

# AGENDA

## CABINET MEETING



Date: Wednesday 13 October 2010  
Time: 6.30 pm  
Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors Ash, Garland (Chairman), Greer,  
Mrs Ring, Sherreard and J.A. Wilson

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Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of Meetings held on 15 and 29 September 2010 1 - 6

**Continued Over/:**

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**Issued on 5 October 2010**

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

## **NON-KEY DECISION REPORTS**

- |    |  |         |
|----|--|---------|
| 8. | Report of Head of Change and Scrutiny - Strategic Planning Process | 7 - 12  |
| 9. | Report of the Leader of the Council - Forward Plan                 | 13 - 15 |

# Agenda Item 7

## MAIDSTONE BOROUGH COUNCIL

### CABINET

#### MINUTES OF THE MEETING HELD ON WEDNESDAY 15 SEPTEMBER 2010

**Present:** Councillor Garland (Chairman) and  
Councillors Ash, Garland, Greer, Mrs Ring, Sherreard and  
J.A. Wilson

**Also Present:** Councillors Burton, English and Mrs Wilson

#### 54. APOLOGIES FOR ABSENCE

There were no apologies for absence.

#### 55. URGENT ITEMS

The Leader of the Council agreed to take as urgent the following:-

- i) Recommendations from the Local Development Document Advisory Group regarding Agenda Items 8 – Core Strategy Housing Targets and Distribution of Development and 9 – Core Strategy: Gypsy and Traveller Pitch Target
- ii) Recommendations from the Leisure and Prosperity Overview and Scrutiny Committee regarding Agenda Items 8 – Core Strategy Housing Targets and Distribution of Development and 9 – Core Strategy: Gypsy and Traveller Pitch Target

#### 56. NOTIFICATION OF VISITING MEMBERS

Councillor English indicated his wish to speak on Agenda Items 8 – Core Strategy Housing Targets and Distribution of Development and 9 – Core Strategy: Gypsy and Traveller Pitch Target.

Councillor Mrs Wilson indicated her wish to speak on Agenda Items 8 – Core Strategy Housing Targets and Distribution of Development, 9 – Core Strategy: Gypsy and Traveller Pitch Target and 10 – Waste and Recycling Strategy 2010-2015.

Councillor Burton was in attendance.

#### 57. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

#### 58. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

59. EXEMPT ITEMS

RESOLVED: That the Items on the Agenda be taken in public as proposed.

60. MINUTES

RESOLVED: That the Minutes of the Meeting held on 11 August 2010 be approved as a correct record and signed.

61. CORE STRATEGY HOUSING TARGETS AND DISTRIBUTION OF DEVELOPMENT

DECISION MADE:

1. That the three options 1-3, as outlined in sections 1.3 E and F of the report of the Director of Change, Planning and the Environment, be agreed as the basis for the further more detailed testing outlined in the report of the Director of Change, Planning and the Environment, without any preconceptions, in order to identify the most suitable housing target for the borough.

2. That all of the options plan for the balance of housing necessary after the existing development pipeline of 5,800 dwellings is completed, to achieve total housing target figures of:-

Option 1 – 8,200 dwellings;  
Option 2 – 10,080 dwellings; and  
Option 3 – 11,000 dwellings

The spatial distribution that needs to be objectively considered and tested for each option should be a dispersal model and a strategic development area.

3. That the methodology and approach to testing each of the housing options should be that outlined in diagram A and Section 1.3 of the report of the Director of Change, Planning and the Environment be endorsed with the addition of the specific amendments to Appendix A of the report of the Director of Change, Planning and the Environment as highlighted by the Leisure and Prosperity Overview and Scrutiny Committee.

4. That further work is undertaken on the weighting of the various elements; particular attention being paid to the economic and environmental factors, but considered within the context of the need for, and likelihood of, supporting housing and transportation infrastructure.

