

AGENDA

CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING



Date: Tuesday 5 February 2013
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Mrs Gooch (Chairman), Yates, English, Mrs Gibson,
Mrs Grigg, Hogg, Pickett, Moss and Mrs Stockell

Page No.

1. **The Committee to consider whether all items on the agenda should be web-cast.**
2. **Apologies.**
3. **Notification of Substitute Members.**
4. **Notification of Visiting Members.**
5. **Disclosures by Members and Officers.**
6. **To consider whether any items should be taken in private because of the possible disclosure of exempt information.**
7. **Minutes of the meeting held on 8 January 2013** 1 - 7
8. **Complaints Report Q3 2012-2013** 8 - 21
Interviews with: Cabinet Member for Corporate Services, Councillor Hotson, Ellie Kershaw, Policy and Programmes Manager, Sam Bailey, Research and Performance Officer, Martyn Jeynes, Environmental Enforcement Manager and John Foster, Regeneration and Economic Development Manager.
9. **Commissioning & Procurement Strategy.** 22 - 25
Interviews with: Cabinet Member for Corporate Services, Councillor Hotson and Stephen Trigg, Procurement Manager.
10. **Customer Focused Services.** 26 - 29
Interviews with: Cabinet Member for Corporate Services, Councillor Hotson, Georgia Hawkes, Head of Business Transformation and Anna Collier, Efficiency and Improvement Officer.
11. **Overview and Scrutiny Annual Report 2011-12.** 30 - 44
12. **Future Work Programme.** 45 - 69

Continued Over/:

Issued on 28 January 2013

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

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 Orla Sweeney on 01622 602524**. To find out more about the work of the Overview and Scrutiny Committees, please visit www.maidstone.gov.uk/osc

MAIDSTONE BOROUGH COUNCIL

MINUTES OF THE CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING HELD ON TUESDAY 8 JANUARY 2013

PRESENT: Councillors Mrs Wilson, Mrs Gooch (Chairman), Yates, English, Mrs Grigg, Hogg, Moss and Mrs Stockell

59. The Committee to consider whether all items on the agenda should be web-cast.

It was resolved that all items be webcast.

60. Apologies.

Councillors Mrs Gibson and Pickett sent apologies.

61. Notification of Substitute Members.

Councillors Butler and Mrs Wilson were Substitute Members for Councillors Mrs Gibson and Pickett respectively.

62. Notification of Visiting Members.

There were no Visiting Members.

63. Disclosures by Members and Officers.

There were no disclosures of pecuniary or other significant interests.

64. To consider whether any items should be taken in private because of the possible disclosure of exempt information.

It was agreed that all items be taken in public as proposed.

65. Minutes of the meeting held on 4 December 2012.

It was resolved that the minutes of the meeting on 4 November 2012 be agreed as a correct record and duly signed.

66. Complaints Report Q2 2012-2013

Ellie Kershaw, Policy and Programmes Manager and Sam Bailey, Research and Performance Officer introduced the complaints report for quarter two.

The following points were highlighted to the Committee:

- 151 stage 1 complaints had been closed during the second quarter

- 98% of these had been responded to in time which was down 1% on the previous quarter;
- No service stood out as poor performing ;
- In terms of trends waste services had 14 complaints relating to the quality and cost of waste sacks but as these were no longer being used this would not continue;
- Economic Development had 28 complaints relating to trips and falls in the newly designed high street;
- Staff conduct complaints related to the litter enforcement service. Members were advised that the litter enforcement team wore cameras enabling all instances to be fully investigated. Conduct was found to be satisfactory;
- 33% of customer complaints surveys had been returned and 39% were satisfied or very satisfied;
- The Council had received seven compliments which were now reported alongside complaints and services were being encouraged to highlight these; and
- The new complaints system was fully operational and the next quarter's report would be produced via this new system.

The Committee considered the new correspondence system for complaints. It felt that all Members would benefit from training in the logging of complaints and the capabilities of the new system.

In response to Members questions on complaints to the Economic Development team regarding the safety of the high street scheme, it was explained that the complaints were sent to the service manager and any legalities arising as a result of these would be consulted on with Legal. The Committee were informed that independent safety assessments had been carried out, all of which had found the scheme to be safe for pedestrians. Due to the number of complaints relating to King Street the Council had replaced the granite blocks in the carriageway with black tarmac to provide maximum distinction between the different heights of the carriageway and pavement.

The Committee resolved to keep a watching brief on the complaints issues relating to the high street scheme. In relation to this issue Members made the following requests for information:

- Maidstone Borough Council's Health and Safety Procedure; and
- Maidstone Borough Council's Risk Management Strategy.

It was resolved that:

- a) Member training be offered in the new correspondence system so that the system of logging Member/resident complaints can be understood from first point of contact. Training should also include the functionality of the complaints system including the facility to record both the residents and Councillors name against a single complaint and how this can be monitored;
- b) A watching brief be kept on the complaints relating to the high street scheme, adding the item to the Committee's future work

programme with the option to invite appropriate officers from Economic Development to the Committee's next meeting on complaints monitoring;

- c) The following information be provided to the Committee:
- Maidstone Borough Council's Health and Safety Procedure; and
 - Maidstone Borough Council's Risk Management Strategy.

67. Strategic Plan 2011-15, 2013-14 Refresh

Angela Woodhouse, Head of Change and Scrutiny, introduced the Strategic Plan Refresh, focused on developing and aligning the council's priorities to what mattered most for Maidstone.

The Committee were asked to consider the refreshed document which had increased its outcomes from 6 to 7 and the updated action plans for the outcomes, identifying any amendments and making recommendations as appropriate.

In response to Members questions the Chief Executive explained that the document defined the identity wanted for Maidstone. The refresh of the Strategic Plan reflected what had been achieved so far but was not proposing a fundamental change.

The Committee considered the detail of the document, suggesting the following additions and amendments to it:

- That an emphasis be placed in the description of the borough in the Leader's foreword and the body of the document that promotes Maidstone as a vibrant County Town, home to many strategic authorities including the Police and Fire Services;
- That the term direction of travel, where used in the borough, be replaced with the word objectives;
- That on page 25 of the document in addition to the following reference to *Tourism* 'As a consequence, the Council has reviewed our cultural services and tourism offer creating a new visitor economy business unit within economic development,' the following sentence be added: *The low financial priority given to Tourism would not prevent the authority from pursuing opportunities that would benefit the local economy and tourism, should they arise;*
- That further clarity was needed with the references within the document and glossary to the terms neighbourhood planning and planning for real process;
- That under local context in the document that information be included on the size of the inward economy and inward investment to compliment the information already included on public money. This should be introduced in the Leader's foreword;
- That the reference to the Marmot review should include a footnote or brief definition;
- That the reference to the Troubled Families Programme on page 18 of the document be reworded from 'we have also started to identify

families who will be worked with through the government's troubled families programme' to worked 'alongside' or 'supported'; and

- That clarification be given on the progress of issues relating to Maidstone's economy that have been addressed by the Council's priorities and strategic plan; what has been achieved so far and remaining aims and objectives. A headline section should be added to the Strategic Plan that cross references with the refreshed Economic Development Strategy. This addition to the strategic plan should include and show alignment to the relevant Key Performance Indicators (KPIs) adopted by the Locality Board since the last version of this document.

It was recommended that:

- a) An emphasis be placed in the description of the borough in the Leader's foreword and the body of the document that promotes Maidstone as a vibrant County Town, home to many strategic authorities including the Police and Fire Services;
- b) The term 'direction of travel' be replaced with the word objectives in the document;
- c) On page 25 of the document' in addition to the following reference to *Tourism 'As a consequence, the Council has reviewed our cultural services and tourism offer creating a new visitor economy business unit within economic development,'* the following sentence be added: *The low financial priority given to Tourism should not prevent the authority from pursuing opportunities that would benefit the local economy and tourism, should they arise;*
- d) Further clarity should be given to the terms neighbourhood planning and planning for real process within the document and glossary;
- e) Within the section local context in the document information be included on the size of the inward economy and inward investment to compliment the information already included on public money. This should be introduced in the Leader's foreword;
- f) The reference to the Marmot review includes a footnote or brief definition;
- g) The reference to the Troubled Families Programme on page 18 of the document be reworded from 'we have also started to identify families who will be worked with through the government's troubled families programme' to worked 'alongside' or 'supported'; and
- h) Clarification be given on the progress of issues relating to Maidstone's economy that have been addressed by the Council's priorities and strategic plan; what has been achieved so far and remaining aims and objectives. A headline section should be added to the Strategic Plan that cross references with the refreshed Economic Development Strategy. This addition to the strategic plan should include and show alignment to the relevant Key Performance Indicators (KPIs) adopted by the Locality Board since the last version of this document

68. Refresh of the Improvement Plan for 2013-16

Georgia Hawkes, Head of Business Improvement introduced the refresh of the Improvement Plan explaining that it brought together improvement work streams, ensuring work was aligned with the Council's strategic priorities and medium term financial strategy; looking ahead to work required until 2016.

The Committee considered the draft document and appendixes, making the following suggested additions or changes to the information presented within it:

- That the reference to Covalent includes a definition to explain that it is the Council's Performance Management System;
- References to 'customer centricity' be changed to 'customer centred';
- In appendix B, Priority workstreams, under Customer services delivery – Progress April-October 2012 that the first bullet point entry be changed to read 'taken action to improve customer service delivery;'
- In appendix 1, Future plans for priority services areas in Transformation and External challenge workstreams, under Integrated Transport Strategy, that a reference be included in the column entitled 'Longer Term' to the review and implementation of a Parking Strategy; and
- In appendix 1, Future plans for priority services areas in Transformation and External challenge workstreams, under Revenues and Benefits in 2013/14 column – the statement relating to empty properties be changed to Plain English.

It was recommended that:

- a) The reference to Covalent includes a definition to explain that it is the Council's Performance Management System;
- b) References to 'customer centricity' be changed to 'customer centred';
- c) In appendix B, Priority workstreams, under Customer services delivery – Progress April-October 2012 that the first bullet point entry be changed to read 'taken action to improve customer service delivery;'
- d) In appendix 1, Future plans for priority services areas in Transformation and External challenge workstreams, under Integrated Transport Strategy, that a reference be included in the column entitled 'Longer Term' to the review and implementation of a Parking Strategy; and
- e) In appendix 1, Future plans for priority services areas in Transformation and External challenge workstreams, under Revenues and Benefits in 2013/14 column – the statement relating to empty properties be changed to Plain English.

69. Amendment to Order of Business.

The Committee agreed that items 11 and 12 on the agenda, Budget Strategy 2013-14 Onwards and Budget Strategy 2013-14 Onwards – Corporate Fees & Charges Review should be taken as one item.

It was resolved that items 11 and 12 on the agenda, Budget Strategy 2013-14 Onwards and Budget Strategy 2013-14 Onwards – Corporate Fees & Charges Review should be taken as one item.

