levels of crime.

<b>Waste &amp; Recycling Strategy</b> 
<p>During 2015/16 the Waste &amp; Recycling team secured funding from the DCLG to incentivise food waste recycling and launched the Big Maidstone Food Waste Challenge which rewards residents using their food waste bin. In addition, the Kent Resource Partnership (KRP) was successful in securing external funding for a New Year communications drive to support the council's recycling. Part of the funding was spent on a Kent-wide leaflet which looked to encourage recycling of plastics. In December the team received the results of first waste composition analysis since 2008. This analysis looked at the waste produced by 250 individual households and 250 flatted properties to see which materials are being recycled. The results of the analysis will allow us to tailor future communications accordingly and have informed the review of the Waste &amp; Recycling Strategy. The revised Waste &amp; recycling Strategy is due to be considered by the Communities Housing and Environment Committee during April. It is proposed that the recycling rate is reviewed to 55% by 2020 to reflect the national declining trend.</p>

<b>Percentage of household waste sent for reuse, recycling or composting</b>					
<p>The indicator measures percentage of household waste that has 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. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.</p>					
2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
49.14%*	53.00%	-3.86%			Target will be slightly missed



**Performance Comment:** \*Data does not include tonnage figures for March, as this is data is not available from KCC until the end of April. Early indications are that the annual target will be marginally missed. Nationally there has been a slowing down in recycling rates and the revised Waste and Recycling Strategy will set a new target for this indicator. The Resident Survey 2015 shows that satisfaction with refuse and recycling collections remains high at 82%, unchanged from 2013. Leeds ward has the highest level of satisfaction at 92% and Park Wood has the lowest at 67%.

**Community Safety Strategy**

The Community Safety Plan and Strategic Assessment is refreshed annually. The 2015/16 action plan was agreed in May 2015 and sub-groups have worked to deliver the plan’s priorities. In relation to Domestic Abuse the Council has helped facilitate the Sanctuary Scheme and assisted 49 victims to stay in their properties, provided support for male offenders wishing to rehabilitate and aided in providing a domestic abuse One Stop Shop in the Borough. Under the priority of road safety, pedestrian awareness and walking buses have been promoted and a road safety awareness DVD was created for schools. The Council has also part funded a theatre company to deliver ‘WASTED – drug & alcohol education’ to 29 primary schools in the Borough, this highlighted to year 6 pupils the dangers of substance misuse and have also launched a needle bin in Brenchley Gardens, reducing needle finds by 50%. A multi-agency group to coordinate prevent activity and monitor the impact of prevent work has been established and training for internal and external staff on terrorism and extremism.

The action plan has been reviewed and refreshed for 2016/17 the priorities are violent crime (Domestic abuse/night time economy), substance misuse, road safety, reducing reoffending and community resilience. This encompasses the Kent Police control strategy,

which seeks to tackle child sexual exploitation, organised crime, human trafficking, extremism and home-grown terrorism. There has been a significant reduction in the reporting of anti-social behaviour over the past five years, which has led to this being removed as a priority and integrated as a business as usual function.

### **Air Quality Strategy**

The new Environmental Health shared service undertook a review of the Carbon Management Plan and Air Quality Action Plan. It was agreed that a Low Emission Strategy was the best way forward to capture the main elements of the Air Quality Strategy and Carbon Management Plan and enable the Council to focus on the aspects which it can influence. A draft Low Emissions Strategy was consulted on during the Autumn however due to a low response rate further work was suggested and a Member workshop is being arranged for Summer 2016 with an external expert. Once completed a report will be provided to the Communities, Housing & Environment Committee.

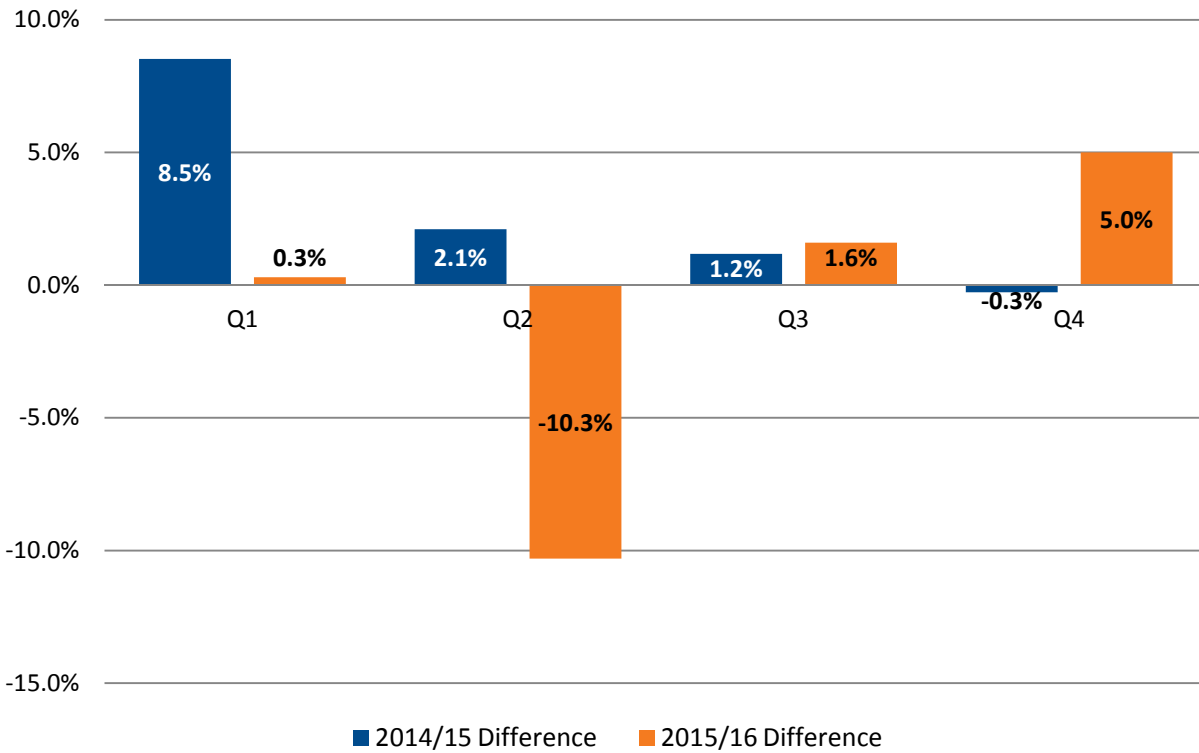
### **Environmental Quality Survey**

A full Environmental Quality Survey has been carried out this year by an independent organisation, Keep Britain Tidy, which means a more detailed and accurate result is obtained. The results are significantly better than the national and South East performance. The previous methodology involved a very small sample size and therefore did not reflect the full picture of the Borough's environmental performance. The targets are due to be reviewed in 2016/17 to reflect the detailed methodology.

### Percentage Change in All Recorded Crime (Information Only)

This indicator reports the percentage change in the number of all recorded crime in the borough to provide an indication of the crime trends in the borough and help assess the impact of the work the Council undertakes in relation to Community Safety. *Note: Improving performance for this indicator is demonstrated by a negative figure.*

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
-1.0%					

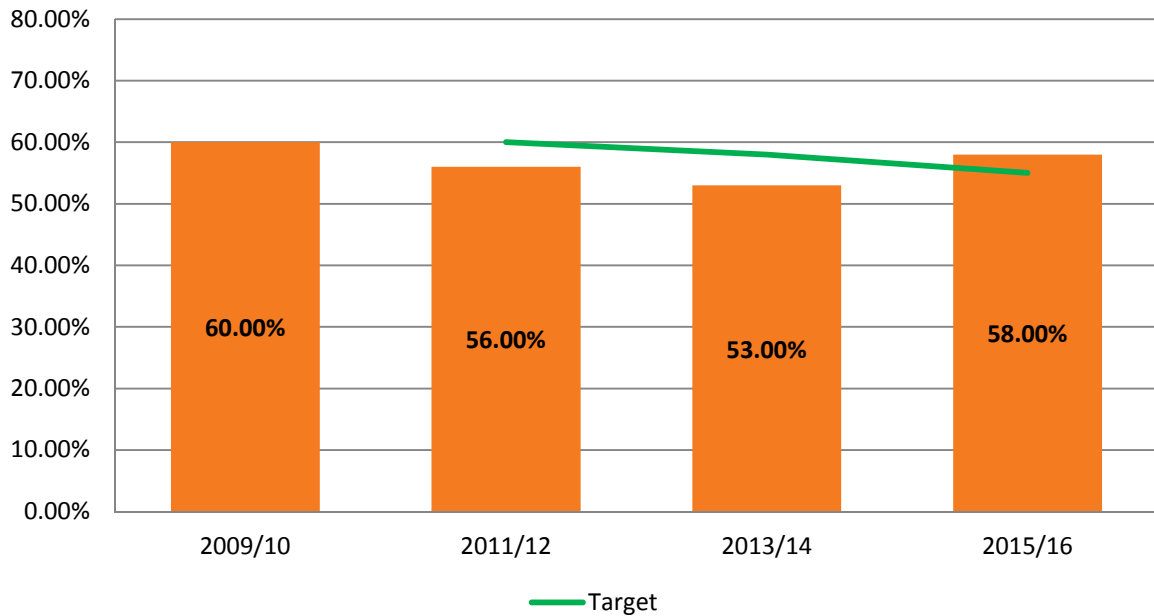


**Performance Comment:** Although there was a 5% increase in all recorded crime during quarter 4 overall there has been a 1% decline in crime for 2015/16 compared to 2014/15. In terms of specific crime areas there was a 23% increase in violent crime, 28% of all violent crime occurred in High Street ward followed by during 2015/16. Other notable changes include a 31% decrease in burglary (dwelling) and an 8% decline in antisocial behaviour.

### Satisfaction with Street Cleansing (Resident Survey)

This indicator will provide the Council with local satisfaction with street cleanliness, which will help us, identify and address the sorts of issues affecting how residents feel about their local area.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
58%	55%	+3%	↑	✓	Target has been met



**Performance Comment:** There has been a 5% increase in satisfaction with street cleanliness compared to 2013. Leeds ward had the highest increase in satisfaction going up by 20% and now has the highest satisfaction rate out of the borough's wards with 80%. Staplehurst has the lowest satisfaction levels out of the wards at 42%, this is an increase of 3% on the 2013 result. Resident Survey Workshops have been held with members and unit managers to identify reasons and opportunities to improve performance. An action plan is being prepared for June's Policy & Resources Committee meeting.

## Encouraging Good Health and Wellbeing

Deprivation in the borough is lower than average, however 15% (4,300) of children (under 16 years old) in Maidstone live in poverty. There is a larger difference in life expectancy of men and women; 7 years lower for men and 4 years lower for women in the most deprived areas of Maidstone than in the least deprived.

### Health Inequalities Action Plan Update

A fundamental review of the Health Inequalities Action Plan is being undertaken in order to fully understand progress and impact to date; and to enable a refresh of the action plan for those areas that are either completed or no longer relevant. To assist with the process of continuous improvement a half day workshop is being arranged to review activity across the Council. It is expected that this will help embed the key aims of the Council's approach to tackling health inequality and wellbeing. During 2015/16 work continued on delivering the current action plan commissioning and delivering programmes that support health including:

Back to Netball is a Council funded and supported initiative in Park Wood which has been well received. During the first 10 weeks, 37 ladies attended. The vast majority of these ladies have never played netball before and 18 have signed up to form netball teams and are looking to join the league in the summer season.

Young People's Health at the Switch Youth Café offer a Health Hub during opening hours for young people to access. In 2015/16, a total number of 989 interventions took place, equating to an average of 19 per week. Young people can access a mixture of services including contraception, chlamydia testing, ccards, emergency contraception and smoking cessation.

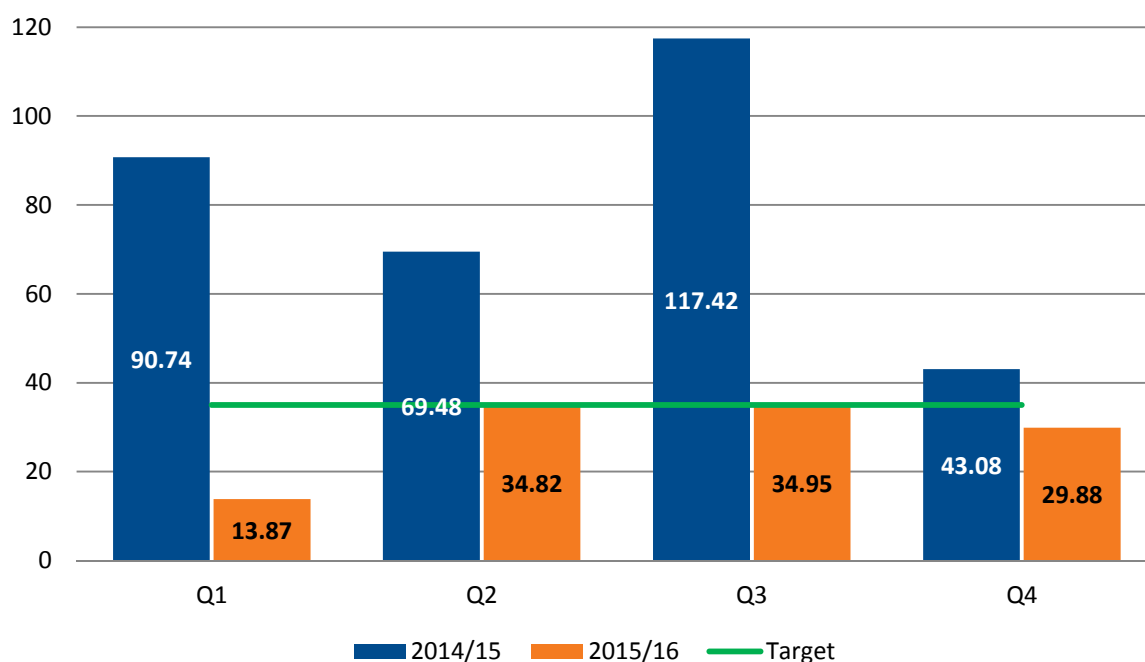
34 businesses within the Maidstone Borough have committed to improving the health of their employees by signing up to the Kent Healthy Business Awards. Workplace Health Officer is in post and can provide 1:1 support for businesses, help design healthy living programmes which employees can join and work with their HR Teams to ensure policies reflect the practice they are trying to achieve.

The Council has also worked with Brighter Futures to deliver a Fall Prevention Services and Choices to deliver a three day facilitator training course for children's centre staff to help spot the signs of domestic abuse and are now equipped to identify those at risk and have the knowledge available to support those individuals.

### Average number of days taken to process Disabled Facilities Grants (DFG's)

Disabled Facilities Grants (DFGs) are used to provide home adaptations for disabled people, generally to improve access - access into and around the home and access to, or provision of, basic amenities such as bathing and WC. They are an important part of the work we do to supporting people who want to remain independent or stay in their own home.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
28.85 days	35.00 days	-6.15 days	↑	✓	Target has been met



**Performance Comment:** During quarter 4 2015/16, 16 applications were processed. For 2015/16 demand for DFGs is lower than in 2014/15 with 93 applications received compared to 129 for 2014/15. The average time taken to process DFGs is 28.85 days and the annual target has been exceeded.



The performance over the past 12 months is reflective of an increased staffing level in the team that has created more resilience. In addition, compared with last year there has been a 59% increase in the number of enquiries referred to the team for disabled adaptations. Looking ahead, we are exploring the opportunity for the team to develop closer working links with KCC staff to help deliver an improved service to our residents.

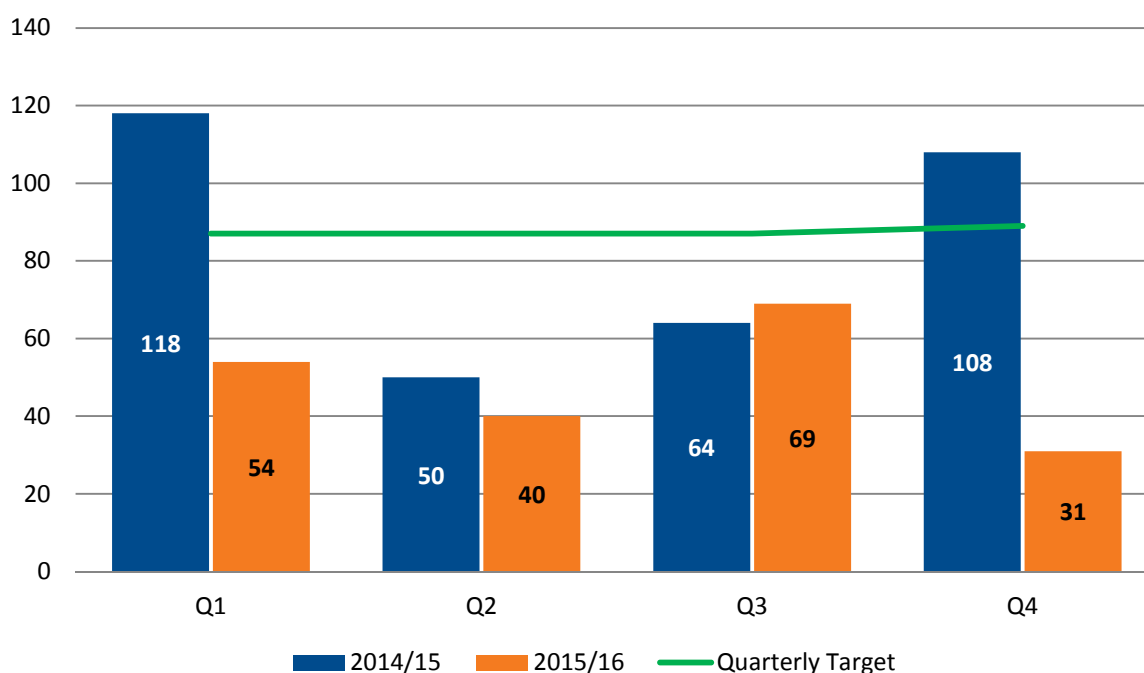
## Housing Strategy Update

During 2015/16 the Housing Strategy was reviewed, re-drafted and consulted on. As part of the consultation, two events were held with key stakeholders that included senior representatives from the house building industry, housing associations, Kent County Council and from the voluntary sector. The feedback from these events was very positive and was used to help shape the strategy. The final version was adopted by the Council in March 2016 and the Strategy has now moved into the delivery stage. The new Strategy expresses the strategic direction to tackling homelessness that was outlined in the Homelessness Strategy 2014/19. It incorporate actions to reduce the cost and reliance on external temporary accommodation through preventing homelessness occurring in the first place, links with the Housing Register to enable the best use of subsidised housing, promote access to the private rented sector, and the provision of our own temporary accommodation.

### Number of households prevented from becoming homeless through the intervention of housing advice

The provision of comprehensive advice plays an important part in delivering the Council's strategy for preventing homelessness in Maidstone. This measure provides an indication of the effectiveness of housing advice given by the Council in preventing homelessness or the threat of homelessness. The annual target is split to give a quarterly target of 87.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
194	350	156			Target has not been achieved



**Performance Comment:** The team was reduced to two Housing Advisors for most of this quarter. In addition, one of the Housing Assistants was on sick leave for almost two of the



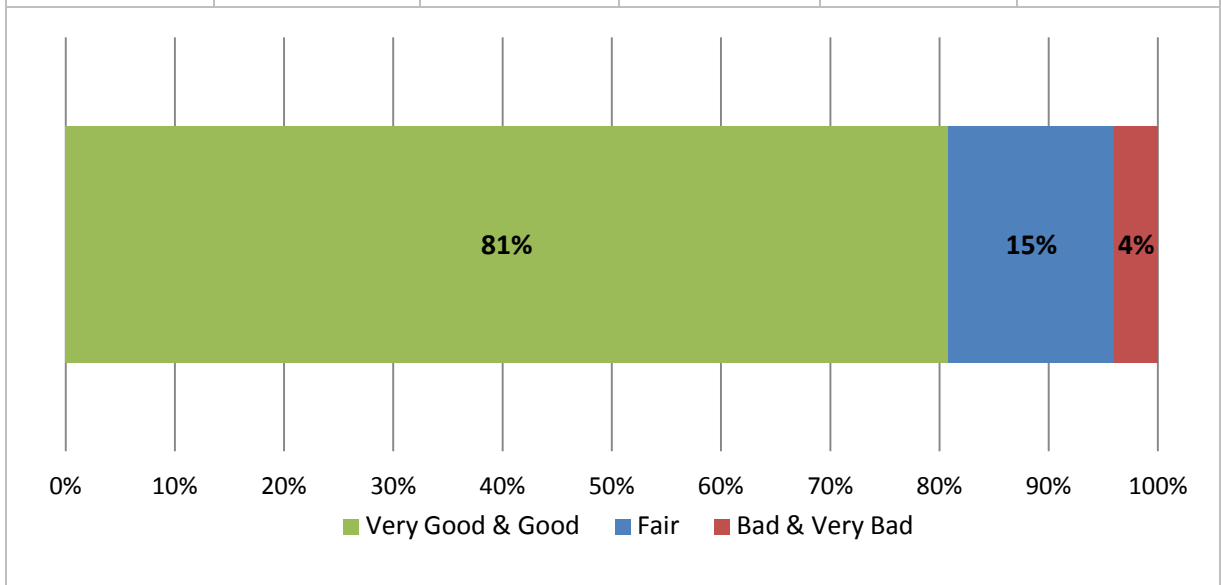
three months. 158 homelessness decisions were made in this quarter. In context, this is only one less than the complete team made in Quarter 3, showing the effort that the remaining team members have put into providing a good service to customers despite the low resource. However, in order to maintain this level of service on the statutory decision-making, there was not sufficient time to carry out a significant amount of preventions work. Adverts are currently out to fill the vacant posts.

