

MAIDSTONE BOROUGH COUNCIL

CABINET

10 SEPTEMBER 2008

REPORT OF MANAGEMENT TEAM

Report prepared by: Anna Collier

1 **IMPLEMENTATION 2007 BEST VALUE REVIEWS**

1.1 Issue for decision

1.1.1 That Cabinet note the progress to date on the implementation plans of the three Best Value reviews undertaken in 2007 on CCTV, Concessionary Fares and Grants.

1.2 Recommendation of Management Team

1.2.1 **It is recommended** that Cabinet:

- i. Note the progress to date on the implementation of the actions in all three Best Value review implementation plans (shown in Appendices A, B and C);
- ii. Agree that a further report assessing whether the objectives of the Best Value reviews have been achieved is brought to Cabinet in April 2009; and
- iii. Note that a new options report on CCTV implementation is being prepared and that all the relevant action points will be incorporated into the subsequent implementation plan.

1.3 Reasons for recommendation

1.3.1 Best Value reviews were undertaken in 2007/08, these included reviewing service performance and outcomes and were one of a range of improvement tools that the Council used to improve performance.

1.3.2 Ensuring that the recommendations of these reviews are progressed is an essential part of this process.

1.3.3 It is still too soon to assess the overall success of the reviews, however, this update provides a summary of the progress that has been made and the issues that have arisen in the course of the implementation.

1.4 Background

- 1.4.1 It was agreed by Cabinet in May 2007 that three Best Value reviews would be undertaken on CCTV, Concessionary Fares and Grants (including concurrent functions and Members Devolved Budgets).
- 1.4.2 Following these reviews, it was recommended that implementation plans be developed. Implementation plans for CCTV, Concessionary Fares and Grants to outside bodies were presented to Cabinet in January 2008.
- 1.4.3 Cabinet agreed that the implementation process would be reviewed and an update provided to Cabinet in September 2008.
- 1.4.4 Overall good progress is being made on most of the actions identified in the implementation plans. However, a number of specific issues have arisen and these are detailed below.

1.5 Concessionary Fares

- 1.5.1 Alongside the implementation of actions resulting from the Best Value review there have been a number of changes to the scheme.
- 1.5.2 Free travel passes are being introduced in September for companions travelling with a disabled person. The concessionary fares department has been writing to all those who held a companion pass between April 2007 and March 2008 inviting them to reapply.
- 1.5.3 The Council is also supporting Age Concern in a new travel scheme for those who are physically unable to use buses, with Age Concern the central point of contact for applications to this scheme.
- 1.5.4 There are currently ongoing negotiations at County level regarding the start times for the bus pass scheme. The national scheme commences at 9.30am and the Council implemented this as part of the review. The national start time has remained at 9.30 am; however, there is an ongoing debate across the County regarding whether 9.00 am start time should be introduced with the additional costs funded by Kent Council Council.

The majority of actions set in the implementation plan have now been completed. In terms of specific elements of the Implementation Plan, these are set out in Appendix A, areas where there is still further work to undertake are set out below:-

3.1 Consulting with authorities over the percentage division of boundary bus stop fares.

This action point has not yet been completed as MCL (the scheme administrators working on behalf of the Kent authorities) are waiting for information to be provided by the bus operators. Once this has been received the consultation process will begin which will include the Council and its neighbouring authorities.

5.1 Undertaking review of current staffing and department working relationships.

- 1.5.5 There has been no review of the working relationship between the two departments. This will commence once the final scheme is operational. However, an internal restructure is currently underway and could potentially impact upon these separate services.
- 1.5.6 There are also a number of actions in the concessionary fares implementation plan which were highlighted as ongoing and will need to continue for a minimum of the first year of the scheme. These are:
- 1.5.7 First quartile costs and usage are currently awaited and a response will be developed once the data is available. The Government has developed a national working group and this is giving consideration to transferring the concessionary fares scheme from a district to County level as part of the next comprehensive spending review.

10.1 Monitoring the Council's involvement in the countywide scheme.

- 1.5.8 The countywide scheme is currently being reviewed and this will remain under review.

