

# AGENDA

## Extraordinary Meeting of the External Overview and Scrutiny Committee



Overview and Scrutiny

Date: Thursday 8 January 2009

Time: 6:30 p.m.

Venue: Room 1B, Maidstone House, King  
Street

Membership:

Councillors: Hotson (Chairman), Marchant (Vice-  
Chairman), Mrs Gibson, Mrs Parvin,  
Paterson, Pollington, Schnell, Vizzard  
and Williams

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Page No.

1. Apologies.
2. Notification of Substitute Members.
3. Notification of Visiting Members.

**Continued Over/:**

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**Issued on 19 December 2008**

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 Louise Smith on 01622 602524**.

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**David Petford, Chief Executive**  
**Maidstone Borough Council, Maidstone House, King Street,**  
**Maidstone, Kent, ME15 6JQ**

**4. Disclosures by Members and Officers:**

- a) Disclosures of interest.
- b) Disclosures of lobbying.
- c) Disclosures of whipping.

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

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**6. Minutes of the Meetings Held on:**

**1 - 28**

- a) 18 November 2008; and
- b) 24 November 2008.

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**7. Call-In: CCTV - Operations Appraisal.**

**29 - 50**

Interview with:

- Leader of the Council, Councillor Chris Garland; and
- Cabinet Member for Community Services, Councillor Marion Ring; and
- Assistant Director of Development and Community Services, Brian Morgan.

Part II

Please note that the feasibility study for the extension and remodelling of the existing CCTV control room that has been circulated separately to Members as background information is confidential. If the Committee wishes to discuss these papers it will need to agree that the meeting takes place in private due to the possible disclosure of exempt information for the reason specified below:

Paragraph 7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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**8. Future Work Programme.**

**51 - 52**

**MAIDSTONE BOROUGH COUNCIL**

**MINUTES OF THE EXTERNAL OVERVIEW AND SCRUTINY  
COMMITTEE MEETING HELD ON TUESDAY 18 NOVEMBER 2008**

**PRESENT:** Councillors Hotson (Chairman), Mrs Gibson, Marchant, Mrs Parvin, Pollington, Schnell, Vizzard and Warner.

**APOLOGIES:** Councillor Paterson.

**51. Notification of Substitute Members**

It was noted that Councillor Warner was substituting for Councillor Paterson.

**52. Notification of Visiting Members**

There were no visiting Members.

**53. Disclosures by Members and Officers**

Councillor Hotson declared a personal interest in Agenda Item 7, Healthcare Provision in Maidstone, by virtue of his being Chairman of the MASH (Maidstone Action for Services in Hospital) Group.

Councillor Pollington declared a personal interest in Agenda Item 7, Healthcare Provision in Maidstone, by virtue of his position as Medical Director at the Heart of Kent Hospice, which received funding from NHS West Kent. He also chaired an end-of-life care partnership for the Kent and Medway Cancer Network, which received support from NHS West Kent, and had a licence to operate with the Maidstone and Tunbridge Wells NHS Trust.

**54. Exempt Items**

**Resolved:** That all items on the agenda be taken in public as proposed.

**55. Minutes**

**Resolved:** That the minutes of the meeting held on 21 October 2008 be agreed as a correct record and duly signed by the Chairman.

**56. Healthcare Provision in Maidstone**

The Chairman introduced Steve Phoenix, Chief Executive of NHS West Kent (the Primary Care Trust, or PCT), and Glenn Douglas, Chief Executive of the Maidstone and Tunbridge Wells (MTW) NHS

Trust and requested an update on performance and developments within those organisations.

Mr Phoenix referred to the outcome of the Healthcare Commission Annual Health Check and highlighted that NHS West Kent had improved its financial standing from 'weak' to 'fair'. It had achieved better than 'fair' in a number of areas and therefore expected to achieve a 'good' rating next year. However, the 'quality of service' rating had regressed from 'fair' to 'weak', and problems within the MTW NHS Trust had contributed to this. In order to achieve a rating higher than 'weak', the Healthcare Commission required full year compliance with targets, therefore although NHS West Kent was compliant with many targets by the end of the year it had still received a 'weak' rating. It was highlighted that NHS West Kent had only been in existence for six months at the start of the assessment year and therefore some problems were inevitable. With regard to core standards, Mr Phoenix expressed disappointment that these had not been met and explained that dealing with the October 2007 Healthcare Commission report, "Investigation into outbreaks of *Clostridium difficile* at Maidstone and Tunbridge Wells NHS Trust" had led to some core standards relating to internal issues being neglected. He was confident that this would be rectified by the end of the year. Considerable progress was being made on achieving national targets, for example:

- 98% of patients had been admitted and transferred or discharged within the target Accident and Emergency (A&E) waiting time of 4 hours for the previous five consecutive weeks, compared to 75% a year ago;
- The proportion of occupied bed days due to delayed transfers had been reduced from 7% to 1.7%. This was compared to a national target of 3.5%;
- Over 90% of patients were meeting the target of 18 weeks from GP referral to completion of treatment, compared to 18% a year ago; and
- A Healthcare Commission report in September 2008 had rated A&E and urgent care in West Kent as 'better performing', despite the 2007/08 full year target not being met.

Mr Phoenix stated that the PCT Board and management were clear that a 'weak' rating was unacceptable. He emphasised that 2007/08 had been a difficult year for both NHS West Kent and the MTW NHS Trust, but progress was being made and results would be significantly better for 2008/09. He was keen to restore people's confidence in their local healthcare services.

Mr Douglas highlighted that the PCT and the MTW NHS Trust had delivered a lot together in the last year, which was positive as the healthcare system in West Kent had previously been quite fractured. It was explained that the *Clostridium difficile* (*C diff*)

issue meant that it was virtually impossible for the MTW NHS Trust to achieve a rating other than 'weak' and this was justified. The clearest improvement in the quality of services in the Trust over the previous year was with regard to infection control, particularly at Maidstone Hospital. The Trust was significantly below the MRSA target of 1-2 cases per month, and was now the second-best performing Trust in the South East Coast Strategic Health Authority area with regard to *C diff*. The Trust was now seen as exemplar in the management of *C diff*. There had also been significant organisational changes including the introduction of a new board of non-executive directors. Major changes planned for Maidstone Hospital included:

- The installation of a new MRI scanner, which was the only one in the country outside of the major London teaching hospitals. This would be linked to the Cancer Centre, though would also be available for use by general hospital services;
- An expansion to the teaching centre, including a centre of excellence for keyhole surgery.

With regard to the Cancer Centre, targets for cancer treatment had been consistently met for the past 12 months and there had been significant investment in reducing waiting times for radiotherapy.

With regard to finance and budget control the MTW NHS Trust broke even last year and hoped to sustain this. This did not mean there were no issues with finances, but the Trust was in a better position that it had been.

In summary, Mr Douglas stated that the MTW NHS Trust had started the year in a poor position but had targeted key areas and made significant improvements to try and restore the public's confidence. One of the ways in which the Trust was trying to restore confidence was by being more transparent in its operations, which included inviting Panorama into Maidstone Hospital to view the improvements. Work was also being carried out with GPs to improve the image of hospitals within the Trust.

The Committee then discussed a number of issues:

#### Patient's Choice

A Councillor asked whether figures were available on where patients at Maidstone Hospital resided, and whether patients were opting to go to other hospitals. Mr Phoenix confirmed that this data was available and monitored. Mr Douglas stated that immediately after the publication of the *C diff* report there was evidence that some patients were choosing to go elsewhere, but this was no longer the case. No NHS Trust could be complacent about referral rates, however, as it was increasingly simple for patients to find out information about hospitals and choose where they wished to be treated. Mr Phoenix informed Members that the NHS Choices

website gave assessments of all hospitals in the country. He worked to ensure that where patients did exercise choice, this was made easy for them.

#### Relationship with GPs

In response to a question, Mr Douglas confirmed that there was a monthly meeting with GPs to provide information and highlight key areas with regard to MTW NHS Trust hospitals. Most doctors working for the Trust were supportive of it and wanted it to succeed and were therefore keen to improve its public image. The relationship between GPs and hospital consultants was also important.

Mr Phoenix highlighted that rules had recently been changed to allow hospitals to advertise both to GPs and directly to the public, so this would begin soon.

#### Dentistry

The PCT had committed an extra £3.5 million to dentistry for more practices and extra dentists, though one of the organisations contracted to deliver this had withdrawn from the deal due to the current financial climate. The PCT was working to rectify this. There would also be extra investment next year as improving access to dentists was vital. A commissioning plan for oral health services had been agreed by the West Kent PCT in May 2008.

#### Training of Junior Doctors

Previous concerns with regard to junior doctors moving departments too frequently had now been resolved. Junior doctors now stayed with the MTW NHS Trust for longer, allowing them more time in each department. The Postgraduate Dean had recently produced a report on the training at the Trust and had found it to be very good.

Mr Douglas highlighted that there were lower numbers of doctors in training than previously in specialist areas, which could cause problems with regard to rotas.

#### Reconfiguration of Surgical and Orthopaedic Services

Mr Douglas informed the Committee that the date to proceed with the reconfiguration of services between Maidstone and Kent and Sussex hospitals would be finalised by the end of January 2009. It could either take place imminently, or wait until Pembury Hospital was complete in 2011 as this was closer to Maidstone and a better quality hospital to 'sell' to residents. The decision would be taken at a public board meeting. It was emphasised that 98% of patients that currently received their care at Maidstone Hospital would continue to do so. There would still be a surgical presence at

Maidstone, and anyone attending the Maidstone A&E department would be assessed by a fully functioning triage service. If necessary, they would then be transported by ambulance to Pembury or Kent and Sussex, rather than finding their own transport.