5. That any option considered should have an emphasis on incentivising regeneration and renewal.

6. That a further report be presented to the Cabinet on 10 November 2010.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=363>

62. CORE STRATEGY: GYPSY AND TRAVELLER PITCH TARGET

DECISION MADE:

1. That the timeframe for the Gypsy and Traveller pitch target be 2006 to 2016.
2. That the approach, as set out in the report of the Director of Change, Planning and the Environment, to the setting of a numerical target for Gypsy and Traveller pitches for inclusion in the Core Strategy be endorsed.
3. That no specific numerical target be set for Travelling Showpeople plots in the Core Strategy and that any local need for additional plots be addressed through the development control process using the criteria in Core Strategy Policy CS14 when adopted.
4. That Kent County Council be encouraged to lead the process of the identification and delivery of appropriate transit sites in the county.
5. That the Council lobbies Members of Parliament, the Local Government Association and the Local Government Rural Forum in relation to the special circumstances regarding the gypsy and traveler provision prevailing in the Borough to inform and influence national guidance and, in particular, to allow local planning authorities to adopt local housing need policies relating to this policy area.
6. That policies on gypsy and traveler provision should take into consideration the need for appropriately balanced communities which are both integrated and sustainable, and the prevention of harm to the countryside caused by ribboned development of caravan sites and similar or related development.
7. That the Cabinet discusses the resources required for funding a public site and that this may required a significant capital sum and therefore could impact on the capital programme be noted.
8. That reference be made in the Core Strategy about how gypsy and traveler pitch needs will be reviewed beyond 2016.
9. That the Leisure and Prosperity Overview and Scrutiny Committee:-
  - i) Be informed who the third party reviewers are once it is known; and
  - ii) Maintains a watching brief on developing a local needs housing policy to include gypsy and travelers once legal advice has been received.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=364>

63. WASTE AND RECYCLING STRATEGY 2010-2015

DECISION MADE:

1. That the Waste and Recycling Strategy 2010-2015, as attached at Appendix A to the Report of the Assistant Director for Environment and Regulatory Services be adopted.
2. That, subject to confirmation of the enabling funding being provided, the implementation of borough-wide weekly food waste collection alongside fortnightly residual waste and recycling collections as detailed in Appendix B to the Report of the Assistant Director for Environment and Regulatory Services be agreed.
3. That the Policy and Procedure Statement for the new service as included in Appendix C to the Report of the Assistant Director for Environment and Regulatory Services be agreed.
4. That additional changes to the waste and recycling service be considered to identify potential savings in line with the 2011/12 Budget Strategy;

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=365>

64. CORE STRATEGY - PUBLIC CONSULTATION

DECISION MADE: That the LDF Core Strategy process be advanced to public consultation at the earliest opportunity, consistent with having proper regard to the opportunities now presented to the Council in the development of the Core Strategy.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=366>

65. CORPORATE IMPROVEMENT PLAN UPDATE

The Cabinet considered the report of the Head of Change and Scrutiny regarding the Corporate Improvement Plan.

RESOLVED:

1. That the new format of the Corporate Improvement Plan be noted.
2. That the progress made against the objectives set in the Corporate Improvement Plan be noted.
3. That the recommendations and comments against the tasks as set out in Appendix B of the report of the Head of Change and Scrutiny be noted.

66. FORWARD PLAN

The Cabinet considered the report of the Leader of the Council regarding the Forward Plan for the period 1 October 2010 – 31 January 2011.

RESOLVED: That the Forward Plan for the period 1 October 2010 – 31 January 2011 be noted.

67. DURATION OF MEETING

2.00 p.m. to 3.40 p.m.

**MAIDSTONE BOROUGH COUNCIL**

**CABINET**

**MINUTES OF THE MEETING HELD ON  
WEDNESDAY 29 SEPTEMBER 2010**

**Present:** Councillor Garland (Chairman) and  
Councillors Ash, Greer, Mrs Ring and J.A. Wilson

**Also Present:** Councillor Paine

68. APOLOGIES FOR ABSENCE

An apology was received from Councillor Sherreard.

69. URGENT ITEMS

There were no urgent items.

70. NOTIFICATION OF VISITING MEMBERS

Councillor Paine was in attendance.

71. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

72. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

73. EXEMPT ITEMS

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

74. CORE STRATEGY HOUSING TARGETS AND DISTRIBUTION OF  
DEVELOPMENT

DECISION MADE: That the responses to the recommendations of the Leisure and Prosperity Overview and Scrutiny Committee, as set out on the attached Appendix, be agreed.

For full details of this Record of Decision, please follow this link:-  
<http://meetings.maidstone.gov.uk/ieDecisionDetails.aspx?ID=367>



## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**13 OCTOBER 2010**

### **REPORT OF HEAD OF CHANGE AND SCRUTINY**

**Report prepared by Ellie Kershaw**

#### **1. Strategic Planning Process**

##### 1.1 Issue for Decision

1.1.1 The Strategic Plan and Medium Term Financial Strategy are key elements of the planning framework for the council. They are also a key part of the 'golden thread' which runs from the priorities for the borough set out in the Sustainable Community Strategy through to targets for individuals in appraisals.

1.1.2 Cabinet is asked to agree the timetable and additional proposals associated with strategic planning for 2010-11.

##### 1.2 Recommendation of Head of Change and Scrutiny

It is recommended that Cabinet agree:

- i. To write a new Strategic Plan for 2011-14; and
- ii. The strategic planning process and timetable.

##### 1.3 Reasons for Recommendation

1.3.1 The corporate planning process within the council ensures the overall vision for the borough is delivered. The medium term key objectives in the Strategic Plan are developed alongside the Medium Term Financial Strategy to ensure a consistent approach between service delivery and budgets. Service planning allows the council to convert high level objectives from the Strategic Plan into actions for each directorate, service or team across the council, which then feeds into individual staff appraisals.

1.3.2 The Strategic Plan 2009-12 was developed alongside the Sustainable Community Strategy for Maidstone. To ensure that the Council's objectives were clearly aligned with those for the borough, the Council

adopted the vision for Maidstone which was set out in the Sustainable Community Strategy.

1.3.3 In the report of 12 August 2009 it was agreed that Cabinet would annually decide whether to update the existing Strategic Plan or to create a new one.

1.3.4 There is significant change in progress for the public sector as a consequence of economic change at a national level. As a consequence the Council's Strategic Plan requires full scale review and therefore it is proposed to rewrite the strategic plan for the period commencing 2011/12.

1.3.5 In order to inform this, Cabinet has already given informal consideration to the authority's objectives and priorities for the future, alongside developing the Council's Medium Term Financial Strategy. Over the summer both the Cabinet and Shadow Cabinet have undertaken a pairwise analysis to prioritise 12 of the Council's main service areas into high, medium and low priority. Both Cabinet and Shadow Cabinet, when considering these services, identified an overarching priority. For Cabinet this was identified as achieving economic prosperity in the context of focusing on directly provided services. Shadow Cabinet identified achieving a good quality of life for residents with a good quality environment as the focus for its prioritisation of services.

#### 1.3.6 Cabinet Service Prioritisation Table

REVENUE	High	Medium	Low
Invest	Economic Development		
Maintain	Parking and Transport Housing		Environmental Health
Reduce	Planning and Building Control	Community Safety Waste Collection and Recycling Community Development Recreation, Sport and Open Spaces	Culture and Heritage  Tourism  Street Cleansing

- 1.3.7 Once Cabinet had carried out this exercise, they reviewed the services to determine which should be invested in, which should be maintained and where investment should be reduced. It should be noted that services identified to be maintained does not mean maintaining the cost of the service, for example with the planning service it was identified that the service level should be maintained but the service should be more efficient. Where the service has been identified to be reduced this refers to the cost of the service and also does not necessarily mean a reduction in the service.
- 1.3.8 Following this exercise, as part of the Council's medium term financial planning process, where there was synergy between Cabinet and Shadow Cabinet in terms of service priorities and savings joint meetings have been held to consider savings and priorities for those service areas.
- 1.3.9 In light of the exercise undertaken two clear priorities have emerged for the Council from the Cabinet: Achieving Economic and Environmental prosperity which is where Cabinet wants Maidstone to be and Corporate and Customer Excellence in how services are delivered which is how we will get there. The next stage of the process in relation to strategic planning will be to identify the outcomes the Council wishes to achieve over the next three years, what actions are needed to achieve these and how success will be measured. The focus at this stage will be to ensure we have a focused and streamlined set of actions and measures for the next three years.
- 1.3.10 Heads of Service, as part of the medium term financial and strategic planning process, will be tasked with identifying savings and service changes in-light of Cabinet's prioritisation. Public budget consultation is currently underway asking residents "what matters to them" in relation to our discretionary services. The outcome from this consultation will also feed into the Strategic Plan.

