

AGENDA

CABINET MEETING



Date: Wednesday 15 May 2013
Time: 6.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership: To be appointed at the Annual
Council Meeting on 15 May 2013

Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of the Meeting held on 10 April 2013

1 - 3

Continued Over/:

Issued on 7 May 2013

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 JANET BARNES on 01622 602242**. To find out more about the work of the Cabinet, please visit www.maidstone.gov.uk

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

KEY DECISION REPORTS

- | | | |
|----|--|---------|
| 8. | Report of the Head of Housing and Community Services - Refreshing the Maidstone Sustainable Community Strategy 2009-20: Maidstone Community Strategy | 4 - 25 |
| 9. | Report of the Head of Finance and Customer Services - Provisional Revenue and Capital Outturn 2012 13 | 26 - 42 |

MAIDSTONE BOROUGH COUNCIL

CABINET

MINUTES OF THE MEETING HELD ON 10 APRIL 2013

Present: **Councillor Garland (Chairman), and
Councillors Greer, Paine and Mrs Ring**

Also Present: **Councillors Beerling, Newton, Paterson and
Vizzard**

151. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Hotson and J.A. Wilson.

152. **URGENT ITEMS**

The Chairman indicated that he intended to take the following as an urgent item:-

- i) SCRAIP from the Corporate Services Overview and Scrutiny Committee regarding the Customer Service Improvement Strategy.

153. **NOTIFICATION OF VISITING MEMBERS**

Councillor Paterson indicated her wish to present Agenda Item 10, report of the Regeneration and Economic Development Overview and Scrutiny Committee regarding the Visitor Information Centre Review.

Councillor Beerling indicated his wish to speak on Agenda Item 10, report of the Regeneration and Economic Development Overview and Scrutiny Committee regarding the Visitor Information Centre Review.

Councillors Newton and Vizzard were in attendance.

154. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

155. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

156. **EXEMPT ITEMS**

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

157. MINUTES

RESOLVED: That the Minutes of the Meeting held on 13 March 2013 be approved as a correct record and signed.

158. CUSTOMER SERVICE IMPROVEMENT STRATEGY 2013-16

DECISION MADE:

1. That the Customer Service Improvement Strategy 2013-16 be adopted, subject to delegation to the Chief Executive to make minor amendments in consultation with the Cabinet Member for Corporate Services as required.
2. That the recommendations made by Corporate Services Overview & Scrutiny Committee at their meeting held on 9 April 2013 be agreed, subject to the approval of the Cabinet Member for Corporate Services.
3. That the Equalities Impact Assessment, as attached at Appendix B to the report of the Head of Business Improvement, be noted.

To view full details of this Decision, please click here:-

<http://meetings.maidstone.gov.uk/mgIssueHistoryHome.aspx?IIId=19078&Opt=0>

159. WORKFORCE STRATEGY

DECISION MADE:

1. That the Workforce Strategy be agreed.
2. That the action plan be reviewed annually through the service planning process.

To view full details of this Decision, please click here:-

<http://meetings.maidstone.gov.uk/mgIssueHistoryHome.aspx?IIId=18979&Opt=0>

160. VISITOR INFORMATION CENTRE REVIEW

DECISION MADE:

1. That the use of technological tools for engaging with and providing information for visitors be investigated.
2. That staff members providing visitor information receive customer services training and undertake the Visitor England on-line training programme.

3. That a consistent methodology for logging visitor numbers to the VIC at the Museum and the Town Hall is put in place to monitor the use of the service.
4. That a visitor information presence in the gateway be investigated.
5. That the Leader of the Council and Chief Executive revisit the way portfolios are arranged and officer duties allocated to create more cohesion and improved clarity of purpose.
6. That there should be a Visitor Information Centre presence at the Town Hall;
7. That a Visitor Information Centre presence at the Town Hall be supported through Visitor Economy Business Unit resources;
8. That no arrangement should be entered into that would compromise this; and
9. That, in consultation with relevant stakeholders, the Council clarifies the value of visitors to the borough by putting in place a visitor strategy setting out how Maidstone's offer can be enhanced and publicised.
10. That the Cabinet Members for Economic and Commercial Development and Corporate Services agree the details responses to the SCRAIP.

To view full details of this Decision, please click here:-

<http://meetings.maidstone.gov.uk/mgIssueHistoryHome.aspx?IIId=18091&Opt=0>

161. DURATION OF MEETING

6.30 p.m. to 7.15 p.m.