In response to concerns about transport between Maidstone, Pembury and Tunbridge Wells, Mr Douglas informed Members that the Trust would subsidise three bus services to Pembury from Maidstone, Tonbridge and Tunbridge Wells. Kent County Council (KCC) was currently undertaking a review of bus routes in the County and was working with the Trust to try and ensure Pembury Hospital was easily accessible by bus. Mr Douglas stated that he had recently met with Members from Tonbridge and Malling Borough Council who were lobbying KCC with regard to the proposed Colts Hill bypass on the A228. This would make access to Pembury easier. A proposal by the Highways Agency to dual the carriageway on the A21 around Castle Hill would also improve access to the hospital. Mr Douglas reminded Members that the model of care at Pembury would be to provide acute care for patients for a short period of time before transferring them back to their local hospital. This would hopefully limit the number of journeys relatives would need to make to Pembury. Councillors recommended that representatives from KCC be invited to a future meeting to discuss transport issues.

Members felt that issues around the reconfiguration had not been communicated well as many residents still believed that Maidstone Hospital was losing its A&E service. The Trust was looking at ways to address this, though it was felt that it was now in a better position to do this because it had regained some of the public's confidence. Six months ago, the public was still wary of messages from the Trust.

### Public Health

Mr Phoenix stated that £3.9 million had been allocated to Choosing Health this year. NHS West Kent was the only PCT in the South East of England to achieve its smoking cessation target this year. Access to sexual health services was also being improved.

Overall, health in the West Kent area was among the best in the country, however there was a 14 year mortality gap between the most and least affluent wards. The PCT was working on a programme to target cancer, heart attacks, strokes and diabetes in the least affluent areas to try and tackle these inequalities. Partnership working was important in reducing health inequalities, and the Kent Agreement 2 had a health improvement element which was very positive. The PCT played an active part in both the Kent Partnership and the Maidstone Local Strategic Partnership. A key problem was persuading partners to focus resources on areas of deprivation as there were concerns over neglecting more affluent

areas. It was important to remember that in areas of affluence and general good health, like West Kent, it was easy to miss some of the health inequalities.

### Waiting Times

Mr Douglas outlined steps taken by the MTW NHS Trust to tackle the backlog of patients on waiting lists. These included contracting activity out to the private sector and taking internal measures such as Saturday lists. He was hoping to stop contracting work to the private sector soon due to the cost of this, however this would only be stopped when processes were in place to ensure that the 18 week referral-to-end of treatment target could be maintained. There were concerns with regard to orthopaedics as a lack of capacity for this across the country meant that meeting the 18 week target for this was problematic.

### Maternity Services

Mr Douglas explained that consultant-delivered obstetrics would be moved to Pembury Hospital because this would have a children's hospital within it. There would be a midwifery-led birthing centre at Maidstone. A business case was being developed for the Maidstone birthing centre to ensure that the services provided there were appropriate and was likely to be available in April. Members requested that this document be forwarded to them, and Councillor Warner also asked that the risk analysis for the reconfiguration of maternity services be sent to him. Across the Trust area, a full range of birthing options would be available, from home births to the full medical model.

### Local Involvement Networks (LINKs) and Kent Health Watch

In response to a question, Mr Phoenix stated that the host organisation for the Kent LINK had been appointed and the PCT and NHS Trust would work closely with it to ensure the effective implementation of the LINK.

Kent Health Watch was a service run by KCC in partnership with the NHS and acted as a sign-posting service to help people raise issues about the NHS. It was operating and 7 questions or comments had so far been raised with regard to West Kent. Despite some doubts about what value Kent Health Watch would add, Mr Douglas highlighted that it was more valuable for the Trust to work with it than against it, and he valued the opportunity it provided to be open with patients.

### **Resolved: That**

- a) Kent Highways Services and the Highways Agency be lobbied with regard to the



- progression of the Colts Hill bypass and the dualling of the A21 at Castle Hill respectively;
- b) The Committee's support for improved public transport to Pembury be communicated to Kent County Council;
  - c) Representatives from Kent County Council be invited to a future meeting to discuss transport issues to Pembury Hospital; and
  - d) The business case for maternity services at Maidstone Hospital be forwarded to the Committee when available.

## **57. Future Work Programme**

The Senior Overview and Scrutiny Officer informed the Committee that at its meeting on 24 November 2008, it would be interviewing the Chief Executive of Maidstone Citizen's Advice Bureau with regard to the Diverse Communities Review, and also considering the Sustainable Community Strategy – Vision and Objectives. The scheduled meeting on 16 December 2008 would be an informal consideration of the evidence gathered so far for the Diverse Communities Review.

The Chairman also requested an update on the review of past reports.

### **Resolved: That**

- a) An update on the review of past reports be requested; and
- b) The future work programme be noted.

## **58. Duration of the Meeting**

6:30 p.m. to 8:15 p.m.

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**MAIDSTONE BOROUGH COUNCIL**

**MINUTES OF THE SPECIAL EXTERNAL OVERVIEW AND  
SCRUTINY COMMITTEE MEETING HELD ON MONDAY 24  
NOVEMBER 2008**

**PRESENT:** Councillors Hotson (Chairman), Mrs Hinder, Marchant, Mrs Parvin, Schnell, Vizzard and Williams.

**APOLOGIES:** Councillors Mrs Gibson, Paterson and Pollington.

**59. Notification of Substitute Members**

It was noted that Councillor Warner had been scheduled to substitute for Councillor Paterson but had subsequently had to give his apologies.

**60. Notification of Visiting Members**

There were no visiting Members.

**61. Disclosures by Members and Officers**

There were no disclosures.

**62. Exempt Items**

**Resolved:** That all items on the agenda be taken in public as proposed.

**63. Diverse Communities Review: Citizen's Advice Bureau**

The Chairman welcomed the Chief Executive of Maidstone Citizen's Advice Bureau, Bonny Malhotra, to the meeting. It was highlighted that Mr Malhotra had been due to attend the Committee's meeting on 19 August 2008 but due to an administrative error within the Council this meeting had been cancelled at short notice. The Chairman apologised to Mr Malhotra on behalf of the Committee and thanked him for agreeing to attend this later meeting.

Mr Malhotra gave a presentation and report to the Committee (attached at [Appendix A](#) and [Appendix B](#) respectively) outlining the history of Maidstone Citizen's Advice Bureau (CAB) and its key roles, funding streams and expenditure. Maidstone Borough Council now provided 61% of the Bureau's funding. Statistics showed that the number of clients approaching the Bureau in 2008-09 had increased from 2007-08. The CAB had a Polish advisor who was a valuable resource in light of increasing numbers of Polish clients. The Vice-Chair of the CAB also worked with the Polish community.

Mr Malhotra then answered questions from the Committee, with the following key points arising:

- The CAB had recently become actively involved with the Local Strategic Partnership (LSP) and had been consulted on the Sustainable Community Strategy. However, requests to be involved in the drafting of the Kent Agreement 2 had not been responded to;
- Mr Malhotra attended the Minority Ethnic Action Group run by Mid Kent Police;
- The CAB had an equalities sub-group to assess the service that the CAB provided to diverse communities, but it was noted that it was difficult to engage some groups, for example the Muslim community;
- One of the ways in which the CAB tried to influence policy was by writing to Members of Parliament (MPs). A recent example of an issue they had raised with MPs was with regard to concerns with the new Habitual Residence Test. Members of the Portuguese community who had previously been employed now had to take the test to apply for benefits. If they failed the test, they would not be eligible for benefits, despite having been resident in the UK for as long as 16 years. This was an issue that would apply to any European citizen working in the UK;
- The CAB had a good relationship with the Council and Mr Malhotra was on a number of steering groups, including the Housing Sounding Board. He was in regular contact with the Community Development and Social Inclusion Manager, though this was generally on individual issues rather than over-arching policy;
- Training to become a CAB volunteer usually took one day a week for 6-8 months. However, this could be adapted to suit individual needs and Mr Malhotra was looking to develop a programme to allow people to volunteer during evenings and at weekends to encourage involvement from a wider range of residents; and
- Initial advice given to clients was generalist and given on the same day, however for specialist debt advice there was currently a 4-6 week waiting list. Further funding to alleviate this situation was being sought externally.

Members also discussed access to CAB services and highlighted that the CAB had previously gone out into the community. Mr Malhotra explained that the CAB had previously received funding from the Community Fund to run a 3-year outreach project but this proved unsustainable when the funding ended. Surgeries were currently held in Parkwood, Shepway and Lenham which were funded by the Primary Care Trust, Maidstone Housing Trust and Lenham Parish Council respectively. Discussions were taking place with Headcorn Parish Council about developing a surgery there. It was difficult to run surgeries with volunteers due to the limited hours that they worked, and the CAB had to be careful that the surgeries did not

weaken the services offered by the main CAB office. The CAB had recently started offering home visits for those clients unable to visit the main office. In response to a question, Mr Malhotra confirmed that the CAB regularly contacted parish councils with posters and leaflets to advertise their services and to investigate possible outreach services. Councillors discussed that rural surgeries would be beneficial for migrant workers and gypsies and travellers.

The Chairman requested that Mr Malhotra meet with the Council's Community Development and Social Inclusion Manager, Ian Park, to discuss the Council's approach to community cohesion and ethnic minorities. With regard to the Diverse Communities Review, Members agreed that it would be useful for Mr Park to attend the 16 December 2008 meeting to assist in drawing together the evidence gathered so far.

**Resolved: That**

- a) The Community Development and Social Inclusion Manager meet with the Chief Executive of Maidstone Citizen's Advice Bureau to discuss the Council's policies in relation to community cohesion and ethnic minorities;
- b) The Community Development and Social Inclusion Manager be invited to the Committee's informal meeting on 16 December 2008 to assist in evaluating the information gathered for the Diverse Communities Review; and
- c) The information provided by the Chief Executive of the Citizen's Advice Bureau be considered as part of the Diverse Communities Review.