1.6 Closed Circuit Television

- 1.6.1 A significant number of actions on the implementation plan are outstanding or are still in progress. The delay to the implementation of the action points have been caused by the outcome of action 2.1 which was to carry out a feasibility study on the location of the CCTV room.
- 1.6.2 The feasibility study has now shown that to retain the CCTV operation at its current location would cost the Council more than has currently been allocated in the Capital Budget.
- 1.6.3 This has had a significant impact on the successful implementation as the future of CCTV operations has had to be reconsidered against the original recommended option from the CCTV review.
- 1.6.4 As a result of this a further feasibility study has been agreed which will revisit relocating the operation. Following this a new options report will be presented to Cabinet from which a decision will be made.
- 1.6.5 There are a number of action points which will not be implemented until the new options report has been considered. It is proposed that these action points form the basis of the implementation plan that emerges from the new options report. These action points are:

- 1.3 To produce a brief for a CCTV strategy for 2008/11;
- 2.2 Devise and implement a revised timetable for the procurement process;
- 3.1 Set up a Camera Monitoring Arrangement;

- 5.2 Explore opportunities for an all inclusive maintenance contract which includes all call-outs and parts replacement (to include rolling replacement); and
- 6.4 Establish new staffing arrangements regarding the maintenance of cameras.

A detailed commentary on all of the action points can be seen as at Appendix B.

1.6.6 Those actions which have been highlighted as outstanding or progressing but can continue to be implemented have been highlighted below.

4.1 Using the Camera Monitoring findings to determine which cameras will be subject to initial replacement;

1.6.7 An external contractor has been appointed and works are ongoing. The process has taken longer than was initially expected to complete the work and this has caused a delay.

5.1 Explore the options of combining a maintenance contract with another Local Council such as Swale Borough Council or Medway Council (to include rolling replacement)

1.6.8 This has been explored but has now been extended to include Tunbridge Wells, Tonbridge and Malling and Sevenoaks.

6.1 To extend the temporary staffing arrangement;

6.2 Finalise and send the staffing contract out to tender; and

6.3 Tender process completed and contractor appointed.

1.6.9 Operators are now directly employed by the Council and the option of developing partnerships with other authorities is currently being explored. The contracts are currently in development and will be completed pending community safety requirements.

7.2 Produce a bi-annual CCTV newsletter to inform all key partners/stakeholders including businesses, Parish Councils and Ward members of the outcomes of the CCTV control room and the impact of the cameras. An evaluation of the impact and value will be undertaken to ensure that communications are appropriate; and

7.3 Send CCTV newsletter to external Overview and Scrutiny committee including proposals for future newsletters.

1.6.10 The newsletter is currently under production and is expected to be published in October 2008. As a result of this the new dates of publication will be May and October.

8.1 Explore the option of partnering with Kent County Council and the Kent police over ANPR (automatic number plate recognition);

8.2 Pending the outcome of reference point 8.1 (which is currently progressing), procure the equipment for the control room to monitor ANPR cameras using an Invest to Save Bid;

8.3 Testing the market in which Maidstone Borough Council can compete in terms of Alarm Monitoring;

9.1 Set up an initial partnership meeting with Kent County Council to discuss partnership opportunities through the use of ANPR camera.

1.6.11 There are currently investigations into the role that the Maidstone Council can play in these areas.

1.7 Grants to outside bodies

1.7.1 All the actions that relate to the review of the Grants to Outside Bodies and that were due for completion have been completed, one action was behind the target completion date which was to:

1.7 Create a template for a service level agreement and smaller agreements.

1.7.2 The target for completion was February 2008; the template was produced in May 2008.

1.7.3 Two action points (reference 1.11 and 1.12) remain with completion dates of October 2008 and April 2009 respectively. Updates on the ongoing progress of these two actions have been given in Appendix C.

1.8 Alternative actions and why not recommended

The implementation plans reviewed in this report are in line with the options agreed by Cabinet.

1.8.1 The principles of Best Value include a responsibility within the Council to regularly report on what has been achieved and what is being planned in relation to services the Council provides to local people.