Work is being undertaken with the Revenues and Benefits team, who have provided a list of households who will be impacted by the welfare reform reduction in benefits. These people will be proactively contacted to determine whether the reduction in income is likely to impact their housing, and where appropriate preventative action will be taken. This is the first in a number of measures that are planned for next year in an effort to be more proactive about preventing homelessness.

**Percentage of residents that consider themselves in good or very good health  
(Resident Survey)**

Subjective measures of health and wellbeing are important indicators of the general health of the population. These are used to assess progress on improvements in health and wellbeing. The metric is self-reported, since the local population is best placed to assess whether their health and wellbeing are improving.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
81%	Establish baseline	N/A	N/A	N/A	Establish Baseline

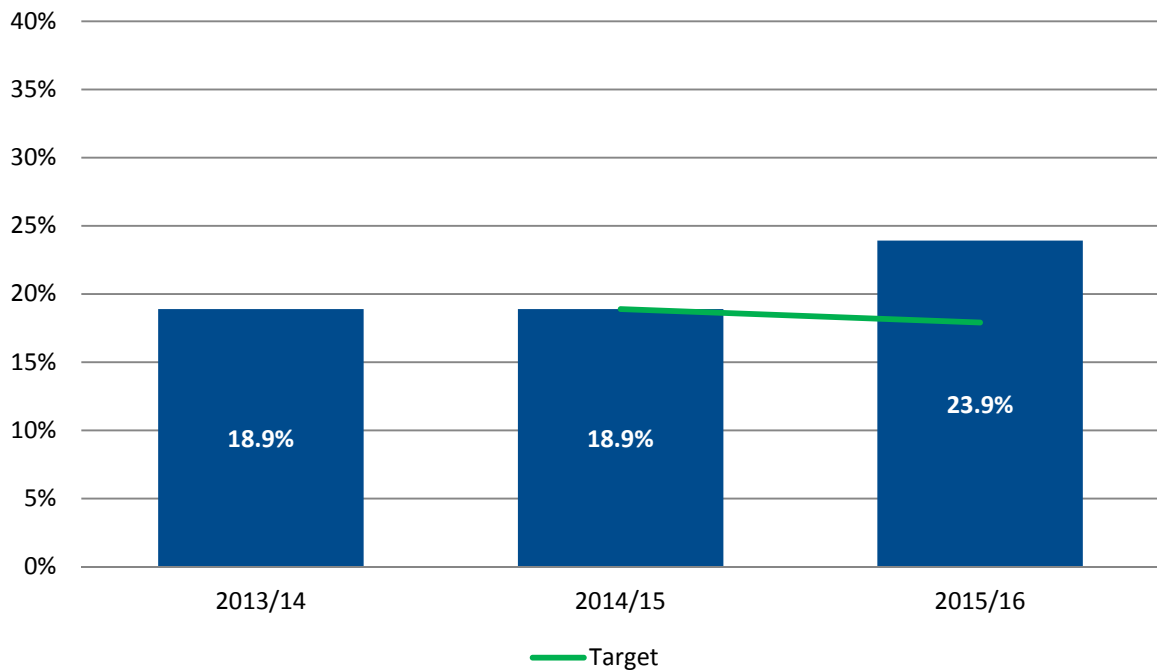


**Performance Comment:** This question was asked in the 2011 Census and it was agreed that it would be included as part of the Resident Survey 2015 to gain an indication of residents health. The 2015 result shows a 1% decline compared to the 2011 Census. The 25 to 34 year olds have the highest levels of good or very good health with 88% and the over 75's have the lowest with 62%. Out of the wards, Staplehurst had the highest percentage of residents that feel their health is good or very good at 93%.

### Percentage of adults that are obese

This information is gathered through the Active People’s Survey, which is the largest survey of sport and active recreation to be undertaken in Europe. The survey also measures; the proportion of the adult population that volunteer in sport on a weekly basis, club membership, involvement in organised sport/competition, receipt of tuition or coaching, and overall satisfaction with levels of sporting provision in the local community.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
23.9%	17.9%	-6%	↓	🛑	Target has not been met

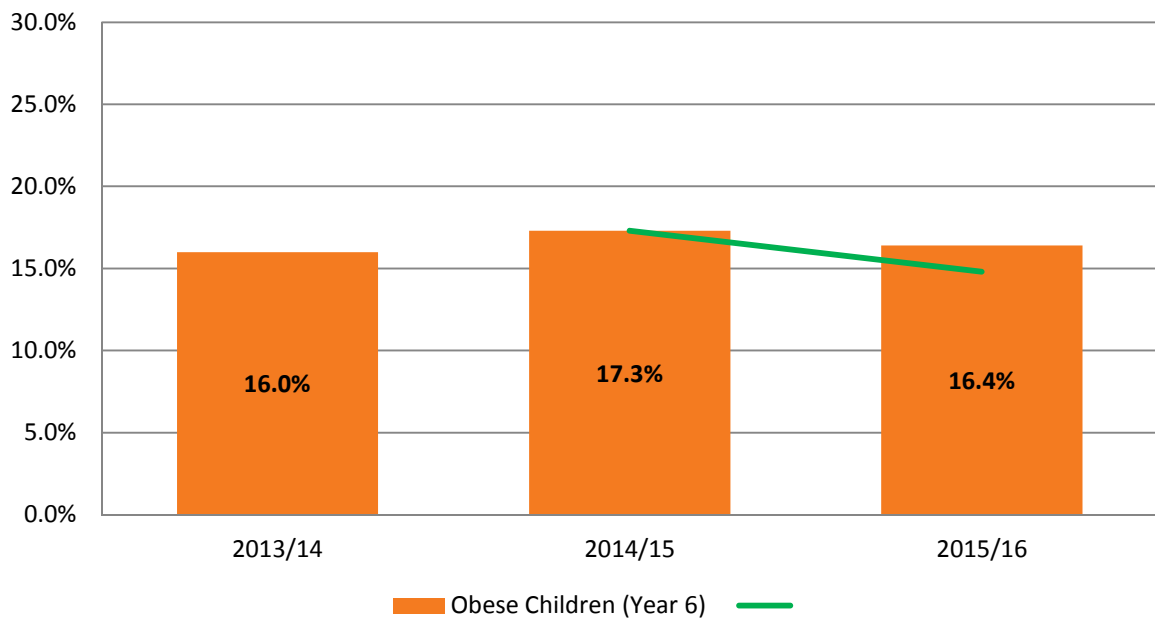


**Performance Comment:** As part of the Public Health Grant received from KCC Public Health we are delivering Health Improvement Services focused on Healthy Weight. This includes programmes such as Counterweight, the Adult Weight Management Programme, Zeroth Exercise Referral and Match Fit. Clients who have a BMI of 28 or higher are referred onto the programme. We had a target of 320 engaged on the programmes which has been exceeded. The target of the programme is that 80% of participants lose 3% of their body weight in the first 12 weeks.

### Percentage of children (year 6) that are obese

Children are defined as obese if their body-mass index (BMI) is above the 95th centile of the reference curve for their age and sex according to the UK BMI centile classification. This information is gathered through the National Child measurement programme (NCMP) where PCTs coordinate with schools to weigh and measure all eligible children in Year 6 and Reception. PCTs must record height, weight, sex, date of birth, date of measurement, home postcode and ethnicity as well as school name for each child measured.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
16.4%	14.8%	-2%	↑	🛑	Target has not been met



**Performance Comment:** As part of the Public Health grant given to us from KCC Public Health we are delivering family weight management programmes which target parents and children. The programme we commission is called Go For It, the target is to engage with 50 families, which has been exceeded. This programme is also delivered in key target schools using National Child Measurement Programme data. In the past year, we have also delivered a project called Let's Get Fizzical which engages overweight and inactive young people aged 8-14 in sport, building their confidence and enjoyment.

## Respecting the Character of our Borough

Maidstone is the county town of Kent, in terms of its geography, it is largely rural and the countryside offers high quality landscape and biodiversity. Approximately 50% of the borough population live in a parished area. We are focused on achieving economic prosperity, whilst at the same time balancing protecting the environment and landscape that makes the borough of Maidstone a great place to live, work in and visit.

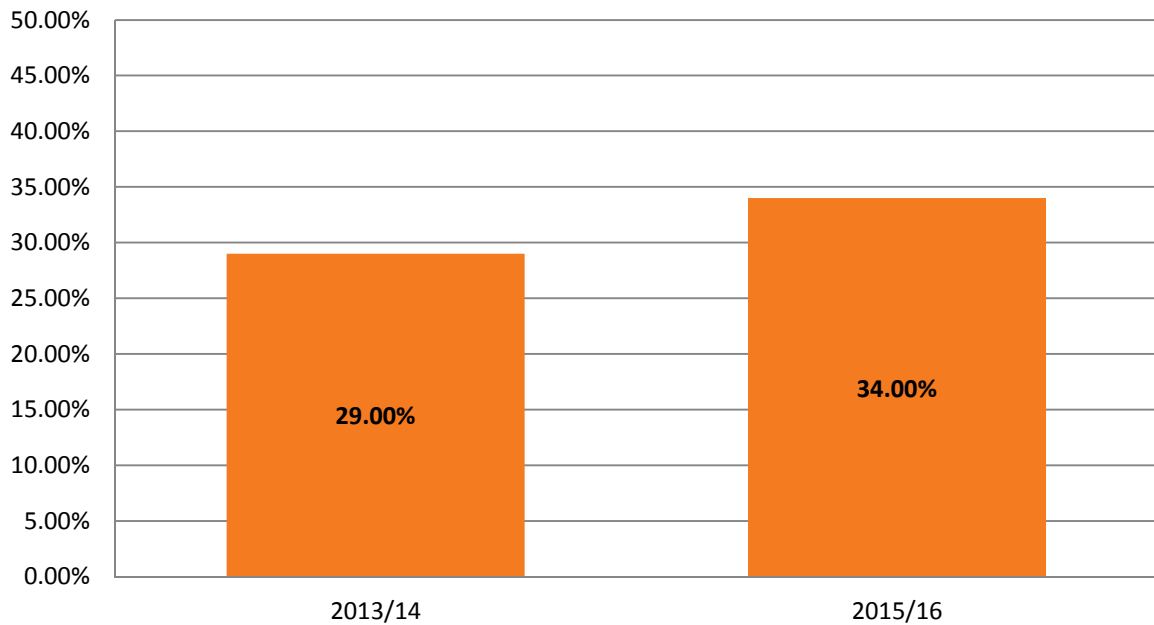
### Communications & Engagement Strategy Update

The current communication and engagement strategy and action plan will be updated following the completion of the analysis of the resident survey results. Workshops have been held with Councillors and Managers on key themes including reputation, place, budget and services to identify actions. An action plan will be created working with Councillors prior to coming to Policy and Resources in June 2016. The results of the survey are largely positive and there has been a good performance overall including satisfaction with the local area as a place to live and satisfaction with the way we run things. A new communications structure is now in place resulting in an increase in our communication to residents via Twitter and Facebook.

**Percentage of residents that agree they can influence decisions affecting their local area  
(Resident Survey)**

The Council aims to build communities where individuals are empowered to make a difference both to their own lives and to the area in which they live. A key indicator of community empowerment is the extent to which people feel able to influence decisions affecting their local area.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
34%	30%	+4%	↑	✓	Target has been met

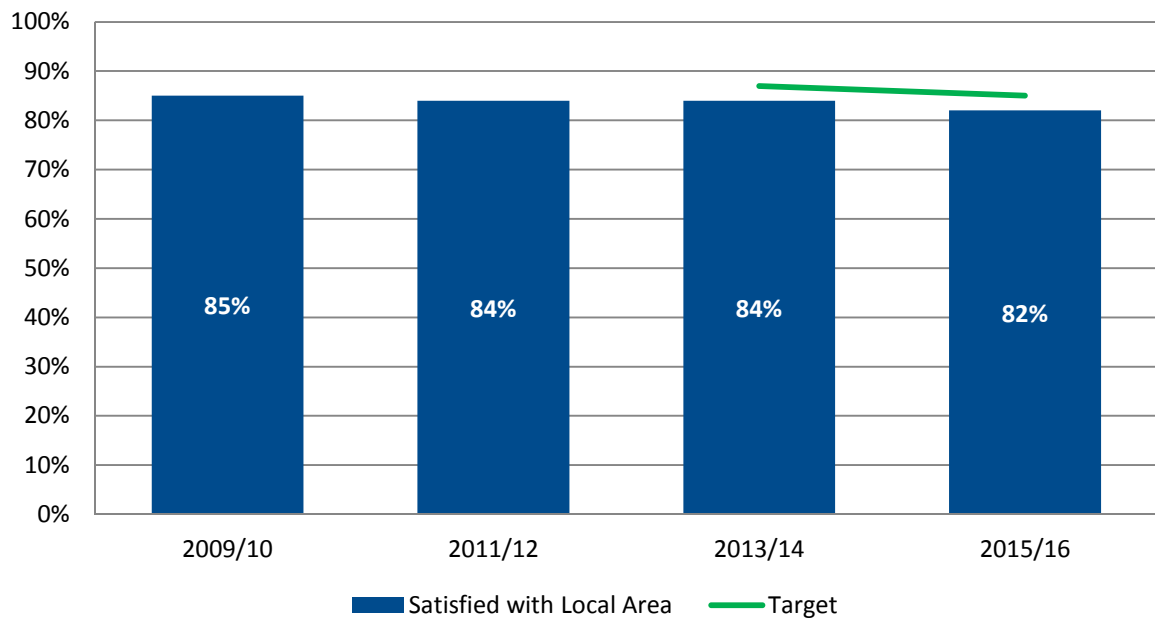


**Performance Comment:** There has been a 5% increase in residents agreeing that they can influence decisions affecting their local area compared to 2013. Although agreement increased across all age groups the 18 to 24 years olds group had the greatest increase at 28%. Out of the borough's wards Leeds ward has the highest levels of agreement at 39% and Headcorn has the lowest with 6%. Resident Survey Workshops have been held with members and unit managers to identify reasons and opportunities to improve performance. An action plan is being prepared for June's Policy & Resources Committee meeting.

### Satisfaction with the local area as a place to live (Resident Survey)

This indicator will provide the Council with a baseline of local resident satisfaction with their local area, which when assessed with other information will help us, identify and address the sorts of issues affecting how residents feel about their local area.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
82%	85%	-3%	↓	⚠	Target has been slightly missed



**Performance Comment:** There has been a 2% decline satisfaction with the local area as a place to live compared to 2013. The over 75's age group is the most satisfied with a rate of 90% and the 55 to 64 year olds are the least satisfied with a rate of 78%. North Downs ward has the highest satisfaction rate at 98% and Shepway North has the lowest at 74%. Resident Survey Workshops have been held with members and unit managers to identify reasons and opportunities to improve performance. An action plan is being prepared for June's Policy & Resources Committee meeting.

**Percentage of parishes that are satisfied with the level of communication and engagement they have with MBC (Parish Survey)**

The Parish Survey is a new initiative which will be used to assess the engagement and support that parishes receive from Maidstone Borough Council.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
?	?	?	?	?	?

**Performance Comment:** The Parish survey will be going out shortly, with results expected in mid-June.

## Priority 1: Keeping Maidstone an attractive place for all & Priority 2: Securing a successful economy for Maidstone Borough

### Ensuring there are good Leisure and Cultural Attractions

There is always something to see or do in Maidstone with the river, two museums and a theatre in the town centre, four green flag parks, a well-used leisure centre, a castle, various markets and a variety of festivals and events held across the Borough and throughout the year.

#### Festivals & Events Strategy Update

The Festivals and Events Policy was first drafted in 2014 but further research was required to cement some of the details. This work was undertaken in 2015 and a revised policy was agreed in March. The revised policy now includes definitions on type, frequency and size of event/festival. The revisions will ensure that we can hold festivals and events in Council venues and ensure that they follow the same process to enable the Council to limit the negative impacts and complaints. It will also enable generation of income from festivals and events and a sustainable use of the Council's venues.

#### Destination Management Plan Update

The Destination Management Plan was agreed in July 2015 and is being progressed by four sub-groups overseen by a board. During 2015/16 the River Group formed a Friends of Maidstone River Park group and proposed signage from bridge gyratory scheme linking the cycle path and the river. A New River Park website was also launched. The Events Group are having an audit of venue facilities and suppliers and an Event Planning Calendar has been tested and is live. The Town Group set up a Farmers Market in Jubilee Square and started an audit of shopfronts at the North end of Week Street. The Countryside Group are undergoing a product and marketing audit of tourism in the rural area including a survey to all parishes, tourism businesses and other organisations such as Produced in Kent and Explore Kent and Brown Sign audit and rationalisation.

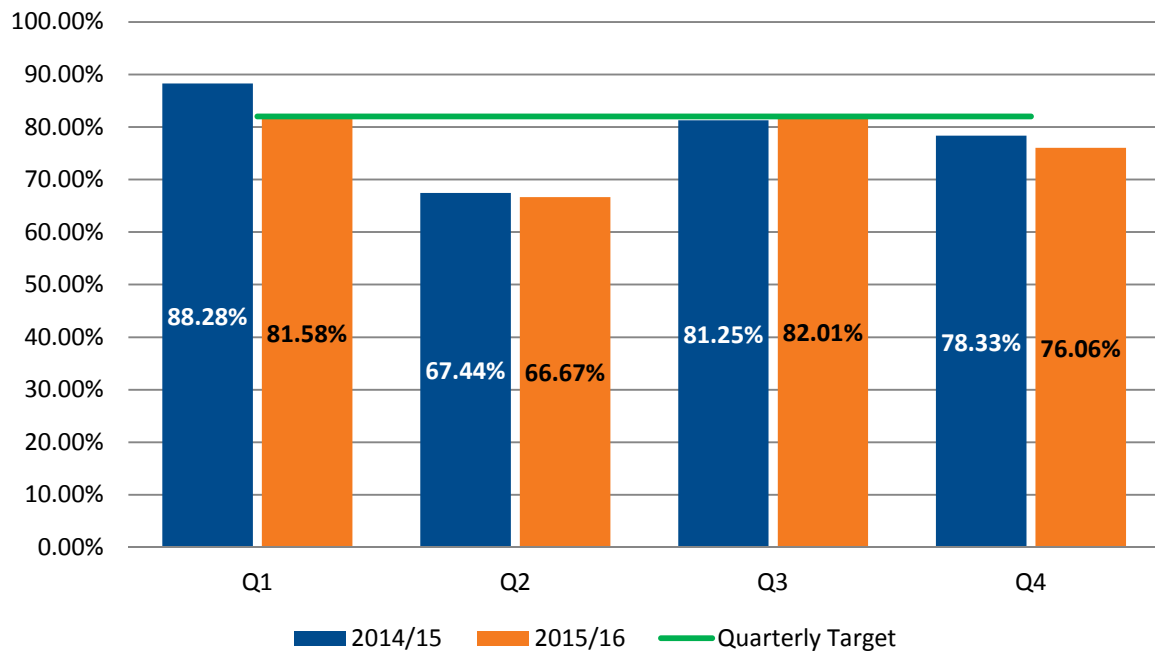
Other work undertaken in 2015/16 includes a Shared Story toolkit that is available online. A stakeholder event was held in December to launch the toolkit. We have also created an image library and an online event planner. In addition, new historic interpretation panels have been designed and installed in the town centre.