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

CABINET

15 MAY 2013

REPORT OF HEAD OF HOUSING AND COMMUNITY SERVICES

Report prepared by Sarah Robson

- 1. REFRESHING THE MAIDSTONE SUSTAINABLE COMMUNITY STRATEGY 2009-20: MAIDSTONE COMMUNITY STRATEGY**
 - 1.1 Key Issue for Decision

This report sets out proposals for updating the Maidstone Sustainable Community Strategy 2009-20 for Maidstone. In Maidstone, our strategy is called Maidstone Community Strategy – your community, our priority.
 - 1.2 Recommendation of the Head of Housing and Community Services
 - 1.2.1 That Cabinet Members endorse the refreshed Strategy; Maidstone Community Strategy – your community, our priority for 2009-20.
 - 1.2.1 That the Head of Housing and Community Services be given delegated powers to make minor amendments as a result of consultation, including with Overview and Scrutiny and key partners from voluntary and community groups in the priority areas of the borough.
 - 1.3 Reasons for Recommendation
 - 1.3.1 Local authorities have a statutory requirement (see Appendix 1) to prepare and publish a Sustainable Community Strategy (SCS) for their area. In Maidstone, our strategy is called Maidstone Community Strategy – your community, our priority.
 - 1.3.2 Communities and Local Government (CLG) guidance on preparing a SCS states "the purpose of the SCS is to set the overall strategic direction and long-term vision for the economic, social and environmental wellbeing of a local area - typically 10 to 20 years - in a way that contributes to sustainable development in the UK."
 - 1.3.3 The guidance recommends that a SCS should contain the following elements:
 - the long-term vision based firmly on local needs - this will be underpinned by a shared evidence base informed by community aspirations; and

- key priorities for the local area, based upon this vision which may realistically be achieved in the medium term.
- 1.3.4 From time to time a local authority may modify their sustainable community strategy, and in preparing or modifying their sustainable community strategy, a local authority must consult and seek the participation of each partner authority and such other persons considered appropriate, and must have regard to any guidance for the time being issued by the Secretary of State.
- 1.3.5 The preparation and publication of a SCS has generally been undertaken through Local Strategic Partnerships, and therefore this responsibility now falls to the Maidstone Locality Board.
- 1.3.6 An SCS has value as a vehicle for consulting with local people and with key partners on the long-term priorities for an area.
- 1.3.7 Maidstone Local Strategic Partnership (LSP) approved the current sustainable community strategy in 2009. The Maidstone Local Strategic Partnership previously agreed that the Borough Council's Community Partnerships Unit be tasked to take the operational lead on the refresh and revision of key strategies including the Sustainable Communities Strategy and any Maidstone contribution to the Vision for Kent.
- 1.3.8 Continuing to produce a strategic document that highlights the priorities for Maidstone very much fits with the Locality Board's remit to oversee and shape local delivery of the Kent Recommitment and to draw together local public services for greater effectiveness and efficiency.
- 1.3.9 The refresh has taken account of;
- economic changes and the financial context of our partners;
 - identified improvements and declines (e.g. health inequalities, youth unemployment etc.) associated with the priority areas of the current Sustainable Community Strategy;
 - reviewed priorities agreed by the Maidstone Locality Board in 2011, which reduced the overarching priorities from 7 down to 3;
 - needs analysis work, including consultation, undertaken in the preparation of other recent partnership strategies;
 - priorities in the Borough Council's updated Strategic Plan;
 - the emerging emphasis on community engagement and responsibility and;
 - the need to introduce and monitor locally agreed measures and targets.

1.4 Consultation Undertaken

1.4.1 The individual organisations/agencies on the Maidstone Locality Board were consulted on the refresh of the Strategy’s priorities in December 2012. Feedback was originally sought from Maidstone’s residents in the 2009 public consultation and has been taken into account as well as feedback from the Council’s Residents Survey 2012. Further consultation will be undertaken with key partners including voluntary and community groups in the priority areas of the borough.

1.5 Alternative Action and why not Recommended

1.5.1 The Council could choose not to refresh the Sustainable Community Strategy. However, if the strategy is not refreshed there is a risk that the overall strategic direction and long term vision for the borough will not be sufficiently articulated and coordinated, and the needs of the borough’s communities not met in a coordinated way.

1.6 Impact on Corporate Objectives

1.6.1 Maidstone Borough Council’s Strategic Plan makes specific reference to supporting Maidstone Local Strategic Partnership to deliver its contribution to the Sustainable Community Strategy and Vision for Kent. With the replacement of the Partnership, this reference will now relate to the Locality Board.