1.9 Impact on Corporate Objectives

1.9.1 The purpose of the Best Value Reviews is to assess and improve the efficiency of Council Services and to ensure value for money.

1.9.2 Crime issues and CCTV impacts upon the priority theme '*Quality Living*'.

1.9.3 Grants to outside bodies impacts upon areas of the Strategic Plan, including the priorities '*Enjoying Life*', '*Learning for Everyone*' and '*Stronger and Safer Communities*' and is influenced by the ethos of the '*Strong and Prosperous Communities*' White Paper.

1.9.4 The Concessionary Fares Review and Implementation Plan were undertaken is in line with statutory requirements as set out by the Government.

1.10 Other Implications

1.10.1 Summary table of implications

Financial	<input checked="" type="checkbox"/>
Staffing	<input checked="" type="checkbox"/>
Legal	<input checked="" type="checkbox"/>
Social Inclusion	<input checked="" type="checkbox"/>
Environmental/sustainable development	<input checked="" type="checkbox"/>
Community safety	<input checked="" type="checkbox"/>
Human Rights Act	<input type="checkbox"/>
Risk Management	<input checked="" type="checkbox"/>

1.10.2 **Financial**

- i. The implementation of all three action plans has had a Corporate Finance Officer involved to monitor the impact upon finances.
- ii. The implementation of the new system of Concessionary Fares as set out by the Government has significantly increased the service costs to the Council.
- iii. Grants to outside bodies has redistributed funds in line with the proposals set out in the implementation plan which were fed into the budget setting process. In implementing this decision the Leader chose to enhance the resources for 2008/09 by £23,000 from LABGI funds. This remains an outstanding issue for funding years two and three.
- iv. Changes in the implementation plan for CCTV are expected to have an impact upon the Councils finances, which will be taken into consideration as part of a further report to Cabinet.

1.10.3 **Staffing**

- i. All implementation plans involve varying amounts of staff time.
- ii. Both the Concessionary Fares and CCTV implementation plan have action points specifically relating to a review of staff arrangements.

1.10.4 **Legal**

- i. In undertaking Community Safety activities, including CCTV, the legal obligations upon the Council must be met. This includes the cost and provision of evidence which is currently met by the Council.
- ii. The authority has a statutory duty to provide the national Concessionary Fares pass.

1.10.5 **Social Inclusion**

- i. Ensuring that vulnerable local residents are able to access local services is a key element in tackling social inclusion. There has also been a review of the start time for the new passes.
- ii. Funding provided by the authority through grants to outside bodies, covers this area.
- iii. The Council seeks to ensure that all of our communities have access to the services they need. Whilst CCTV can assist in the prevention and detection of incidents such as anti-social behaviour other teams in the Council and through partner organisations seek to provide a range of other activities.

1.10.6 **Environmental/Sustainable Development**

- i. The location of the CCTV control room as with any property provision will need to be undertaken in an environmentally friendly manner.

1.10.7 **Community Safety**

- ii. The CCTV review covered a key area in relation to Community Safety. It has established the future shape of CCTV in relation to the Council's financial commitment and the Council's direction, particularly in relation to its community leadership role.

1.10.8 **Risk Management**

- i. When considering the options of all three reviews risk management was taken into consideration and is continuing to be monitored through the implementation plans.

Background Documents

- Best Value Review of CCTV Options report;
- Best Value Review of Concessionary Fares Options report; and
- Best Value Review of Grants to outside bodies, Concurrent Functions and Members Devolved Budgets.

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? September 2008

Is this an Urgent Key Decision? Yes No

Reason for Urgency

N/A

Appendix A

CONCESSIONARY FARES IMPLEMENTATION PLAN JOINT LEAD IMPLEMENTATION OFFICERS: BRIAN MORGAN AND PAUL TAYLOR FINALISED 29 FEBRUARY 2008