### User Satisfaction with the Leisure Centre

The Council recognises that access to leisure services plays an important role making somewhere a good place to live. This indicator measures customer satisfaction with the Leisure Centre.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
79.75%	82.00%	-2.25%	↓	⚠	Target has been slightly missed








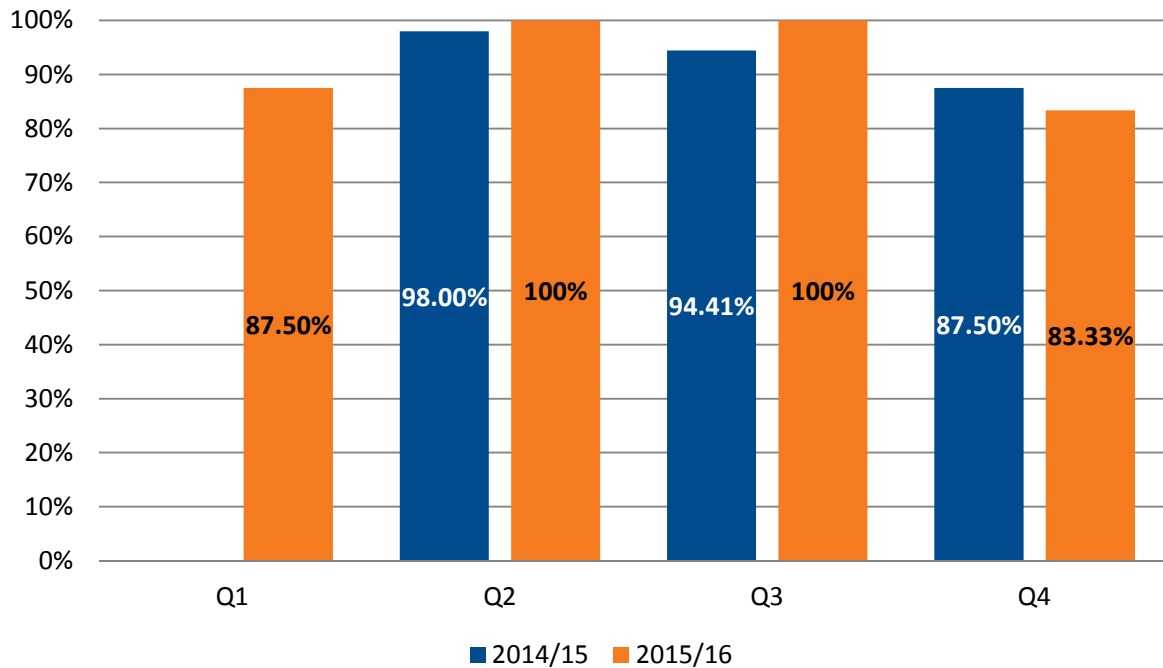
**Performance Comment:** The leisure centre collects user satisfaction data through interactive tablets placed at key points within the centre. There were 316 survey responses for 2015/16, exceeding their requirement of 300 responses. The average satisfaction rating for the year is 79.75%, and the target has been slightly missed. In 2014 a satisfaction rating of 81.78% was achieved.

There were a few comments from unsatisfied customers. These included - public Wi-Fi not working, that the pool was cold, diving boards not being open, fitness classes being fully booked and the polar adventure being very busy during half term holidays. The Leisure Centre did report an issue with their boilers during March, which may have contributed to one of the comments. Similarly, the diving boards were shut due to staff illness. These are isolated incidents and the Leisure Centre regret that sometimes they are due to situations beyond their control

### Customer Satisfaction with the Hazlitt Theatre

The Council recognises that access to leisure services plays an important role making somewhere a good place to live. This indicator measures customer satisfaction with the Hazlitt.


2015/16 Performance	2015/16 Target	Value Vs Target	Direction	Status	Expected Outcome
90.7%					



**Performance Comment:** 43 surveys were completed for 2015/16, compared to 235 at this point last year. Satisfaction for 2015/16 was 90.7%, compared to 94.47% satisfaction rate for the previous year. The low response was addressed with the Hazlitt Theatre. They are taking steps to send surveys out via email to all customers after they have attended a performance as well as a proactive approach in addressing customers "in-house". The drop in satisfaction relates to a few customers who were not happy with the humour level used during the pantomime into the New Year period.

### Income generated from commercial leisure and culture activities

The Council has a Commercialisation Strategy, which is looking into the opportunities for the Council to make better use of our assets to provide increased leisure opportunities for the borough's residents and visitors. This indicator is to assess the performance and progress of the Commercialisation Strategy in monetary terms.

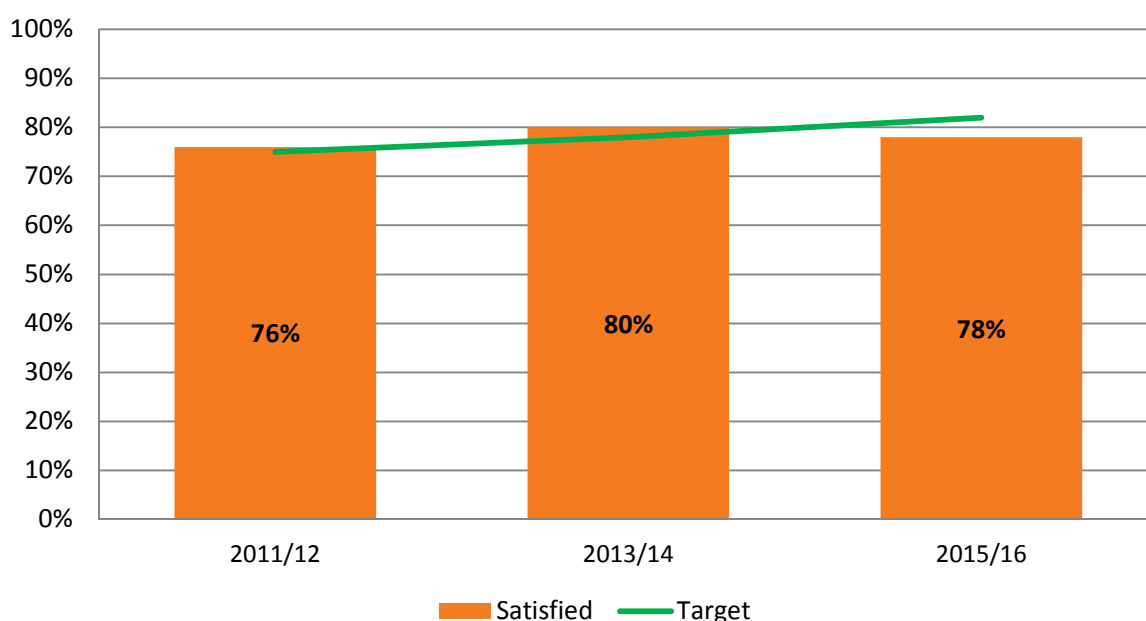
Current Performance	2015/16 Target	Value Vs Target	Direction	Status	Expected Outcome
£209,034.85	£200,000	+£9034.85	N/A		Target has been met

**Performance Comment: Requested**

**Satisfaction with Council's parks and open spaces (Resident Survey)**

This indicator will provide the Council with a baseline of local resident satisfaction, which when assessed with other information will help us, identify and address the issues affecting how residents feel about Parks and Open Spaces.

Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
78%	82%	-4%	↓	🚨	Target has been slightly missed



**Performance Comment:** Satisfaction with Maidstone's parks and open spaces has declined by 1% (rounded figure) compared to 2013. The 75 and over age group have the highest levels of satisfaction at 86% and the 45 to 54 and the 55 to 64 ages groups have the lowest levels of satisfaction at 74%. The two wards that had the greatest satisfaction levels with parks and open spaces in 2013 have had the greatest declines: Downswood and Sutton Valence were ranked first out of the wards in 2013 with 93% satisfaction. For 2015, Downswood experienced a 15% decline and is now ranked 14th and Sutton Valence experienced a 31% decline and is now ranked 25th. Loose ward has the highest satisfaction rate for 2015 with 93%. Resident Survey Workshops have been held with members and unit managers to identify reasons and opportunities to improve performance. An action plan is being prepared for June's Policy & Resources Committee meeting.

## Enhancing the Appeal of the Town Centre for Everyone

Maidstone has had a historically thriving town centre however, we need to ensure that we keep pace with the changing economic environment and continue to meet the demands of businesses and consumers. Investment in Maidstone town centre is needed if it is to continue to be a popular place for leisure, to live, shop and work.

Satisfaction with Maidstone’s town centre as a place to visit, shop, and socialise (Resident Survey)					
This indicator will provide the Council with a baseline of local resident satisfaction with the Town Centre, which when assessed with other information will help us, identify and address the issues affecting how residents feel about their local area.					
Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
61%	Establish Baseline	N/A	N/A	N/A	Baseline Established

Satisfaction Level	Percentage
Satisfied	61%
Neither satisfied nor dissatisfied	15%
Dissatisfied	24%





**Performance Comment:** This is the first time we have asked residents about their satisfaction with the town Centre. The results show that age is a big factor with the youngest age group being the most satisfied at 88%. There is a 29% gap between the ward with the highest satisfaction levels, Bridge has the highest at 73% and Marden has the lowest 44%.

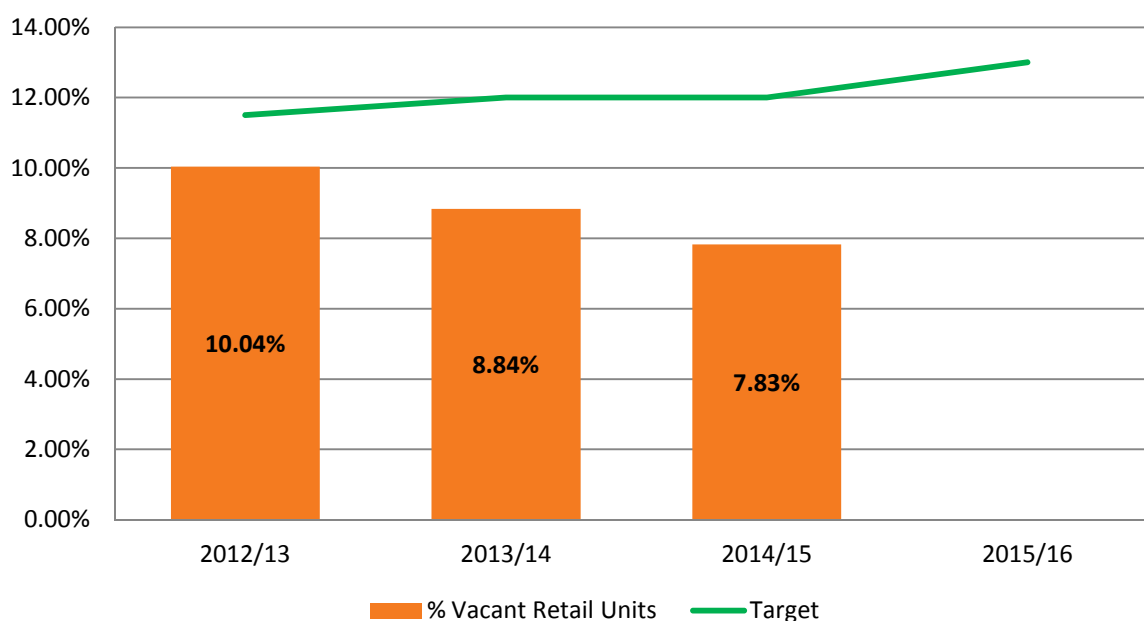
## Town Centre Vision Update

Following analysis by Bilfinger and GVA who were commissioned to carry out a piece of work to provide a robust platform from which major change within the town centre could be delivered the Town Centre Strategic Development Plan was adopted in December 2015. This is a five year plan to ensure that the County Town achieves its full potential as the fastest growing, most dynamic urban centre in Kent with a high quality environment and unique heritage appeal. The Plan recommended establishing a Town Centre Strategic Advisory Board, which is now in place, and has met twice. Projects that these groups will be working on going forward include: Bridges Gyratory Scheme, River Medway Cycle Path Scheme, Maidstone East Station Improvement Programme, Maidstone East Redevelopment, and Maidstone Museum 20 year Development Plan. Other projects include the Public Realm Improvements Phase 3 - upper end of Week Street and Gabriel's Hill, Public Realm Plan and Public Art Policy. There are also development projects in and around the town centre to deliver housing and progress redevelopment sites.

### Percentage of vacant retail units in town centre

This indicator assesses the total number of vacant retail units that are in the town centre. Good performance is indicated by a lower figure.

Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
	13%				



**Performance Comment:** Town Centre Management collects the data for vacant retail units. They are about to undertake an assessment of vacant retail units, and the data is expected in May.

## Priority 2: Securing a successful economy for Maidstone Borough

### Securing Improvements to the Transport Infrastructure for our Borough

Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and M2, with rail connections to central London. With regard to travelling in and around the Borough by car, congestion is an issue particularly at peak time in the town centre. The bus transport network serving Maidstone town is relatively strong whilst rural transport presents distinct challenges

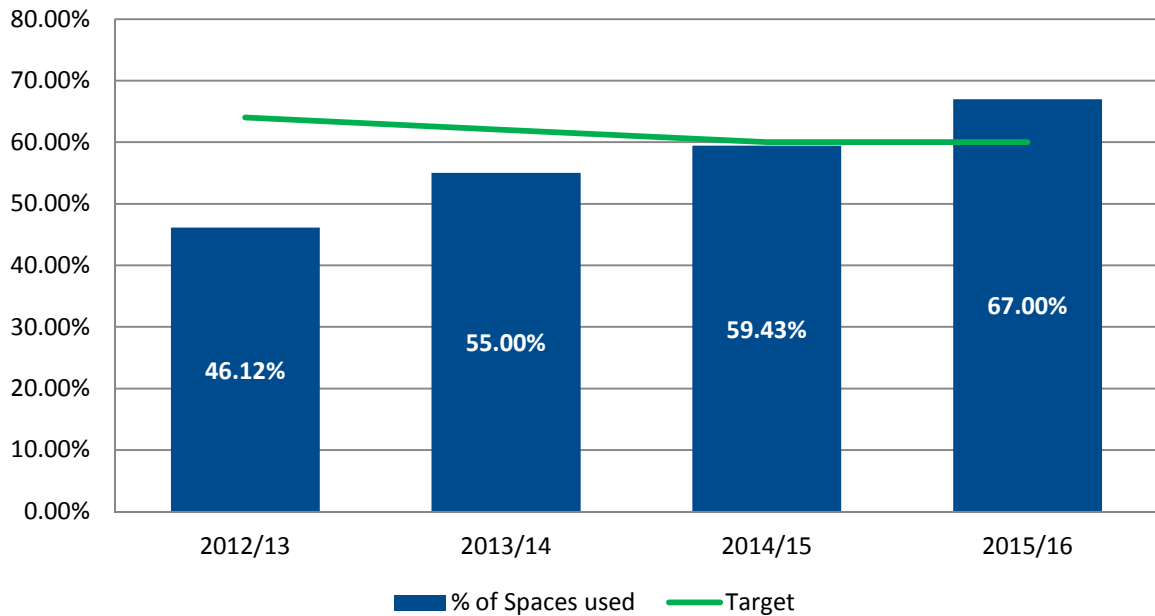
#### Integrated Transport Strategy (ITS) Update

The Integrated Transport Strategy (ITS) will support the Maidstone Borough Local Plan, and the timetable for its production has closely followed the local plan programme. In 2015 further transport modelling was completed with KCC and the draft plan was updated accordingly with progress made in addressing some of the areas of contention. The draft Integrated Transport Strategy, Local Plan and Cycling Strategy went out for public consultation in February and closed in March. Officers are currently reviewing the responses to the consultation and further consideration of both strategies will be given at meetings of the Joint Transportation Board and the Strategic Planning, Sustainability and Transport Committee in the coming months.

### Percentage of parking spaces used (P&D)

This indicator is used to measure the usage of Pay & Display car parks in Maidstone. This helps with assessing performance against budget targets for this income. This figure provides a snapshot of car park occupancy.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
67%	60%	+7%	↑	✔	Target has been achieved

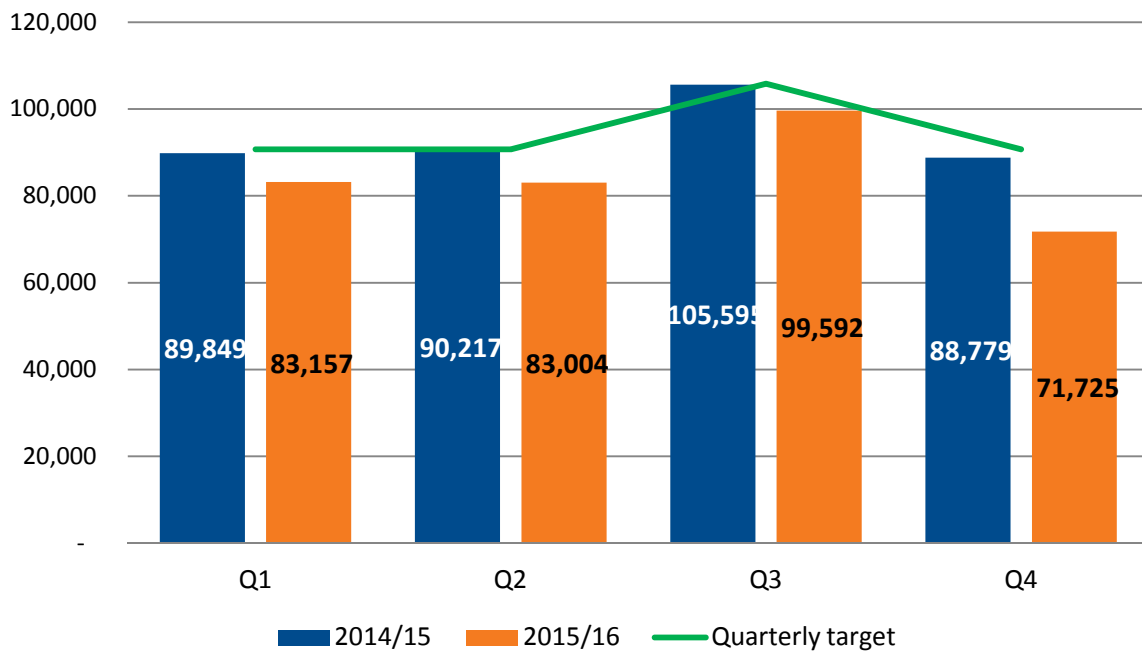


**Performance Comment:** Performance for 2015/16 has continued the trend of improving year on year. Usage of parking spaces was 7.67% higher compared to last year. This figure can be explained by a reduction in parking spaces following the closure of King Street car park. The income per space has increased by £129. Satisfaction with parking services is also high with a 91% satisfaction rate for the year.

### Number of on-board Park & Ride bus transactions

This indicator compares the on-board bus transactions (these are the cash sales to passengers boarding buses) on Park and Ride with the data for the same period of the previous year therefore, assessing fluctuations in the service usage. A calculation is made to take into account ten trip passes and other concessions.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
337,478	378,000	-40,522	↓	🔴	Target has not been met



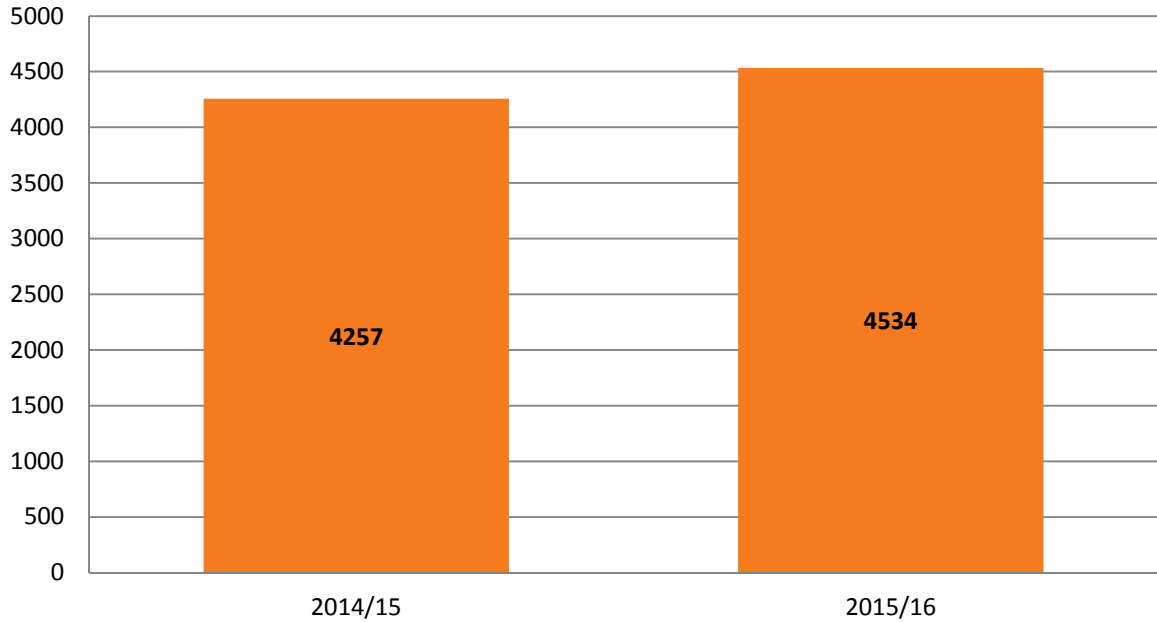
**Performance Comment:** The target represents three park and ride sites, however the Sittingbourne Road site closed in February reducing the number of on-board transactions recorded which accounts for the drop in performance .