**64. Sustainable Community Strategy: Vision and Objectives**

The Chairman introduced the Community Planning Co-ordinator, Jim Boot, and the Community Planning Officer, Victoria King, to the Committee and requested that an update on the Sustainable Community Strategy be provided.

Mr Boot explained that the Council's Community Strategy, 'Maidstone Matters', adopted in 2003 and revised in 2005, had made significant achievements. These included the introduction of community wardens and improved support for carers. The 2006 Communities and Local Government White Paper, 'Strong and Prosperous Communities', introduced the idea of a 'Sustainable Community Strategy' (SCS) which would be more outcome-focussed than the original community strategies. Following the publication of the White Paper, Maidstone's Local Strategic Partnership (LSP) had been redeveloped and made fit for purpose with the help of a consultant.

In order to develop the SCS, parish plans were analysed, focus groups were held and Police and Communities Together (PACT) groups were approached to identify community priorities. A consultation exercise entitled 'Stick Up for Maidstone' was held in the Chequers Mall, the County Show and at community group meetings to establish what people thought about Maidstone. Over 800 responses to this had been received. Mr Boot highlighted that a significant amount of consultation was undertaken by the Council and its partners and so this had reduced the need for specialist consultation for the SCS. Instead, a wide range of consultations were analysed to get a broad view of community priorities. A consultant had also been commissioned to analyse the plans of LSP partners to establish whether the previous community strategy priorities had been embedded in these, as the priorities were supposed to be multi-agency.

The largest difference between the previous community strategy and the SCS was the evidence base. Miss King had developed a Maidstone profile which looked at a range of issues and indicators to develop a picture of Maidstone in terms of its strengths, weaknesses and direction of travel. It also helped to highlight some 'hidden' problems, for example, Maidstone's performance in GCSE results was above average but some schools' results were significantly below average. The SCS would attempt to tackle inequalities by targeting problem areas while supporting those areas that were more successful. Mr Boot explained that previously, Government funding had gone to those areas with more widespread or 'obvious' levels of deprivation and Maidstone had been overlooked because its pockets of deprivation, though acute, were very confined. The SCS would highlight that this situation could not continue. Mr Boot also pointed out to Members that the Maidstone profile had been built using available data and some of this was quite patchy. The ethnic profile of the area, for example, did not exist. Also, because Maidstone did not have major problems in many areas, some issues did not show up at all.

The Maidstone LSP had met on 17 November 2008 and agreed the following vision: "we want Maidstone Borough to be a vibrant, prosperous 21<sup>st</sup> century urban and rural community at the heart of Kent, where its distinctive character is enhanced to create a safe, healthy, high quality environment with high quality education and employment where people can realise their aspirations". The LSP had put emphasis on prosperity, the balance between urban and rural areas, Maidstone's pivotal role in Kent, and Maidstone's heritage. The vision had been used to develop the objectives and chapters for the SCS. Actions, targets and performance measures were now being put to these objectives to form the draft SCS.

In response to a question, Mr Boot explained that the 'high', 'medium' and 'low' priority given to different issues related to the Kent Agreement 2 (KA2). The KA2 had identified 35 priorities for Kent but these were not all relevant for all districts. Therefore,

each district had been asked to produce a Local Action Plan prioritising the indicators for that area and this had been agreed by the LSP and Cabinet. All were still considered priorities but were considered in terms of where the LSP could give 'added value' to those indicators. For example, Maidstone's domestic violence record was similar to other districts in Kent so was only 'low' priority, whereas the number of people killed or seriously injured on Maidstone's roads was significantly higher than average so this was a 'high' priority.

A Councillor asked for further information on deprived areas and funding being diverted to areas of perceived higher need. Mr Boot highlighted the issue of teenage pregnancy and noted that Government funding to tackle this had gone to those areas with the highest rates. In the late 1990s, this had been areas such as Thanet, Margate and Folkestone, and these areas had subsequently seen a significant reduction in teenage pregnancy rates. The SCS was trying to pick up on other indices of deprivation and feed information back to the Kent Partnership and the Kent Public Service Board to highlight that where resources had gone to other areas, the situation in Maidstone had developed and in some cases got worse, despite local attempts to tackle it. A Councillor stated that statistics on teenage pregnancy showed high rates in Parkwood but this was because that was where social housing for teenage mothers was. Mr Boot agreed that this needed to be carefully portrayed in the SCS as the statistics could be misleading and informed Members that the Council, as a housing authority, was actively pursuing this issue as part of the solution to the problem.

With regard to consultation, Miss King explained that no consultation on the SCS was currently taking place as the draft strategy was being developed. Public consultation would take place when the draft had been agreed by Cabinet. Mr Boot stated that he wanted the partners to take more ownership of the strategy and responsibility for consultation because they needed to embed the strategy in their organisations as much as the Council did. In response to concerns over low rates of consultation for the development of the SCS priorities and vision, Mr Boot emphasised that a number of consultations and sources had been drawn upon to inform this, and parish plans, which achieved 60-80% response rates for consultation, had also been used. Results of the Place Survey were expected soon and this would provide a robust, representative sample of Maidstone's population that could be used to reinforce or amend the priorities.

A Councillor stated that representatives of NHS West Kent and the Maidstone and Tunbridge Wells NHS Trust had attended an External Overview and Scrutiny Committee meeting on 18 November 2008 and provided different information to that outlined in the draft SCS. This needed to be addressed as improvements at Maidstone Hospital should be a key milestone in the Strategy.

A Member stated that educational attainment was a major strand of the strategy but the Council was limited in its influence over this. Mr Boot pointed out that the plan was a multi-agency partnership plan so the partners could support schools to improve standards. The Council and its partners also needed to consider how they worked with the new school structures, for example academies.

In response to a question, Mr Boot informed Members that the draft plan would go to Cabinet on 14 January 2009, followed by a 6 week public consultation. It would then be amended as necessary and taken to Cabinet in March before being approved by Full Council. The Chairman requested that the draft strategy be brought to the External Overview and Scrutiny Committee as part of the public consultation. A Member also suggested that the priorities within the strategy needed some flexibility as priorities changed with differing situations, which was particularly important as this strategy covered a 10 year period.


**Resolved: That**

- a) The issue of statistics showing a high teenage pregnancy rate in Parkwood be addressed in the Sustainable Community Strategy;
- b) Information on Maidstone Hospital and the provision of healthcare in Maidstone be amended to reflect the information provided to the External Overview and Scrutiny Committee on 18 November 2008; and
- c) The Sustainable Community Strategy be considered by the External Overview and Scrutiny Committee at its meeting on 17 February 2009.

**65. Duration of the Meeting**

6:30 p.m. to 8:40 p.m.





**Citizens Advice  
Maidstone**

**Bonny Malhotra**  
Chief Executive

24/11/2008 1

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**The Bureau**

- Established 1<sup>st</sup> January 1940
- Founding members were prominent local people
- Moved to Bower Terrace in 1990
- A Grade II listed building
- A Registered Charity
- Company limited by guarantee
- Member of the Citizens Advice National Association

24/11/2008 2

Grade II - can take wheelchairs but not profoundly disabled residents.

Have 22 trustees

22 staff + 90+ volunteers

**What do we do?**

- Provide Information, Advice and Assistance
- Face-to-Face advice
- Telephone Advice
- Advice by e-mail and letters
- Home Visits

24/11/2008 3

Fight against discrimination, All in forms, write letters, explain legislation...

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## Generalist Advice

- Debt
- Housing
- Benefits
- Employment
- Consumer
- Education
- Law
- Immigration
- Tax
- Health
- Family and Personal Matters

24/11/2008

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## Specialist Advice

- Debt advice
- Housing advice
- Welfare Benefits advice
- Employment advice
- Domestic Violence advice
- Free Legal advice
- Free Accountancy advice

24/11/2008

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Debt + housing advice  
funded by Borough  
Council.

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## Statistics 2007/08

- 21,190 client contacts
- 54,259 issues
- Benefits 30% (1<sup>st</sup> position)
- Debt 20% (2<sup>nd</sup> position)
- Employment 10%
- Housing 8%
- Relationship 9%

24/11/2008

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Increasing number of  
client contacts this  
year.

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## Funding Streams 2007/08

- Maidstone Borough Council
- Community Legal Services
- Kent Police
- Specialist Domestic Violence Court Steering Group
- Citizens Advice
- Maidstone Housing Trust

24/11/2008

7

61% of funding

for domestic violence advice

## Incoming Resources 2007/08

■ MBC	■ £194,076
■ CLS	■ £46,747
■ SDVC	■ £43,887
■ Kent Police	■ £8,216
■ Citizens Advice	■ £5,500
■ MHT	■ £3,000
■ Interest	■ £9,685
■ Fundraising	■ £315,860
■ Total	

24/11/2008

8

## Expenditure 2007/08

■ Rent & Utilities	■ £30,396
■ Salaries	■ £227,163
■ Pension Costs	■ £6,557
■ Recruitment Costs	■ £6,213
■ Volunteer travel & training	■ £9,672
■ Other running costs	■ £31,444
■ Bank Charges & fees	■ £3,594
■ Total	■ £315,039
■ Surplus	■ £821

24/11/2008

9

## What does MBC get?

- 1 Full time Manager
- 1 Part time Service Manager
- 2 Part time Supervisors
- 1 Part time Guidance Tutor
- 1 Full time Money Adviser
- 1 Full time Housing Adviser
- 1 Full time and 1 Part time Admin worker

24/11/2008

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## Additional Benefits for MBC

- 48 Experienced Volunteer Advisers
- 12 Trainee Advisers
- 13 Admin Volunteers
- 2 IT Volunteers
- 20 Voluntary Trustee Board members

24/11/2008

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## What do other funders get?