#### 1.4 Strategic planning process

- 1.4.1 As agreed at the Cabinet meeting of 12 August 2009, the Strategic Plan will be updated or rewritten for 2011/2012 to take account of changes in circumstances and shifts in priorities. This is particularly important as this will be the first update since the change in Government.
- 1.4.2 An update would include:
- A review of all the key objectives and associated actions;
  - An update of what was achieved in the year (in 2010/11 we...);
  - An update to any local or national context where relevant;
  - An update to the foreword;

- An update of the Sustainable Community Strategy refresh.

1.4.3 An update would not include:

- A change to the design of the document
- A change to the structure of the document
- A re-writing of the document

1.4.4 A complete rewrite could involve changing all of the above if required.

1.4.5 The Head of Change and Scrutiny and the Head of Finance will meet with Heads of Service and Cabinet members to ensure a streamlined approach to strategic planning, ensuring that Cabinet priorities are identified whilst taking into account service plans and budgets.

1.4.6 The recommendations from these meetings will be presented to the Corporate Services Overview and Scrutiny Committee in December before being presented to the Cabinet in the draft Strategic Plan Report in December.

1.5 Timetable for developing the Strategic Plan 2011/12 update

1.5.1 The following timetable is proposed for the development of the 2011/12 update.

<b>Date</b>	<b>Action</b>
13 October 2010	Cabinet consider the strategic planning proposals
October-November 2010	Development of the Strategic Plan and Medium Term Financial Strategy
December 2010	Cabinet consider strategic plan update and/or agree the draft Strategic Plan and Medium Term Financial Strategy for consultation
December-January 2011	Consultation with members, residents and partners
January 2011	Overview and Scrutiny consider draft Strategic Plan and Medium Term Financial Strategy
February 2011	Cabinet consider draft Strategic Plan and Medium Term Financial Strategy including recommendation from scrutiny.
March 2011	Council agree and adopt the Strategic Plan and Medium Term Financial Strategy
April 2011	Implementation of the Strategic Plan 2010-11 update

1.6 Alternative action and why not recommended

1.6.1 Cabinet could decide not to produce any form of updated or rewritten plan. Due to the change in Government and the associated policy and service changes this is not recommended.

1.7 Impact on Corporate Objectives

1.7.1 The Strategic Plan is a key part of the Council's planning process and the golden thread that sets out the delivery of the Council's corporate objectives.

1.8 Risk management

1.8.1 Risks associated with the delivery of the Strategic Plan will be set out in the Strategic Risk Register and, operationally, through the service planning process.

1.9 Other implications

1.9.1

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


1.10 Background Documents

1.10.1 The following are useful background documents and are available on request from the Policy and Performance team, via e-mail on [policyandperformance@maidstone.gov.uk](mailto:policyandperformance@maidstone.gov.uk) , by phone on 01622 602262 or on the Council's website

- The Strategic Plan 2009/12
- The Strategic Plan update 2010/11
- The Sustainable Communities Strategy

**IS THIS A KEY DECISION REPORT?**

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because: .....

.....

Wards/Parishes affected: .....

.....