Priority 1 – Implement new national scheme

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.1	Send letter to all voucher holders informing them of the changes to the scheme and the reasons for doing so which invites them to apply for a new national bus pass informing them that the last date that they can use their vouchers is the 31 st March 2008.	January 2008	Lisa Cook	Officer time. Draft letter and dispatch.	Complete	Applications received from voucher holders	All voucher customers were informed of the removal of the voucher scheme and the reasons why in December 2007. In addition, customers were informed that they had until 31 st March to use the remainder of their vouchers and that requests for re-application for a bus pass had to be made by 25 th January 2008.
1.2	Send letter to all current bus pass holders informing them about the changes to the scheme, why changes have been made, the new start time is 9.30 and that companion passes are no longer available.	January 2008	Lisa Cook	Officer time. Draft letter and dispatch.	Complete	Letter sent	All 2006/7 Bus Pass customers were informed of the change to the new national scheme (and the reason for the change in December 2007) which would remove the option of a companion pass and a change in the travelling times from 9.00am to 9.30am.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.3	Send letter to all current companion pass holders informing them of the reasons for the change, that the new start time is 9.30 and that companion passes are no longer available.	January 2008	Lisa Cook	Officer time. Draft letter and dispatch.	Complete	Letter sent	Letter sent to pass holders of a companion pass informing them of the changes and the reasons for the change in the scheme and informing them that companion passes will no longer be available and the time had changed from 9am to 9.30am.
1.4	Send letter to the Kent Countywide group confirming the changes to the Maidstone Concessionary Fares scheme	January 2008	Clive Cheeseman	Officer time draft letter	Complete	Letter sent	A letter was sent to the Kent Countywide group informing them of the changes to the scheme in January 2008.
1.5	Inform telephone and reception staff of changes to the new scheme the reasons behind this for correspondence with customers	January 2008	Lisa Cook	Officer time	Complete	Letter sent, FAQs developed	Information was provided to Contact Centre staff on changes to scheme and relevant information that would assist in advising customers.
1.6	Complete update of all information on the FAREDEAL system	10 th February 2008	Lisa Cook	Officer time	Complete	System updated	Addresses matched, photo's updated and all requests for passes completed on Faredeal within the deadline.
1.7	Submit all information to Euclid for the development of the new bus passes (Smartcard)	10 th February 2008	Lisa Cook	Officer time	Complete	Confirmation of receipt from Euclid	Bulk of customer upload sent 5 th February – confirmation received 8th February. Completion date for Maidstone - 22 nd February 2008.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.8	Send letter to all transport operators informing them that vouchers will only be accepted until 30th April 2008 and the last date for redemption	29 th February 2008	Clive Cheeseman	Officer time draft letter	Complete	Letter sent	A letter was sent to all transport operators outlining changes to the scheme and the dates within which vouchers could be used and redeemed.
1.9	Explore alternative means of continuing the benefits of the voucher scheme for transport for people with disabilities and carers including a multi agency seminar to explore this issue and the transport requirements generally.	March 2008	Brian Morgan	Officer time to arrange meetings, to be facilitated by Ian Park	Complete	Summit held, key findings publicised and letter sent to people not taking the pass who previously held vouchers or companion pass.	A report was agreed by Cabinet in February 2008. The scheme is currently being implemented

Priority 2 – Implement Kent freedom pass scheme

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
2.1	Write to all current child pass holders informing them that the Maidstone child concession will finish in September 2008 and advising them of the Kent Freedom Pass scheme	31 st June 2008	Clive Cheeseman	Officer time	Complete	Letter sent	Letters were sent to all holders of the informing them of the changes to the scheme in June.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
2.2	Contact LEA to advise of changes to scheme and how applicants can now apply for the Child Concession scheme.	31 st June	Clive Cheeseman	Officer time	Complete	Letter sent	Completed – June 2008

Priority 3 – Undertake consultation with neighbouring authorities regarding the division of boundaries

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
3.1	Consult with authorities over the percentage division of boundary bus stop fares	30 th June	Clive Cheeseman	Officer time	Outstanding	Analysis of consultation response	As at August 2008 awaiting information from MCL (scheme administrators).