70. Budget Strategy 2013-14 Onwards & Budget Strategy 2013-14 Onwards - Corporate Fees & Charges Review.

Following a presentation from the Head of Finance and Customer Services on the Budget and Medium Term Financial Strategy (MTFS) to brief the Committee on recent changes to the strategy since August 2012 and in response to Members questions the following points were highlighted:

- Business rates would be retained locally from 2013/14, with the County Council keeping a large share and redistributing funds to local authorities' most in need;
- The retention of business rates presented a risk to the authority in terms of collection;
- The Local Council Tax Scheme (LTCS) and the overall reduction of 12.5% in funding would affect the Council and parishes;
- There would be a one year transitional grant from Government for the LTCS which would reduce the financial impact to 8.5%;
- The effect on parishes was discussed and the method for apportioning the risk across the borough and parishes was presented in Appendix A of the Budget Strategy;
- Government had announced a further Council tax freeze grant of 1% or and a referendum requirement for increases by Local Authorities of 2% and over;
- The Budget Strategy set a working assumption of 1.99% rise in Council Tax which would equate to £4.43 per annum for a Band D Council Tax payer or 37 pence per month.
- The freeze grant of £123,000 was equal to a £123,000 in Council Tax;
- Forgoing a rise in Council Tax resulted further savings having to be made;
- The Council faced increased pressures and no let up on savings in the foreseeable future; and
- With regards to the Capital programme, the prudential borrowing limit had been put up to £6 million for projects that would repay the debt borrowed and bring in a revenue stream.

It was explained Appendix A, Budget Strategy 2013/14 onwards, showed the apportionment of Local Council Tax Scheme funding for parishes. The General Purposes Group had considered the effect of proposed local Council Tax scheme on parish precepts when it set the tax base for 2013/14 (the number of taxable properties in an area expressed as a proportion of the Band D value). Work was undertaken to calculate the

Tax Base for each parish. Appendix A showed funding apportioned based on the benefit currently claimed in each area, as any loss through reductions in Council Tax income would be proportionate to that value. Members were supportive of this methodology.

The Committee expressed its appreciation for the hard work attributed to the Budget Strategy and its ongoing development.

It was recommended that the method of apportionment for Local Council Tax Scheme funding shown in Appendix A of the Budget Strategy 2013/14 be endorsed by this Committee going forward.

71. Future Work Programme

The Committee considered its future work programme; the list of forthcoming decisions and the reference and recommendation from the Audit Committee.

Members felt that the reference from the Audit Committee was unclear and it was difficult to determine the desired outcome of the recommendation made. The Committee sought the advice of the Head of Change and Scrutiny on the role of the Audit Committee. The Head of Change and Scrutiny confirmed, in response to Members questions, that whilst there was overlap between the roles of the Audit Committee and the Corporate Services Overview and Scrutiny Committee, the Audit Committee had the ability to hold Council Officers to account. The Committee felt that the recommendation required further clarification as its desired outcome was unclear and in its undertaking of this the Audit Committee should reconsider whether it should be the body responsible for acting on the recommendation made.

The Committee voted in favour of referring the recommendation back to the Audit Committee as an urgent item with one abstention to the vote.

The Committee agreed that the Procurement Strategy, the complaints monitoring report and the performance monitoring report should be the focus of its next meeting.

It was resolved that:

- a) The reference and recommendation at Appendix A be referred back to the Audit Committee as an urgent item for clarification and in order to reconsider whether the Audit Committee should be responsible for delivering the desired outcome; and
- b) The Procurement Strategy, the complaints monitoring report and the performance monitoring report should be the focus of the next meeting.

72. Duration of Meeting.

6.30 p.m. to 9.05 p.m.

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

5th FEBRUARY 2013

REPORT OF THE HEAD OF CHANGE AND SCRUTINY

Report prepared by Sam Bailey

1. REVIEW OF COMPLAINTS QUARTER 3 OCTOBER-DECEMBER 2012

1.1 Issue for Decision

1.1.1 To consider the Council's performance in dealing with complaints during October- December 2012.

1.2 Recommendation of the Head of Change and Scrutiny

1.2.1 That the committee notes the performance in relation to complaints and agrees action as appropriate.

1.2.2 That the committee notes the compliments received by teams and individual officers within the Council.

1.3 Reasons for Recommendation

1.3.1 In order to ensure that complaints are being dealt with effectively and within corporate timescales it is important that a monitoring mechanism is in place.

1.3.2 Details of the complaints received broken down by service area, timeliness and category can be found at Appendix A. Complaints have been categorised, but many complaints will be about more than one element (e.g. both policy and staff attitude). Where this is the case, they are categorised according to the largest element of the complaint

1.3.3 During the period October-December 2012, 102 **Stage 1** complaints were closed, of which 98 (96%) were responded to in time. This is an improvement on last quarter where 93% were answered in time. Four complaints were responded to outside of target time this quarter.

1.3.4 Of the complaints responded to outside the target time, one was about Development Management, one was about Economic

Development, one was about Housing Services and one was about Parking Services. The complaint out of time for Economic Development was out of time by one day; however during the time the complaint was open four visits to the site were made by Contractors and a contract Project Manager. During these visits the complainant was kept up to date with the progress of the complaint.

1.3.5 The services that dealt with the highest number of complaints were:

- Environmental Enforcement (21)
- Parking Services (15)
- Housing Services (14)
- Development Management (9)
- Economic Development (6)
- Benefits (6)

1.3.6 There were no services with particularly high numbers of complaints this quarter; however there are a number of trends that can be noticed quarter to quarter.

1.3.7 Environmental Enforcement received the most complaints this quarter (21). Of these complaints, sixteen were about staff conduct, three were about policy, one was about service and one was about lack of contact.

- The 16 complaints about staff conduct were all regarding the conduct of Litter Enforcement Officers. Litter Enforcement Officers wear bodycameras, which take CCTV footage of all their engagements with the public. Fifteen of these complaints resulted in the CCTV footage of the engagement with the complainant reviewed, and in each of these cases the officer was found to be acting professionally, courteously and within the Council's rules and codes of conduct. One incident was referred to XFOR, the contractor that employs the LEOs, to deal with internally. XFOR investigated the complaint and found no wrongdoing by the LEO.
- Of the remaining complaints for Environmental Enforcement regarding policy, lack of contact and service, there were no significant trends, with all other complaints being on unrelated matters.

Even though there were no clear trends in the complaints, and all but one of the complaints regarding staff conduct were not upheld after reviewing bodycamera footage, there was an increase in the amount of complaints received about environmental enforcement from the previous quarters. Environmental Enforcement received eight complaints in Q1, twelve complaints in Q2 and twenty one

complaints in this quarter. This demonstrates a trend of gradual increase in complaints against this service. This is despite the number of fines issued and number of Litter Enforcement Officers being employed remaining stable over these quarters. It is thought that the reason for this is there is perceived to be a hardening attitude towards receiving fines; £75 is seen as a lot of money, especially as household budgets are being squeezed because of the current economic situation. Another factor for this quarter in particular is that this quarter included the Christmas period, with people even more reluctant to receive a £75 fine than usual. Despite this, Environmental Enforcement have recognised the trend and XFOR are providing additional customer care training for all of the Litter Enforcement Officers.

1.3.8 Parking Services received 15 complaints this quarter. Of these, six were about staff, five were about policy and four were about service.

- Of the six complaints about staff conduct, in five of the cases individual Civil Enforcement Officers (CEOs) were interviewed and their behaviour monitored, however no further action was taken. One complaint regarding staff conduct, resulting in disciplinary action by Apcoa, the contractor who employs the CEOs for the Council.
- The complaints regarding policy and service were all about unrelated matters, and there were no correlations in these complaints

The level of complaints, and the level of PCNs issued for this service have both remained relatively stable over Q1, Q2 and Q3.

1.3.9 Housing Services received fourteen complaints. Of these, one was about service, six were about policy, four were about staff, one was about time taken, one was about lack of contact and one was about discrimination.

- Of the six complaints about policy, two were from customers who were dissatisfied about their data relating to their housing application being shared with third parties. In the complaint response it was highlighted to these customers that they had already agreed to data sharing on forms that were filled out during their housing application. Permission was withdrawn for third party data sharing for these customers, but customers were warned that this may delay their applications for housing.
- Two housing officers each received two complaints about their conduct. One officer received a complaint about not referring to a letter written the previous day, which an apology was sent in the response letter; and the second complaint was about the

sort of question asked by the officer in an interview. However following an interview with the officer, they were found to have acted appropriately. The other officer who received two complaints had a complaint alleging a rude manner in the way they spoke to a customer; the other was about lack of contact from that specific officer. The first was responded to by assuring the customer that the officer had completed thorough customer service training and that the Council had confidence that the officer acted appropriately, and the second complaint response informed the customer that various members of the housing team had attempted to contact the customer on several occasions.

Other than these instances there were no trends in the complaints about housing services this quarter. The level of complaints has remained at a relatively stable level throughout the three quarters of the year, with fifteen received in Q1, fifteen received in Q2 and fourteen received in Q3. This is despite the number of new applicants to the housing register increasing each quarter: 485 in Q1, 500 in Q2 and 680 in Q3.

- 1.3.10 Development Management received nine complaints. Four were about service, three were about policy and two were about time taken. There were no trends in the complaints received about this department, and all complaints were about separate cases. This service has received more planning applications in Q2 and Q3 compared to Q1, however the number of complaints has dropped for Q2 and Q3 compared to Q1. This indicates an improvement in performance.
- 1.3.11 Economic Development received six complaints. One complaint was about service and five were about policy. Four of these complaints were regarding falls resulting from the kerb on the High Street being the same colour as the carriageway. This has now been addressed by changing the surface of the carriageway at King Street bus stop (as this is where the majority of the complaints indicated a problem) from paving to black tarmac in order to provide clear contrast between the two different heights of surface. It is worth noting, as a result of these changes the complaints for this service have dropped steeply this quarter, with the previous quarters' figures being eighteen for Q1 and twenty eight for Q2. The situation is continuing to be monitored. Other than the four complaints about the High Street, there were no other trends in the complaints. The remaining two complaints were about unrelated issues.
- 1.3.12 Benefits received six complaints. Two were about service, two were about policy, one was about time taken and one was about lack of

contact. There was no trend in the complaints, each one relating to separate cases with separate issues. The level of complaints has remained stable since last quarter, with six complaints received against this service in Q2. Q2 showed an increase, however, compared to Q1 as there were only two complaints received against this service in that quarter. The level of new housing and council tax benefit claims has remained stable over Q1, Q2 and Q3.