**Total number of people registered on KentJourneyShare.com**

This indicator measures the total number of people who are registered on KentJourneyShare.com

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
4534					

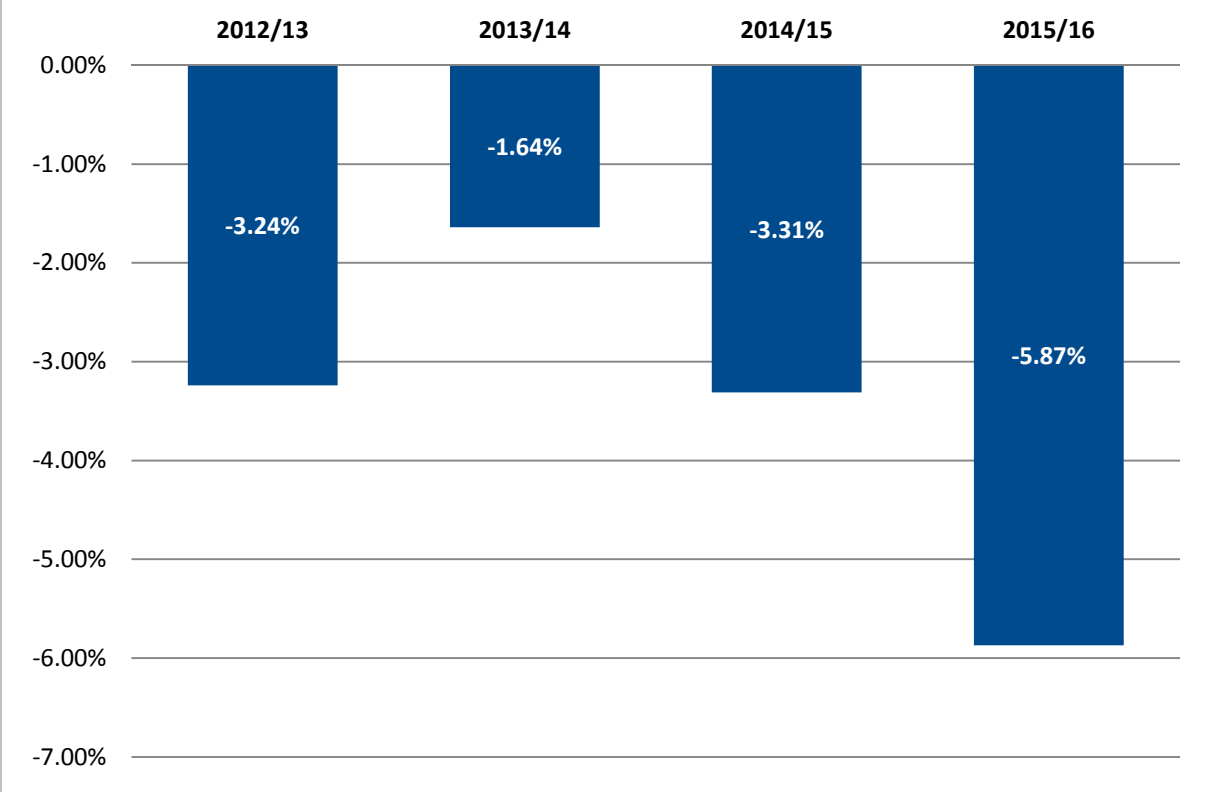


**Performance Comment:** There has been a 6.5% increase in number of people registered on Kent Journey share. Although there has been a positive increase, this is not considered the most appropriate measure for transport in the borough, and alternative measures are recommended at Appendix B.

**Percentage change in bus usage on services from Maidstone depot**

This indicator records the change for usage on bus services from Maidstone Depot against the previous financial year. A lower figure represents a drop in usage of bus services.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Expected Outcome
-5.87%					



**Performance Comment:** The reduction in usage for 2015/16 is the biggest drop in usage since the data was collected in 2011/12.

**Promoting a range of employment skills and opportunities across the borough**

There were 76,300 people employed in the Maidstone economy in 2014 with a high proportion in the public sector, reflecting the town’s status as Kent’s County Town and administrative capital. There were 6,885 registered businesses in Maidstone in 2013, equivalent to 43 businesses per 1,000 population, compared to 37 for the United Kingdom and higher proportion of people that are self-employed compared to the South East and to United Kingdom.



## Economic Development Strategy Update

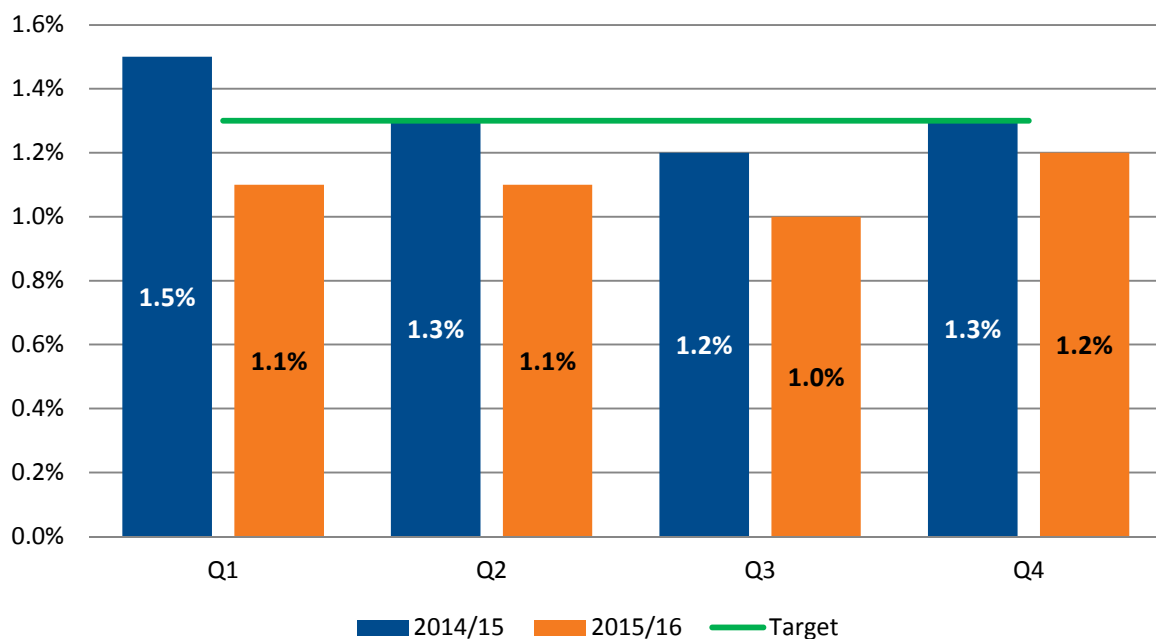
The Economic Development Strategy was adopted in July 2015 and has four key action areas: Maidstone Town Centre, Kent Medical Campus, Junction 8 and Vision for Eclipse Park. In relation to the Town Centre, a design brief for public realm phase 3 will be submitted to Policy and Resources Committee in April. Also in April, the Accountability Board will consider Maidstone East phase 1 business case approval for £1m of South East Local Enterprise Partnership (SELEP) funding.

A new Waitrose is proposed for Eclipse, on land previously used as Park and Ride and work towards an Implementation Plan for the Kent Medical Campus (KMC) is underway with North Kent partners. The first meeting of the KMC Delivery Board is planned for April. A planning application has been received for a new private mental health hospital for the site. The Business Terrace is now fully occupied and interest in the desk space is growing. The information, advice and guidance service to businesses in the borough has been a success. A 6-month progress report will be going to Policy and Resources Committee in June 2016.

### Percentage of people claiming Job Seekers Allowance

JSA claimant count records the number of people claiming Jobseekers Allowance (JSA). 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. This indicator is expressed as a proportion of the resident population of the area aged 16 to 64 years old and is provided by the office of National Statistics. A lower figure indicates good performance.

Current Value	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
1.2%*	1.3%	-0.1%			Target has been met



**Performance Comment:** \*This data does not include the March claimant figures. It is






### Percentage of people claiming Job Seekers Allowance

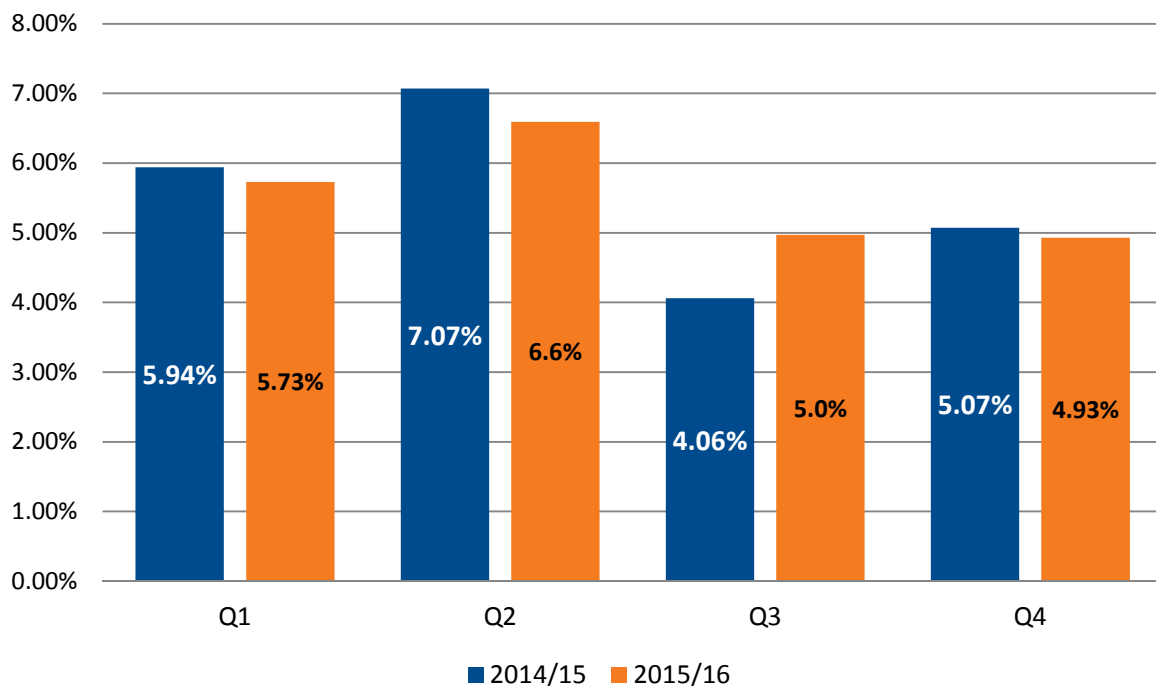
expected to be available by 5<sup>th</sup> May.

There were 150 additional residents claiming JSA at the end of February compared with December (quarter 3). When compared to February last year there has been 10% drop in JSA claimants. When compared to other Kent districts Maidstone is fourth with Dartford and Canterbury. Sevenoaks and Tunbridge Wells have the lowest percentage of claimants at 0.7% and Thanet has the highest at 3.3%.

### Percentage of 16 to 18 year olds who are not in education, employment or training (NEETs)

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. The figures are based on the monthly submission made to Department for Education via National Client Caseload Information System for Kent County Council. Academic age is the age of the young person on 31st August (i.e. prior to the start of the academic year).

Current Value	2015/16 Target	Value Vs Target	Direction	Status	Expected Outcome
4.93%*					



**Performance Comment:** \*March data has not yet been released it is expected to be available mid-May.

The figure shown for quarter four is the performance to date from February out-turn. The percentage of NEETs has reduced since 2015 and is lower than the quarter 3 figure. The status of 7% of 16 to 18 year olds is unknown.

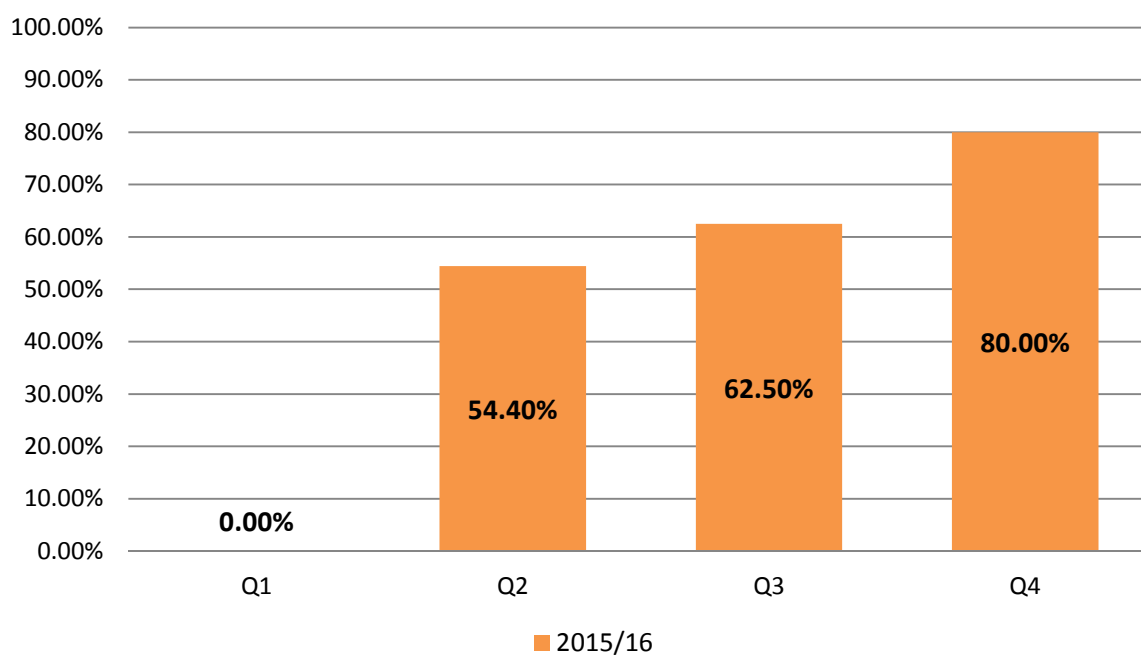
### Percentage of 16 to 18 year olds who are not in education, employment or training (NEETs)

When compared to the other kent districts Maidstone is ranked 7th for NEETS and 6th for unknowns.

### Occupancy rating of the Business Terrace

The Business Terrace is a new venture by the Council, to provide office space and facilities to smaller and start-up business with the addition of business support functions. Through local, regional and national partners and other users, The Business Terrace provides formal and informal peer-to-peer business support and advice underpinned by onsite bespoke mentoring, events, seminars and workshops.

2015/16 Performance	2015/16 Target	Value Vs Target	Direction	Status	Outcome
64.45%	Set baseline	N/A	N/A	N/A	Baseline Set



**Performance Comment:** The Business Terrace opened in September and has received a lot of interest from local businesses with demand being higher than available space. 80% of all space is currently occupied in the Business Terrace. All 11 offices are currently occupied, and 7 of the 12 desks are occupied. The occupancy rate for the year, excluding Quarter 1, is 64.45%.

The original outputs and occupancy levels were based on a March 2015 opening – which would have given us six months to “bed in”. Despite this we have borough wide publicity campaigns; delivering a service and product that is needed. We have been able to achieve nearly triple the occupancy which was originally projected. We responded by opening a further five offices.





During the last three months we have hosted the Kent Messenger’ Kent Business Top 30

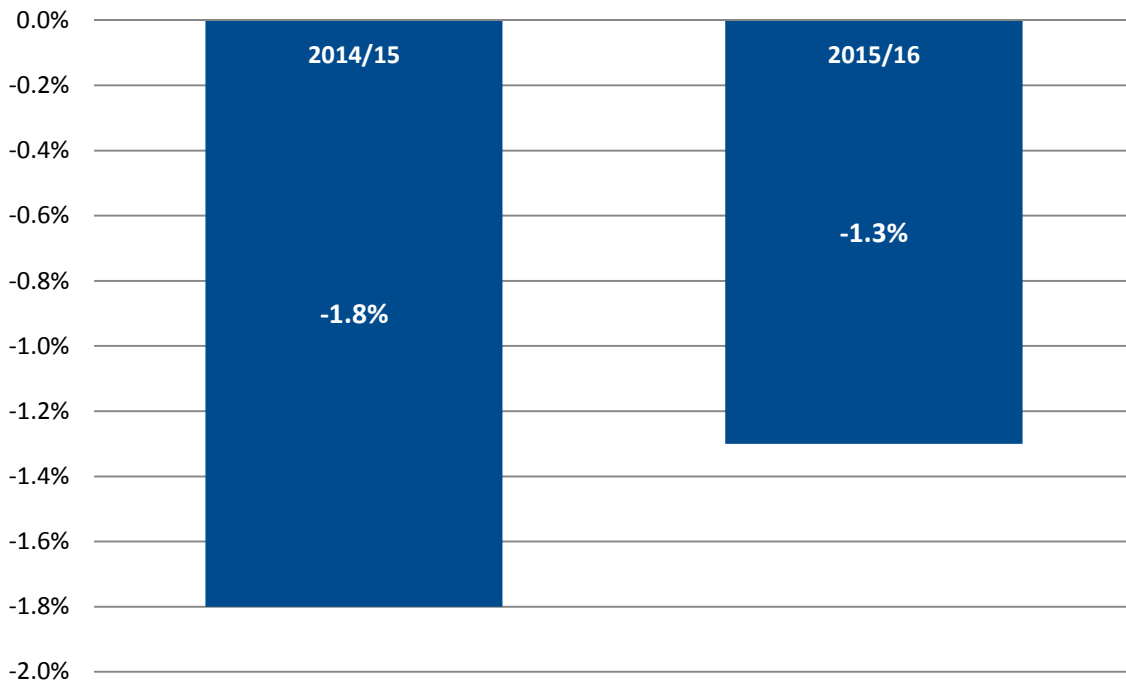
### Occupancy rating of the Business Terrace

under 30 winners: The Terrace is home to three of the top 30 including the UK's no. 1 teenage entrepreneur to watch. The terrace received a further boost by being visited by Secretary of State for Business, Innovation & Skills.

### Percentage change in employee jobs

This indicator measures the change in available jobs in the borough. A positive figure indicates job growth while a negative figure indicates job losses.

Current Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
-1.3%					



**Performance Comment:** Although there has been a further decline in the total number of employee jobs in the borough this decline is less than was expected. The Economic Development Strategy aims to reverse this trend, which is a particular concern to Maidstone as there is a lot of public sector employment in the borough and we know this to be a shrinking sector. Several new businesses have expressed interest in employment locations in the borough and it is expected that we start to see employee jobs to grow again in 2018/19.

## Planning for Sufficient Homes to meet our Borough's Needs

Over the last five years, the supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historic levels. 189 new affordable homes were built in the borough in 2013/14 and 163 in 2014/15. In total 413 new homes were delivered in 2014/15, of these new homes over 75% were built on land that had previously been developed.

### Local Plan Update

Following the Regulation 18 consultation on the Local Plan which happened in 2014, further reports were considered in Summer of 2015 to consider the comments and changes arising from the consultation. Subsequently a 4 week partial regulation 18 consultation was undertaken in October for 4 weeks. The revised Local Development Scheme was approved by the Strategic Planning, Sustainability & Transport Committee on 10 November 2015. On 25 January 2016 Full Council agreed the Publication of the Local Plan for consultation under Regulation 19, which took place between 5 February and 18 March 2016, and thereafter to submit the plan to the Secretary of State. The Strategic Planning, Sustainability and Transport Committee has delegated authority to agree a schedule of proposed changes that may result from the consultation responses and this will be considered at the meeting of 18 April.