Priority 4 – Undertake a review of the website and implement improvements

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
4.1	Undertake a review of the website in line with best practice examples. This will include 07/08 information and 08/09 proposals	31 st January	Gareth Pendleton	Officer time	Complete	Recommendations established	A review was undertaken on the 07/08 and 08/09 proposals. Six appropriate external links were added to the Concessionary Fares Web page, which are regularly checked and kept up to date.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
4.2	Implement changes to website and go live. This should include links to an improved frequently asked questions page, details on the reason for the change linked to the new scheme and links to Government and other relevant pages.	31 st January	Lisa Cook	Officer time	Complete	Updated website and ongoing revision	Work was undertaken to ensure correct information was provided via our website. Website holds informative information in line with best practice examples. Links to relevant sites are in place. Regular checks are carried out to ensure kept up to date.
4.3	Update pages to reflect the new national scheme, outlining why changes have been made as well as the alternatives that are available.	31 st March	Lisa Cook	Officer time	Complete	Updated website	Pages consistently updated with any changes to the scheme and with any relevant information that will assist the public to travel.

Priority 5 – Review of Management Structure

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
5.1	Undertake review of current staffing and department working relationships.	31 st March 2008	Michael Thornton/ Sandra Marchant	Officer time	Progressing	Report on outcomes of review	

Priority 6 – Publicise the new national concessionary fare scheme and the Kent Freedom pass

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
6.1	Include advert in Borough update giving a reminder stating so many days still to apply for national bus pass	February 2008	Roger Adley	Officer time	Completed	Article	Completed February 2008
6.2	Issue additional press release regarding new scheme including the reasons why the scheme has changed.	April 2008	Roger Adley	Officer time	Completed	Press releases	Completed April 2008
6.3	Publicise new national scheme and reasons for the change as well as alternatives available.	April 2008	Roger Adley	Officer time	Completed	Article/press release	Completed April 2008
6.4	Publicise Kent Freedom Pass	July 2008	Roger Adley	Officer time	Completed	Article/press release	Completed April 2008

Priority 7 – Offer local community transport schemes the chance to apply for funding

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
7.1	Write to local community transport schemes and invite them to apply for funding	31 st January 2008	David Terry/ Clive Cheese-man	Officer time	Complete	Letter sent	Letters were sent to all community groups as part of the new grant scheme including community transport schemes inviting them to apply.

Priority 8 – Develop improved information sharing with MCL

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
8.1	Review the information that the Council receives from MCL to ensure the Council receives consistent and accurate management information	Ongoing	Clive Cheeseman	Officer time and potential budgetary implications if additional information is required above current Kent SLA	Ongoing	Service Level Agreement	Ongoing. A new agreement has been proposed but has been delayed due to ongoing negotiations regarding the level of funding required from the Kent Districts.

Priority 9 – Challenge the government funding provision

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
9.1	Monitor the government responses to challenges over funding and where possible attempt to influence possible future provision	Ongoing	Derek Williamson	Officer time	Ongoing	N/A	The position of concessionary fares funding is currently pending the receipt of first quartile figures of actual usage and costs. The Government has established a national Working Group to consider the apparent current preferred option of transferring the responsibility for this service to County Councils from Districts as part of the next Comprehensive Spending Review.

Priority 10 – Review the Council’s involvement in the Countywide scheme

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
10.1	Monitor the Council’s involvement in the countywide scheme.	Ongoing	Clive Cheeseman	Officer time	Ongoing	N/A	Ongoing.

**CCTV IMPLEMENTATION PLAN
LEAD IMPLEMENTATION OFFICER: BRIAN MORGAN
FINALISED 28 FEBRUARY 2008**

Priority 1 – To Investigate Police funding for the service

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
1.1	Write to the Kent Police Authority regarding funding for CCTV in the borough highlighting key the importance of Police funding for a sustainable CCTV system.	January 2008	Brian Morgan	Draft a letter to the Chief Constable	Completed	A reply from the Kent Police Authority	Following correspondence discussion has taken place with both KPA and the Asst. Chief Constable. A proposal from Kent Police is anticipated shortly.
1.2	Discuss CCTV support via CDRP and LSP.	March 2008	Brian Morgan	Officer time	Completed	Outcome of discussions	Discussions have taken place. CDRP support for mobile CCTV is included in the current budget.
1.3	To produce a brief for CCTV strategy for 2008/11	March 2008	Keith Hatcher	Officer time	Outstanding	Strategy developed	A draft brief has been written however this will be influenced by the decision on the location and operational use. Once a decision has been made a strategy will be taken to Cabinet.