- 2 Full time Welfare Benefits caseworkers
- 1.5 Full time equivalent Debt caseworkers
- 1 Part time Employment caseworkers
- 1 Full time Domestic violence caseworker
- 1 part time Family Solicitor
- 2 Full time Independent Domestic Violence Advisers
- 1 Full time & 1 part time Admin worker

24/11/2008

12

*funded by legal services commission*

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## Social Policy

### ■ Citizens Advice Aims and Principles

The Citizens Advice Service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination.

#### The service aims:

- to provide the advice people need for the problems they face
- to improve the policies and practices that affect people's lives.

24/11/2008

13

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## 2008 onwards

- Continued support from MBC
- Continued funding for Domestic Violence
- Continuation of funding from the Legal Services Commission
- Working at the Maidstone Gateway
- Attracting funds for partnership work and extending the scope of our service

24/11/2008

14

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*need to meet LSC targets for this*

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## Citizens Advice Maidstone

**Thank you very much for  
your attention**

24/11/2008

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# Citizens Advice Maidstone

a registered charity

Report to  
MBC Scrutiny Committee  
24<sup>th</sup> November 2008



**Whoever you are, whatever your problem**

**Free**

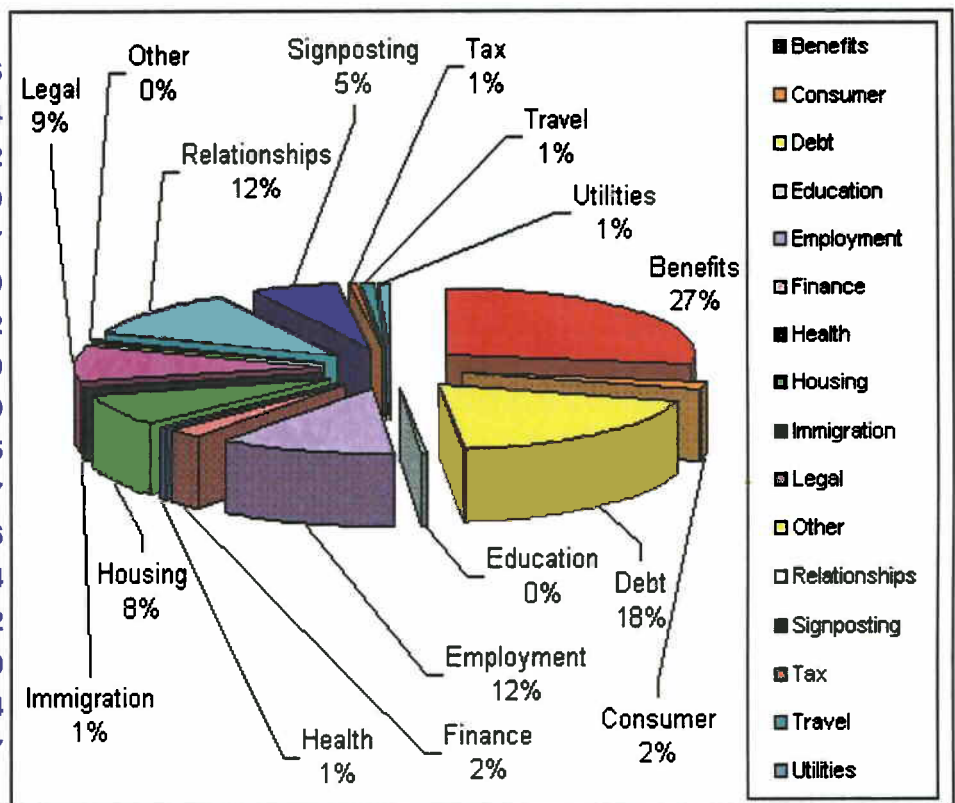
**Confidential**

**Impartial**

**Independent**

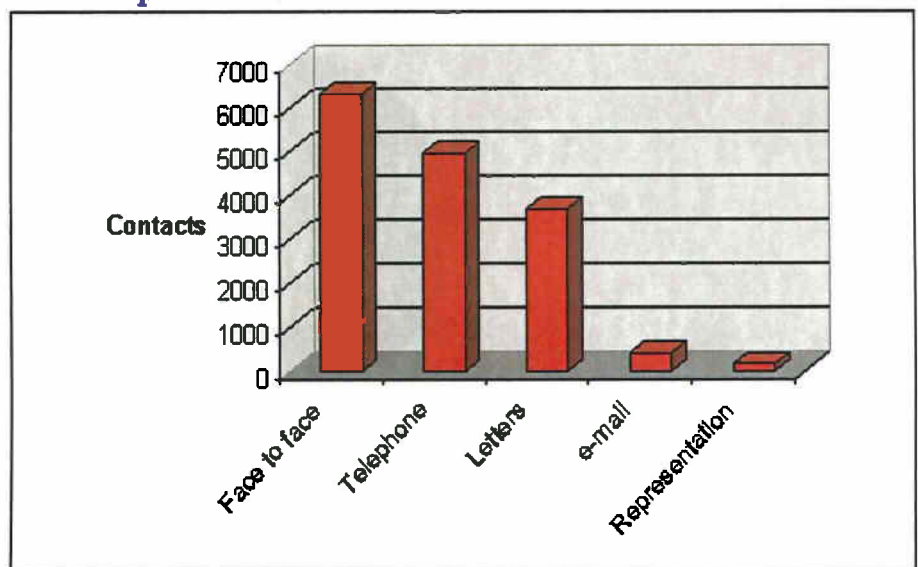
## Social Policy Issues April - October 2008

Benefits	9506
Consumer	644
Debt	6482
Education	89
Employment	4007
Finance	770
Health	232
Housing	2690
Immigration	229
Legal	3055
Other	97
Relationships	4006
Signposting	1884
Tax	212
Travel	220
Utilities	334
<b>Total</b>	<b>34457</b>



## Client Contacts April - October 2008

Face to face	6316
Telephone	4944
Letters	3697
e-mail	391
Representation	150
<b>Total</b>	<b>15498</b>



The above statistics demonstrate that the Bureau continues to be needed for a variety of advice by our clients. Evidence shows that the complexity of our clients' problems is on the increase and more people are accessing us for face-to-face advice. With the introduction of Employment and Domestic Violence Caseworkers the Bureau now also does representation work.



## ***Who we are***

Maidstone CAB was established on 1<sup>st</sup> January 1940 during the Second World War to give advice and information to the community on wartime restrictions, such as rationing. Today, the Bureau delivers information, advice and assistance on a wide range of subjects such as debt, housing, benefits, domestic violence and employment and their associated legislation to its clients from 2 Bower Terrace on Tonbridge Road.

The Bureau has 22 paid employees (some work full time and others part time), 48 volunteer advisers, 12 volunteer trainee advisers, 13 admin volunteers and 20 members of the Trustee Board. From April to October 2008 the Bureau saw 4,689 new clients, had 15,378 client contacts and our advisers dealt with over 34,500 issues.

## ***Who we serve***

According to data collected earlier this year, the ethnic diversity of the Maidstone community comprises of 96.4% White, 1.1% Asian, 0.8% Mixed Race, 0.7% Irish, 0.5% Black and 0.5% Chinese. When asked about their religion, 76.3% said they were Christian, 14.3% classified as No Religion, 0.5% Jewish, 0.5% Hindu, 0.5% Sikh, 0.2% Buddhist, 0.1% Jain, 0.1% Muslim and 7.4% declined to answer.

Our records show the break up of clients seen at the Bureau as: - 91.2% White, 3.2% Asian, 2.5% Other, 1.4% Black, 1.4% Mixed Race, 0.2% Chinese, and 0.1% Gypsy. 59% of our clients were female and 41% male. 7.6% of our clients informed us that they had a disability.

## ***What we do***

The Citizens Advice service provides free, independent, confidential and impartial advice to everyone on their rights and responsibilities. It values diversity, promotes equality and challenges discrimination. The service aims:

- to provide the advice people need for the problems they face.
- to improve the policies and practices that affect people's lives.

As well as our ongoing service of generalist advice and specialist support, we are always looking to ensure we deliver our service in ways that reach those members of the community who may suffer higher levels of disadvantage due to financial or care constraints, mobility or language difficulties.

A 3-year project funded by the Community Fund delivering Outreach and Home Visiting Service was delivered in 2001-2004.

In 2007 a 2-year Financial Literacy Project funded by the Legal Services Commission and Leader+ was completed. The Bureau developed, established and delivered this financial capability programme, which was funded under the PIB scheme. This enabled the Bureau to provide financial training to clients, frontline workers and organisations. This project employed 3 full-time caseworkers and was delivered between 2005 and 2007.

Since 2007 the Bureau has established 2 paid positions delivering Domestic Violence Advice to victims of Domestic Abuse. One of these posts are funded by the Specialist Domestic Violence Court service Steering Group and the other by the Kent Police.

In January 2008 a bid was made to the newly established Commission for Equality and Human Rights, for a project working towards raising discrimination awareness, but this was not successful.

In April 2008 the Bureau won a new contract to deliver specialist work in Debt, Housing, Welfare Benefits, Employment and Domestic Violence funded by the Legal Services Commission. This has meant that there are now further specialists in the above mentioned areas of Social Welfare and Family Law enabled to help eligible clients.

The Bureau leads the Financial Capability Forum for Kent and Sussex and is currently delivering various projects and training sessions on financial capability funded by Citizens Advice and other Government and Business partners.