- 1.3.13 Waste Collection saw a dramatic decrease in the amount of complaints received this quarter. Last quarter they received 31 complaints, whereas this quarter they only received 6 complaints. This is mainly due to a lot of complaints against Waste Collection last quarter being about Garden Waste Sacks; which have subsequently been withdrawn. However, complaints about service have also dropped dramatically, from fifteen in Q2 to two in Q3.
- 1.3.14 Thirteen **Stage 2** complaints were processed this quarter. Of these, twelve (92%) were answered within the target time. This is an increase in performance from the previous quarter of 23% (the previous quarter eleven were answered in time out of sixteen). Of the Stage 2 complaints; one was about Building Control, one was about Development Management, two were about Environmental Enforcement, one was about Environmental Health, four were about Housing, one was about Parking Services, one was about Planning Enforcement, one was about Revenues and one was about Waste Collection. The Stage 2 complaint that was answered out of time was a complaint against Building Control. The reason for this complaint being answered out of time was that we were awaiting further evidence from the complainant.
- 1.3.15 The following trends can be observed in stage 2 complaints:
- Waste Collection, Building Control, Benefits, Economic Development and Parks and Leisure all received less stage 2 complaints than the previous quarter. Of these, Parks and Leisure, Benefits and Economic Development received no stage 2 complaints this quarter.
 - Development Management, Environmental Enforcement, Parking Services and Planning Enforcement all received stage 2 complaints this quarter, whereas last quarter they received none.
 - Housing Services saw an increase in stage 2 complaints this quarter. They received four stage 2 complaints this quarter, whereas last quarter they received two.
- 1.3.16 A breakdown of **complaints satisfaction surveys** can be found at Appendix B. 53 surveys were sent out and sixteen (29%) were returned. It should be noted that these are only the satisfaction

surveys for complaints closed in October and November. This is because the satisfaction surveys are sent out in the middle of the following month from when the complaint was closed. Seventeen Satisfaction Surveys were sent out for December complaints, however they have not been included in the total as we have not had any responses for this period. Seven (44%) of the respondents were satisfied or very satisfied. Nine (56%) respondents were dissatisfied or very dissatisfied, two dissatisfied and seven very dissatisfied respondents said that their complaint was not understood. Of the two dissatisfied respondents:

- One complainant said that their concerns had not been addressed, however this has been checked and the concerns raised had been addressed in the response;
- One complainant commented that the Council had 'skirted round the issues', however the concerns raised were addressed in full in the response issued;

Of the seven very dissatisfied complainants:

- One complainant commented that the issue they were raising, which was regarding illegal parking in front of their driveway, had not been understood and that no solutions were proposed. However a solution to this issue- asking the customer to contact the Council if an infringement is spotted so that a Civil Enforcement Officer can be dispatched to offer a fixed penalty notice- was offered in the response.
- One complainant claims that the majority of issues raised in the complaint had been ignored; however this was not the case as all issues were addressed in the response. The customer did not provide further clarification over what parts of the original complaint they felt were ignored.
- One complainant was dissatisfied because their complaint was dealt with by the department they had the issue with, and wanted an independent investigation into the matter. The complainant was offered a Stage 2 complaint in the original response to their complaint, which is carried out independently from the department the complaint is about, however the complainant did not take up this offer.
- One complainant commented that they were not happy with the complaint being referred to a third party, and that no consultation had taken place. The 'third party' the complainant mentioned was an officer from the Council's Parks and Leisure department, who had been conducting extensive correspondence with the complainant, conducted on site visits and proposed to carry out work for the complainant once a formal request had been made. No formal request for this work had been received.

- One complainant clarified their position, and stated that they never claimed the person they complained about was swearing, and suggested a different solution to the problem that the Council had provided.
- One complainant complained about the Revenues department. The response answered the complainants queries in full, and the matter could not be pursued without further information from the complainant which has not been received.
- One complainant had their complaint escalated to Stage 2.

1.3.17 Two very dissatisfied customers said their complaint was not responded to within ten working days and one very dissatisfied responded answered 'not sure' to this question. Records show that the two respondents who answered no to this question had their complaints closed on time. The complaint that the survey respondent answered 'not sure' to this question was closed one day late.

1.3.18 Some other survey respondents also wrote comments:

- One respondent stated that their complaint was misinterpreted, and that they now intended to escalate the complaint in a letter to the head of the department. No further correspondence was received from the complainant.
- One respondent stated that although their complaint was understood and dealt with correctly, they suggested a solution to the problem that they had highlighted. The solution the complainant proposed was to change the time waste was collected as there were problems with access to the cul-de-sac due to parking issues. However the response to the complainant notified them that parking would not be a problem as long as there was a supervisor present to guide the vehicle into the road and avoid risking damage to vehicles.
- Two respondents were dissatisfied with the complaints process in general, detailing lack of consultation and the issue being dealt with by the department they were complaining about as the elements of the process they were unhappy with.
- Two respondents commented that their complaints were not understood and that they were dissatisfied with their replies. However no further action could be taken without additional information from the respondents.
- One comment read 'Overall the service and understanding was good.'
- One comment explained that to get the issue resolved an officer conducted a home visit, and that they were glad that this action resulted in the issue being resolved.
- One comment was from a survey sent out from a complaint about not being notified the electoral register was in street order

not alphabetical by name before travelling to Maidstone to see it. The comment suggested that this information should be relayed to people if they enquire about the electoral register.

1.3.19 Six complaints received this quarter were about **safety**. Four of these complaints were for Economic Development, one for Parking Services and one for Waste Collection:

- One complaint was regarding a Civil Enforcement Officer, working for Apcoa on behalf of parking services, driving without wearing a seatbelt and using a handheld device while driving. This complaint was referred to Acpoa who took disciplinary action. The result of this action cannot be disclosed due to data protection legislation.
- One complaint was regarding a refuse collection vehicle driving dangerously by mounting the pavement. The complaint was thoroughly investigated by Sita, with Sita conducting a follow up interview with the complainant as well as meeting the complainant at their place of work. The investigation found that the complainants claims could not be substantiated, and Sita have written to the complainant to explain why they cannot take any action against any specific employee for this alleged incident.
- One complaint from a customer was about the gullies that were installed during the High Street Regeneration being dangerous. The response highlighted that the Council has already received correspondence on this matter from the customer, but reiterated that a detailed safety audit had been carried out on the gully gratings which found that they comply with relevant safety standards.
- Three complaints were about falls due to the curb and carriageway being the same colour as a result of the High Street Regeneration scheme. This issue has now been resolved by laying black tarmac in the carriageway to provide contrast and prevent falls.

1.3.20 Two complaints were *primarily* about **alleged discrimination** or about unfair disadvantage for people with protected characteristics:

- One complaint was about the leisure centre incorrectly advising a customer of the existence of a hearing loop system for hearing aid users during an event held there. The customer was advised that there was a loop when there wasn't. The response to the customer apologised for the confusion, clarified that there was no loop system at the Leisure Centre and assured the customer that staff had now been made aware of this fact so that accurate information could be provided. The customer was also advised

that the Leisure Centre would now be reviewing the situation, and examining the feasibility of installing a loop system in the Leisure Centre.

- One complaint mentioned that the complainant felt they were being discriminated against because their housing needs due to their disability and ongoing health issues were not being met. The complainant mentioned that this was because they were constantly being misinformed and documents kept on going missing. The response to the complainant requested further details in order to investigate the complaint fully, however no further details were received from the complainant.

1.3.21 It has been noted in previous reports that many **complaints records** are incomplete, which causes problems in analysis and when complainants refer back to earlier communications. There were no incomplete complaints records this quarter. This will continue to be monitored.

1.3.22 There were no complaints received from **vexatious complainants** this quarter.

1.3.23 Many **compliments** have also been received by the Council this quarter:

- Spatial Planning were asked to give a presentation on sustainable development to a group of 16 year old French Students with limited knowledge of English. The students' teacher sent them an email saying 'Thank you very much for a great presentation. It was very useful and my students enjoyed it very much'.
- A customer wrote a hand written letter praising the exemplary professional conduct and understanding, kind and patient manner of Natalie Smith who works in the Gateway Team within Customer Services. The customer noted that not only had she show exemplary conduct towards the customer in question, she had also witnessed her acting in a kind and caring way to many other members of the public.
- A compliment was received by email about Hayley Hibbert who works in the contact centre. The customer praised Hayley for being extremely polite and professional, taking the time to answer all of the customer's questions and managing their expectations accordingly.
- Waste Collection received eight compliments. These compliments were about thanking contractors for returning waste sacks; thanking the whole team for doing a great job, remarking 'there's always such kindness'; thanking the contractors for delivering bins; thanking contractors for the excellent service they provide when they come back to empty

the customer's bin after missed collections; thanking the team for a common sense approach to delivering the service; thanking whoever initiated the waste 'app' for mobile devices and two compliments thanking the collection crews for delivering an excellent service.

- A compliment was received about John Lawton, who works in the contact centre. The customer found John very helpful and understanding, explaining the problem clearly and quickly and offered to deal with any further problems on this issue personally.
- A customer sent a compliment on the self-serve system. The customer was impressed about the speed and efficiency of the system, as the customer reported a bag of rubbish dumped near their house at 7pm and the rubbish was removed by 9.30am the next morning.
- A compliment was received about Janusz Kowalski, who is the Grounds Maintenance Operative responsible for maintaining Clare Park. The customer said that it is always a pleasure to walk their dog around the park, with the park free of litter, shrubs pruned and paths clear of leaves. The customer said it is a joy to see a hard working, conscientious and dedicated person at work.
- A compliment was received about Christine Riley who works in the Contact Centre. The customer for being a lovely helpful lady, and remarked that you do not find many with such excellent customer service skills.

1.3.24 Two services received more compliments than complaints this quarter. Customer Services received two complaints and five compliments and Waste Collection received six complaints and eight compliments.

1.3.25 The new Complaints System is now running, and updates that improve its functionality are being introduced step by step. The report for this quarter was taken from data entirely from the new Complaints System. There was a complaints audit conducted on the old complaints system, and there were found to be four complaints that were still open. These were investigated and found to be complaints that should have been closed. All correspondence was uploaded for these complaints and they were formally closed on the 17th December 2012.

1.4 Alternative Action and why not Recommended

1.4.1 The Council could choose not to monitor complaints handling but this would impact severely on the Council's ability to use complaints as a business improvement tool.

1.5 Impact on Corporate Objectives

1.5.1 Customer service is a core value and one of the Council's priorities is Corporate and Customer Excellence. Management of complaints is critical to the success of this objective.

1.6 Risk Management

1.6.1 Failure to manage complaints in a robust fashion represents a service, financial and reputational risk to the Council. Regular reports are produced for CLT and also presented to the Corporate Services Overview and Scrutiny Committee.

1.7 Other Implications

1.	Financial	X
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	

1.7.1 Financial Implications

A £300 payment was approved on 2/11/12 on recommendation of the Local Government Ombudsman. This is due to Planners making an error in applying a light test, saying the proposed development passed the test when in fact it should have failed.

1.8 Appendices

Appendix A – 2012-13 Q3 Stage 1 Complaints Timeliness and Categorisation
Appendix B – 2012-13 Q3 Complaints Satisfaction Surveys

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:

.....

Appendix A: 2012/13 Q3 Complaints Categorisation and Timeliness

Service	Number	On time	Late	% on time	Service	Policy	Staff	Time taken	Lack of contact	Discrimination
Benefits	6	6	0	100%	2	2	0	1	1	0
Bereavement Services	1	1	0	100%	1	0	0	0	0	0
Building Control	2	2	0	100%	1	0	1	0	0	0
Customer Services	2	2	0	100%	0	1	1	0	0	0
Development Management	9	8	1	89%	4	3	0	2	0	0
Economic Development	6	5	1	83%	1	5	0	0	0	0
Environmental Enforcement	21	21	0	100%	1	3	16	0	1	0
Environmental Health	2	2	0	100%	1	0	1	0	0	0
Environmental Services	2	2	0	100%	1	1	0	0	0	0
Finance/Hazlitt	1	1	0	100%	0	1	0	0	0	0
Grounds Maintenance	1	1	0	100%	1	0	0	0	0	0
Hazlitt	1	1	0	100%	0	0	1	0	0	0
Housing Services	14	13	1	93%	1	6	4	1	1	1
Licensing	1	1	0	100%	0	1	0	0	0	0
Parking Services	15	14	1	93%	4	5	6	0	0	0
Parks & Leisure	2	2	0	100%	1	0	0	0	0	1
Planning Enforcement	2	2	0	100%	0	0	0	0	2	0
Registration Services	2	2	0	100%	1	1	0	0	0	0
Revenues	5	5	0	100%	2	3	0	0	0	0
Spatial Planning	1	1	0	100%	0	1	0	0	0	0
Waste Collection	6	6	0	100%	2	1	3	0	0	0
TOTAL	102	98	4	96%	24	34	33	4	5	2

Appendix B: 2012/13 Q3 complaints satisfaction survey responses

Service	Total	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Customer Services	1	1	0	0	0	0
Development Management	2	0	0	0	1	1
Economic Development	1	0	1	0	0	0
Grounds Maintenance	1	0	0	0	0	1
Licensing	1	0	1	0	0	0
Parking Services	3	0	1	0	1	1
Parks and Leisure	1	0	1	0	0	0
Registration Services	1	1	0	0	0	0
Revenues	2	0	0	0	0	2
Spatial Planning	1	0	0	0	0	1
Waste Collection	2	1	0	0	0	1
TOTAL	16	3	4	0	2	7

Agenda Item 9

Maidstone Borough Council

Corporate Services Overview and Scrutiny Committee

Tuesday 5 February 2013

Commissioning and Procurement Strategy

Report of: Procurement Manager

1. Introduction

- 1.1 The current Procurement Strategy expires at the end of March 2013.
- 1.2 In consideration of the emphasis placed upon the development of a commissioning approach to service provision within the Strategic Plan, it was concluded that a more far reaching combined Commissioning and Procurement Strategy is required.
- 1.3 Effective commissioning and procurement combine to develop together a strategic path capable of delivering the service outcomes sought.