Priority 2 – To successfully procure a new CCTV system as outlined in Option 1 above and in the Best Value Review of CCTV Options Appraisal Report

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
2.1	Carry out a feasibility study to ensure the centre can meet Health and Safety, DDA requirements and fire regulations. This should include any electrical considerations, building contracts regarding the knocking down of walls and air handling.	February 2008	David Tibbit	Implications to existing budget	Completed	A completed feasibility study	Feasibility Study has been completed which concluded that the cost of the work would be higher than initial assessments had indicated that there would be a high risk of disruption to the existing service during the work and there would be short periods of time when the monitoring operation would need to be transferred to a temporary location. A revised feasibility study is now being undertaken which will look at relocating the operation.
2.2	Devise and implement a revised timetable for the procurement process	End of January 2008	David Tibbit	Officer time	Outstanding	Revised and implemented timetable	This will be undertaken following a decision on the future location for the operation.
2.3	Specification for improvement works	January 2008	Keith Hatcher	Officer time	Progressing	Specification developed	Works are ongoing arising from feasibility study.
2.4	Complete the procurement of the CCTV system	According to procurement timetable	David Tibbit	Officer time	Outstanding	CCTV system in place	This is pending following resolution of the agreed location of the operation.

Priority 3 – To set up a CCTV Strategy including information on a camera assessment program, intelligence led monitoring, new technology, funding arrangements and performance indicators.

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comment
3.1	Set up a Camera Monitoring Arrangement which will enable the purpose, location, condition and performance of each camera to be assessed	February 2008	Keith Hatcher	GIS and IT software	Progressing	A software package in place to monitor the cameras	IT Software providers have been approached and other CCTV sites visited. Appraisal of systems and funding to be further assessed particularly in line with the potential change in location.
3.2	Develop a set of local performance indicators and targets specific to the CCTV system	February 2008	Anna Collier	Officer time (the new government CCTV policy includes draft PI's)	Completed	Finalised performance indicators	Indicators have been developed but are being discussed with Kent CCTV Users Group. Work is being undertaken to look at having the same set of core indicators across the county whilst maintaining a set of indicator specific to the area.

Priority 4 – To coordinate the replacement of cameras in line with the findings of the Camera Monitoring Arrangement and to develop the annual replacement program

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
4.1	Use the Camera Monitoring findings to determine which cameras will be subject to initial replacement	May 2008	Chris Stewart	Maintenance (TJW) contractor and funding	Progressing	A completed list of cameras in need of replacement	An external maintenance contractor has been employed and work is progressing.
4.2	Procure cameras using a tender bid to ensure value for money is	January 2009	Keith Hatcher	Procurement	Not Due yet	The replacement of initial cameras	This is on hold until the submittal awaiting an outcome on the options report

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
	achieved						
4.3	Set up a framework for the annual replacement of cameras including the application for capital budget funding and the acquisition of 12 cameras annually.	January 2009	Keith Hatcher	Procurement	Not due yet	A programme of replacement in order of most urgent	Await outcome of report to Cabinet.
4.4	Investigate to ensure compliance with RIPA	March 2008	Brian Morgan	Officer time	Completed	Rebranding of CCTV signage	This has been instigated but this target will now be an ongoing process.

Priority 5 – To reconsider options for the maintenance contract in light of equipment replacement

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
5.1	Explore the options of combining a maintenance contract with another Local Council such as Swale Borough Council or Medway Council (to include rolling replacement)	March 2008	Brian Morgan	This has begun. Meetings to continue.	Progressing	A report setting out possible options	This is being explored with the addition of Tunbridge Wells, Tonbridge and Malling and Sevenoaks.
5.2	Explore opportunities for an all inclusive maintenance contract which includes all call-outs and parts replacement (to include rolling replacement)	March 2008	Brian Morgan	Conduct market research by contacting other local authorities and contractors.	Progressing	A report setting out possible options	Works are on-going and will be influenced by the procurement of the system.