## **MAIDSTONE BOROUGH COUNCIL**

### **CABINET**

**13 OCTOBER 2010**

### **REPORT OF THE LEADER OF THE COUNCIL**

Report prepared by Karen Luck

#### 1. **FORWARD PLAN**

##### 1.1 Issue for Decision

1.1.1 To note the Forward Plan for the period 01 November 2010 – 28 February 2011.

##### 1.2 Recommendation of the Leader of the Council

1.2.1 That the proposed Forward Plan for the period 01 November 2010 – 28 February 2011 be noted.

##### 1.3 Reasons for Recommendation

1.3.1 The Forward Plan is a way to ensure that members of the public have longer from the point at which they learn that a decision is coming up, until the time it is made, to encourage greater interaction between stakeholder and decision makers.

1.3.2 The Forward Plan is published monthly, to cover decisions starting on the first day of each month and is a rolling four month programme of decisions.

1.3.3 The current index to the proposed Forward Plan is attached as an Appendix to this report. However, please note that Officers have until 12 Noon on 14 October 2010 to submit further entries or make any amendments.

1.3.4 If Members wish to receive a complete copy of the Forward Plan it can be obtained from Karen Luck (01622) 602743 and from 18 October 2010 will be on public deposit in the following locations: The Gateway, Public Libraries and the maidstone.gov website.

##### 1.4 Alternative Actions and why not recommended

1.4.1 The proposed Forward Plan includes key decisions as defined in the Constitution and the development of the budget and plans which form the policy framework. The entries have been made by the relevant managers who have the best idea of the issues likely to be coming up.

##### 1.5 Impact of Corporate Objectives

1.5.1 The Forward Plan should help to realise on the core values set out in the Corporate Plan as follows:

“It (the Council) welcomes, encourages and values public participation in its activities and will inform, advise and listen carefully to people in developing its key strategies, policies and programmes”.

1.6 Risk Management

1.6.1 There are no risk management implications in this report.

1.7 Other Implications

1.7.1	Financial	<input type="checkbox"/>
	Staffing	<input type="checkbox"/>
	Legal	<input type="checkbox"/>
	Equality Impact Needs Assessment	<input type="checkbox"/>
	Environmental/sustainable development	<input type="checkbox"/>
	Community safety	<input type="checkbox"/>
	Human Rights Act	<input type="checkbox"/>
	Risk Management	<input type="checkbox"/>
	Procurement	<input type="checkbox"/>
	Asset Management	<input type="checkbox"/>

1.8 Background Documents

None

<b><u>IS THIS A KEY DECISION REPORT?</u></b>	
Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If yes, when did it first appear in the Forward Plan?	
.....	
This is a Key Decision because: .....	
.....	
Wards/Parishes affected: .....	
.....	



## Index November 2010 – February 2011

<b>Title</b>	<b>Decision Maker and Date of Decision</b>
Core Strategy Public Consultation Draft	<b>Cabinet</b> 10 November 2010
High Street Improvement Project	<b>Cabinet</b> 10 November 2010
Housing Strategy 2010 - 15	<b>Cabinet</b> 10 November 2010
Adoption of the Maidstone Local Bio Diversity Action Plan	<b>Cabinet</b> 10 November 2010
Strategic Planning 2011/12	<b>Cabinet</b> 22 December 2010
Council Tax 2011/12 Collection fund adjustments	<b>Cabinet</b> 22 December 2010
Budget Strategy 2011/12 onwards	<b>Cabinet</b> 22 December 2010
Treasury Management Strategy 2011/12	<b>Cabinet</b> 09 February 2011
Budget Strategy 2011/12 Onwards	<b>Cabinet</b> 09 February 2011
Provision of CCTV	<b>Cabinet Member for Community Services</b> 29 October 2010
Approval of finalised Air Quality Action Plan for submission to Defra	<b>Cabinet Member for Environment</b> 31 October 2010
Fees and Charges – Market Services 2011/12	<b>Cabinet Member for Leisure and Culture</b> 26 November 2010
Fees and Charges – Bereavement Services 2011/12	<b>Cabinet Member for Leisure and Culture</b> 26 November 2010
Common Housing Assessment Framework	<b>Cabinet Member for Regeneration</b> 26 November 2010
Private Sector Housing Review of HMO Licensing fees, conditions and Assistance	<b>Cabinet Member for Regeneration</b> 18 December 2010