2. Recommendation

- 2.1 The Committee is recommended to consider the outline for a new Commissioning and Procurement Strategy to replace the current Procurement Strategy established in April 2010.

3. Commissioning and Procurement Strategy

- 3.1 The benefits of a developed joint Commissioning and Procurement approach to delivering required services are becoming better understood by local authorities. We consider that now, with current and future budget pressures and the focus on outcomes, is the appropriate time to adopt this.

Why – The council recognises that compliant well procured services is integral to but only part of the much greater objective of commissioning services that deliver the Council's priorities and meet the expectations of the people who live and work in Maidstone

What – All services whether outsourced or provided directly, should be the subject of continuous review. Those reviews should be undertaken systematically and in full accordance with the principles of the whole commissioning cycle and in compliance with a corporate approach to commissioning and procurement

Who - All members and officers require an understanding of the aims of the new commissioning based approach to service

provision, with particular emphasis placed upon needs and outcomes.

3.2 Appendix A shows a diagram and a flow chat that set out the main stages of both the commissioning and procurement cycles and how they relate to each other.

3.3 Commissioning services is often used incorrectly as a substitute for procurement of services. It is, as the diagrams show, a much larger cycle that begins with the examination of needs, passes through consideration of the options for delivery, onto procurement of the service (if that is the chosen option) and then to contract management, ending up with a review of the outcomes achieved against those identified at the beginning of the cycle before returning to the examination of needs – and the start of another cycle.

3.4 The excellent results from procurement, developed over the last ten years, will be enhanced by a better understanding of the commissioning cycle as a whole. Excellent commissioning:

- Identifies and understands needs and priorities and focuses on outcomes
- Challenges existing provision and reviews alternative service delivery models
- Decommissions services where appropriate
- Reviews strengths and performance of providers
- Promotes social value and sustainable procurement

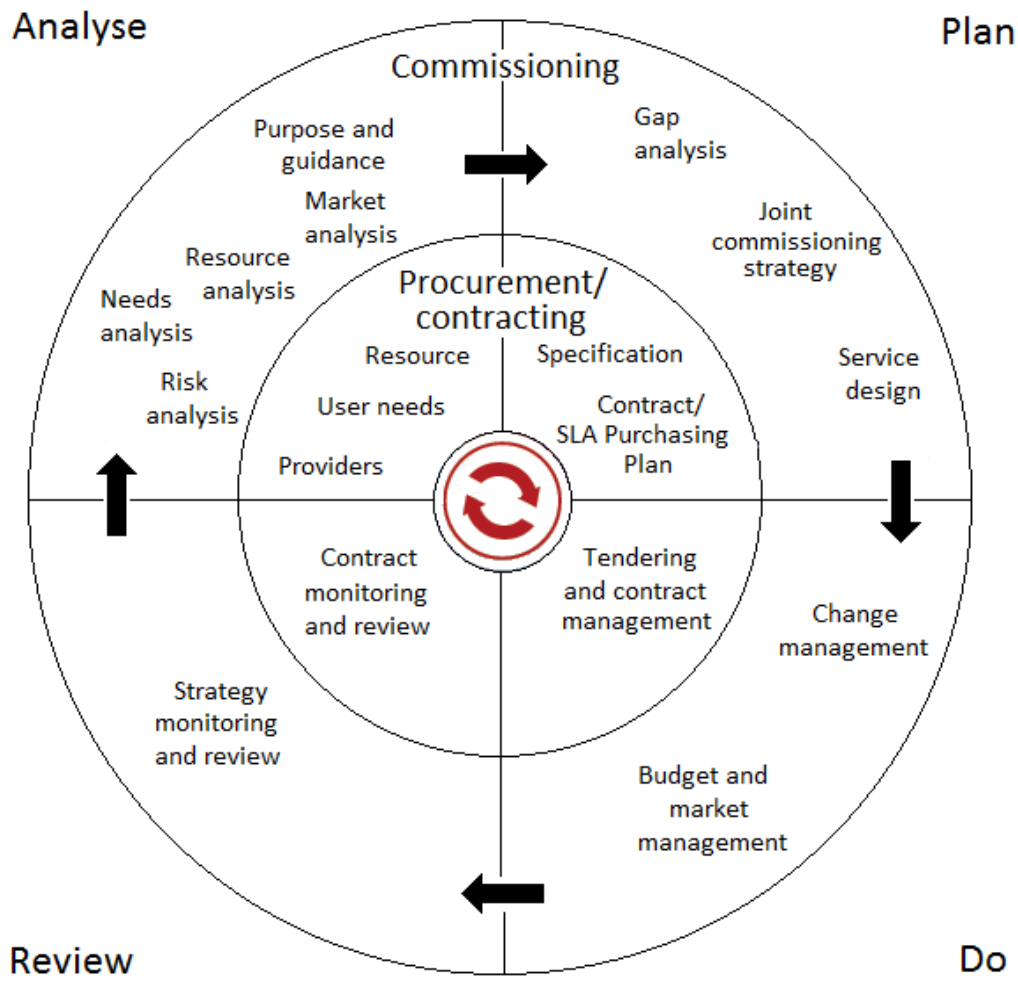
3.5 Incorporating these steps in the cycle ensures that not only will services currently outsourced be reviewed as previously, but also those currently delivered directly. If the decision is to outsource, the processes will ensure improved opportunities for a more diverse range of providers; i.e. small and medium enterprises, social enterprises, and public or employee run services.

3.6 The new Commissioning and Procurement Strategy will set out the new strategic approach required, and will also identify new responsibilities and a timetable for members and officers to fully consider and understand the service outcomes that the council needs to deliver, and the services that will deliver these outcomes.

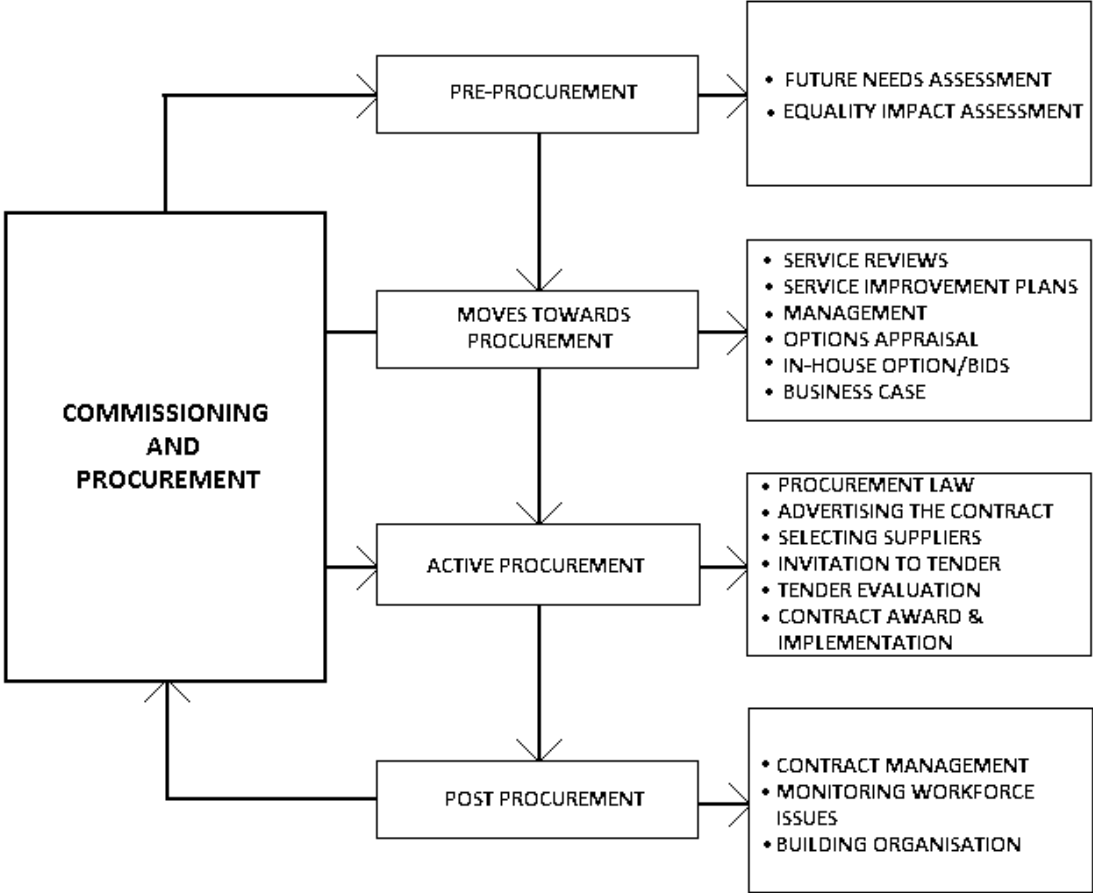
4. Impact on Corporate Objectives

4.1 A joint commissioning and procurement approach to the delivery of services will improve the chances of meeting all of the Council's priorities:

- For Maidstone to have a growing economy
- For Maidstone to be a decent place to live.
- Corporate and Customer excellence.



UNDERSTANDING THE MAIN STAGES OF COMMISSIONING AND PROCUREMENT



Agenda Item 10

Maidstone Borough Council

Corporate Services Overview and Scrutiny Committee

Tuesday 5 February 2013

Customer Focused Services

Report of: The Head of Business Improvement

1. Introduction

1.1. During 2012 a review of the way the council delivers customer services was undertaken with the purpose of identifying the most appropriate customer service delivery and engagement model and delivering the following key outcomes.

- Improved understanding of customers
- Service redesign
- Increased engagement and participation with customers
- Increased satisfaction from customers
- Greater feeling of influence for customers
- Cost reduction

1.2. Following completion of the project the findings and recommendations have been presented to Cabinet, Leaders, and Heads of Service

1.3. The final work is currently underway; once completed the customer service model, Customer Service Improvement Strategy and programme of work will be agreed by Cabinet.

2. Recommendation

2.1. The Committee is recommended to consider the presentation of the Cabinet Member for Corporate Services, The Head of Business Improvement and the Efficiency and Improvement Officer on 5 February 2013.

2.2. The Cabinet Member and Officers ask that the committee consider the model and whether it fits the principles for customer service alongside any other comments and suggestions they may have.

3. Background

Customer Focused Services

3.1. The project had six work streams.

1. Who are our customers? – Analysis of the type of people who use the council's services, how frequently and in what way.

2. How do we manage customer data and information?

 3. What do our customers want? – Consultation with residents and businesses on their preferences for how they access services, how this compares with the way they access council services and what is important to them when they contact the .

 4. What is the optimum customer delivery model? – Assessment how we currently deliver customer services and development of the optimum model for customer service delivery based upon findings from work streams 1, 3 and 6.