Priority 6 – To resolve the staffing situation regarding the CCTV operators

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
6.1	To extend the temporary staffing arrangement	January 2007	Brian Morgan	Consult with HR	Progressing	Completed contracts	Operators are directly employed by the Council. The Council are now looking at a partnership with other local authorities for joint staffing procurement.
6.2	Finalise and send the staffing contract out to tender	March 2008	David Tibbit	NSG consultants, officer time and procurement	Progressing	Finalised contract	Pending finalisation of the specification for the staffing requirement by Community Safety.
6.3	Tender process completed and contractor appointed	April 2008	David Tibbit	Officer time	Outstanding	Action completed as set out in the action point	Contractor will be appointed approximately four months following agreement of the specification.
6.4	Establish new staffing arrangements regarding the maintenance of cameras.	June 2008	Brian Morgan	Officer time, monthly consultations with contractor	Outstanding	New contract in place	Awaiting outcomes of options report regarding the location of a monitoring and recording facility. Monthly consultations are in place.

Priority 7 – Increase levels of publicity about CCTV and levels of reporting

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
7.1	Submit monthly articles to the local press and other media to set out the outcomes of the control room and success stories	To start in the New Year	Chris Stewart / Police	Officer time	Completed	Article in the paper	Underway with press and publicity section, article submitted monthly.
7.2	Produce a bi-annual CCTV newsletter to inform all key partners/stakeholders including businesses, Parish Councils and Ward members of the outcomes of the CCTV control room and the impact of the cameras. An evaluation of the impact and value will be undertaken to ensure that communications are appropriate.	First newsletter to be published in April 2008 followed up in September 2008 and every April and September thereafter	Chris Stewart	Officer time	Outstanding	A completed newsletter	First newsletter being drafted for October. The newsletters will now be produced in May and October.
7.3	Send CCTV newsletter to External Overview and Scrutiny committee including proposals for future newsletters.	April 2008	Chris Stewart	Officer time	Outstanding	A completed newsletter	Planned for September 2008.
7.4	Annual report to the cabinet member	March 2009	Keith Hatcher	Officer time	Not yet due	A completed report	On-going

Priority 8 – To explore income generation routes with a view to increasing the income generated by the service

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
8.1	Explore the option of partnering with Kent County Council and the Kent Police over ANPR (automatic number plate recognition) cameras	March 2008	Chris Stewart	Budgetary implications (re. physical communication link)	Progressing	A report setting out the options	Preliminary discussions have been held and further meeting has been arranged. ANPR needs to be built into the procurement process.
8.2	Pending the outcome of ref point one, procure the equipment for the control room to monitor ANPR cameras using an Invest to Save Bid	June 2008	Brian Morgan	Budgetary implications	Outstanding	The installation of the equipment	Works are on-going pending the results of Reference one.
8.3	Testing the market in which Maidstone Borough Council can compete in terms of Alarm Monitoring	June 2008	Brian Morgan	Write to the alarm industry to see if there is a market	Progressing	A report setting out the options	Discussions are ongoing
8.4	Pending the outcome of ref three, procure the equipment for the control room to monitor alarms using an invest to save bid and prepare contracts for companies to join up to this service	October 2008	Brian Morgan	Procurement and legal	Not yet due	The installation of the equipment	As above
8.5	To investigate whether costs of CCTV evidence can be recouped through the courts with the money coming back to MBC.	March 2008	Brian Morgan	Officer time	Progressing	Feedback with regards to this action point	Discussions are on-going, further investigation into this is being undertaken but at this stage is unlikely.

Priority 9 – Explore further the opportunities for partnership working with other local authorities

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
9.1	Set up an initial partnership meeting with Kent County Council to discuss partnership opportunities through the use of ANPR cameras	January 2008	Brian Morgan	Officer time	Progressing	A report setting out options	Initial meetings have been held and further meetings have been organised.
9.2	Explore partnership working on CCTV hardware, including sharing mobile cameras with Swale.	March 2008	Brian Morgan	Officer time	Progressing	A report setting out options	Meetings are underway
9.3	Organise a meeting between Swale Borough Council, BT Redcare and Maidstone Borough Council to discuss transmitting camera signals between the control rooms of these two councils with regards to staffing and possible back-up.	February 2008	Brian Morgan	Officer time	Progressing	A report setting out the options	A meeting has taken place but at present costs appear to not be viable.