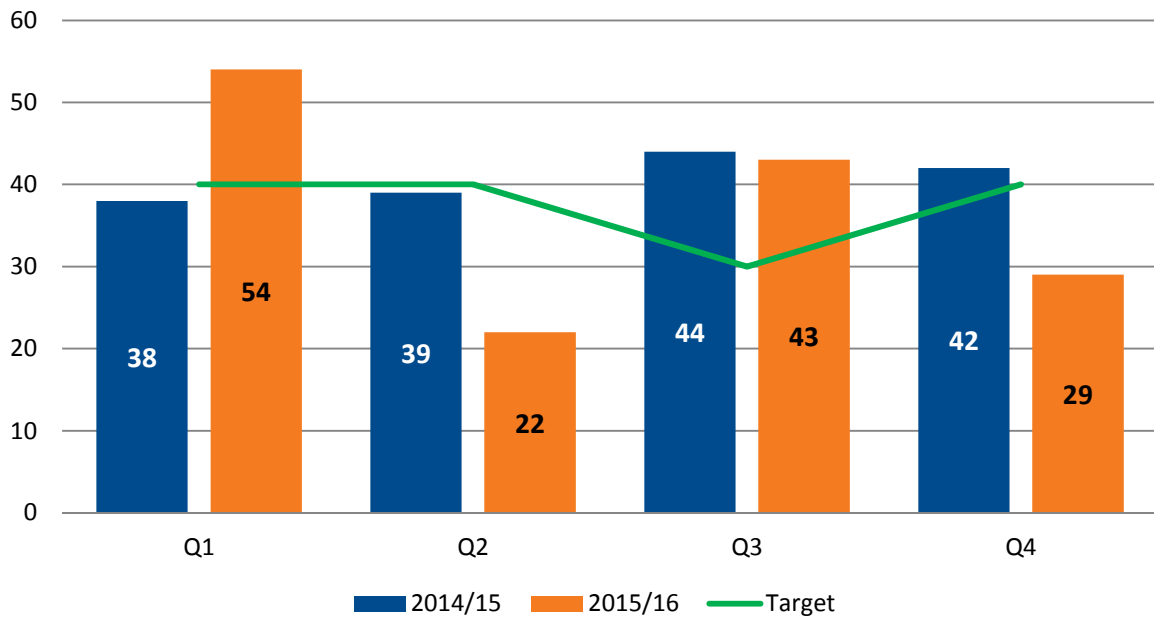
### Housing Strategy Update

During 2015/16 the Housing Strategy was reviewed, re-drafted and consulted on. As part of the consultation, two events were held with key stakeholders that included senior representatives from the house building industry, housing associations, Kent County Council and from the voluntary sector. The feedback from these events was very positive and was used to help shape the strategy. The final version was adopted by the Council in March 2016 and the Strategy has now moved into the delivery stage. The new Strategy expresses the strategic direction to tackling homelessness that was outlined in the Homelessness Strategy 2014/19. It incorporate actions to reduce the cost and reliance on external temporary accommodation through preventing homelessness occurring in the first place, links with the Housing Register to enable the best use of subsidised housing, promote access to the private rented sector, and the provision of our own temporary accommodation.

### Number of affordable homes delivered

Housing supply has simply not kept pace with demand. Many families are locked out of the housing market by unaffordable prices and unobtainable mortgages. Affordable dwellings include social-rented housing and intermediate housing. These can be new build or acquisitions; the figure does not taken into account any losses.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
139	150	-11	↓	🚧	Target has been slightly missed



**Performance Comment:** The year end figure for affordable completions is 139, which is slightly less than the 150 year end target. There were four schemes with 87 units forecast for completion this year which will now be completed early next year due to delays experienced on site. Performance is within 10% of the annual target, and saw a good level of affordable home delivery in quarters one and three.

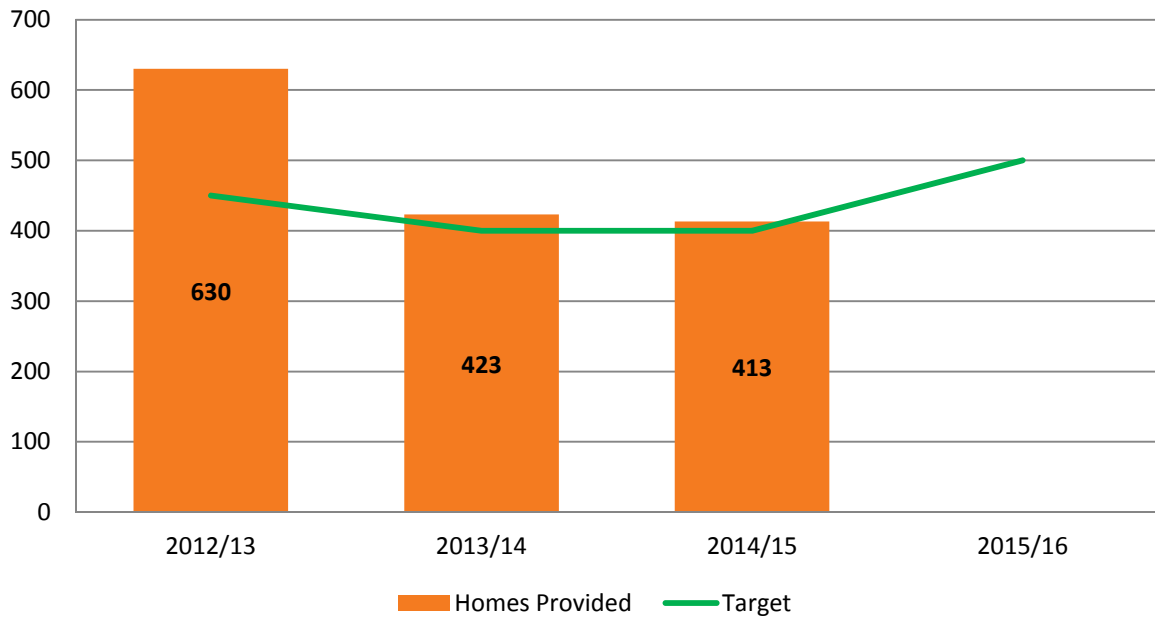
Some Registered Providers and developers halted progress on sites whilst they reviewed the implications of the Government’s announcement to cut social housing rents by 1% per year for the next four years. In addition, the Homes and Communities Agency has recently announced that Affordable Rent will not be grant funded beyond March 2018. These announcements will continue to have a significant impact on affordable housing delivery going forward into next year.



### Net additional homes provided (NI154)

This indicator is used to encourage a greater supply of new homes, and address the long term housing affordability issue.

2015/16 Performance	2015/16 Annual Target	Value Vs Target	Direction	Status	Outcome
?	500	?	?	?	?



**Performance Comment:** The figure for net additional homes is currently being gathered as part of the Annual Monitoring Report. It is expected that the data for 2015/16 will be available to deliver verbally to the Policy & Resources Committee.

Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
Existing	Satisfaction with Street cleansing	Only keep if including levels of litter and detritus Not good indicator on its own	Bi-ennial	Aim to maximise	58%	N/A	60%	N/A	Anna Collier	Jennifer Shepherd
NEW	The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level	only keep if keeping satisfaction with st cleansing	4 monthly	Aim to reduce	N/A	6.50%	6.00%	5.50%	John Edwards	Jennifer Shepherd
NEW	The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level	only keep if keeping satisfaction with st cleansing	4 monthly	Aim to reduce	N/A	18.00%	17.00%	16.00%	John Edwards	Jennifer Shepherd
NEW	Total income derived from environment and public realm projects	Reflects work being undertaken to relieve Council funding pressures	TBC	Aim to maximise	N/A	£40,000.00	Future targets will be budget dependent		George Gray	Jennifer Shepherd
NEW	Number of incidences of fly-tipping	Gives a wider view of the issues in waste beyond st cleansing	Quarterly	Aim to minimise	N/A	1200	1140	1083	Martyn Jeynes	Jennifer Shepherd
Existing	Percentage of household waste sent for reuse, recycling and composting (NI 192)	Long standing indicator should be retained	Quarterly	Aim to maximise	TBC	52.5%	55.0%	57.5%	Elizabeth Hazell	Jennifer Shepherd
Existing	Percentage change in number of victim based crimes / in all recorded crime	important context provider	Quarterly	Aim to minimise	TBC	Information only			TBC	John Littlemore
NEW	Number of safeguarding practitioners trained	Important and has a national profile	TBC	Aim to maximise	N/A	200	200	200	TBC	John Littlemore
NEW	Data capture of O2 Measure	Measure still to be defined	TBC	TBC	N/A	Measure still to be defined			Tracey Beattie	John Littlemore
<b>Respecting the character and heritage of our borough</b>										
Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
NEW	Extent to which Maidstone is making the area a better place to live	Replaces Satisfaction with local area as a place to live (Residents Survey) as it directly reflects perception of Maidstone working for the borough	Bi-ennial	Aim to Maximise	56%	N/A	58%	N/A	Anna Collier	Angela Woodhouse
Existing	Percentage of residents that agree they can influence decisions affecting their local area (Residents Survey)		Bi-ennial	Aim to Maximise	31%	N/A	35%	N/A	Anna Collier	Angela Woodhouse
Existing	Percentage of parishes that are satisfied with the level of communication and engagement they have with MBC (Parish Survey)		Annual	Aim to Maximise	N/A	Establish Baseline	N/A	N/A	Yasmine Gordine	John Littlemore

Encouraging Good Health and Wellbeing										
Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
Existing	Percentage of residents that consider themselves in good or very good health (Resident Survey)	To give context of borough perception	Bi-ennial	Aim to Maximise	81%	N/A	83%	N/A	Anna Collier	John Littlemore
New	Number of completed disabled facilities grants	Replaces average time taken to process disabled facilities grants (Days) as it is a better measure	Quarterly	Aim to Maximise	93	100	105	110	Ellie Kershaw	John Littlemore
Existing	User satisfaction at Leisure Centre	Long standing indicator should be retained	Quarterly	Aim to Maximise	79.75%	82%	84%	85%	Jason Taylor	Dawn Hudd
New	No of people successfully completing a course at the leisure centre following referral by GP	Indicated the key work that is being completed at the leisure centre around health. Not reflected in satisfaction	Quarterly	Aim to Maximise	Information Only				Jason Taylor	Dawn Hudd
New	Older isolated people prevented from social isolation through museum projects	Unique sector leading project, which is currently funded but will look to continue without funding which seeks to engage older people in learning in a community group to prevent social isolation	Quarterly	Aim to Maximise	Information Only				Museum Director	Dawn Hudd
Ensuring there are good Leisure and Culture attractions										
Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
Existing	Net contribution generated from commercial activities	Reflects work being undertaken to relieve Council funding pressures	Quarterly	Aim to maximise	£200k	TBC	TBC	TBC	TBC	Paul Riley
NEW	Footfall at the museum	This indicator reflects the investment the Council has made to ensure that an important cultural provision	Quarterly	Aim to maximise	N/A	TBC	TBC	TBC	Museum Director	Dawn Hudd
NEW	Number of children taking part in formal educational activities on and off site.	This indicator reflects the investment the Council has made to ensuring that an important cultural provision and a major draw to the Town Centre is maintained. The target is reflective of a reduction in investment	Quarterly	Aim to maximise	N/A	TBC	TBC	TBC	Museum Director	Dawn Hudd
Enhancing the appeal of the Town Centre										
Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
Existing	Percentage of vacant retail units in town centre	Long standing indicator should be retained	Quarterly	Aim to Minimise	TBC	TBC	TBC	TBC	John Foster	Dawn Hudd

<b>New</b>	Footfall in the town centre	Provides a better balance with vitality satisfaction	Quarterly	Aim to maximise	TBC	TBC	TBC	TBC	John Foster	Dawn Hudd
<b>New</b>	Number businesses benefiting from information advice and guidance	Replaces Desk space in enterprise hub Provides a more strategic view of the enterprise hub	Quarterly	Aim to maximise	TBC	TBC	TBC	TBC	Karen Franek	Dawn Hudd
<b>Securing improvements to the transport infrastructure of our borough</b>										
Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
<b>NEW</b>	The number of non car journeys made in Maidstone - Percentage of Maidstone journeys made using sustainable tranpost (bus, bikes)	Replaces Number of people signed up to Kent journeyshare - kent journey share is old hat and of reduced Importance, it is not representative of the objectiv. This indicator reflects the objectives in the ITS	Quarterly	Aim to maximise	N/A	Information Only			Tay Arnold	Rob Jarman
<b>NEW</b>	Number of school visits undertaken without a car as part of borough wide schemes	This indicator reflects the objectives in the ITS	TBC	Aim to maximise	N/A	Information Only			Tay Arnold	Rob Jarman
<b>Promoting a range of employment opportunities and skills required across the borough</b>										
Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
<b>NEW</b>	Percentage change in employee jobs (NOMIS)	Proposed to be removed - alternative measures being looked at	Quarterly	Positive growth	TBC	TBC	TBC	TBC	John Foster	Dawn Hudd
<b>NEW</b>	Percentage of people claiming Job Seekers Allowance	Proposed to be removed - alternative measures being looked at	Quarterly	Aim to minimise	TBC	TBC	TBC	TBC	John Foster	Dawn Hudd
<b>Existing</b>	Percentage of 16 to 18 year olds who are not in education, employment or training (NEETs)	Long standing indicator should be retained	Quarterly	Aim to minimise	Information only			John Foster	Dawn Hudd	
<b>Planning sufficient home to meet our borough's need</b>										
Status	Indicator	Reason for Inclusion	Frequency	Good Performance	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target	Responsible Officer	Responsible Head of Service
<b>NEW</b>	Processing of Major planning applications in 13 weeks	Increased importance to central government	Quarterly	Aim to maximise	N/A	80	85	87	Tay Arnold	Rob Jarman
<b>Existing</b>	Net additional homes provided (NI 154)	Long standing indicator should be retained	Annual	Aim to maximise	TBC	560	600	650	Tay Arnold	Rob Jarman
<b>Existing</b>	Number of affordable homes delivered (gross)	Long standing indicator should be retained	Quarterly	Aim to maximise	139	180	200	220	Andrew Connors	John Littlemore
<b>Existing</b>	Number of households prevented from becoming homeless through the intervention of housing advice	Long standing indicator should be retained	Quarterly	Aim to maximise	194	300 (reduced)	TBC	TBC	Ellie Kershaw	John Littlemore
<b>NEW</b>	Number of households housed through housing register		Quarterly	Aim to maximise	TBC	600	610	620	Andrew Connors	John Littlemore

## Policy and Resources Committee

**27<sup>th</sup> April 2016**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

### Public Realm Phase Three

<b>Final Decision-Maker</b>	Policy and Resources Committee
<b>Lead Head of Service</b>	Dawn Hudd, Head of Commercial and Economic Development
<b>Lead Officer and Report Author</b>	Fran Wallis, Local Economy Project Officer
<b>Classification</b>	Public
<b>Wards affected</b>	High Street, East

#### **This report makes the following recommendations to this Committee:**

1. That approval is given to go out to tender for the appointment of a design team for Phase 3 of the public realm (North end of Week Street and Gabriel's Hill)
2. That delegated authority is given to the Head of Mid Kent Legal Services to agree and enter into a contract with the successful bidder
3. That members note the parallel piece of work commissioned to produce a Public realm policy for the town centre set out in paragraph 2.12, a draft of which will be presented to the relevant committees in July.
4. That the aims of the project as set out in paragraph 2.9 in this report, and in full in Appendix 1 are approved
5. That approval is given to finance the public realm phase 3 project with capital costs of £3.1m, which include the design fees and the development of the HLF bid.

#### **This report relates to the following corporate priorities:**

- Keeping Maidstone Borough an attractive place for all – by improving the look and feel of the public realm in the town centre.
- Securing a successful economy for Maidstone Borough – by improving the look and feel of the public realm, it supports the Council's ambition to attract more premium retailers, as well as supporting existing local businesses.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Policy and Resources Committee	27 <sup>th</sup> April 2016

## Public Realm Phase 3

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report is seeking approval to progress with Phase 3 of the public realm improvement project, which follows on from Phases 1 and 2 which saw the improvements to the High Street. Phase 3 covers the north end of Week Street, from the entrance of Fremlin Walk to the junction with Station Road near Brenchley House; and the entire length of Gabriel's Hill from Jubilee Square down to the junction with Lower Stone Street.
  - 1.2 This report is seeking approval to go out to tender to appoint a design team the brief for which is set out in Appendix 1. Approval is sought for the funding required to carry out this piece of work, and to allow officers to appoint a design team. A report seeking approval of the designs will be presented back to the Committee prior to tendering the construction works.
- 

### 2. INTRODUCTION AND BACKGROUND

- 2.1 The Economic Development Strategy 2015 – 2031 contains priority actions, one of which is 'enhancing Maidstone town centre – we will promote the regeneration of Maidstone town centre as a high quality retail and leisure destination, and as a place to live and work'.
- 2.2 In December 2015 this committee received a report on the Maidstone Town Centre Strategic Development Plan 2015 – 2020. That report outlined a 5-year plan to ensure that the County Town achieves its full potential as the fastest growing, most dynamic urban centre in Kent, with a high quality environment and unique heritage appeal. The report then goes on to specify how the council will achieve this, and references 'raising the quality of the built environment and public realm'.
- 2.3 Within the 5-year action plan, Public Realm Improvements Phase 3 is referenced as an action for years 1-2 pending further decision. Gabriel's Hill is referenced in the action plan in years 3-5. Officers have brought forward Gabriel's Hill for a number of reasons: it receives high levels of footfall and there is an existing natural link with Jubilee Square and Week Street; including it with the Week Street commission provides economies of scale, but also continuity of the design; the council is aware of investment potential from the owners of the Mall – improving the public realm here will accelerate that investment. In addition, following a positive site meeting with a representative from Historic England, officers have included Gabriel's Hill as it could potentially take advantage of an HLF bid (see point 2.14 below)
- 2.4 The report also references the fact that Maidstone dropped nearly twenty places in the National Retail Hierarchy or shopping centres, from 33<sup>rd</sup> in 2007 when Fremlin Walk opened, to 52<sup>nd</sup> in 2013. Maidstone town centre currently competes with neighbouring towns to attract shoppers, but in

particular Bluewater, and Ashford Retail Outlet – both of which have major growth plans.

### Phases 1 and 2 Successes

2.5 In 2012/13, Maidstone Borough Council (MBC), in partnership with Kent County Council (KCC), implemented Phases 1 and 2 of the High Street Regeneration Project, to respond to the challenges of developments in retail provision in other areas of the town, which had left the High Street being overlooked by shoppers and visitors. MBC and KCC therefore invested £3.5m in enhancing the public realm around the High Street, and creating Jubilee Square at the upper end of the High Street, and Remembrance Square at the lower end towards the River Medway. Phase 1 was completed in June 2012, and Phase 2 in May 2013. An evaluation of Phases 1 and 2 was carried out in 2015 by Mott Macdonald, it found that the works have had a generally positive impact on the town centre<sup>1</sup>. In summary:

- Overall, nearly 85% (283 respondents) from a High Street Survey rated the High Street improvements as good or very good.
- The vast majority of retailers (26 out of 34) rated the improvement works as good or very good.
- Discussions with retailers occupying sites that were registered as vacant prior to the works revealed that an estimate of 45 FTE jobs are now provided on these sites that were not supported prior to the works
- Given that trade in the area is plausibly worth £160m a year, applying a 1% attribution would suggest a turnover increase of £1.6m per annum as a result of the High Street improvements.
- Over a 10 year period, the improvements to the High Street could lead to an uplift of just over £13m in turnover to the local retail economy.

### Phase 3 Economic Benefits

2.6 Phase 3 identified three roads in the town requiring improvements to their public realm. In 2015 a 'Pedestrian Environment Review System' (PERS) audit was carried out on the north end of Week Street, Gabriel's Hill and Earl Street<sup>2</sup>. A PERS audit is a tool which allows the quality of the existing and proposed public realm to be quantified. This then allowed MBC to prioritise which roads to improve next to achieve the best return on the investment.

2.7 Week Street was revealed to be the area that would receive the largest increase in public realm quality, with Gabriel's Hill likely to receive the next highest level of benefits to the pedestrian environment. Earl Street is estimated to receive the lowest level of uplift to the public realm, and this is

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<sup>1</sup> Maidstone High Street Improvement Works; Economic Impact Assessment, Mott Macdonald 2015.

<sup>2</sup> Maidstone Phase 3 Improvement: PERS Audit and Economic Impact Assessment: Mott Macdonald 2015

largely due to the existing pedestrian environment being of a higher quality than the other two schemes.

- 2.8 As the PERS audit identified the north end of Week Street and Gabriel's Hill as benefitting the most from improvements to their public realm, this report, and Phase Three of the public realm improvements focusses on these two roads.

#### Aims of the Project

- 2.9 As per the scope of Phases 1 and 2, the aim of the Phase 3 is to:

- Reduce premises void/vacancy rates
- Increase land and property values
- Increase footfall
- Generate additional expenditure
- Create jobs and employment opportunities

In addition to the above aims, Phase 3 will also:

- Raise the standard of the town centre to attract investors
- Improve the overall image of the town centre

- 2.10 The key objectives of the design brief which consultants are being asked to respond to are as follows:

- To show a level 'shared surface' i.e. no kerbs
- To rationalise street clutter and furniture
- Create a 'gateway' into the town, both from the station, and at the bottom of Gabriel's Hill
- Use high quality materials which are fit for purpose i.e. suitable for daily use by delivery vehicles, easy to clean, maintain, repair/replace
- Be accessible for all
- Be sensitive to the various heritage assets and points of interest
- Represent good value for money
- Be sensitive to the rest of the public realm materials in the town.

- 2.11 A Public Realm Officer Group has been established including representatives from economic development, environmental services, property, finance and parking services. A representative from KCC who was on the group for phases 1 and 2 has also been invited to re-join the group. This group has considered the aims and objectives of phase three, and have had input into the design brief in Appendix 1.