## ***Who we work with***

In order to deliver its aims & principles, the Bureau works closely with partners such as the Borough Council, local Councillors, local MPs, Statutory and Voluntary Organisations. Regular articles are placed in the local press about local issues, letters are written to local MPs to help them raise matters at a national level on issues relating to Maidstone and its community.

Acknowledging the Borough Council's continued financial support, Bureau Trustees continue to investigate the possibility of bringing in external funding for innovative ways of delivering advice and assistance.

The Bureau is the lead organisation in a 5-Year Project to establish and deliver a bespoke web-based referral system, comprised of 59 partner organisations including solicitor firms, bureaux and other Not for Profit agencies throughout Kent and Medway. The funding for this Project has been applied for with the Big Lottery Fund under its Advice Plus 2<sup>nd</sup> round.

## ***Focus on Discrimination***

The CAB service defines discrimination as 'unlawful treatment under current equality and human rights laws; and treatment that is lawful but unfair or unjust and can be remedied, for example, through complaints procedures'.

In accordance with our National Organisation's Strategic Plan, the Bureau is committed to become "a first point of contact for discrimination advice".

Under the national Equality and Diversity Strategy called FAIR, the CAB Service at large must be Fair, Accessible, Inclusive and Relevant, as the provision of advice and remedies have a vital role in tackling discrimination.

Bureaux are often at the forefront of work to inform employers and service providers about their obligations under equality law.

As well as advising and supporting the individual client to remedy their situation, the Bureau collects discrimination information from each client and where appropriate raises Bureau Evidence Forms, forwarding them to Citizens Advice. Evidence from all over the country is then collated and used to inform Government and MPs about discriminatory practices, so that policies and legislation can be changed. Every year the Bureau sends around 150 – 170 Evidence Forms on various matters of discrimination, and Citizens Advice normally deals with around 40-50,000 Evidence Forms annually.

Equality, fairness and diversity are all about people, their contributions, needs, responsibilities and rights. Advice **empowers people, turns rights into a reality, changes poor practice and prevents future abuses.**

People are our business and therefore promoting equality and valuing diversity is not an optional addition to the Citizens Advice service. It is not something we can choose to do or not do. It is something that we exist to do. It is our core business.

People know more about their own lives and needs than anyone else. They are active participants rather than passive recipients. Therefore CABx carry out regular Client Surveys to understand the needs of their communities and establish the right service gleaned from the feedback.

The fact of our common humanity and diversity does not change over time. But perceptions do. The balances and imbalances in power between people create fairness and unfairness in the way society approaches different groups of people. These factors determine whether people are treated as being equal in value as well as whether they have entitlement to rights or not. The balance shifts according to changes in politics, economics, fashion and societal norms as well as legislation and the CAB service needs to be alert to these changes and prepared to confront discrimination.

In promoting **equality**, we focus on people's right to equal treatment in law and in practice, challenging injustice and discrimination.

In promoting **fairness** we seek to acknowledge and address traditional and current imbalances in access to power, resources and opportunity.

By valuing **diversity** we recognise the positive contribution, which our differences make to the richness of our society and the effectiveness of our organisations.

Inequality, prejudice and discrimination can lead to communities living parallel lives, not fully represented in the provision of services and jobs. There are some people whose poverty, lack of access to rights and services, and inability to express their needs, are affected or made worse by discrimination, stigma, and prejudice. Discrimination can damage local communities and economies, and at an individual level, discrimination can lead to a complex web of problems including unemployment, debt, relationship breakdown and homelessness.

**Discrimination law** is complex, and that makes it difficult for people to identify and to deal with discrimination themselves. The Bureau is competent to identify and deal with many aspect of discrimination suffered by our clients through the important equalities work carried out by Citizens Advice. Complex matters are referred to specialist organisations such as Equalities and Human Rights Commission and Solicitors dealing in discrimination advice.

This is why there is a compelling need for a progressive and forward-looking agency to help people know and protect their rights and responsibilities. Maidstone CAB is one such Organisation and needs the continuing support of the Borough Council.

## ***Our Achievements***

### **Volunteer Advice**

- The Bureau was open for 930 hours for free generalist advice
- Our advisers gave a total 15,841 hours of free advice
- In the past 7 months the Bureau trained 15 new advisers
- 5 trained advisers left for paid work

### **Money Advice**

- The money advisers have a caseload of 205 clients
- 49 clients were provided self-help money advice packs
- The total amount of debt for 254 clients was £ 5.1 Million
- £40,000 of debt was written off for 31 clients
- We arranged Charity food parcels for 3 clients

### **Housing Advice**

- The housing advisers have a caseload of 107 clients
- Homelessness prevention work was done for 64 clients
- Rent arrears form a major issue of work
- Clients are helped during repossession hearings at court
- Problems with Mortgage arrears are on the increase
- Initial indicators show that 'buy to let' tenants are suffering
- A client referral system exists between the Bureau and MHT

### **Benefits Advice**

- Our Benefits advisers have a case load of 62 clients
- 195 clients were helped with sorting out their benefit problems
- £184,593 of benefits payments were gained for clients
- 14 clients were helped to claim disability related benefits
- A young vulnerable couple were prevented from losing their home by getting their housing benefit backdated
- A disabled couple were helped to obtain essential household items after being rehoused
- 1 single client was helped from being evicted through prevention work

### **Employment Advice**

- The Employment adviser has a caseload of 17 clients
- 65 Clients were helped sort out their employment problems
- £17,691 compensation was negotiated and won at Tribunals
- The Employment adviser had 535 client contacts in this period

### **Domestic Violence Advice**

- Partnership with 10 CABs established across Kent
- 46 clients referred from partner organisations
- Domestic Violence training delivered to partner organisations
- 5 clients helped to get non molestation orders

### **Independent Domestic Violence Advice**

- 38 victims were referred to the Community Domestic Violence Adviser
- 85 victims were referred to the Court Domestic Violence Adviser
- 24 clients were high risk, 90 medium risk and 4 low risk
- 21 victims at the court were repeat victims
- 45 trials were supported by the Court Domestic Violence Adviser
- 21 clients were helped to obtain court orders
- 8 were supported against criminal acts
- 9 clients were helped with child contact issues

## *The Future*

The Trustees of Maidstone CAB recognise that the advice needs of our community are varied and therefore have employed a progressive outlook in preparing the Bureau's 3-Year Business and Development Plan. The Trustees believe that the Bureau's objectives are to increase and streamline its services so that access for clients is made easier through innovative ideas and projects. The Board continues to review its plan on a regular basis and has agreed to increase the scope of the Bureau's work through partnership working with other agencies in the borough. It has determined that the Bureau will be at the forefront of developing new ways of delivering advice and information to its clients by 2009.

One of the ways of increasing access to justice was for the Bureau to investigate and develop further contract work with the Legal Services Commission in areas of debt, housing, employment and Family Law (domestic violence). In October 2008 the Bureau was awarded Specialist Quality Mark in debt, housing, employment alongside welfare benefits in the areas of Social Welfare Law and domestic violence in Family Law. The Board has actively encouraged the Management Team to work closely with the Borough Council's objective in establishing a Gateway in the Town Centre. The Bureau is a major partner in the work going on to bring easily accessible advice and assistance to its mutual clients.

The following objectives form part of the Bureau's current Plan :-

- Investigate and establish disabled friendly service on town centre
- Investigate establishing a young people's advice service in Maidstone
- Investigate new premises to allow for expansion and access
- Raise the Bureau profile without excessive cost
- Tailor opening hours to fit client's needs
- Investigate establishing an Outreach service in Maidstone
- Investigate establishing a service to the non-English speaking community

The changing economic climate and the credit crunch has been slowing down the growth and expansion of opportunity and more people are starting to suffer from the effects of job losses, mortgage problems and banks calling in debts and overdrafts from credit that had been too easily extended in the past. The Bureau continues to see more clients with debt and money matters. Current evidence from clients seeking debt advice shows that :-

- The Bureau has helped more clients in the first seven months than last year in total
- Priority debt (such as rent, utilities, council tax) has increased by 300%
- Average debt has stayed around £21,000 per client
- Tenants of 'Buy to Let' landlords are the first ones to be threatened with homelessness and eviction notices
- Landlords are taking rent on properties they no longer own
- Rent arrears form a major issue and a direct cause of homelessness issues

In order to deal with these forthcoming issues the Bureau has been forming partnerships with all Registered Social Landlords to help mutual clients keeping their homes. Funding has been sought from external organisations such as the Legal Services Commission to establish the availability of more money and housing advice.

In the changing environment of new benefits rules for single parents, the Employment and Support Allowance, and Habitual Residence tests for long-settled European nationals the Bureau is offering home visits and special sessions at GPs and MPs surgeries.

The Bureau Trustee Board and Management staff continuously looks to find innovative and new ways to bring advice to the community of Maidstone and looks to furthering its objectives with the whole-hearted and further support of its core funder Maidstone Borough Council.