1.7 Risk Management

1.7.1 Risk assessments will need to be carried out by the Maidstone Locality Board. Any risks to the Council will be managed through our existing risk management policies and reported on a regular basis.

1.8 Other Implications

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

9. Asset Management



1.8.1 Financial

The Sustainable Community Strategy will inform both short term and long term priority and budget setting for the Maidstone Locality Board and key partners.

1.8.2 Equality Impact Needs Assessment

A Stage 1 Equality Impact Assessment was carried out as part of the original Strategy. This identifies that the strategy by its nature is aimed at addressing inequalities and improving the outcomes for groups with protected characteristics. On an ongoing basis, organisations representing different communities of interest will need to be consulted and invited to engage in the development of the Strategy. Impact assessments will be undertaken for specific activity within the strategy before this is implemented.

1.8.3 Legal

Currently the Council is required to produce a Sustainable Community Strategy. However, the government recently consulted on new Best Value statutory guidance, which stated that the requirement for councils to produce a Community Strategy could be repealed in the future. Despite this it is believed that it is beneficial to retain a single overarching strategy to guide the work of the Council and the Maidstone Locality Board.

1.8.4 Community Safety

The Community Strategy includes a key priority relating to safe and cohesive communities, within which there are a number of objectives relating to community safety. The action plan contains a number of specific activities that will contribute to improving community safety in the borough.

1.8.5 Human Rights Act

Many aspects of the Strategy support Human Rights in setting out to tackle issues such as poverty, homelessness, environmental issues and inequalities in health. There are no other immediate legal or human rights implications.

1.8.6 Conclusion

The Sustainable Community Strategy was first produced in 2009. While a number of the objectives in the strategy remain relevant, given the many changes in the national and local context it is timely to refresh the Strategy and the priorities for the Maidstone Locality Board, which

will provide an essential mechanism to allow actions to be determined at a community level.

1.14 Relevant Documents

Appendix

Refreshed Maidstone Community Strategy 2009-2020 (April 2013)

Background Documents

None

IS THIS A KEY DECISION REPORT?

Yes No

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

.....

This is a Key Decision because:

.....

Wards/Parishes affected:

.....

Maidstone Community Strategy
2009 – 2020

Your community, our priority

DRAFT: Refreshed April 2013

1. Foreword by Councillor Chris Garland, Leader of Maidstone Borough Council and Chair of Maidstone Locality Board



Welcome to Maidstone's Community Strategy. This strategy draws on the aspirations of residents, businesses, the community, faith and voluntary sectors. It addresses the biggest challenges and opportunities facing us.

The aim of this strategy is to improve the quality of life for everyone. This strategy sets out our ambitions for the borough and what we want Maidstone to be like in 2020. It is important that people feel proud about where they live and that they have a sense of belonging and responsibility for the area. It also identifies how we will tackle the wider economic, environmental and social issues associated with worklessness to achieve a thriving and prosperous borough.

Maidstone is a great place in which to live, work, visit and do business. We want to make it even better. Our community is at the heart of everything we do. We have excellent community relations in Maidstone and we will work to extend this and build an even more cohesive community that shares and enjoys all that Maidstone has to offer.

Our central focus is to enable sustainable economic growth, in order to create new opportunities for Maidstone's communities thereby reducing the number of people not in work. We recognise this will be more challenging given the recent economic downturn. However, we are passionate in our belief that worklessness is a major barrier to success and a key factor in poverty and exclusion. There is a clear link between worklessness, poor health and education standards, low aspirations, higher crime and communities which are less integrated. Tackling worklessness therefore is our key focus and together we can and will steer the borough in a positive direction.

I am confident that our refreshed strategy creates the opportunities for sharing good ideas, support and resources helping to make stronger communities. I look forward to working with you all to ensure that Maidstone becomes even better over the next decade.

Councillor Chris Garland

Leader of Maidstone Borough Council and Chair of the Maidstone Locality Board
April 2013

2. Introduction

2.1 Duty of the council to produce a sustainable community strategy

The Local Government Act 2000 placed a duty on every local authority to prepare a Sustainable Community Strategy (SCS). The purpose of the Strategy is to set the overall strategic direction and long-term vision for the economic, social and environmental wellbeing of a local area – typically 10-20 years – in a way that contributes to sustainable development in the UK. It tells the ‘story of the place’ – the distinctive vision and ambition of the area, being based on the priorities identified in the plans and strategies of all the partner organisations working within the area. In Maidstone, our strategy is called Maidstone Community Strategy – your community, our priority.