#### Additional work – for information

- 2.12 In addition to the design brief for Phase 3 of the public realm, consultants have been appointed to carry out a piece of work on public realm and public art. FrancisKnight Public Art Consultants will work with officers and members to produce a policy which can be incorporated into a Supplementary Planning Document (SPD). The intention is to clarify what materials (including street furniture) should be used and confirm the colour palette etc. should be used in the town centre. They will also be producing a policy on how MBC should be using art to interpret the rich history and heritage of the borough. This policy will be presented to the relevant committees in August for approval of this piece of work before



implementation. The design team working on phase 3 will work closely with Francis Knight to enable their findings to be taken into account in the designs for Week Street and Gabriels Hill.

2.13 An additional piece of work which the design consultants for Phase 3 will need to consider is the works proposed at Maidstone East Station. The Phase 3 design team will be required to work with the Maidstone East project team, to ensure that the two schemes align – for example how the two schemes connect at Station Road –see dotted line in Appendix 2. By timing the Phase 3 works now, MBC can take the opportunity to ensure that the public realm works, and the station refurbishment can coincide.

2.14 An opportunity has potentially arisen for MBC to apply for funding to the Heritage Lottery Fund Townscape Heritage initiative, following a suggestion from a representative from Historic England. The Townscape Heritage programme is for schemes which help communities improve the built historic environment in conservation areas. Officers are currently investigating this further with a view to submitting Gabriel's Hill as a scheme. The HLF bid could be used to complement the public realm works, by making improvements to the built environment e.g. shop fronts. The first stage bid deadline is August 2016. Should the HLF bid be successful the timetable for Gabriels Hill will change and implementation will be later in 2017/18.

#### 2.15 Proposed Timetable

Based on MBC using a compliant framework for the procurement process.

Approval to proceed	27 <sup>th</sup> April 2016
Go out to tender using a compliant framework	Early May
Deadline for consultants to respond	Early June
MBC project team to review tenders received	Mid June
Appoint consultants	Late June
Inception meeting	Late June
Consultants to carry out surveys e.g. topographical	Early Aug
Initial sketch proposals/ideas back to Members (incl. Ward members)	Mid July
Consultants produce outline designs and consultation materials	End Jul/Aug
Officers report back to P&R with designs	28 <sup>th</sup> Sep
Consultants produce detailed construction drawings	Oct/Nov/Dec
Procurement process for construction phase	Jan 2017/Feb
Appoint contractors	March
Start on site	May

### 3. AVAILABLE OPTIONS

3.1 Option 1: Do nothing. Members could choose to reject this report and the recommendations made. The disadvantage of choosing this option is that the north end of Week Street will continue to suffer from continued deterioration in the surface materials, which then affect the look and feel of

the whole street. MBC will not be able to take advantage of tying into the improvements planned at Maidstone East station. Gabriel's Hill will also continue to decline in its appearance, and both streets will continue to struggle to attract new businesses and investment.

- 3.2 Option 2: Members agree to this report and the recommendations as set out at the beginning, in particular agreement to go out to tender, using the design brief as set out in Appendix 1.

#### **4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 4.1 Option 2 is the preferred option for the reasons set out in this report. The success of Phases 1 and 2 on the High Street demonstrate that by improving the public realm, the whole area can experience an uplift.

#### **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 Once the design consultants have been appointed, there will be regular meetings with the Public Realm Officer group, and as part of their work, they will be expected to consult with all affected businesses, officers from MBC and KCC, as well as other stakeholders and access groups, including ward members.

#### **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 6.1 Once approval is given by this committee, the tender will be sent out for consultants to respond to. Following advice from the Procurement Manager, it is most likely that a compliant framework will be used. Tenders will then be scored, as per the design brief in Appendix 1, which states how the tenders will be scored. The appointed design team will engage with stakeholders and develop design ideas. A key requirement of the consultants is for them to produce very early sketches to show their design intent. This will be reported back to members as per the timetable in paragraph 2.15.
- 6.2 The preferred design will be reported back to Committee for approval and to seek approval to go out to tender to appoint a contractor. At this stage detailed designs will then be developed to enable planning applications to be submitted (if required) and construction tender documentation to be produced. A contractor will be appointed and works should start in this financial year.

#### **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	This project directly delivers the ambition of both corporate	[Head of Service or

	priorities.	Manager]
<b>Risk Management</b>	The project will have a risk assessment undertaken in accordance with the Council's risk management framework	[Head of Service or Manager]
<b>Financial</b>	Funding is available in the capital programme to complete the works subject to the approval of this committee	[Section 151 Officer & Finance Team]
<b>Staffing</b>	At this stage the project will be managed within existing staff resources. Staff input will be needed to support the HLF bid.	[Head of Commercial and Economic Development]
<b>Legal</b>	There is a requirement for Mid Kent Legal services to agree to and enter into a contract with the successful consultant. The potential cost of the consultant will also make the procurement subject to EU procurement rules	Deputy Head of Legal Partnership
<b>Equality Impact Needs Assessment</b>	An EIA will be carried out on the proposed designs to ensure compliance	Policy & Information Manager
<b>Environmental/Sustainable Development</b>	None at this stage	[Head of Service or Manager]
<b>Community Safety</b>	None at this stage. Community safety will be considered as part of the design process and engagement with stakeholders	[Head of Service or Manager]
<b>Human Rights Act</b>	None at this time	[Head of Service or Manager]
<b>Procurement</b>	Appropriate procurement processes in line with the Council's Commissioning & Procurement Strategy will be followed.	[Head of Property and Procurement]
<b>Asset Management</b>	Ongoing cleaning and maintenance of the designs will be considered within the consultation with stakeholders	[Head of Streetscene]

## **8. REPORT APPENDICES**

The following documents are to be published with this report and form part of the report:

- Appendix I: Maidstone Town Centre Public Realm Design Brief
- 

## **9. BACKGROUND PAPERS**

**Maidstone Town**  
**Centre Public Realm**  
**Regeneration**

Public Realm Design Brief  
North End of Week Street & Gabriel's Hill

1. Introduction

- 1.1. Maidstone Borough is situated in the heart of Kent, and the town itself is the county town of Kent.

Maidstone town is situated to the north-west of the borough and approx. 70% of the borough's population live in the urban area. Maidstone has a strong commercial and retail town centre, and is the largest traditional town centre retail area in Kent, with approx. 141,000m<sup>2</sup> of retail floor-space within the town centre boundary.

- 1.2. The emerging Local Plan sets out the spatial vision and objectives for the town centre which include:

“By 2031 prosperity will be achieved through sustainable economic growth across the borough supported by the creation of employment opportunities, the regeneration of key sites, continued investment in the town centre and improvements to access. The town centre will be a first class traditional town centre that will enable Maidstone to retain its role in the retail hierarchy of Kent by the creation of a distinctive, accessible, safe high quality environment for the community to live, work and shop in. The town centre will be regenerated by encouraging a wide range of new development including shops, businesses, residential development, cultural and tourism facilities, and enhanced public spaces.”

- 1.3. Maidstone town centre is the primary traditional shopping town in Kent, with a good balance of major, national retailers alongside a strong independent offer. There are two main shopping centres

- The Mall which is an undercover shopping mall, built in the 1970s, and is currently undergoing investment and development; and
- Fremlin Walk which was built in 2007. There are two smaller shopping centres – The Royal Star Arcade and Market Buildings both of which contain small independent businesses. In addition to these are the main shopping roads consisting of the High Street, Week Street, Gabriel's Hill, Union Street, Pudding Lane and Earl Street which is a particular focus for restaurants and cafés. Appendix 1a and 1b shows the primary and secondary retail frontages.

- 1.4. An opportunity has now arisen to significantly enhance the public realm along a section of Week Street, from Maidstone East Station to Fremlin Walk; and the entire length of Gabriel's Hill from Jubilee Square to Lower Stone Street. This brief has been developed by MBC, in consultation with KCC, who are the Highways Authority for the area in question.

## 2. Background

2.1. In 2012/13, Maidstone Borough Council (MBC), in partnership with Kent County Council (KCC), implemented Phases 1 and 2 of the High Street Regeneration Project, to respond to the challenges of developments in retail provision in other areas of the town, which had left the High Street being overlooked by shoppers and visitors. MBC and KCC therefore invested £3.5m in enhancing the public realm around the High Street, and creating Jubilee Square at the upper end of the High Street, and Remembrance Square at the lower end towards the River Medway. Phase 1 was completed in June 2012, and Phase 2 in May 2013.

2.2. The main objectives of the High Street Regeneration Project were to:

- Reduce premises void/vacancy rates
- Increase land and property values
- Increase footfall
- Generate additional expenditure
- Create jobs and employment opportunities

2.3. Following the successful completion of Phases 1 and 2, MBC now has funding available to complete Phase 3 of the works. This brief sets out the urban design requirements for the North End of Week Street and Gabriel's Hill. It is envisaged that the design will follow best practice in urban design, taking into account the rich heritage of the area, and the already completed works in Phases 1 and 2, which set a standard for subsequent public realm works within Maidstone Town Centre.

2.4. The objectives for Phase 3 of the public realm are those covered in 2.2 above, but also the following:

- To raise the standard of the town centre to attract investors
- To improve the overall image of the town centre

## 3. Areas of Study

3.1. The extent of the Phase 3 works cover two roads in the town centre – Week Street and Gabriel's Hill.

### North End of Week Street

3.2. The plan at Appendix 2 shows the full area to be considered for this piece of work, which covers the North End of Week Street, from the entrance to Fremlin Walk, up to the junction with Station Road. Please note that there is an additional area on Station Road which will need to be taken into consideration – as per 3.5 below).

3.3. This section of Week Street is open to traffic before 10.30am, and after 5.30pm –to allow deliveries to the shops and businesses. Vehicles enter Week Street from the junction with Station Road, and exit down either down St Faiths Street, Earl Street, or at the junction with the High Street. During the day, Week Street is pedestrianised. See map appendix 3. Currently there is a gate located just after the junction with Brewer Street, which is closed at 10.30am – however in the new scheme, it has been agreed that this gate can be removed altogether.

- 3.4. Although most of Week Street is public highway, there are a few private forecourts on one section of the road. It is envisaged that the design will be able to continue onto these forecourts, however clearly agreement will be required from the owners.
- 3.5. The brief also includes a short length of Station Road leading off Week Street alongside Maidstone East Station. Maidstone East Station is due to undergo major refurbishment, and part of their works will include this section of road down the side of the station. Although this area will be designed by the project team for Maidstone East, it is essential that the end of Week Street ties in with their proposals. An indicative early drawing of the Maidstone East proposals can be found at Appendix 4. The project team for Phase 3 of the Public Realm will be put in contact with the project team for Maidstone East, to ensure this continuity.

#### Gabriel's Hill

- 3.6. The plan at Appendix 5 shows the full area to be considered. The section of Gabriel's Hill in question, is from the junction with Jubilee Square, down to Lower Stone Street and the junction with Palace Avenue.
- 3.7. Gabriel's Hill is open to traffic before 10.30am, and after 5.30pm –to allow deliveries to the shops and businesses. The road is one-way – vehicles enter from Lower Stone Street, and exit at the top of the hill, on to the High Street. During the day it is pedestrianised. Currently there is a gate at the bottom of Gabriel's Hill – it has been agreed that this can be removed. Appendix 6 shows the current traffic restrictions.
- 3.8. There may be private forecourts on Gabriel's Hill as well.

#### 4. Current Issues and Opportunities

##### Week Street

- 4.1. The section of Week Street from Fremlin Walk to Maidstone East, currently has a mixture of surface materials, ranging from red blocks, to paving slabs and tarmac – each in varying degrees of quality and age. Parts of Week Street are level, while other sections have a kerb. As mentioned in 3.4, there are also some private forecourts. The width from building to building varies, as does the width of sections of tarmac demarcating the road, and the pavements (with and without kerbs). There is a mixture of street furniture and clutter along this section, ranging from telecoms boxes, lamp columns, signage, bins and trees in planters etc. There is also a strong likelihood that many of the retail premises will have basements extending under Week Street.
- 4.2. A key opportunity is the redevelopment of Maidstone East which is a key project to reinvigorate this end of town. Despite the poor quality of the existing public realm, the entrance to Week Street from the station is a key gateway into the town – however it currently does not give a very good 'first impression'.

### Gabriel's Hill

- 4.3. Gabriel's Hill currently has a tarmac road surface and pavements of varying width on either side, with standard paving slabs, all of a reasonable overall quality. There is a mixture of street furniture and clutter along this section, ranging from telecoms boxes, lamp columns, signage, bins and trees etc. There is also a strong likelihood that many of the retail premises will have basements extending under Gabriel's Hill.
- 4.4. A key opportunity is the potential redevelopment of The Mall shopping centre. In addition, MBC is currently investigating the possibility of submitting a bid to the Heritage Lottery Foundation for their Townscape Heritage grant scheme.

## 5. Planning Status

### Week Street

- 5.1. A small section of Week Street is within a conservation zone. Appendix 7a shows the area of the conservation zone.
- 5.2. There are two listed buildings on Week Street:
- 55, 55A and 57 Week Street – Grade II listed (currently occupied by Tiger)
  - 108 Week Street – Grade II Listed (currently occupied by Mumu)

### Gabriel's Hill

- 5.3. The entire length of Gabriel's Hill is in a conservation zone. Appendix 7b shows the area of the conservation zone, and there are several listed buildings along its length.

## 6. Related Initiatives

- 6.1. Network Rail and South Eastern are carrying out a programme of improvements at Maidstone East Station. It is essential that the improvements to Week Street tie-in with the works at the station. Network Rail and South eastern are working closely with MBC on their plans, and designs will be shared as soon as possible. The current programme states that design approval will be in Aug/Sep 2016, construction to start winter 2016, and completion spring 2017.
- 6.2. MBC is currently aware of 2 private investment plans on this section of Week Street:
- McDonalds is proposing to carry out a major refurbishment this year.
  - MuMu's has recently submitted planning permission for a change of use, and extensions to create a Spa Hotel – the frontage of which will be on Brewer Street. Decision on the planning permission is due June 2016.
- 6.3. MBC have recently appointed FrancisKnight to create a Public Realm Plan incorporating Public Art Policy. This is an emerging piece of work, which is intended to ensure that all future public realm works in the town centre are designed in a more 'strategic' way. The design team will need to take into account the findings of this piece of work, which is due to be completed in August 2016.



## 7. Budget

7.1. The proposed budget for the entire scheme is £3million including professional fees, but excluding VAT.

## 8. Scope of Services

- 8.1. MBC wish to appoint a multi-disciplinary consultant team, with a proven track record in public realm design. Professional services are required from urban design and landscape architects, with appropriate technical support from transport planners, highway designers, and civil engineers as well as any other areas of expertise as the consultant sees fit. It is envisaged that there will be a separate appointment for a Quantity Surveyor/Cost Consultant.
- 8.2. MBC envisages that this project will be broken down into stages. An early stage will be for the consultants to produce some early rough sketches and ideas to be presented to Members. This will allow Members to choose and agree the style of the public realm (e.g. a modern approach or a more traditional style). The first stage will relate to RIBA stages 0 – 2, and the second stage will relate to RIBA stages 3-4. MBC would like the fee proposal to be broken down into the two stages mentioned above. The construction phase (RIBA stages 5-6) will be procured under a separate brief, however it will be expected that the design consultant will have involvement in this phase of the project as well. An indication of the cost for the consultant to be involved in the construction phase should be provided.
- 8.3. Whilst drawing up the outline designs it is expected that the consultants will work with officers from MBC and KCC as well as the retailers affected, and any other stakeholder and access groups. At the end of stage 1 (RIBA stage 2) MBC will then go out to public consultation on the outline designs proposed by the consultants. It is therefore essential that the design team have the ability to show what the public realm areas *could* look like. High quality visuals are required to 'sell' the designs to all stakeholders. In particular officers and council Members will need to be able to see the benefits. Following public consultation the chosen option for each area will be presented to Committee, for approval to progress to the detailed design phase.

## 9. Objectives of Brief

9.1. To produce two different outline designs for each road i.e. two options for the design of Week Street from Fremlin Walk to Station Road; and two options for the design of Gabriel's Hill. To create a high quality public realm, that provides a distinct sense of place.

Specifically options for each road should:

- show the entire length as a level, shared surface
- rationalise street furniture and clutter
- provide additional seating where appropriate

- create a sense of place to each area
- create a 'gateway' at the Station Road junction on Week St, and at the bottom of Gabriel's Hill, to provide a sense of welcome to visitors
- show an increase in the quality and functionality of the public space, particularly for pedestrian use
- use high quality materials which are suitable for daily (albeit restricted) use by large delivery vehicles
- maintenance – provide a scheme which is low-cost and easy to maintain – in terms of daily cleansing schedules, as well as durable and easy to repair/replace if the need arises
- where appropriate, tree planting should be included – being mindful of the species of tree and its growth rate, watering needs, and leaf/berry drop
- provide opportunities for art to be incorporated into the design
- be accessible to all being particularly mindful of disabled access
- make it easier for pedestrians to navigate their way around the town, and be better connected to the surrounding area and points of interest
- be sensitive to the various heritage assets and points of interest, in particular listed buildings
- provide indicative costs for implementing each proposal
- represent good value for money

9.2. The designs for Week Street must integrate with the Maidstone East Station redevelopment proposed by South Eastern, which is planned to be implemented in the last quarter of 2016/17.

## 10. Outputs

### 10.1. Stage 1 – Week Street & Gabriel's Hill (RIBA stages 0-2):

- Production of very early sketches to show design intent/ideas
- Review of streetscape and traffic regulations undertaken to date
- Site investigations into the location of utility services
- Topographic survey
- High quality consultation materials for public and stakeholder consultation
- Report on stakeholder and public consultation responses
- Plans/drawings in pdf and other formats as requested e.g. jpeg
- High quality artist's impressions of options
- Details of proposed materials including surface material, street furniture
- Details of any proposed colour palette for materials
- Suggested phasing and timescale of construction (being mindful of works at Maidstone East Station)
- Outline initial and in-use costings

### 10.2. Stage 2 – Week Street & Gabriel's Hill (RIBA stages 3-4)

- Production of detailed technical construction drawings and specification for all materials

- 10.3. Any surveys, drawings and plans should be provided in pdf, CAD and any other format as required.

## 11. Stakeholders and Consultation

- 11.1. The consultants will be required to produce very early sketch designs/ideas to be presented to Members. This will allow them to agree the style for consultants to follow e.g. a traditional approach, or a more modern and bold design style.
- 11.2. The consultants will be expected to work closely with officers from MBC and KCC in particular. There will also be a requirement to work with the land owners and businesses that have a private forecourt which we intend to carry out works on as well as all other retailers in the affected areas. They will also need to consult with any other stakeholders and access groups.
- 11.3. The consultants will need to also work with Network Rail, South Eastern, and their design contractors. Any contact will be via officers from MBC to ensure a joined up approach to this particular area.
- 11.4. The consultants will also be expected to work with FrancisKnight, who are producing the strategy for Public Realm Plan incorporating Public Art Policy.
- 11.5. The proposed designs will be presented to MBC's Policy and Resources Committee, for approval to continue to the detailed design phase.

## 12. Relevant Documents and Strategies

- 12.1. Listed below are the various documents and strategies which the consultants need to be aware of:
- Emerging Local Plan
  - Maidstone High Street Improvement Works: Economic Impact Assessment (Mott MacDonald, Oct 2015)
  - Maidstone Phase 3 Improvements, PERS Audit and Economic Impact Assessment (Mott MacDonald, Oct 2015)

## 13. Submission Format and timetable

- 13.1. Consultant teams should submit the following material with their bid:  
Details of consultant's proposals to fulfil the brief including initial thoughts on the vision, objectives and identified outputs. This should be no more than 3 sides of A4.  
particular consultants should present examples of previous work on consultation and

stakeholder engagement. A key component of this project is to be able to 'sell' the design to members and stakeholders with quality imagery.

- Details of specific, relevant experience/track record – including that of those individuals who would be specifically working on this project.
- Details of project team members, including specialist sub-consultants if necessary, their proposed roles and reporting lines.
- A lump sum fee, broken down into stages, to deliver the outputs identified in the brief, including details of hourly fee rates for all team members. The fee must include all disbursements, including draft and final documentation and presentation of material for consultation purposes.
- A draft programme for this stage, which covers the tasks/outputs set out in the brief and the follows the proposed timescale indicated below.