## Clients' Gender Profile

Gender	April 07 – March 08		April 08 – October 08	
	Total Number	%	Total Number	%
Female	5834	57.7%	3991	57.9%
Male	3990	39.5%	2812	40.8%
Not Given	16	0.2%	3	0.1%
Unknown	269	2.7%	93	1.4%
<b>Total</b>	<b>10109</b>		<b>6899</b>	

## Clients' Age Profile

Ages	April 07 – March 08		April 08 – October 08	
	Total Number	%	Total Number	%
0-16	13	0.3%	6	0.1%
17-24	684	13.3%	564	13.6%
25-34	1162	22.6%	946	22.9%
35-49	1734	33.6%	1430	34.6%
50-64	1081	21%	825	19.9%
65+	480	9.31%	369	8.91%
Total given	5154		4140	
Declined	4955		2759	
<b>Total</b>	<b>10109</b>		<b>6899</b>	

## Clients' Ethnicity Profile

Ethnicity	April 07 – March 08		April 08 – October 08	
	Total Number	%	Total Number	%
Asian or Asian British Bangladeshi	22	0.2%	21	0.3%
Asian or Asian British Indian	53	0.5%	37	0.5%
Asian or Asian British Other	96	1%	69	1%
Asian or Asian British Pakistani	20	0.2%	28	0.4%
Black or Black British African	50	0.5%	30	0.4%
Black or Black British Caribbean	24	0.2%	16	0.2%
Black or Black British Other	9	0.1%	8	0.1%
Chinese	13	0.1%	14	0.2%
Mixed Other	22	0.2%	13	0.2%
Mixed White or Asian	34	0.3%	18	0.3%
Mixed White & Black African	12	0.1%	6	0.1%
Mixed White & Black Caribbean	17	0.2%	18	0.3%
Other	147	1.5%	117	1.7%
Unknown or Declined	4122	41%	2198	32%
White British	5076	50.2%	3954	57.3%
White Irish	36	0.4%	38	0.6%
White Other	327	3.2%	303	4.4%
White Roma/Gypsy/Traveller	5	0.1%	7	0.1%
Left Blank	24	0.2%	4	0.1%
<b>Total</b>	<b>10109</b>		<b>6899</b>	

All comparisons above show 12 months of 2007/08 against 7 months of 2008/09

2 Bower Terrace  
Tonbridge Road  
Maidstone  
ME16 8RY

Opening Hours: Monday to Friday, 10am – 4pm  
Telephone: 01622 752420 / 757882  
Fax: 01622 751816  
Email: [maidstone.cab@dial.pipex.com](mailto:maidstone.cab@dial.pipex.com)

Legal Sessions: Every Wednesday afternoon  
Accountant Sessions: Monthly, Thursday afternoon

Tax  
Debt  
Housing  
Education  
Consumer  
Immigration  
Employment  
Welfare Benefits  
Relationship Problems



Citizens Advice Maidstone is supported by Maidstone Borough Council

# Agenda Item 7

## Maidstone Borough Council

### External Overview and Scrutiny Committee

Thursday 8 January 2009

#### Call-In: CCTV – Operations Appraisal

**Report of:** Senior Overview and Scrutiny Officer

#### 1. Background

- 1.1. Councillors FitzGerald and F Wilson have called-in the decision of the Cabinet with regard to the CCTV – Operations Appraisal.
- 1.2. In order to assist Members in their consideration of this issue the following documents have been attached to this agenda:

Document
Call-in Form
<i>Report for Decision: CCTV – Operations Appraisal</i>
<i>Record of Decision of the Cabinet</i>

- 1.3. The Leader of the Council, Councillor Chris Garland, the Cabinet Member for Community Services, Councillor Marion Ring, and the Assistant Director of Development and Community Services, Brian Morgan, will be in attendance at the meeting for interview.

#### 2. Recommendation

- 2.1. The reasons for calling-in the Cabinet's decision are stated as:  
  
"Serious concerns about the lack of evidence, both financial and operational, to support the selected option."
- 2.2. The Committee should consider the decision of the Cabinet against the above reason.
- 2.3. Having considered the call-in the Committee has three options for action:
  - (i) **Take no action** – the decision will be implemented as taken by the Cabinet on 10 December 2008.
  - (ii) **Refer to the Cabinet**– the comments of the Committee will be referred to the Cabinet for reconsideration of the decision within five working days, after which a final decision will be made.

- (iii) **Refer to Council** – the comments of the Committee and decision of the Cabinet will be referred to Council. If Council does not object to the Cabinet's decision it will be implemented. If Council does object, it does not have power to make a decision unless the Cabinet's decision is against the policy framework or contrary to or inconsistent with the budget. Unless that is the case, Council will refer its comments back to the Cabinet for reconsideration of the decision within five working days, after which a final decision will be made.



To: Scrutiny Manager

**CALL IN FORM**

I would like to call in the decision as detailed below:

Decision making body or individual

CABINET

Decision made

SEE ATTACHED.

Date decision made

10th DECEMBER 2008.

Reason for calling in the decision

SERIOUS CONCERNS ABOUT THE <sup>LACK</sup> OF EVIDENCE, BOTH FINANCIAL AND OPERATIONAL, TO SUPPORT THE SELECTED OPTION.

Desired Outcome

A comprehensive rethink in which the questions posed and statements made, in the Cabined report (for example 1.3.8, page 57) which have not been addressed are satisfactorily answered. That the lack of connection between the comprehensive feasibility study of March 2008 and the Cabined report, particularly in terms of working

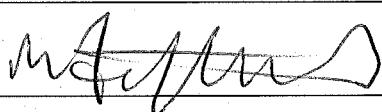
Desired Witnesses

Leads of the Council Chris Garland.  
Cabined member Marion King  
Officer Brian Morgan.  
Independent Witness D.M. Jarrett BSc. MRICS of J.A Warren & Partners

Members calling in decision

Signed

1. MIKE FIOZ GUZARD

1. 

2. FRAS WILSON

2. 

Overview and Scrutiny Committee responsible for examining this decision

. External . Overview and Scrutiny Committee

\* conditions, impact upon overall predicted cost of equipment not yet decided upon and possible response from English Heritage & Planning in relation to works to existing site are fully addressed.

## **MAIDSTONE BOROUGH COUNCIL**

### **RECORD OF DECISION OF THE CABINET**

Decision Made: 10 December 2008

#### **CCTV – OPERATIONS APPRAISAL**

##### **Issue for Decision**

To consider the outcome of the appraisals for the location of the CCTV control room resulting from the Best Value Review of CCTV.

##### **Decision Made**

1. That the CCTV control room should remain at its current location, and
  - (i) that the recording and monitoring equipment should be replaced where appropriate and that refurbishment takes place to improve:-
    - ventilation
    - fire suppression
    - facilities for staff
    - health and safety
  - and
  - (ii) that a back up facility be provided at an appropriate location
- be funded from within the sum of £600,000 allocated in the capital programme.
2. That a camera replacement programme be instituted to the value of £100K.

##### **Reasons for decision**

On 14 November 2007 Cabinet received a report regarding an operations appraisal following Best Value Review of CCTV. A copy of the decision notice is attached at Appendix A of the Report of the Assistant Director of Development and Community Services.

The Report of the Assistant Director of Development and Community Services was not intended to be a rerun of the best value review but to consider the costs arising from the actions taken from the Cabinet's decision on 14 November 2007.

The Best Value Study reported that the cost of rebuilding and extending the CCTV Control Room in its current location was £602,403. This figure included replacing the equipment in the Control Room. At the time of the Best Value Review, £750,000 was in the capital programme. It was recommended that the difference

between the cost of £602,403 and the budget of £750,000 was used for camera replacement. Subsequently a further £50,000 was added to the capital programme for camera replacement. There is at present £820,000 in the capital programme for the creation of a new centre, replacement equipment and camera replacement.

The External Scrutiny Committee considered the Best Value Study on the 14<sup>th</sup> November 2007 and requested that 'the current health and safety issues regarding the CCTV room be assessed and instigated'. A copy of the decision is attached at Appendix B to the Report of the Assistant Director of Development and Community Services. It was for this reason that a further feasibility study was carried out. This study, which was reported in March 2008, projected that the cost of rebuilding an extended control room was £683,340 which, when combined with the replacement equipment cost, gives a total of £1,033,340. This figure is beyond the total amount available in the capital programme, and does not take into account the cost of business continuity if, for whatever reason, the Centre was inoperable:

The estimated costs are:-

	£
Building works	683,340
Monitoring and recording equipment	350,000
Business continuity	<u>50,000</u>
	<u>1,083,340</u>

As the costs of extending the control room in its current location were in excess of the budget sum, a number of alternative locations have been explored with different organizations, but none of these have resulted in the positive identification of an alternative site.

As part of the work on seeking alternative sites, a suitable site has been identified on the 1<sup>st</sup> floor of the new office building. Meetings have taken place with the Police Architectural Liaison Officer, who confirms that the area is suitable. The Procurement Section has appointed a Surveyor to provide a feasibility study of the suitability of this space. The additional protection measures have been costed. The feasibility study shows that the costs would be:-

	£
Construction	620,000
Monitoring and recording equipment	350,000
Business Continuity	30,000
Signal transmission	<u>100,000</u>
	<u>1,100,000</u>

This is marginally above the cost of extending the existing facility. To this figure needs to be added the cost of renting 110 sq.m. of floorspace.

The consideration of moving to Maidstone House would allow the opportunity of bringing together in one place, CCTV, community safety and a partnership office as a Public Safety Unit. This would support the Safer Maidstone Partnership but financial support from other agencies should be sought.

#### Further Options

The current site has been used since the original installation in 1995. There is not sufficient money available in the capital programme to either:-

- extend and refurbish the existing control room, or
- move the control room to Maidstone House.

There is, in addition, no other alternative site available.

There are two options available, which are to:-

- either increase the money available to carry out the works, or
- retain the control room unextended, in its current location.

In relation to increasing the money available, it would be possible to commute parts of the revenue budget. At present, in the budget 2008 / 2009 is:-

	£
Equipment purchase	10,830
Maintenance	34,530
Professional Services (Staffing)	<u>15,080</u>
	<u>60,440</u>

If this was commuted over a 5 year period, and another year was added to the capital programme (£50K), it would provide £1,172 million. This approach is not without risk. Firstly the outcome of the staffing tender is unknown and secondly, only £20K per year would be available for the replacement and maintenance of equipment.