 5. How do we engage with customers? – Review of existing channels of engagement and development of new channels.

 6. What is the local, regional and national context? - Consider the position of other authorities, government and what opportunities are available.
- 3.2. A range of internal and external exercises were undertaken as part of each of the above work streams, this included an extensive consultation exercise with local residents as part of work stream 3 – what do our customers want?

 - 3.3. Focus groups with a cross-section of different people from across the borough and face to face interviews with business at the Town Centre Management meeting were held at the beginning of the project in July 2012 and followed up in August 2012 by a survey sent to 3000 residents (506 returned) and an online survey sent to 1000 businesses (68 returned) to more widely test findings from the focus groups and interviews. Key findings from the engagement with residents and businesses are shown at Appendix A. The responses given by residents and businesses were taken into account in the recommendations from the project that will be discussed in the presentation to the Committee.

 - 3.4. Other work included best practice research and visits to other councils, analysis of customer data, collation of transactional data and information on how the council manages information and interviews with officers.

 - 3.5. Once the research and consultation stage was completed, a set of criteria was needed around which to ensure the new customer service model would need to be developed. Starting with the overarching design principle stated in the Strategic Plan:

Residents and businesses are the starting point for services; every service must be considered from the perspective of the citizen and delivered at the lowest possible level – a bottom-up approach.

- 3.6. A set of principles were set and agreed for the development of the customer service delivery model, that it should;
- Enable as many customers as possible to be self sufficient
 - Be affordable
 - Ensure services are accessible to the most vulnerable
 - Have high quality service standards consistently applied
 - Be sustainable and adaptable for the future
- 3.7. Additional focus groups with a cross-section of residents have recently been held to some of the recommendations for the future model for customer service delivery. The proposed model and the results of these focus groups will be explored in the presentation.

4. Impact on Corporate Objectives

- 4.1. This project and its recommendations support the Council to achieve its priority of Corporate and Customer Excellence.
- 4.2. The recommendations were also developed with consideration of the following service design principle

Residents and businesses are the starting point for services; every service must be considered from the perspective of the citizen and delivered at the lowest possible level – a bottom-up approach.

- 4.3. The Council's service design principles are set out within the strategic plan and set the principles by which services should be developed.

Key findings from surveys and focus groups

- Residents highlighted frustrations around red tape and lack of communication between departments when dealing with the Council
- Resident respondents like to use different ways of interacting with organisations for doing different things e.g.
 - 67% use the internet for finding out information and 62% for setting up and managing accounts – for speed, convenience, for a communications trail
 - 85% would use either face to face (42%) or telephone (43%) to deal with a problem – for reassurance, instant action, human interaction
 - 45% would use the telephone when making a complaint – for reassurance, instant action, to feel listened to
- Five out of six residents surveyed (85%) access the internet, with most (71%) accessing it daily. Families with children under 18 are significantly more likely to do things on line than those with children under 18
- Four out of ten respondents own a smart phone and 93% of those with a smart phone access the internet daily
- Both residents and businesses tend to use the telephone more than other channels
- More residents and businesses would prefer to interact with the Council by email in the future than the current numbers
- Fewer residents and businesses would prefer to interact with the Council by telephone in the future than currently do
- One in four residents and one in six businesses value face to face transactions with the Council and residents report receiving a good service in the Gateway
- Urban residents are significantly more likely than rural residents to interact with the Council face to face
- Residents and businesses criticised the Council’s current website as hard to use and not focused enough on transactions

Agenda Item 11

MAIDSTONE BOROUGH COUNCIL

Corporate Services Overview and Scrutiny Committee

Tuesday 5 February 2013

Overview and Scrutiny Annual Report 2011-12

Report prepared by Overview & Scrutiny Officer

1. Overview and Scrutiny Annual Report 2011-12

- 1.1 The Maidstone Borough Council Constitution states "Overview and Scrutiny Committees may report annually to the full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate" (Part One, Article 6:03(d)).
- 1.2 In the 2011-2012 Municipal Year there were three Overview and Scrutiny Committees; Corporate Services, Communities, and Regeneration and Economic Development. In addition to these three Committees the work of the newly established Maidstone and Tunbridge Well Joint Health Sub Committee continued, addressing the joint issues faced by Maidstone and Tunbridge Wells under the governance of the Maidstone and Tunbridge Wells NHS Trust.

2. Recommendation

- 2.1 The Committee is recommended to agree the report subject to recommendations as appropriate to enable the report to be seen by full Council for approval.
- 2.2 In light of the recent Governance Review the Committee may wish to consider the structure and presentation of the Overview and Scrutiny Annual Report and makes recommendations to enable the document to be refreshed. Members may wish to consider:
 - The length of the report;
 - The way in which topics and areas of investigation are currently presented under the Scrutiny principles;
 - Who the report should be written for? and
 - What information should be included?

3. Reasons for Recommendation

- 3.1 The attached report (**Appendix A**) summarises the work of the Overview and Scrutiny Committees during 2011-12 and highlights key issues for 2012-13 and beyond.
- 3.2 Successful Scrutiny outcomes are governed by four principles:

- Ensures scrutiny provides 'critical friend' challenge to executive policy-makers;
- Enables the voice and concerns of the public and its communities;
- Makes an impact on the delivery of public services; and
- Is carried out by independent minded governors who take the lead and own the scrutiny process.

4. Impact on Corporate Objectives

4.1 The Committee will consider reports that deliver against the Council's priorities. The terms of reference of each Scrutiny Committee in 2011-12 were aligned to a priority and this structure has remained for the current Municipal Year.

- Regeneration and Economic Development Overview and Scrutiny - 'For Maidstone to have a growing economy';
- Communities Overview and Scrutiny - 'For Maidstone to be a decent place to live'; and
- Corporate Services Overview and Scrutiny - 'Corporate and Customer Excellence'.



Keeping an eye on
Maidstone

Overview and Scrutiny Annual Report 2011-12



Chairmen's foreword

DRAFT

Introduction

Overview and Scrutiny has been established at Maidstone Borough Council for 11 years and during that time it has achieved an excellent reputation nationally. It has a responsibility, as part of the Council's governance arrangements 'to hold to account'. Committees are part of formal constitutional arrangements and are consulted on Budget Strategy and Policy Framework documents which includes the following:

Development Plan	Sustainable Community Strategy	Crime and Disorder Reduction strategy
Strategic Plan	Housing Strategy	Asset Management Plan

Overview and Scrutiny is an important sounding board for all council departments. It offers an opportunity to consult with a large proportion of backbench members who can help shape and develop bodies of work, offering input at an early stage which leads to an important 'buy in' to plans and strategies which will affect residents of Maidstone when delivered. Overview and Scrutiny is often described as the 'critical friend' in this capacity. Scrutiny Committee meetings serve as an excellent platform for discussion with statutory powers available to call witnesses from a wide range of public bodies.

In recent years' member involvement and belief in the effectiveness of the scrutiny process has begun to diminish. Alternative scrutiny structures were considered by the scrutiny co-ordinating Committee during the 2011-12 municipal year. The scrutiny co-ordinating came to the conclusion that a decision of this magnitude should be made with all member involvement and a Governance Review was recommended.

FACTFILE

- 33 formal meetings
- 13 Councillors interviewed
- 52 officers interviewed
- 34 external witnesses interviewed
- 3 major reviews
- 27 one-off topics
- 11 opportunities to comment and developing Budget, Policy and Strategy Documents
- 2 call-ins
- 1 Task and Finish Group

Corporate Services Overview and Scrutiny Committee

This Committee has responsibility for Cabinet Scrutiny, Performance, Complaints and the Budget. Its extensive remit is closely aligned to the Council's priority **'Corporate and Customer Excellence.'**

Reviews

The Committee considered the 'Council as a business?' as its major review topic for 2011/12, investigating the plausibility of trading arms and other viable commercial activity. It sought advice from local business leaders and the Council's executive and evaluated the perception of the council as a business; its function, role and responsibility to residents. Its recommendations in the final report to Cabinet were derived from its wide engagement with members of the public, staff and councillors through its undertaking of questionnaires, surveys and witness sessions. All its recommendations were approved by Cabinet and delegated to the appropriate Cabinet Member to own and take forward.

One off topics and pre-decision scrutiny

Parish Services Scheme	The marketing of council buildings	The complaints annual review	Complaints policy
Performance monitoring	Complaints monitoring	Strategic plan refresh	Draft improvement plan
Equalities objectives,	Budget strategy	Fees and Charges	Welfare Reform

The draft parish services scheme was the focus of an inquiry by a Joint Corporate Services and Communities Committee, all Parish Councils were invited to attend the meeting and given the opportunity to speak by the Chairman. Officers and a Parish Councillor from a neighbouring authority were invited to provide an alternative perspective and scheme for comparison. The meeting was held at the end of the consultation period with Parish Councils and before the consultation responses had been considered. It was therefore recommended that the Cabinet Member delay his decision until a second meeting could be held to consider the revised framework of the draft scheme, reflective of the consultation responses received.

The marketing of council buildings was placed on the agenda of the Committee after a Member utilised the Overview and Scrutiny procedure rule¹ allowing any member of an Overview and Scrutiny to put an item on the agenda of the next available meeting.

¹ This procedure has now been revised from 'any Member of an Overview and Scrutiny Committee or Sub Committee' to 'any Member of the Council'. For full details of this procedure rule please see the Maidstone Borough Council Constitution, Overview and Scrutiny Procedure Rules, Item 9, Agenda Items.

The Member attended the meeting to present the item, explaining that the recent marketing of council properties in Mote Park had taken place in a manner that was not transparent and had attracted negative publicity. The responsible Cabinet Member was invited as a witness to respond to the questions raised. The Committee established that media coverage had not reflected well on the authority and despite there being no wrong doing the result of the action taken did not demonstrate transparency and good governance.

Evaluation of the year

The Corporate Services Overview and Scrutiny Committee are tasked with topics of great magnitude. The Budget Strategy, Cabinet Scrutiny and Complaints and Performance monitoring are all within this Committee's remit. A continued and enhanced member training programme would enhance member's confidence in dealing with these topics.

DRAFT

Communities Overview and Scrutiny Committee

This Committee has responsibility for Housing Revenues and Benefits, Health, Crime and Environmental issues including Waste and Recycling. The Committee's broad remit is closely aligned to the Council's priority **'For Maidstone to be a decent place to live.'**

Reviews

The Committee undertook two reviews; Waste and Recycling and Neighbourhood Action Planning.

The Waste and Recycling review was closely aligned to the tendering strategy for the waste and recycling contract 2013. The Committee was focused on ensuring that technological advances, which would occur in the lifetime of the 10 year contract, were considered and provisions made within the contract for their introduction. With the success of the food waste collection the Committee addressed the obstacles that remained for the service such as providing a service for flats and terraced housing.

Members sought innovative ways to reduce or reuse waste. The Committee visited Closed Loop recycling facility which produces food-grade recycled PET and HDPE from plastic bottle waste. Its Dagenham plant reprocesses 35,000 tonnes per year of mixed plastic bottle waste which would otherwise be exported for recycling, or sent to landfill. It was described as 'an untapped natural resource for local authorities.' The Committee also considered Noah Enterprise's model for the collection and reuse of furniture as part of its social enterprise. All its recommendations were approved by Cabinet and delegated to the appropriate Cabinet Member to own and take forward.