Appendix C

**GRANTS IMPLEMENTATION PLAN
LEAD IMPLEMENTATION OFFICER: BRIAN MORGAN (GRANTS TO OUTSIDE BODIES)**

Priority one - Grants to outside bodies - Build a structure for recurring and one-off bids, including an application form and SLA's.

Ref	Action Point	Target for Completion	Action Officer	Resources Required to Carry Out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.1	Establish a group reflecting all grant streams.	Mid-January 2008	Brian Morgan /David Terry	Officer time	Completed	Group established/ Everyone has an understanding of the new arrangements.	Group Established
1.2	Write to all bodies currently receiving grants regarding the new arrangements and publicise new scheme and bidding arrangements in line with borough priorities.	End of January 2008	Ian Park (CAB, arts and sports)/David Terry	Officer time	Completed	Letter sent.	New scheme publicised & process followed Borough priorities
1.3	Sessions with Group applications to explain process		David Terry	Officer Time	Completed	groups held	Three funding surgeries were held allowing applicant groups to learn about the process and for one to one assistance on developing their application.
1.4	Formulate an application process for each of the grant types.	February 2008	David Terry	Officer time	Completed	Application forms available.	Grant application process formulated using one form

Ref	Action Point	Target for Completion	Action Officer	Resources Required to Carry Out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.5	Establish criteria and guidelines for both the recurring and one-off bids. Application form circulated and made available for panel to make decision.	18 January 2008	David Terry	Officer time	Completed	Criteria and guidelines agreed and publicised. Bid demonstration circulated.	One grant process project criteria categorised applications. Organisations that delivered council outsourced services, helped residents access council services or act as a voluntary hub support service (categories one-three) received three year agreements the remainder who met the council priorities (category four) received a one year agreement. Criteria established, application forms were circulated.
1.6	Deadline for applications for recurring-bids.	29 February 2008	David Terry	Officer time	Completed	Deadline established.	Deadline 27 th March 08
1.7	Create a template for a service level agreement and smaller agreements.	February 2008	David Terry	Use current agreements as a starting point. Officer time	Completed	Service level agreement template produced. This is now scheduled to do after payment has gone out in mid – April – officers in services to do SLA's, e.g. Arts Department.	Template for three year SLA's produced May 08 One year SLA grants report form produced July 08

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.8	Appoint a lead officer and set in place a mechanism for the allocation of non-recurring grants.	March 2008	Brian Morgan	Officer time	Completed	Mechanism publicised, discuss in a forum.	Community funding officer appointed. A mechanism is in place but required refinement. This process is ongoing
1.9	Establish a panel for reviewing the application of recurring grants and make recommendation on recurring grants (application forms to be returned by 29 February 2008).	7 March 2008	Brian Morgan	Officer time	Completed	An agreed panel.	Panel established comprising of: Brian Morgan, Derek Williamson, Cllr Fitzgerald and Ian Park. David Terry advised panel and answered questions on individual application projects.
1.10	Finalise SLA's and other agreements.	March 2008	David Terry	Officer time	Completed	Completed SLA's.	SLA's negotiated in June and copies sent to recipient organisations for signature by 30 th July. One Year SLA Grant report form sent to organisations with a one year SLS grant award. Sent by 31 st July 08.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.11	Incorporate monitoring arrangements into the previous actions to ensure that priorities are in line with those of the borough and that value for money is being achieved.	6 month report 6 October 2008.	Brian Morgan	Officer time	Not yet due	A six monthly report. SLA	SLA contains targets which will be reviewed in September.
1.12	End of year reporting arrangements established in line with data collection sheets (to be included in the guidelines).	April 2009	Brian Morgan	Officer time	Not yet due	Arrangements in place and report produced.	Will be reviewed at the end of the year.