The option that remains is to:-

- replace the equipment in the present control room, without the extension proposed in the Best Value Study,
- carry out some refurbishment,
- improve ventilation and fire suppression equipment so as to improve the health and safety of staff.

If the Control Room were to remain in its current location, the costs would be contained within the current budget:-

	£
Equipment	350,000
Building Works, to include:	
Improved ventilation	
Fire suppression	
New work stations	102,740
Professional fees	<u>25,000</u>
	477,740
Business continuity	<u>55,000</u>
	<u>532,740</u>

The building works identified are to improve the health and safety of staff.

This approach would enable the continued collection of evidence grade images, and would improve the working conditions and safety of staff. In addition, it would enable the £100K identified for camera replacement, to be used for that purpose.

During the construction phase there may be some disruption to the facility, but Officers are exploring whether the facility could be operated from a temporary

location. In addition, for reasons of business continuity, it is necessary to provide a secondary monitoring and recording facility in the event of system failure or staff evacuation. The cost of the back-up facility is £50K. This issue was not considered as part of the Best Value Study.

#### Consultant Support

This is a specialist area where technology is evolving and it is considered essential that a suitably qualified and experienced consultant is appointed to advise on technical matters, particularly the detail of the equipment. This will support the Council through the whole process and can include writing specifications, general advice and tender evaluation. For the sake of clarity, the Council has no other Consultants working on this issue.

### **Alternatives considered and why rejected**

Alternative locations, both in the ownership of the Council and other bodies, have been examined and costed. There are two potential locations but the reality is that the Council cannot afford to provide an extended or new CCTV control room at these locations. The only financially realistic option that is available is to remain in the existing control room, carry out some refurbishment and replace the monitoring equipment. Whilst not ideal, it enables the provision of a highly regarded service at a cost that is budgeted for. It also enables a programme of camera replacement to take place.

### **Background Papers**

*None*

These documents are available at the Council offices.

Should you be concerned about this decision and wish to call it in, please submit a call in form signed by any two Non-Executive Members to the Scrutiny Manager by: **18 December 2008.**

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**MAIDSTONE BOROUGH COUNCIL**

**CABINET**

**10 DECEMBER 2008**

**REPORT OF ASSISTANT DIRECTOR OF DEVELOPMENT AND  
COMMUNITY SERVICES**

**Report prepared by Brian Morgan**

**1. CCTV – OPERATIONS APPRAISAL**

**1.1 Issue for Decision**

1.1.1 To consider the outcome of the appraisals for the location of the CCTV control room resulting from the Best Value Review of CCTV.

**1.2 Recommendation of Assistant Director of Development and  
Community Services**

1.2.1 That Cabinet agree:-

- (a) That the CCTV control room should remain at its current location, and
- (i) that the recording and monitoring equipment should be replaced where appropriate and that refurbishment takes place to improve:-

- ventilation
- fire suppression
- facilities for staff
- health and safety

from the capital programme, and

- (ii) that a back up facility be provided at an appropriate location funded by £600,000 from the capital programme.

- (b) That a camera replacement programme be instituted to the value of £100K.

**1.3 Reasons for Recommendation**

- 1.3.1 On 14 November 2007 Cabinet received a report regarding an operations appraisal following Best Value Review of CCTV. A copy of the decision notice is attached at **Appendix A**.
- 1.3.2 This report is not intended to be a rerun of the best value review but to consider the costs arising from the actions taken from Cabinet's decision on 14 November 2007.
- 1.3.3 The Best Value Study reported that the cost of rebuilding and extending the CCTV Control Room in its current location was £602,403. This figure included replacing the equipment in the Control Room. At the time of the Best Value Review, £750,000 was in the capital programme. It was recommended that the difference between the cost of £602,403 and the budget of £750,000, was used for camera replacement. Subsequently a further £50,000 was added to the capital programme for camera replacement. There is at present £820,000 in the capital programme for the creation of a new centre, replacement equipment and camera replacement.
- 1.3.4 The External Scrutiny Committee considered the Best Value Study on the 14<sup>th</sup> November 2007 and requested that 'the current health and safety issues regarding the CCTV room be assessed and instigated'. A copy of the decision is attached at **Appendix B**. It was for this reason that a further feasibility study was carried out. This study which was reported in March 2008, projected that the cost of rebuilding an extended control room was £683,340 which, when combined with the replacement equipment cost, gives a total of £1,033,340. This figure is beyond the total amount available in the capital programme, and does not take into account the cost of business continuity if, for whatever reason, the Centre was inoperable:

The estimated costs are:-

	£
Building works	683,340
Monitoring and recording equipment	350,000
Business continuity	<u>50,000</u>
	<u>1,083,340</u>

- 1.3.5 As the costs of extending the control room in its current location were in excess of the budget sum, a number of alternative locations have been explored with different organizations, but none of these have resulted in the positive identification of an alternative site.
- 1.3.6 As part of the work on seeking alternative sites, a suitable site has been identified on the 1<sup>st</sup> floor of the new office building. Meetings have taken place with the Police Architectural Liaison Officer, who



confirms that the area is suitable. The Procurement Section has appointed a Surveyor to provide a feasibility study of the suitability of this space. The additional protection measures have been costed. The feasibility study shows that the costs would be:-

	£
Construction	620,000
Monitoring and recording equipment	350,000
Business Continuity	30,000
Signal transmission	<u>100,000</u>
	<u>1,100,000</u>

1.3.7 This is marginally above the cost of extending the existing facility. To this figure needs to be added the cost of renting 110 sq.m. of floorspace.

1.3.8 The consideration of moving to Maidstone House would allow the opportunity of bringing together in one place, CCTV, community safety and a partnership office as a Public Safety Unit. This would support the Safer Maidstone Partnership but financial support from other agencies should be sought.

#### Further Options

1.3.9 The current site has been used since the original installation in 1995. There is not sufficient money available in the capital programme to either:-

- extend and refurbish the existing control room, or
- move the control room to Maidstone House.

1.3.10 There is, in addition, no other alternative site available.

1.3.11 There are two options available, which are to:-

- either increase the money available to carry out the works, or
- retain the control room unextended, in its current location.

1.3.12 In relation to increasing the money available, it would be possible to commute parts of the revenue budget. At present, in the budget 2008 / 2009 is:-

	£
Equipment purchase	10,830
Maintenance	34,530
Professional Services (Staffing)	<u>15,080</u>
	<u>60,440</u>

1.3.13 If this were commuted over a 5 year period, and another year were added to the capital programme (£50K), it would provide £1,172 million. This approach is not without risk. Firstly the outcome of the staffing tender is unknown and secondly, only £20K per year would be available for the replacement and maintenance of equipment.

1.3.14 The option that remains is to:-

- replace the equipment in the present control room, without the extension proposed in the Best Value Study,
- carry out some refurbishment,
- improve ventilation and fire suppression equipment so as to improve the health and safety of staff.

1.3.15 If the Control Room were to remain in its current location, the costs would be contained within the current budget:-

	£
Equipment	350,000
Building Works, to include:	
Improved ventilation	
Fire suppression	
New work stations	102,740
Professional fees	<u>25,000</u>
	477,740
Business continuity	<u>55,000</u>
	<u>532,740</u>

The building works identified are to improve the health and safety of staff.

1.3.16 This approach would enable the continued collection of evidence grade images, and would improve the working conditions and safety of staff. In addition, it would enable the £100K identified for camera replacement, to be used for that purpose.

1.3.17 During the construction phase there may be some disruption to the facility, but Officers are exploring whether the facility could be operated from a temporary location. In addition for reasons of business continuity, it is necessary to provide a secondary monitoring and recording facility in the event of system failure or staff evacuation. The cost of the back-up facility is £50K. This issue was not considered as part of the Best Value Study.

#### Consultant Support

1.3.18 This is a specialist area where technology is evolving and it is considered essential that a suitably qualified and experienced

consultant is appointed to advise on technical matters, particularly the detail of the equipment. This will support the Council through the whole process and can include writing specifications, general advice and tender evaluation. For the sake of clarity, the Council has no other Consultants working on this issue.

#### 1.4 Alternative Action and why not Recommended

1.4.1 Alternative locations, both in the ownership of the Council and other bodies, have been examined and costed. There are two potential locations but the reality is that the Council cannot afford to provide an extended or new CCTV control room at these locations. The only financially realistic option that is available is to remain in the existing control room, carry out some refurbishment and replace the monitoring equipment. Whilst not ideal, it enables the provision of a highly regarded service at a cost that is budgeted for. It also enables a programme of camera replacement to take place.

#### 1.5 Impact on Corporate Objectives

1.5.1 CCTV and crime issues are related to the achievement of the vision 'quality living' priority theme and key objective 10.

#### 1.6 Risk Management

1.6.1 The upgrading of the existing site may lead to the cessation of monitoring whilst the works are undertaken for a period of 28 days. In addition, the current site has no business continuity provision in the event of system failure. Within the report there is a consideration for business continuity by providing a limited monitoring facility at an alternative position.

1.6.2 The age of the current equipment is such that the maintenance and equipment budgets are increasingly coming under pressure and it is therefore considered appropriate at this time to seek this level of investment in the core operation.

1.6.3 Whilst there is not a fundamental health and safety issue in relation to the existing location, there is the need to:-

- improve ventilation,
- improve fire suppression
- facilities for staff
- general health and safety

1.6.4 These measures can be incorporated as part of the overall work to improve the health and safety of staff in the CCFTV Centre.

1.7 Other Implications

1.7.1

1.	Financial	X
2.	Staffing	
3.	Legal	X
4.	Social Inclusion	X
5.	Environmental/Sustainable Development	
6.	Community Safety	X
7.	Human Rights Act	X
8.	Procurement	X
9.	Asset Management	

1.7.2 The estimated costs are set out in the report.

1.7.3 In addition to these, it is recommended that £20,000 is set aside to procure a suitable consultant to give specialist advice to the council on specifications and with potential selection processes.