One off topics and pre-decision scrutiny

Housing Strategy	Tendering Strategy – Waste and Recycling Contract from 2013
Parish Services scheme	Residents Satisfaction Survey
Local Bio diversity Action Plan	Community Development Strategy

Call-in

The decision on the future provision of the CCTV monitoring service was called in in November 2011. The Cabinet along with the Head of Finance and Customer Services, the Director of Regeneration & Communities and officers with expertise in procurement were called as witnesses. Having evaluated all the evidence at the call-in the Committee resolved that the decision should stand but recommended that both Cabinet and officers ensure that stakeholders were fully engaged throughout all stages of the transfer of the CCTV service and its continued operation.

Follow up on previous inquiries

Fulfilling its statutory role as the Crime and Disorder Overview & Scrutiny, the Committee revisited Youth Offending and Domestic Violence, calling witnesses from the Youth Offending Service, Youth Services, Women's Support Services, Kent Police and the Safer Maidstone Partnership. Funding issues were identified and it was felt that Maidstone Borough Council could offer support and guidance to struggling organisations by offering its assistance with applications for funding bids.

CCTV and the CCTV call-in was part of a follow up enquiry as the Committee had been involved in the consultation process as changes to the monitoring service were being proposed and evaluated. Members of the Committee, the previous municipal year, had visited the Medway Control Centre and attended stakeholder consultations.

Evaluation of the year

The Communities Overview and Scrutiny Committee has one of the broadest remits of the three Committees. The Committee sets out to achieve a great deal each year. A more focused future work programme could help enable the Committee to achieve improved outcomes.

DRAFT

Regeneration and Economic Development Overview and Scrutiny Committee

This Committee has responsibility for Transport, Economic Development and the Local Development Framework and Core Strategy. Its remit is closely aligned to the Council's priority '***For Maidstone to have a growing economy.***'

Reviews

The Regeneration and Economic development Overview and Scrutiny Committee identified the negative impact congestion issues had on the quality of life for those who live and work in the borough. It was felt that traffic congestion needed to be addressed and managed in order to enable economic growth. The Committee's evidence gathering included witness sessions with officers from Maidstone Borough Council and Kent County Council as well as site visits to Goldstone Traffic Control Centre and Chelmsford and Medway Councils. The Committee sought the opinion of residents by advertising it on local bus routes and in the local press.

The recommendations in the final report to Cabinet were derived from its wide engagement with members of the public. The Committee included an extensive evidence pack with its final report. Its recommendations were approved by Cabinet and delegated to the appropriate Cabinet Member to own and take forward.

One off topics and pre-decision scrutiny

The Committee examined the Museums' Business Plan 2011-19 which reflects the Council's commercial approach to how the museums' are run; generating more revenue to reduce costs and in turn reduce the Council's overall financial contribution to the museums'.

The Committee also considered Employment and Skills training in Maidstone and as part of this evaluated the worklessness stakeholder event in March 2012 which was organised jointly by Maidstone Economic Development and Regeneration Delivery Group and Connexions Kent and Medway and brought together expert speakers and practitioners to address the key challenges in helping people access training, support, apprenticeships and employment. As part of its investigation the Committee identified that a barrier to employment was a lack of knowledge of the type of skills that were required in the local area.

Call-in

The decision that Brunswick Street pay and display car park and adjoining garage premises be declared non-operational and surplus was called-in. The call-in aired concerns relation to the loss of income and loss of parking spaces for local residents to be aired. As a result the Committee recommend that the decision be referred back to the Cabinet Member for Environment. It requested that additional information be provided. If this satisfied the Cabinet Member that businesses and residents could be provided for with no adverse impact then the decision should stand.

Evaluation of the year

This Committee conducted a number of focused inquiries and identified key issues in its findings. In order to improve its outcomes in the future the Committee will need to turn its findings into quality recommendations by clearly stating what it wants and making the recommendation to the person or organisation best placed to deliver it.

DRAFT

Joint Health Overview and Scrutiny

In 2011-12 the Joint Committee followed up on its successful Adult Mental Health Services review with an event at the Blackthorn Trust in Maidstone. This was the last in the series of mental health events that had been organised following the launch of the review report to cover the many aspects of mental health that had continued to provoke discussion and interest.

The event at the Blackthorn Trust showcased the excellent work of the trust in the field of mental health recovery and employment. The gardens and were utilised for networking opportunities for the community and voluntary sector. Delegates were able to walk around the gardens and view stands whilst sampling homemade cake.

The Blackthorn Trust's Employment Support Officer kicked off the afternoon's proceedings with a short film about the Blackthorn Trust. Speakers included Stuart Rayner Mental Health Co-ordinator from Job Centre Plus, Lynn Marchant Kent and Medway NHS and Social Care Partnership Trust, Service User Employment Manager and lead for Kent Mindful Employer, Kerry Turner, Deputy Service Development Manager, Mental Health, Employment & Community from MCCH.

Stuart Rayner and Lynn Marchant presented a joint initiative called the Integrated Pathways Passport. The Passport would help support a customer from Clinical Care and Employment/ Vocational Support through to employment by identifying the adjustments that would need to be made for the customer to return to work with adequate support which would benefit them and their employer. The Shaw Trust, present at the meeting, had piloted the initiative and informed delegated that it had helped with 35 job retentions. They praised the document describing it as a 'fantastic tool'. Kerry Turner from MCCH presented the Individual Placement and Support Model (IPS) used by MCCH and Stuart Rayner covered all aspects of Job Centre Plus's offer to those seeking employment with a mental health need.

The discussion was chaired by Dr Kulvinder Singh, Chairman of the GP consortium. Helen Grant MP and Councillor John A Wilson, Cabinet Member for Communities and Leisure Services attended to support the event Helen Grant MP said, "This event, like the two previously held in Tunbridge Wells, offers an excellent opportunity for people with an interest in mental health to come together to discuss their work. It also gives agencies the chance to consider new ways of working in these challenging times. The joint Review offered the impetus for these meetings to start as they have proved popular and productive we hope they continue."

The Local Development Document Advisory Group

The Local Development Document Advisory Group was disbanded at the start of the municipal year and responsibility for this area of work was given to the Regeneration and Economic Development Overview and Scrutiny Committee. A task and finish panel comprising of 8 members; 4 Conservatives, 3 Liberal

Democrats and 1 independent were appointed with the opportunity to co-opt members of the public and other interested parties. The task and finish panel examined draft Core Strategy documents and the annual monitoring report.

Local Strategic Partnership

The Local Strategic Partnership was dissolved in November 2011 and was replaced with the Locality Board. The Locality Board was in a formative stage during this municipal year however written updates were provided. The Local Strategic Partnership had five delivery groups and each Committee had in the past invited representatives from each to scrutiny as applicable to the topic being investigated.

Site Visits

Scrutiny members undertook specific site visits as part of their review inquiries:

Goldstone Traffic Control Centre	Chelmsford City Council	Medway Council
Close Loop Recycling Facility, Dagenham, Essex	Maidstone Prison – Recycling Unit	Maidstone Prison – Print Unit
Blackthorn Trust	The Freighter Service (followed the service on its route)	Mela, Mote Park

Spreading the Word

Members of the Corporate Services Committee had a stand at the Mela in Mote Park, armed with questionnaires and seeking the opinion of Maidstone's residents, they conducted over 40 in depth surveys on their review topic, 'the Council as a Business?' An information leaflet on the Overview and Scrutiny was produced and distributed to residents at the event to encourage resident involvement in the scrutiny process.

Councillor Burton, Chairman of the Regeneration and Economic Development Overview and Scrutiny Committee was interview by local radio on the Traffic Congestion Review. All scrutiny reviews were reported on in the local press.

Member training

Continued member training and development is organised by the Council's Human Resources and Learning and Development team. Members of the Corporate Services Overview and Scrutiny Committee were offered training in Performance Management and the Budget to prepare them for their role on the Committee as the year commenced.

Looking ahead

Overview and Scrutiny Members started the new municipal year with a Member led workshop on making 'Quality Recommendations'. Quality recommendations fulfil the following criteria:

Affect and make a difference to local people	Result in a change in policy that improves services	Identify savings and maintain/improve service quality	Objectively identify a solution
---	--	--	--

Chairman of the Communities Overview and Scrutiny Committee, Councillor Annabelle Blackmore, led the workshop, facilitated by the scrutiny team. Members looked at recommendations from recent and past reviews and identified 'good' and 'bad' recommendations that had been made.

The impact of a bad recommendation was quickly realised. If the recommendation was unclear and non specific in what it was asking, and of whom, it was unlikely that it would have any impact and therefore would not achieve an outcome. It was also found that a recommendation needed to be evidence based; the report should provide the background and investigation to support the recommendation being made and therefore enable the person being asked to deliver it.

Social Media

The Overview and Scrutiny team will be raising its profile in 2012/13 with the use of social media to encourage public engagement with the scrutiny process.

The use of social media is widely advocated by senior politicians and is used to update the public on parliamentary activity as well as in a local context. As well as following the tweets of @tweetminster@UKParliament and @HelenGrantMP we are following local community groups including @ParentstheWord and @st_stonestudios . Follow us @maidstonesvoice and see who we are following and who follows us!

We are also trialling the use of pinterest. Using pinterest, you can create online notice boards, pinning articles, news stories, quotes and images to a virtual pin board. This creates a wonderful 'visual stimulus' when gathering research and evidence as part of a scrutiny inquiry. In the run up to the presidential elections in the United States, the First Lady, Michelle Obama, joined pinterest; news of this was reported across the world!

If you are interested in finding out more about social media or you would like to contribute by writing a piece on a scrutiny meeting or a topic you feel passionate about please contact a member of the team. We would love to hear from you; your involvement and contributions will help make this a successful venture.

The team can be contacted at osc@maidstone.gov.uk, on 01622 602534 or for more information visit: www.maidstone.gov.uk/scrutiny.

DRAFT

-

Maidstone Borough Council

Corporate Services Overview and Scrutiny Committee

Tuesday 5 February 2013

Future Work Programme

Report of: Overview & Scrutiny Officer

1. Introduction

- 1.1 To consider the Committee's future work programme.
- 1.2 To consider the information update given by the Overview and Scrutiny Officer.

2. Recommendation

- 2.1 That the Committee considers the draft future work programme, attached at **Appendix A**, to ensure that it is appropriate and covers all issues Members currently wish to consider within the Committee's remit. Items on the draft future work programme, highlighted in red, are provisional items for the Committee to approve.

3 Future Work Programme

- 3.1 Throughout the course of the municipal year the Committee is asked to put forward work programme suggestions. These suggestions are planned into its annual work programme. Members are asked to consider the work programme at each meeting to ensure that it remains appropriate and covers all issues Members currently wish to consider within the Committee's remit.
- 3.2 The Committee is reminded that the Constitution states under Overview and Scrutiny Procedure Rules number 9: Agenda items that 'Any Member of an Overview and Scrutiny Committee or Sub-Committee shall be entitled to give notice to the proper officer that he wishes an item relevant to the functions of the Committee or Sub-Committee to be included on the agenda for the next available meeting. On receipt of such a request the proper officer will ensure that it is included on the next available agenda.'

4 List of Forthcoming Decisions

- 4.1 The List of Forthcoming Decisions (**Appendix B**) is a live document containing all key and non-key decisions. The List of Forthcoming Decisions replaces the Forward Plan of Key Decisions, a tool previously used by all Overview and Scrutiny Committee's to select relevant key decisions for pre-decision scrutiny, relevant to the

individual Committee. The document was included on all Overview and Scrutiny agendas.