Appoint consultants	Late June
Inception meeting	Late June
Consultants to carry out surveys e.g. topographical	Early Aug
Initial sketch proposals/ideas back to Members (incl. Ward members)	Mid July
Consultants produce outline designs and consultation materials	End Jul/Aug
Consultants report back to Policy & Resources committee with designs	28 <sup>th</sup> Sep
Consultants produce detailed construction drawings	Oct/Nov/Dec
Procurement process for construction phase	Jan 2017/Feb
Appoint contractors	March
Start on site	May

#### 14. Selection Process and Evaluation criteria

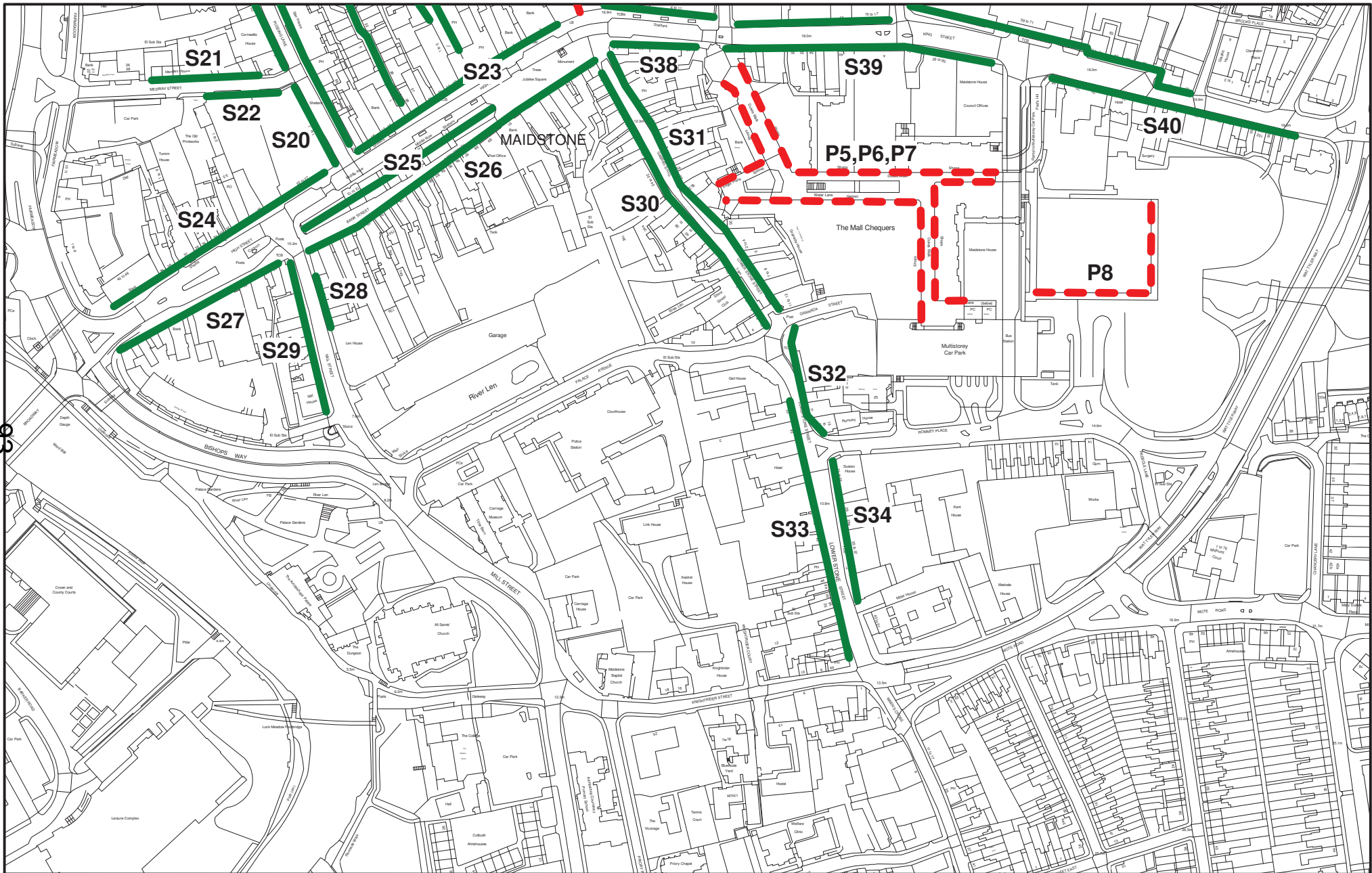
- 14.1. Selection will be carried out by a client group of Council officers from MBC and KCC, chaired by the Head of Economic and Commercial Development. The contract will be awarded on the basis of which quotation is assessed as being the most economically advantageous, having regard to price and quality weighted at 40% and 60% respectively.

##### Assessment Criteria

Criteria	Weighting
Response to project objectives including enhancement of local character, sensitivity to	20
Ease of maintenance with appropriate choice of material and colour palette	10
Viability of the design including affordability and practicality of implementing and maintaining.	15
Examples of work carried out elsewhere showing clear communication of ideas through illustrations and text, and unique designs to transform locations with experience of getting buy-in from stakeholders, Members and the	15

Fee proposal	40
TOTAL	100

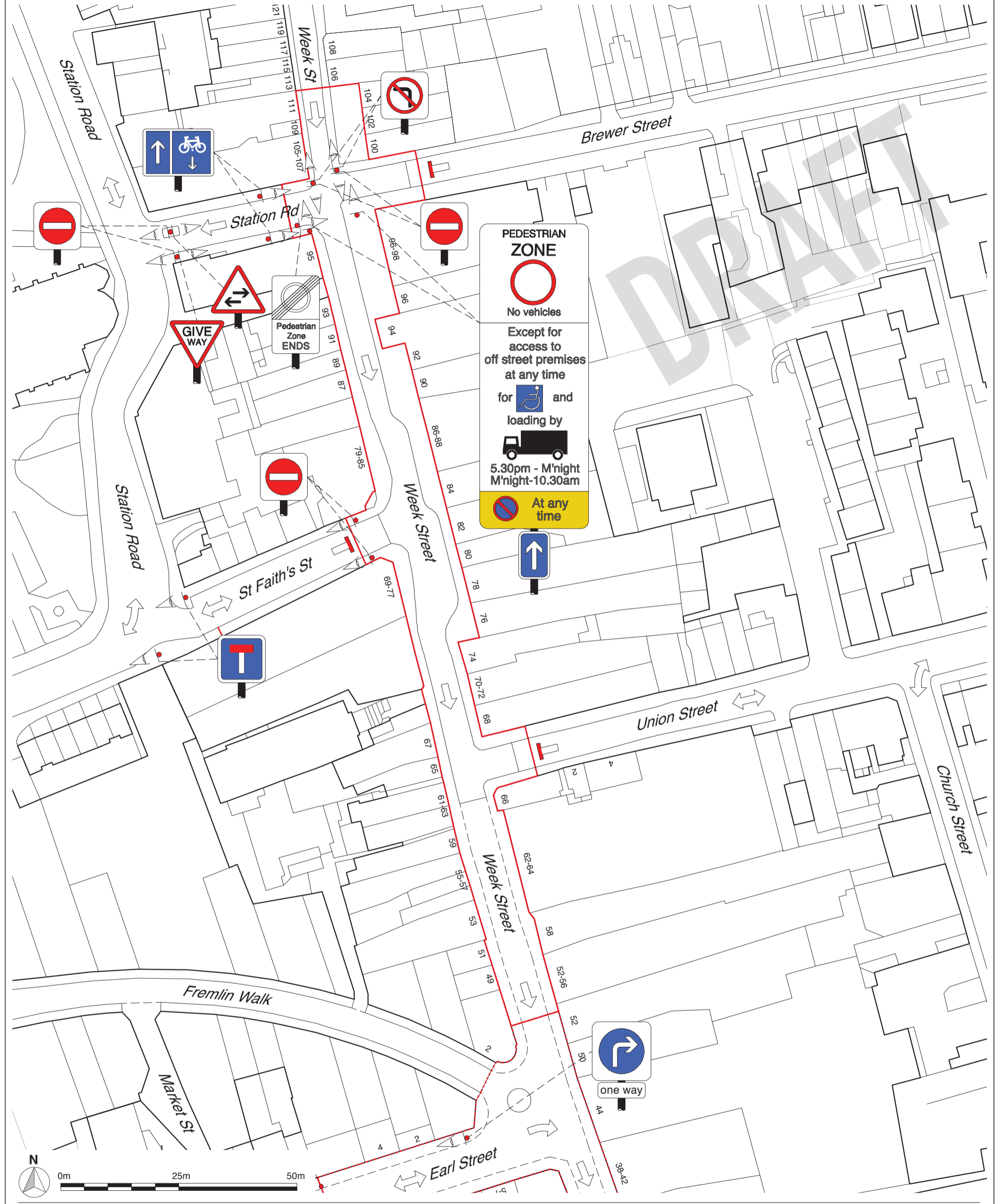






Week Street Proposed Layout  
Scale 1:1250








**PEDESTRIAN ZONE**

 No vehicles

Except for access to off street premises at any time for  and loading by 

5.30pm - M'night  
M'night-10.30am

 At any time

- Notes**
-  Phase 3 - Week St (A)
  -  Existing traffic movements
  -  No through route for traffic

**Studio 10**  
Ayr Street Workshops  
Ayr Street  
Nottingham  
NG7 4FX

Telephone  
0115 911 0734

Facsimile  
0115 911 0734

**Drawing Title**  
Week Street (A)  
- existing TRO's

**Drawing No.**  
sk602

**Scale**  
1: 750

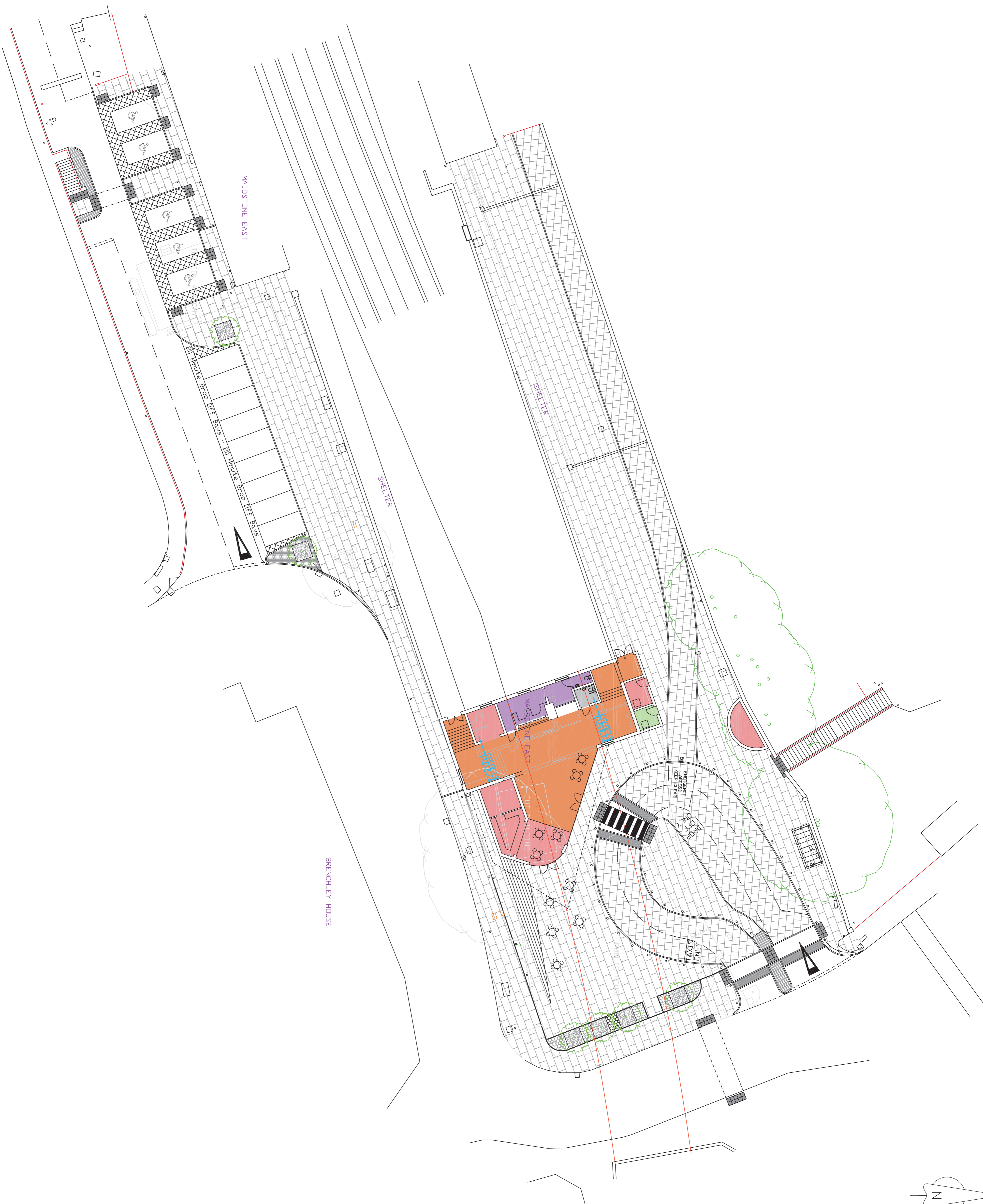
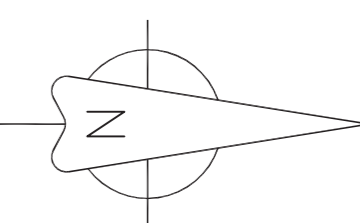
**Project**  
Maidstone Public Realm  
Improvement Project  
PHASE 3

**Revision**  
/

**DRAFT ISSUE**

**Date**  
12.02.14

- Key**
- Booking Hall
  - Ticket Office (Inc Staff Mess)
  - Tenancy
  - Accessible WC
  - ATM Room
  - Cleaners Cupboard
  - Pedestrian Paving
  - Access Vehicle Paving
  - Hazard Paving
  - Planting



REV. DESCRIPTION	DRAWN DATE
P1 Preliminary Issue	AST 29/1/16
	CHLD APPELD
	JB PJ



Office of Origin  
WSS Construction Consultants  
Park Farm Road  
Folkestone  
Kent  
CT19 9DU 01303-859098



Design Stage - RIBA/CRP:

Stage	Strategic Definition	Preparation and Brief
Stage 01	<input type="checkbox"/>	<input type="checkbox"/>
Stage 02	<input type="checkbox"/>	<input type="checkbox"/>
Stage 03	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Stage 04	<input type="checkbox"/>	<input type="checkbox"/>
Stage 05	<input type="checkbox"/>	<input type="checkbox"/>
Stage 06	<input type="checkbox"/>	<input type="checkbox"/>
Stage 07	<input type="checkbox"/>	<input type="checkbox"/>
Stage 08	<input type="checkbox"/>	<input type="checkbox"/>

Drawn by:	Date:
A. Thompson	29/1/16
Checked by:	Date:
J. Booth	29/1/16
Approved by:	Date:
P. Johnson	29/1/16

Project Title:  
Madstone East Railway Station

Scale:  
1:200 on A1 paper

Drawing Title:  
Proposed Layout - Option D

Project Drawing No.	Revision:
WSS/273525A/006	P1



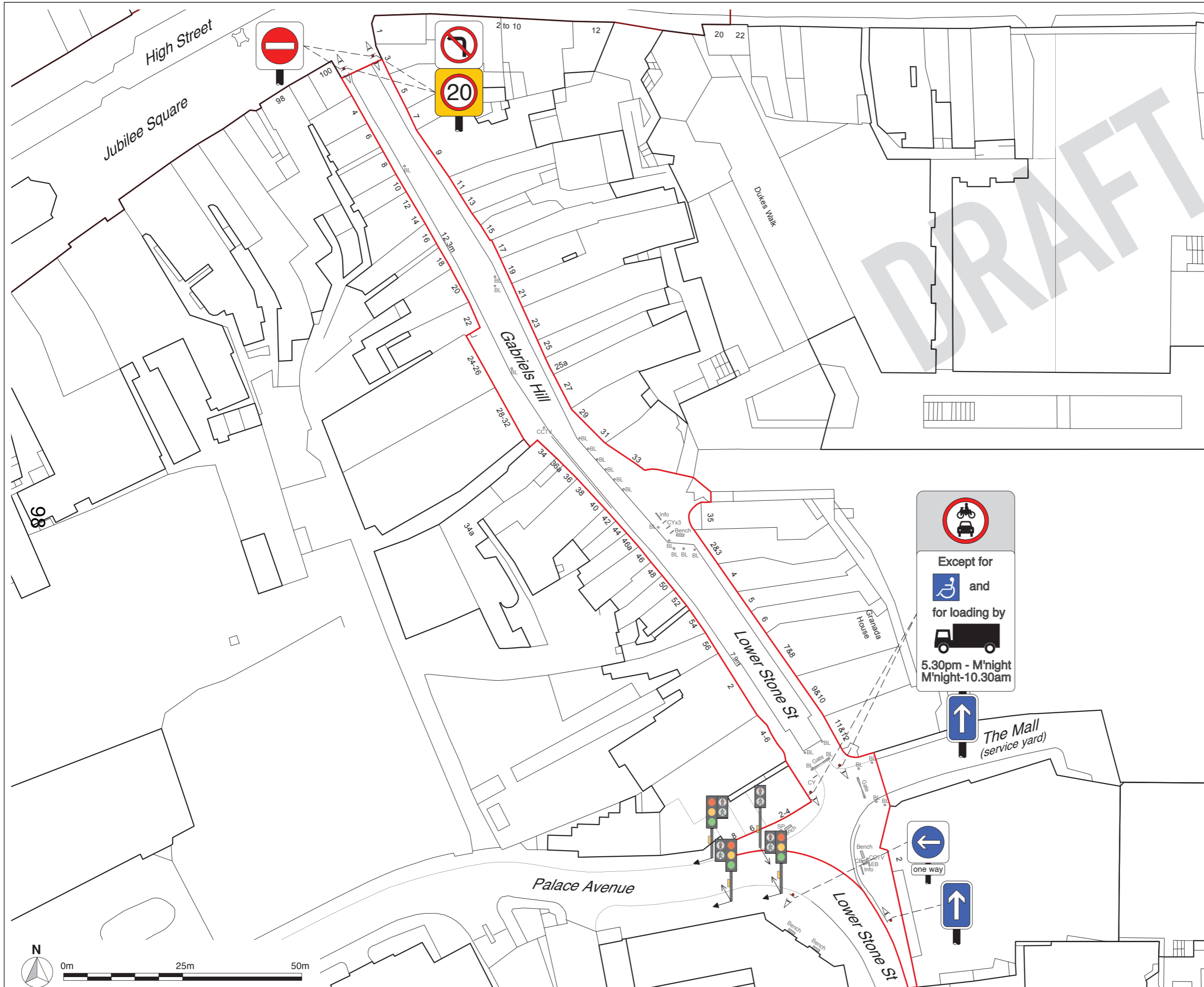
**Gabriels Hill Proposed Layout**

Scale: 1:1250

Printed on: 15/4/2016 at 12:23 PM

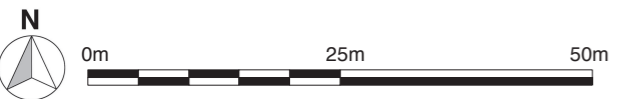
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**Notes**  
 Phase 3 site area - Gabriels Hill