1.7.4 Staffing – the procurement process has begun to test the market on this particular part of the services. The issue of Health and Safety is considered in paras 1.3.15 and 1.6.3 of the report.

1.7.5 Legal – all of the procurement process will be undertaken in conjunction with advice from the Legal Section.

1.7.6 Environmental/Sustainable development – the location of the control room, as with any property provision will need to be undertaken, taking into account sustainability principals.

1.7.7 Social Inclusion – the Council seeks to ensure that all our communities have access to the services. Whilst CCTV does assist in the prevention and detection of incidents such as anti-social behavior, other teams in the Council seek to provide diversionary activities with partner organisations. The retention of the facility in its current location does limit access for disabled persons to it.

- 1.7.8 Community Safety – the CCTV facility is the most significant area of work in support of the Council’s obligation under Section 17 of the Crime and Disorder Act.
- 1.7.9 From April 2007 to March 2008, there was 2135 interventions/ sanctions undertaken as a direct result of the support of CCTV.
- 1.7.10 Human Rights – the regulation of CCTV is undertaken within the context of human rights consideration.

**NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED**

Is this a Key Decision?      Yes          No   

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

Is this an Urgent Key Decision?    Yes          No   

Reason for Urgency

[State why the decision is urgent and cannot wait until the next issue of the forward plan.]

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**MAIDSTONE BOROUGH COUNCIL**

**RECORD OF DECISION OF THE CABINET**

Decision Made: 14 November 2007

**BEST VALUE REVIEW OF CCTV – OPTIONS APPRAISAL**

**Issue for Decision**

To consider the Best Value Review of CCTV - Options Appraisal.

**Decision Made**

1. That the CCTV service should continue to be provided by the Council be agreed.
2. That the service is delivered, subject to the issues regarding current location and suitability being satisfactorily addressed first, as set out in Option 1 of the Report of the Director of Change and Support Services, which is as follows:

The central control function remains in the current location, with an upgrade of the existing equipment in the control centre (including a move to digital recording), redevelopment of the control room and a revised camera replacement programme.

The upgrade to the control room is estimated at £602,403, the current capital budget for CCTV is £750,000 and it is recommended that the remainder of the budget is used for capital investment to immediately upgrade 36 cameras which will help reduce the ongoing revenue costs. Thereafter an ongoing replacement programme will need to be established. This will run in conjunction with a review of all camera locations and condition and appropriate upgrade action will be scheduled pending the results of these review findings.

Pending the outcome of ongoing discussions, the capacity to carry out alarm monitoring services and the use of the system for traffic enforcement using automatic number plate recognition (ANPR) technology should be incorporated. This will enable the system to generate income in the future.

3. That provision be made in the capital programme for an additional £50,000 per annum to cover camera replacement.
4. That an Implementation Plan is prepared which should also address the issues raised concerning liaison with other partners re funding, planning gain and the need to be able to monitor the usage of individual cameras and Recommendation 3 of the External Overview and Scrutiny Committee for consideration by Cabinet as soon as possible.
5. That the Police be requested to contribute to the funding of the service.

## **Reasons for decision**

At Cabinet on 17 May 2007 it was agreed that a Best Value review of CCTV would be undertaken during 2007/08. A scoping report was also discussed at the meeting with an options report to be presented to Cabinet at the second stage of the review process.

The options paper contained the work to-date on the review and a range of alternatives for Cabinet to consider. As part of a comprehensive review many different aspects of the service have been assessed and the detailed results can be found in the report and the accompanying annex.

The CCTV service has been found to be very effective as part of the overall approach to community safety in the borough and therefore it is proposed that the service should continue to be provided. Against a backdrop of reducing crime the number of arrests through CCTV have increased in recent years, one in four arrests in the borough have involved CCTV and 30 per cent of these have led to a criminal conviction. In addition CCTV adds value to both the day-time and night-time economy, is viewed by residents as offering value for money and satisfaction with the service is high. However, there is more that the Council and the Crime and Disorder Reduction Partnership could do to publicise the results from CCTV.

In terms of the CCTV service the equipment is in need of upgrading and establishing a replacement programme is essential. Some of this will be possible within the existing Capital budget but ongoing capital investment of around £50,000 per annum will be provided thereby reducing revenue expenditure in the future. The balance and effectiveness of the fixed and mobile cameras works well and this will continue to be monitored and kept under review. The Council does not use dummy cameras.

Proposals to relocate the CCTV control room should be reconsidered and it has been recommended that the service remains in the current location albeit with a refurbishment programme and an upgrade to the technology, this can be delivered within the current capital provision for CCTV.

The staffing of the control room has historically been provided by the private sector, the review had concluded that this would continue until the current contract expires in March 2008. However, recent developments have meant that the service will need to be re-tendered now which may well increase the revenue cost as this will be a new supplier.

The intelligence led approach and the strength of the partnership working was clearly evident in the review, however, there is potential for even greater partnership working in the future with neighbouring boroughs and Kent County Council. Any expansion to the service would require a robust business case but there would be the potential to diversify if the CCTV room remained in the current location.

## **Alternatives considered and why rejected**

A wide range of options have been considered in the Report of the Director of Change and Support Services and assumptions challenged internally and externally.



## **Background Papers**

*Overview and Scrutiny Investigation into Anti-Social Behaviour (2001-02)*  
*CCTV Annual Report (MBC)*  
*Best Value Review of Closed-Circuit Television (CCTV) Scoping Report*  
*CCTV Best Value Review – Mix and Match Options and Costs Report*

These documents are available at the Council offices.

Should you be concerned about this decision and wish to call it in, please submit a call in form signed by any two Non-Executive Members to the Scrutiny Manager by: 23 November 2007.

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**MAIDSTONE BOROUGH COUNCIL**

**CABINET**

**14 NOVEMBER 2007**

**REPORT OF THE EXTERNAL SCRUTINY COMMITTEE**

1. Introduction

- 1.1 The External Overview and Scrutiny Committee, at its meeting on 13 November 2007, considered the Best Value Review of CCTV – Findings and Options Report. This report followed the Committee's earlier consideration of the scope of the review. Members discussed a number of key issues that they wished Cabinet to consider as part of the review.

2. Considerations of the Committee

- 2.1 The Committee interviewed David Edwards, Director of Change and Support Services and Jenny Hunt, Best Value Support Officer with regard to the report. The following issues were raised by the Committee during the course of the discussion:

- The cost of the new replacement programme; it was identified that initially this would cost more than the current maintenance programme but in the long-term would create savings for the Council;
- The Committee was disappointed to see that despite the savings made by the Police because of CCTV they did not contribute to the service;
- The Committee was very concerned to see that there were health and safety issues with regard to the current location of the CCTV control room, as highlighted on page 70 of the exempt appendix;
- The Committee expressed concern that the current location of the CCTV room did not offer any opportunity for expansion of the service; and
- The refurbishment of the CCTV room was supported on the basis that the current working conditions were believed to be unacceptable by the Committee

3. Recommendation of the External Scrutiny Committee

3.1 That the Cabinet formally considers the following points when reviewing the Best Value Review of CCTV – Options Appraisal report:

- (1) The Police be requested to contribute to the funding of the service in light of the considerable savings created for the Police Service;
- (2) The current health and safety issues regarding the CCTV room be assessed and mitigated; and
- (3) In considering the options careful thought be given to the future expansion of the service. When the move takes place to the new Council Offices consideration should be given to releasing space on the basement level for the CCTV service.

## External Overview and Scrutiny Committee

### Future Work Programme 2008-2009

Date	Items to be considered
27 May 2007	<ul style="list-style-type: none"> <li>Election of Chairman and Vice-Chairman</li> </ul>
17 June 2008	<ul style="list-style-type: none"> <li>Interview with Leader and Cabinet Member for Community Services – priorities for the year</li> <li>Forward Plan</li> <li>2008/09 Work Programme</li> </ul>
15 July 2008	<ul style="list-style-type: none"> <li>Diverse Communities – Cllr Ring &amp; Ian Park</li> <li>Diverse Communities – MVB</li> </ul>
19 August 2008	<ul style="list-style-type: none"> <li><b>MEETING CANCELLED</b></li> </ul>
16 September 2008	<ul style="list-style-type: none"> <li>Diverse Communities – Interview with Gurvinder Sandher</li> <li>Safer Maidstone Partnership Report</li> <li>Election of Mental Health Services Working Group</li> <li>Forward Plan</li> </ul>
21 October 2008	<ul style="list-style-type: none"> <li>Anti-Social Behaviour</li> <li>Local Children’s Services Partnerships</li> </ul>
18 November 2008	<ul style="list-style-type: none"> <li>Health Provision in Maidstone.</li> </ul>
24 November 2008	<ul style="list-style-type: none"> <li>Sustainable Community Strategy</li> </ul>
16 December 2008	<ul style="list-style-type: none"> <li>Informal meeting to discuss progress on diverse communities review</li> </ul>
8 January 2009	<ul style="list-style-type: none"> <li>CCTV call-in</li> </ul>
20 January 2009	<ul style="list-style-type: none"> <li>Forward Plan</li> </ul>
17 February 2009	<ul style="list-style-type: none"> <li>Sustainable Community Strategy</li> </ul>
17 March 2009	<ul style="list-style-type: none"> <li>Forward Plan</li> </ul>
21 April 2009	<ul style="list-style-type: none"> <li>Interview with Leader and Cabinet Member for Community Services – Progress Over the Year</li> </ul>

#### Watching Briefs

- Reconfiguration of services in the Maidstone and Tunbridge Wells NHS Trust area