- 4.2 Due to the nature of the List of Forthcoming Decisions, and to ensure the information provided to the Committee is up to date, a verbal update will be given at the meeting by the Scrutiny Officer. The Committee can view the live document online at:
<http://meetings.maidstone.gov.uk/mgListPlans.aspx?RPIId=443&RD=0>

5. Impact on Corporate Objectives

- 5.1 The Committee will consider reports that deliver against the following Council priority:
- 'Corporate and Customer Excellence'.
- 5.2 The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities.

Corporate Services Overview and Scrutiny Committee Work Programme 2012-13

Meeting Date	Agenda Items	Details and desired outcome
22 May 2012	<ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Work programming workshop 	<ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2012-13 • Select and develop review topics focusing on achievable outcomes.
12 June 2012	<ul style="list-style-type: none"> • Asset Management Plan - Policy Framework Document 	<ul style="list-style-type: none"> • Consider and make recommendations as appropriate ahead of document being recommended to Council for adoption. • Ascertain work plan for the year and strategic direction for the Council.
7 August 2012	<ul style="list-style-type: none"> • Budget Strategy • Interview with the Leader and Cabinet • Annual Performance Plan • Annual Complaints Report • Complaints quarterly monitoring report (January-March 2012) 	<ul style="list-style-type: none"> • To consider, advise and make recommendations on the initial budgetary proposals. The Committee's findings will be taken into account in the report to Council. The Committee can also canvas the views of stakeholders, if appropriate, and report the outcome to the Executive. • Ascertain work plan for the year and strategic direction for the Council. • Consider the results and the areas highlighted within the reports, making recommendations to Officers where appropriate.
6 November 2012	<ul style="list-style-type: none"> • Performance quarterly monitoring report • Complaints quarterly monitoring report • Budget Strategy Update • Discussion item: With the Leader of the Council on the Council's underspend as detailed in the Budget Monitoring Report. 	<ul style="list-style-type: none"> • Consider the results and the areas highlighted within the reports, making recommendations to Officers where appropriate. • To consider the verbal update on guidance and emerging policies from central Government and the impact this will have on the Council's Medium Term Financial Strategy and Budget setting. • To consider the remaining underspend proposals and make recommendations back to the Leader of the Council.
4 December 2012	<ul style="list-style-type: none"> • The Corporate Governance Review 	

Appendix A

	<ul style="list-style-type: none"> • 2nd Quarter performance monitoring report 	
8 January 2013	<ul style="list-style-type: none"> • Strategic Plan Refresh • Budget Strategy and Fees and Charges • Refresh of the Improvement Plan • Complaints Quarterly Monitoring Report (Budget, policy framework documents) 	<ul style="list-style-type: none"> • To consider the document and make recommendations as appropriate. • To consider, advise and make recommendations on the initial budgetary proposals. The Committee's findings will be taken into account in the report to Council. The Committee can also canvas the views of stakeholders, if appropriate, and report the outcome to the Executive. • To consider the document and make recommendations as appropriate. • To consider the document and make recommendations as appropriate.
5 February 2013	<ul style="list-style-type: none"> • 3rd quarter Complaints monitoring report • Commissioning & Procurement Strategy • Customer Focused Services • Overview and Scrutiny Annual Report 	<ul style="list-style-type: none"> • To consider the document, interview witnesses in relation to the complaints relating to their services area and make recommendations as appropriate. • To consider the presentation given and make recommendations as appropriate. • To consider the presentation given and make recommendations as appropriate. • To consider the document, approving it to go forward and make recommendations as appropriate.
9 April 2013	<ul style="list-style-type: none"> • Interview with the Leader and Cabinet 	



49

LIST OF FORTHCOMING DECISIONS

Democratic Services Team
E: democraticservices@maidstone.gov.uk

Publication Date: **28 January 2013**

List of Forthcoming Decisions

INTRODUCTION

This document sets out the decisions to be taken by the Executive and various Committees of Maidstone Borough Council on a rolling basis. This document will be published as updated with new decisions required to be made.

KEY DECISIONS

A key decision is an executive decision which is likely to:

- Result in the Maidstone Borough Council incurring expenditure or making savings which is equal to the value of £250,000 or more; or
- Have significant effect on communities living or working in an area comprising one or more wards in Maidstone.

At Maidstone Borough Council, decisions which we regard as “Key Decisions” because they are likely to have a “significant” effect either in financial terms or on the community include:

- (1) Decisions about expenditure or savings which equal or are more than £250,000.
- (2) Budget reports.
- (3) Policy framework reports.
- (4) Adoption of new policies plans, strategies or changes to established policies, plans or strategies.
- (5) Approval of portfolio plans.
- (6) Decisions that involve significant service developments, significant service reductions, or significant changes in the way that services are delivered, whether Borough-wide or in a particular locality.
- (7) Changes in fees and charges.
- (8) Proposals relating to changes in staff structure affecting more than one section.

Each entry identifies, for that “key decision” –

- the decision maker
- the date on which the decision is due to be taken
- the subject matter of the decision and a brief summary
- the reason it is a key decision
- to whom representations (about the decision) can be made

List of Forthcoming Decisions

- whether the decision will be taken in public or private
- what reports/papers are, or will be, available for public inspection

EXECUTIVE DECISIONS

The Cabinet collectively makes its decisions at a meeting and individual portfolio holders make decisions independently. In addition, Officers can make key decisions and an entry for each of these will be included in this list.

DECISIONS WHICH THE CABINET INTENDS TO MAKE IN PRIVATE

The Cabinet hereby gives notice that it intends to meet in private after its public meeting to consider reports and/or appendices which contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

51

Reports and/or appendices to decisions which the Cabinet will take at its private meeting are indicated in the list below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations, please email janetbarnes@maidstone.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

ACCESS TO CABINET REPORTS

Reports to be considered at the Cabinet's public meeting will be available on the Council's website (www.maidstone.gov.uk) a minimum of 5 working days before the meeting.

HOW CAN I CONTRIBUTE TO THE DECISION-MAKING PROCESS?

The Council actively encourages people to express their views on decisions it plans to make. This can be done by writing directly to the appropriate Officer or Cabinet Member (details of whom are shown in the list below).

Alternatively, the Cabinet are contactable via our website (www.maidstone.gov.uk) where you can submit a question to the Leader of the Council. There is also the opportunity to invite the Leader of the Council to speak at a function you may be organising.

List of Forthcoming Decisions

WHO ARE THE CABINET?



© 2011 Kent Messenger

Councillor Christopher Garland
Leader of the Council
christophergarland@maidstone.gov.uk
Tel: 07766 343024



© 2011 Kent Messenger

Councillor Stephen Paine
Cabinet Member for Planning, Transport and
Development
stephenpaine@maidstone.gov.uk
Tel: 07906 271325



Councillor Malcolm Greer
Cabinet Member for Economic and
Commercial Development (also Deputy
Leader)
malcolmgreer@maidstone.gov.uk
Tel: 01634 862876



© 2011 Kent Messenger

Councillor Marion Ring
Cabinet Member for Environment
marionring@maidstone.gov.uk
Tel: 01622 686492



© 2011 Kent Messenger

Councillor Eric Hotson
Cabinet Member for Corporate Services
erichotson@maidstone.gov.uk
Tel: 01580 892312



© 2011 Kent Messenger

Councillor John A Wilson
Cabinet Member for Community and Leisure
Services
johnawilson@maidstone.gov.uk
Tel: 01622 720989

List of Forthcoming Decisions

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary:	Key Decision and reason (if applicable):	Contact Officer:	Public or Private (if Private the reason why)	Documents to be submitted (other relevant documents may be submitted)
General Purposes Group Due Date: 30 Jan 2013	Calculation of Business Rate Yield 2013 14 NNDR1 This report advises Members of the expected yield from business rates in 2013/14		Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	Calculation of Business Rate Yield 2013 14 NNDR1
Leader of the Council Due Date: 1 Feb 2013	Report of Corporate Leadership Team - Use of 2011 12 Revenue Underspend This report presents revised proposals for the use of 2011 12 revenue underspend		Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk	Public	130124_Use of 2011 12 Revenue Underspend Revised Proposals Enc. 1 for Use of 2011 12 Revenue Underspend Revised Proposals 130124_Enc. 2 for Use of 2011 12 Revenue Underspend Revised Proposals

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: 8 Feb 2013</p> <p style="text-align: center;">54</p>	<p>PROPOSALS FOR ALLOCATION OF S106 DEVELOPER CONTRIBUTIONS FROM THE LAND AT PARKWOOD TAVERN, WALLIS AVENUE, MAIDSTONE (MA/07/1344)</p> <p>To consider the proposed allocation of funds received as an offsite S106 developer contribution of £40,950 from the above named development.</p>		<p>Steve Goulette, Assistant Director of Environment & Regulatory Services Stevegoulette@maidstone.gov.uk</p>	<p>Public</p>	<p>PROPOSALS FOR ALLOCATION OF S106 DEVELOPER CONTRIBUTIONS FROM THE LAND AT PARKWOOD TAVERN, WALLIS AVENUE, MAIDSTONE (MA/07/1344)</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: 8 Feb 2013</p> <p style="text-align: center;">55</p>	<p>Policy for ending the housing duty under s193 of the Housing Act 1996</p> <p>To consider adopting a policy for ending the council's housing duty under s193 of the Housing Act 1996 to enable homeless applicants to be housed in the private rented sector.</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>Neil Coles neilcoles@maidstone.gov.uk</p>	<p>Public</p>	<p>Policy to govern the discharging of the housing duty to homelessness applicants by offering them private sector accommodation under s193 of the Housing Act 1996 Appendix 2 - Equality Impact Assessment Appendix 1 - Policy to govern the discharging of the housing duty to homelessness applicants by offering them private sector accommodation under s193 of the Housing Act 1996</p>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: 8 Feb 2013</p>	<p>Empty Homes Plan</p> <p>To consider the detail of the Council's intervention in respect of empty homes</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>John Littlemore, Head of Housing & Community Safety johnlittlemore@maidstone.gov.uk</p>	<p>Public</p>	<p>Cabinet Member Report for Empty Homes Plan Appendix 1 - Empty Homes Plan Appendix 2 - Equality Impact Assessment</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Planning, Transport and Development</p> <p>Due Date: 8 Feb 2013</p> <p>56</p>	<p>Maidstone Landscape Character Assessment 2012</p> <p>To adopt the Maidstone Landscape Character Assessment 2012 and accompanying supplement for development management purposes. In addition, to approve the methodology for the landscape value pilot study.</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>Rob Jarman, Head of Development Management, Deanne Cunningham Robjarman@maidstone.gov.uk deannecunningham@maidstone.gov.uk</p>	<p>Public</p>	<p>Maidstone Landscape Character Assessment 2012</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Planning, Transport and Development</p> <p>Due Date: 8 Feb 2013</p> <p>57</p>	<p>Annual Monitoring Report 2011/12</p> <p>The Annual Monitoring Report (AMR) provides a framework with which to monitor and review the effectiveness of local plan policies that address local issues over the monitoring period 1 April 2011 to 31 March 2012.</p>		<p>Sue Whiteside suewhiteside@maids tone.gov.uk</p>	<p>Public</p>	<p>Annual Monitoring Report 2011/12</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: 8 Feb 2013</p> <p>50</p>	<p>PROPOSALS FOR ALLOCATION OF S106 DEVELOPER CONTRIBUTIONS FROM THE LAND AT ST. FAITHS LANE, MAIDSTONE (MA/04/1608)</p> <p>To consider the proposed allocation of funds received as an offsite S106 developer contribution of £7,970.48 from the above named development.</p>		<p>Steve Goulette, Assistant Director of Environment & Regulatory Services Stevegoulette@maidstone.gov.uk</p>	<p>Public</p>	<p>PROPOSALS FOR ALLOCATION OF S106 DEVELOPER CONTRIBUTIONS FROM THE LAND AT ST. FAITHS LANE, MAIDSTONE (MA/04/1608)</p>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: 8 Feb 2013</p>	<p>Community Halls Recommendations Report and Audit</p> <p>Community Halls Recommendations Report and Audit</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>Sarah Robson sarahrobson@maidstone.gov.uk</p>	<p>Public</p>	<p>Community Halls Recommendations Report and Audit Appendix 1 Appendix 2 Appendix 3</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet</p> <p>Due Date: 13 Feb 2013</p> <p>59</p>	<p>Strategic Risk Register</p> <p>A draft Strategic Risk Register has been prepared, which has been subject to consultation at an informal meeting of Cabinet (Cabinet 'awayday' 14 Jan). Cabinet is now asked to adopt the Register.</p>		<p>Brian Parsons, Head of Audit Partnership Brianparsons@maidstone.gov.uk</p>	<p>Public</p>	<p>Strategic Risk Register</p>
<p>Cabinet</p> <p>Due Date: 13 Feb 2013</p>	<p>Budget Monitoring Third Quarter 2012/13</p> <p>Revenue and Capital Outturn position as at 31st December 2012</p>		<p>Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk</p>	<p>Public</p>	<p>Budget Monitoring Third Quarter 2012/13</p>
<p>Cabinet</p> <p>Council</p> <p>Due Date: 13 Feb 2013</p> <p>27 Feb 2013</p>	<p>Strategic Plan 2011-15, 2013-14 Refresh</p> <p>To consider a refresh of the Strategic Plan.</p>	<p>KEY Reason: Policy Framework Document</p>	<p>Angela Woodhouse, Head of Change and Scrutiny angelawoodhouse@maidstone.gov.uk</p>	<p>Public</p>	<p>Strategic Plan 2011-15, 2013-14 Refresh Strategic Plan 2011-15, 2013-14 Refresh</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Council Due Date: 27 Feb 2013	Members Allowances To consider changes to the Members' Allowances Scheme.		Janet Barnes janetbarnes@maidstone.gov.uk	Public	Members Allowances
Cabinet Member for Corporate Services Due Date: 1 Mar 2013 GO	King St Multi Storey Car Park To consider options for the redevelopment of the site.	KEY Reason: Expenditure > £250,000	David Tibbit davidtibbit@maidstone.gov.uk	Public	King St Multi Storey Car Park King St Multi Storey Car Park
Cabinet Member for Corporate Services Due Date: 1 Mar 2013	Exempt Appendix - King St Multi Storey Car Park To consider options for redevelopment of the site		David Tibbit davidtibbit@maidstone.gov.uk	Private - It is in the public interest that the information contained within this appendix be taken in private because it contains sensitive commercial information which would prejudice the Council's position if publicly available.	Exempt Appendix - King St Multi Storey Car Park