Except for  
 and  
 for loading by  
  
 5.30pm - M'night  
 M'night-10.30am



**DRAFT ISSUE**

**Date**  
03.02.14

**Scale**  
1: 750

**Revision**  
/

**Drawing No.**  
sk502

**Drawing Title**  
Gabriels Hill  
- Existing TRO / signage

**Project**  
Maidstone Public Realm  
Improvement Project  
PHASE 3

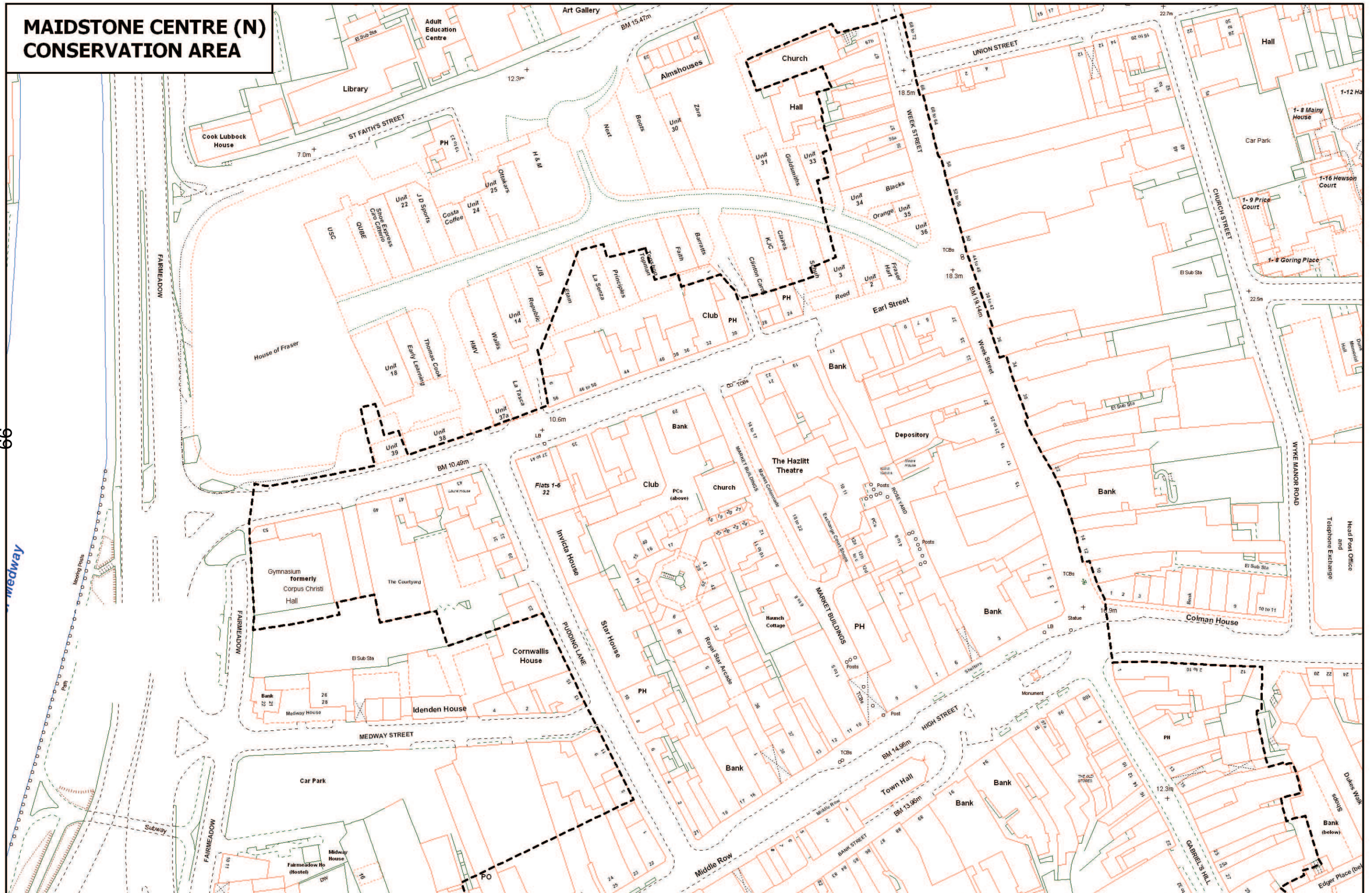
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**Facsimile**  
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LettsWheeler  
 www.lettswheeler.com

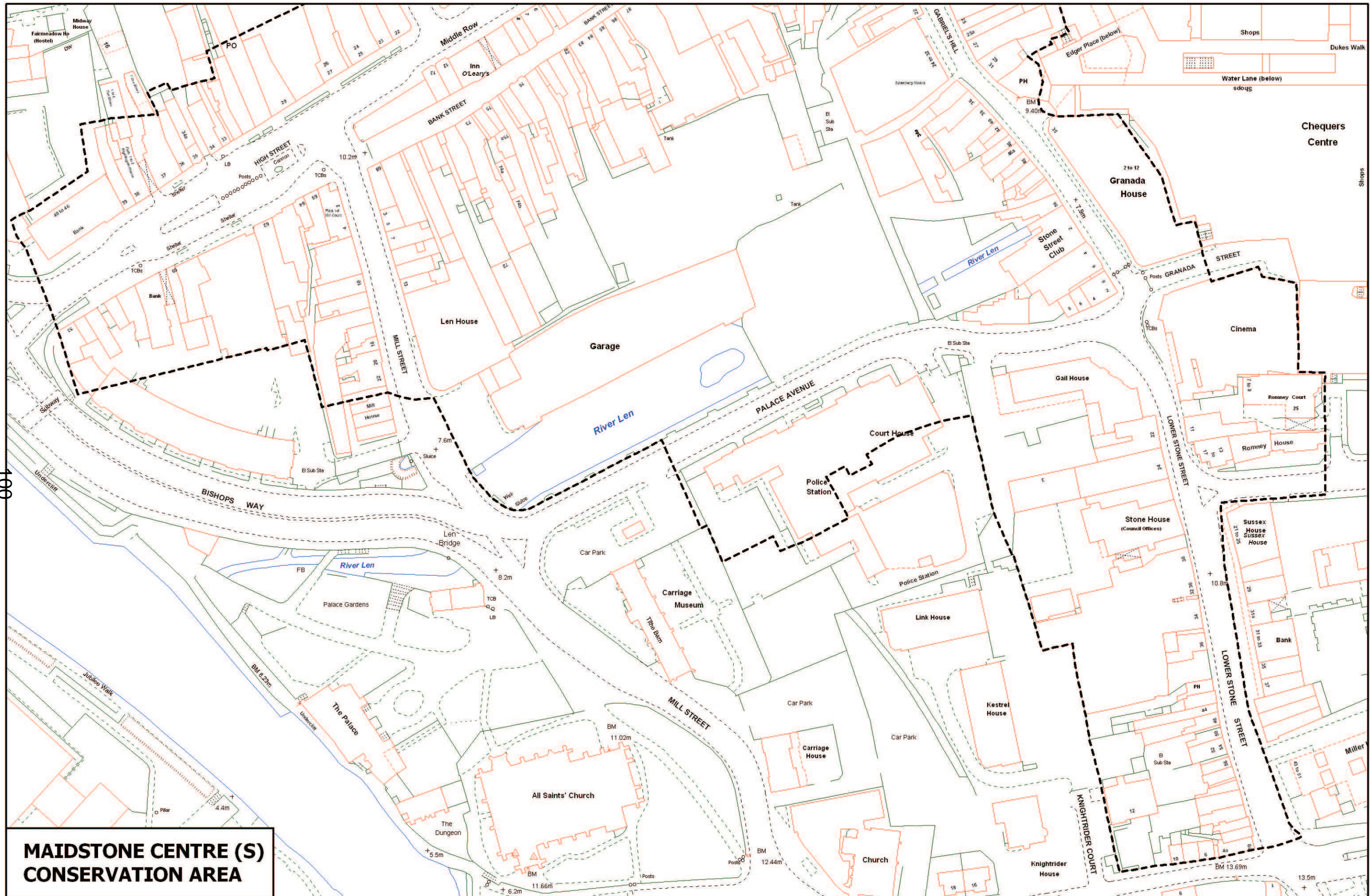
# MAIDSTONE CENTRE (N) CONSERVATION AREA



**THE MAIDSTONE BOROUGH COUNCIL**



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100

**MAIDSTONE CENTRE (S)  
CONSERVATION AREA**

**THE MAIDSTONE BOROUGH COUNCIL**



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<b>POLICY AND RESOURCES</b>	<b>27 April 2016</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Recruitment of a Director of Mid Kent Services

<b>Final Decision-Maker</b>	Policy and Resources Committee
<b>Lead Head of Service</b>	Alison Broom - Chief Executive
<b>Lead Officer and Report Author</b>	Lead Officer – Alison Broom Report Author – Estelle Culligan, Deputy Head of Legal Partnership
<b>Classification</b>	Public
<b>Wards affected</b>	All

**This report makes the following recommendations to this Committee:**

1. To confirm that the post of Director of Mid Kent Services will be employed by MBC.
2. To authorise the Chief Executive to start the process of recruitment and appointment.
3. To delegate authority to the Chief Executive to sign the collaboration agreement between the three Councils on behalf of MBC.

**This report relates to the following corporate priorities:**

- Keeping Maidstone Borough an attractive place for all -
- Securing a successful economy for Maidstone Borough -

The post is a crucial part of the shared services structure and contributes to all corporate priorities of the Council.

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Policy and Resources Committee	27 April 2016

# Recruitment of a Director of Shared Services

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report seeks authority to start the process of recruitment and appointment to the post of Director of Mid Kent Services (MKS)
  - 1.2 Budgetary approval for the post has been given by MBC, SBC and TWBC, within their 2016/17 budget meetings.
  - 1.3 However, formal approval for recruitment to the post has not yet been given by Policy and Resources Committee.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The current Director of MKS is seconded from his full time role at TWBC. His secondment ends on 31 July 2016 .
- 2.2 The MKS Board and each Council agree that the Director post is a valuable strategic lead for the shared services and the post should continue.
- 2.3 At its meeting on 17 December 2015, the MKS Board agreed that the post should be funded equally by contributions from the three Councils, for the first three years. It was envisaged that the post would become self financing from year four, through savings that it had achieved (and those savings would not be limited to the cost of the post).
- 2.4 The Councils have approved funding for an equal share of the cost of the post in their budget meetings for 2016/17 (MBC on 2 March, SBC on 17 February, TWBC on 24 February).
- 2.5 The MKS Board agreed at its meeting in March 2015 that MBC will be the employing Council. The Chief Executives have discussed the arrangements for the post on this basis. However, the formal decision on this point needs to be made.
- 2.6 Marianne Abley of iESE Local Government Consultancy has worked with the three Chief Executives to prepare the Brief for the role, the job description and person specification. They are attached at Appendix 1. A proposed structure is attached at Appendix 2.
- 2.7 The three Councils will sign a collaboration agreement for the role. This agreement is being finalised by the three Chief Executives and is available to view if members wish. The document clarifies that, as employing authority, MBC will have responsibility for managing the post and the Chief Executive will be line manager. However the agreement sets out how she will liaise and consult with SBC and TWBC and the input that each Council will have to the role. It also sets out the clear line of responsibility that the Director will have for all of the shared services, irrespective of which Council employs each service.



### **3. AVAILABLE OPTIONS**

- 3.1 There is an option *not* to appoint a Director of MKS. This option is not recommended for the following reasons:
- The current Director's secondment ends on 31 July 2016.
  - It has been established through experience that the Director is a valuable strategic lead for the shared services.
  - The principle of the requirement for the post has been accepted both by the MKS Board and the Councils, as shown in the approval of the shared costs of the post in each Council's 2016/17 budget.
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### **4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 4.1 The recommended option is to approve the process of recruitment and appointment for the reasons set out in this report.
- 

### **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 The MKS Board discussed and agreed the proposal at its meetings in March and December 2015.
- 5.2 Each Council has approved its share of the budget for the post.
- 5.3 The Chief Executive discussed the proposals for the post in her report, "Proposed Senior Leadership Arrangements" to Policy and Resources Committee on 29<sup>th</sup> July 2015. The Committee agreed her recommendations.
- 5.4 The three Chief Executives have discussed the proposals for the post with Ms Abley and have agreed the Brief, job description and person specification.
- 5.5 A draft collaboration agreement has been prepared for the Councils to sign setting out how they will cooperate to manage the post. It also defines the responsibility of MBC as employer and MBC's Chief Executive as line manager.

### **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 6.1 The Chief Executive will continue to work with the Chief Executives of TWBC and SBC and the Head of HR to complete the necessary documents for the post and to agree a timetable for recruitment. The Chief Executive will continue to report progress to the MKS Board.
- 6.2 The Employment Committee (or a panel of it) has the remit of shortlisting and interviewing candidates for the post. It is envisaged that the recruitment panel will also comprise councillors from TWBC and SBC,

together with the Chief Executives in an advisory capacity. However, as employing authority, only MBC's members will have voting rights.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The Director of Shared Service post is a vital strategic lead for the shared services	Deputy Head of the Legal Partnership
<b>Risk Management</b>	The postholder will be subject to MBC's employment contract, policies and procedures. The arrangements for managing the post within the shared arrangements of the three councils are set out within a collaboration agreement which will be signed by the Councils	Deputy Head of the Legal Partnership
<b>Financial</b>		Head of Finance and Resources
<b>Staffing</b>		Head of HR
<b>Legal</b>	These comments are covered in the body of the report	Deputy Head of the Legal Partnership

## 8 APPENDICES

Appendix 1            Brief, job description and person specification

Appendix 2            Structure Chart

## **Candidate Brief, March 2016**

### **DIRECTOR OF MID KENT SERVICES**

#### **Job Purpose**

This key role will drive new innovative ways of internal and external working to improve the quality, efficiency and resilience of services ensuring best practice. The role will be central to exploring and maximising joint opportunities with other public and private organisations to deliver cost savings and to drive additional income.

The Director leads Mid Kent Services (MKS) and is held accountable for service provision in line with the agreed governance arrangements. The postholder is responsible for the effective strategic direction, leadership and management of functions within MKS which currently include: Audit; Environmental Services (tbc); HR; ICT; Legal; Planning Support; Revenue and Benefits. In future the Director may have other line management responsibility for additional services within MKS.

As a member of the Corporate Leadership Team (Maidstone BC), the Strategic Management Team (Swale BC) and the Management Board (Tunbridge Wells BC) work with and support the Chief Executives in advising elected members, providing a clear sense of direction and purpose, assisting them in policy formulation to ensure the vision and strategic policy objectives of the Partnership are realised.

#### **Main Responsibilities**

1. Lead MKS and be held accountable for current and future service provision to the MKS Board and the Shared Service Boards in line with the strategic needs of the partner organisations.
2. As a member of the three Corporate Leadership Teams lead, plan and contribute to the Partnership vision and strategy driving the direction, development and operation of the shared functions.
3. Ensure that MKS interact and support key strategic aims and initiatives of the three Councils including maximising external partnerships, commercial opportunities, external funding and income generation as appropriate.
4. Directly line manage the shared Heads of Service ensuring that services perform to the highest level and meet joint priorities and shared objectives.
5. Coordinate the business case analysis, budget structure and financial management of functions within MKS ensuring effective shared service delivery, procurement, contract management and commissioning processes.
6. Explore and maximise opportunities for trading to drive additional income by developing, consulting and setting out proposals to include additional functions to be delivered within MKS in line with priorities and objectives of the Partnership.
7. Responsible for overseeing and delivering new business, as agreed will be

March 2016. M E Abley

## Appendix 1

- within MKS, ensuring effective management and development of resources, processes and systems of the functions.
8. Lead the development of shared workplans for functions within MKS, which are maintained and monitored throughout the year and form the basis for prioritisation and resource planning.
  9. Oversee the activity of the Transformational Challenge Award project ensuring joint strategic leadership of the digital agenda by taking a forward looking approach to enhanced joint working, new developments and changing technologies.
  10. Raise the profile and represent MKS ensuring that the partnership effectively contributes, communicates, links and influences on a corporate, sub-regional, regional and national basis by focused involvement and leadership.
  11. Ensure that the statutory obligations of the Councils are met with regards to equal opportunities, Freedom of Information, Data Protection, Risk Management and Health and Safety, with regard to both employment and service delivery.
  12. Support the Chief Executives in relation to responsibility for the coordinated and integrated management of the Councils' emergency plan response systems.
  13. Carry out any other activities which fall within the broad purpose and scope of the responsibilities of the role and which are commensurate with the grade of the post.

*This job description may be amended from time to time and, in addition to the duties set out, the postholder may be required to undertake additional or other duties nationally,*

March 2016. M E Abley

## **Candidate Specification, March 2016**

### **DIRECTOR OF MID KENT SERVICES**

#### **Knowledge and Experience**

Extensive senior level experience of business and organisational development which could be in local government or in the private sector.

Successful track record of leading, directing and managing a range of professional and operational services in diverse organisation/s.

Management of complex budgets, driving cost efficiencies, monitoring expenditure and gaining relevant commercial income.

Developing and delivering a shared vision and strategy with the ability to engage and maintain relationships with a wide range of staff and stakeholders.

Understanding of the principles and practice of business planning and an innovative approach to investment capital and commercial opportunities.

Proven record of developing strategies, plans and programmes and ensuring they deliver on the agreed outcomes and targets.

Contribution to major strategic innovation programmes and leading transformation initiatives to achieve significant savings and to maximise on income generation.

Leading, managing, inspiring and performance managing staff groups, both directly and in project teams to ensure high quality delivery.

Knowledge of political, strategic, policy, operational and technological matters and the cross cutting challenges concerned with shared service delivery.

Overseeing the setting and management of budgets and resources ensuring a strategic approach to budgetary and financial issues.

#### **Personal Competencies**

Passion and commitment to excellence, customers, innovation and improvement.

Ability to play a critical role in the drive towards commercialism and income generation.

Leadership skills to engage, develop and motivate others to ensure best performance in a changing partnership environment.

Highly developed communication and interpersonal skills including written, oral and presentation skills with the ability to create confidence in others.

Ability to work collaboratively and in partnership to find opportunities to drive forward service quality, resilience, savings, income generation and best practice.

Enabling approach to identifying, leading, managing and supporting major organisational change programmes developing internal and external relationships.

## Appendix 2

Advanced problem solving and business analysis skills with the ability to professionally balance the interests of key stakeholders when recommending solutions.

Skilled in managing and delivering complex projects and programmes of work to meet business needs and organisational strategies.

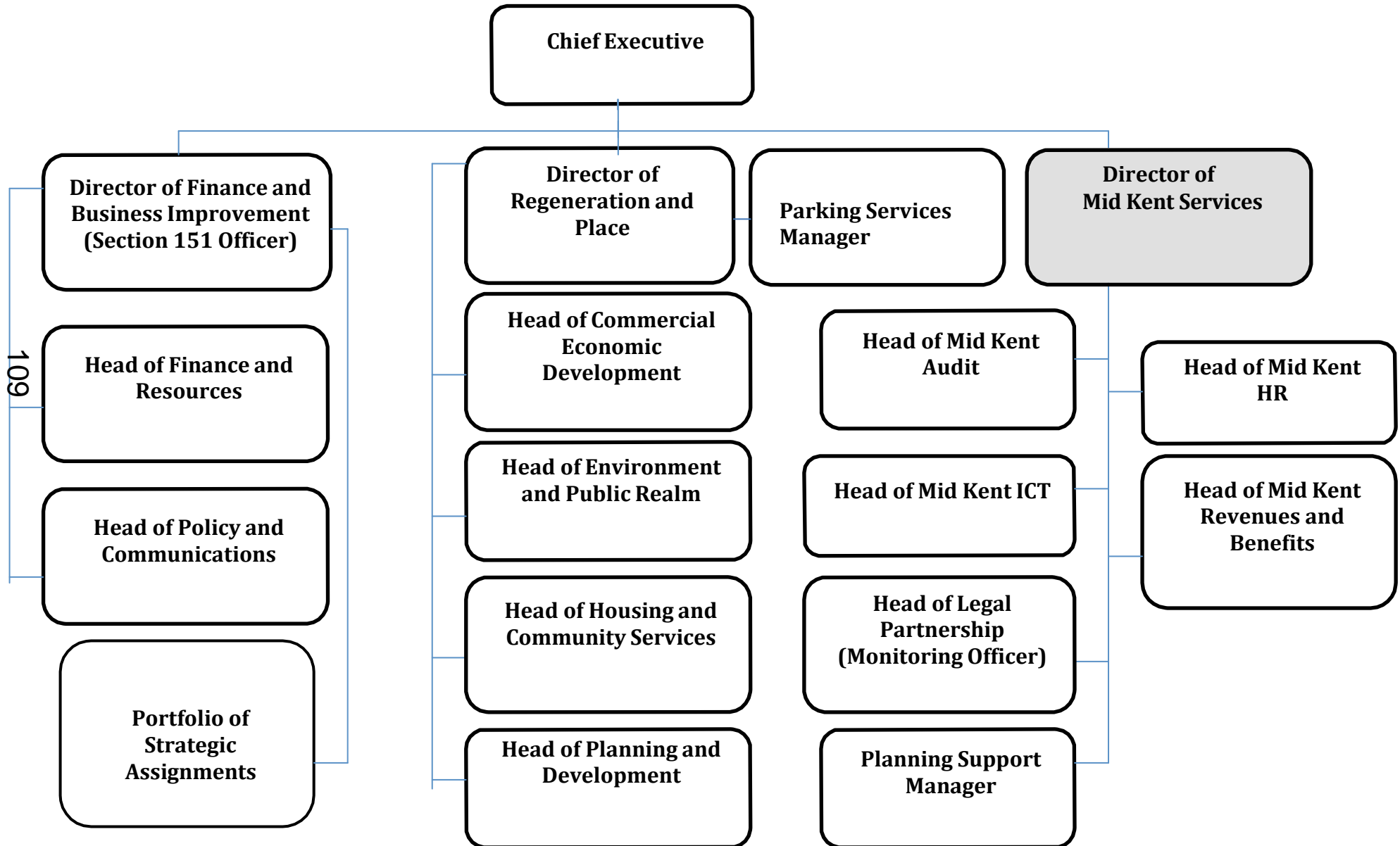
Sensitivity and ability to develop effective interfaces acting with integrity and to act as a role model to others.

Flexible and adaptable approach to dealing with a changing landscape and working environment.

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Appendix 2

Maidstone Borough Council: Proposed Senior Leadership Arrangements



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted



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