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet</p> <p>Due Date: 13 Feb 2013</p> <p style="text-align: center; font-size: 2em;">61</p>	<p>Treasury Management Strategy 2013 14 Cabinet</p> <p>Review Treasury Management for 2012/13 and consider future Treasury Management Strategy for 2013/14. This will include Prudential Borrowing limits and aproposed Approved Investment Strategy. These matters will be submitted to Council.</p>	<p>KEY Reason: Expenditure > £250,000</p>	<p>Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk</p>	<p>Public</p>	<p>Cabinet, Council or Committee Report for Treasury Management Strategy 2013 14 Cabinet</p>
<p>Cabinet</p> <p>Due Date: 13 Feb 2013</p>	<p>Regeneration & Economic Development OSC Review of Visitor Information Centre</p> <p>Report of the Regeneration & Economic Development OSC</p>		<p>Angela Woodhouse, Head of Change and Scrutiny angelawoodhouse@maidstone.gov.uk</p>	<p>Public</p>	<p>Regeneration & Economic Development OSC Review of Visitor Information Centre</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Due Date: 13 Feb 2013	Quarter 3 Key Performance Indicator Report Performance monitoring		Angela Woodhouse, Head of Change and Scrutiny angelawoodhouse@maidstone.gov.uk	Public	Quarter 3 Key Performance Indicator Report
Cabinet Due Date: 13 Feb 2013 62	Regeneration and Economic Development Plan Consultation To consider the draft Regeneration and Economic Development Plan for the Borough and agree its release for public consultation.	KEY Reason: Affects more than 1 ward	John Foster, Economic Development Manager johnfoster@maidstone.gov.uk	Public	Regeneration and Economic Development Plan Consultation

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: 15 Feb 2013</p> <p style="text-align: center; font-size: 2em;">63</p>	<p>PROPOSALS FOR S106 DEVELOPER CONTRIBUTION RECIEVED FROM THE FORMER TOMPKINSON'S DEPOT, MARDEN (MA/05/2272)</p> <p>To consider the proposed listed spend items resulting from money received from an off-site S106 contribution of £31,000 from the named development.</p>		<p>Steve Goulette, Assistant Director of Environment & Regulatory Services Stevegoulette@maidstone.gov.uk</p>	<p>Public</p>	<p>PROPOSALS FOR S106 DEVELOPER CONTRIBUTION RECIEVED FROM THE FORMER TOMPKINSON'S DEPOT, MARDEN (MA/05/2272)</p>
<p>Cabinet</p> <p>Due Date: 13 Mar 2013</p>	<p>Local Development Scheme 2013</p> <p>A review of the Local Development Scheme following the 21 November 2012 Cabinet decision to re-schedule the Core Strategy programme.</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>Rob Jarman, Head of Development Management Robjarman@maidstone.gov.uk</p>	<p>Public</p>	<p>Local Development Scheme 2013</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Due Date: 13 Mar 2013	Maidstone Borough Local Plan Update on the progress of the Core Strategy and related documents, including strategic site allocations and core policies.	KEY Reason: Affects more than 1 ward	Rob Jarman, Head of Development Management Robjarman@maidstone.gov.uk	Public	Maidstone Borough Local Plan
Licensing Committee Due Date: 21 Mar 2013	Licensing Partnership Update Updating the Committee on the current position in respect of the partnership.		Neil Harris, Head of Democratic Services neilharris@maidstone.gov.uk	Public	Licensing Partnership Update
Licensing Act 2003 Committee Due Date: 21 Mar 2013	Licensing Partnership Update To update the committee on the current position in respect of the licensing partnership.		Neil Harris, Head of Democratic Services neilharris@maidstone.gov.uk	Public	Licensing Partnership Update

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Corporate Services Due Date: 22 Mar 2013	Procurement Strategy 2013-16 To consider the Council's Procurement strategy for 2013-16	KEY Reason: Policies, Plans, Strategies	Steve Trigg stephentrigg@maids-tone.gov.uk	Public	Procurement Strategy 2013-16
Cabinet Due Date: 10 Apr 2013	Sustainable Community Strategy Refresh of the Sustainable Community Strategy 2009-2020.	KEY Reason: Policies, Plans, Strategies	Sarah Robson sarahrobson@maids-tone.gov.uk	Public	Cabinet, Council or Committee Report for Sustainable Community Strategy
Cabinet Due Date: 13 Feb 2013	Quarter 3 Key Performance Indicator Report Performance monitoring		Angela Woodhouse, Head of Change and Scrutiny angelawoodhouse@maidstone.gov.uk	Public	Quarter 3 Key Performance Indicator Report

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet</p> <p>Due Date: 13 Feb 2013</p>	<p>Regeneration and Economic Development Plan Consultation</p> <p>To consider the draft Regeneration and Economic Development Plan for the Borough and agree its release for public consultation.</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>John Foster, Economic Development Manager johnfoster@maidstone.gov.uk</p>	<p>Public</p>	<p>Regeneration and Economic Development Plan Consultation</p>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: 15 Feb 2013</p>	<p>PROPOSALS FOR S106 DEVELOPER CONTRIBUTION RECIEVED FROM THE FORMER TOMPKINSON'S DEPOT, MARDEN (MA/05/2272)</p> <p>To consider the proposed listed spend items resulting from money received from an off-site S106 contribution of £31,000 from the named development.</p>		<p>Steve Goulette, Assistant Director of Environment & Regulatory Services Stevegoulette@maidstone.gov.uk</p>	<p>Public</p>	<p>PROPOSALS FOR S106 DEVELOPER CONTRIBUTION RECIEVED FROM THE FORMER TOMPKINSON'S DEPOT, MARDEN (MA/05/2272)</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Due Date: 13 Mar 2013	Local Development Scheme 2013 A review of the Local Development Scheme following the 21 November 2012 Cabinet decision to re-schedule the Core Strategy programme.	KEY Reason: Affects more than 1 ward	Rob Jarman, Head of Development Management Robjarman@maidstone.gov.uk	Public	Local Development Scheme 2013
Cabinet Due Date: 13 Mar 2013	Maidstone Borough Local Plan Update on the progress of the Core Strategy and related documents, including strategic site allocations and core policies.	KEY Reason: Affects more than 1 ward	Rob Jarman, Head of Development Management Robjarman@maidstone.gov.uk	Public	Maidstone Borough Local Plan
Licensing Committee Due Date: 21 Mar 2013	Licensing Partnership Update Updating the Committee on the current position in respect of the partnership.		Neil Harris, Head of Democratic Services neilharris@maidstone.gov.uk	Public	Licensing Partnership Update

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Licensing Act 2003 Committee</p> <p>Due Date: 21 Mar 2013</p>	<p>Licensing Partnership Update</p> <p>To update the committee on the current position in respect of the licensing partnership.</p>		<p>Neil Harris, Head of Democratic Services neilharris@maidstone.gov.uk</p>	<p>Public</p>	<p>Licensing Partnership Update</p>
<p>Cabinet Member for Corporate Services</p> <p>Due Date: 22 Mar 2013</p>	<p>Procurement Strategy 2013-16</p> <p>To consider the Council's Procurement strategy for 2013-16</p>	<p>KEY Reason: Policies, Plans, Strategies</p>	<p>Steve Trigg stephentrigg@maidstone.gov.uk</p>	<p>Public</p>	<p>Procurement Strategy 2013-16</p>
<p>Cabinet</p> <p>Due Date: 10 Apr 2013</p>	<p>Sustainable Community Strategy</p> <p>Refresh of the Sustainable Community Strategy 2009-2020.</p>	<p>KEY Reason: Policies, Plans, Strategies</p>	<p>Sarah Robson sarahrobson@maidstone.gov.uk</p>	<p>Public</p>	<p>Cabinet, Council or Committee Report for Sustainable Community Strategy</p>

Forthcoming Decisions
January 2013 - May 2013

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Due Date: 13 Mar 2013	Maidstone Borough Local Plan Update on the progress of the Core Strategy and related documents, including strategic site allocations and core policies.	KEY Reason: Affects more than 1 ward	Rob Jarman, Head of Development Management Robjarman@maidstone.gov.uk	Public	Maidstone Borough Local Plan
Cabinet Member for Corporate Services Due Date: 22 Mar 2013	Procurement Strategy 2013-16 To consider the Council's Procurement strategy for 2013-16	KEY Reason: Policies, Plans, Strategies	Steve Trigg stephentrigg@maidstone.gov.uk	Public	Procurement Strategy 2013-16
Cabinet Due Date: 10 Apr 2013	Sustainable Community Strategy Refresh of the Sustainable Community Strategy 2009-2020.	KEY Reason: Policies, Plans, Strategies	Sarah Robson sarahrobson@maidstone.gov.uk	Public	Cabinet, Council or Committee Report for Sustainable Community Strategy