2.2 What is a sustainable community?

Sustainable communities are places where people want to live and work, now and in the future. They meet the needs of existing and future generations, are environmentally sensitive and contribute to a high quality of life. A sustainable community is one which allows people to have a say in the way their own neighbourhood is run. They are also safe and inclusive, well planned and offer equal opportunities and good services for all.

2.3 How we developed this strategy

At the start of the process to develop the original strategy we embarked upon a consultation process. These views, together with the considerations of the Maidstone Locality Board and your elected council representatives, coupled with what we know about Maidstone, are set out in the rest of this document under the three priorities. At the end of the document you can learn more about how we will measure our progress and achievements.

2.4 What matters to Maidstone residents

The Council carried out extensive consultation when developing the Sustainable Community Strategy for Maidstone 2009-2020. Residents were asked to identify what was good and bad about living in the Borough as well as their dream for Maidstone. The top three positive comments related to Maidstone included shopping, parks and the river. Other positive comments related to cleanliness, the countryside and nightlife. The top three negative comments related to traffic congestion, public transport and the quality of roads. The top three dreams for Maidstone residents related to resolving transport issues, improving the river and an improved theatre/concert facility.

2.5 A residents’ survey was undertaken in 2011. This was the first survey the Council had undertaken since the Place Survey in 2008 and showed improved satisfaction in a number of areas including providing value for money, keeping residents informed and the way the council runs its services. It also showed some areas that need improvement, such as people from different background getting on well together and satisfaction

with the local area. The council and the Locality Board will work with residents to find ways to increase satisfaction across the borough.

2.6 During the 2012-13 refresh of Maidstone's Strategic Plan, residents were consulted on the budget to identify what matters to them in respect of council services. This exercise was factored into the Cabinet's prioritisation of spending and services. More detail is provided in the prioritisation section of the plan. The importance of the rural transport network, cleanliness of our town centre and supporting and encouraging a range of business development were identified during a resident focus group reviewing our priorities.

2.7 **How the Maidstone Community Strategy links with the Local Plan**
The Local Plan will be the spatial representation of this Strategy. The Maidstone Locality Board has a clear understanding of the important contribution that partners make to the achievement of the Local Plan's objectives. The most important part of the Local Plan is the Core Strategy which provides a strategic, spatial overview of the borough. The public have been consulted in the preparation of the Core Strategy.

2.8 **Refreshing the Maidstone Community Strategy**
Maidstone's Community Strategy was originally launched in 2009. This revised Strategy puts forward a number of new and revised partnership objectives, framed within new strategic priorities. The overall vision of Maidstone's Community Strategy and thematic outcomes which were originally agreed through engagement with residents and analysis of local needs and intelligence, remain and are only slightly altered, through refreshed narrative and expression.

3. The local context and governance

Local context: Maidstone the place

3.1 Maidstone is an exceptionally green Borough with a number of parks, the largest of which is Mote Park, which is Grade II on the English Heritage Register of Historic Parks and home to thriving rugby and cricket clubs. There are numerous smaller parks and squares within the town and villages which have benefited from a major playground and sports facility investment programme in recent years. We recognise the importance of maintaining a quality environment for residents including our heritage and conservation areas. The attractive countryside offers high quality landscape and biodiversity and a wide range of informal recreation opportunities.

3.2 Maidstone Borough is considered a good place to live and work with high rates of employment, relatively low levels of adults claiming incapacity benefits and a higher proportion of residents who have a degree than the South East average.

3.3 Larger numbers of people commute into than out of the Borough. The Borough has a very mixed business sector with large numbers of small

and medium size businesses with particular strengths in professional services (law and accountancy) and construction. There is a growing media industry led by Maidstone Studios and the Kent Messenger Group. Maidstone has an extensive further education campus (Mid Kent College) and a higher education offer with both the University for the Creative Arts and Mid Kent College seeking to increase their range of courses and facilities. Mid Kent College is widening the range of courses and facilities it provides as part of a £23 million redevelopment of Maidstone' Oakwood Park Campus. This major project commenced in 2012/13 and the College is one of just a handful of UK further education colleges currently investing in a major capital scheme. Over the next three years the University for Creative Arts will be expanding the broadcast media courses being delivered at Maidstone Studios.

- 3.4 Residents living in the Borough have relatively high wages (although many higher earners commute out of the Borough to achieve these). Maidstone came out as the top destination for business in the 2010 study of locations for business in Kent.
- 3.5 Transport links are generally good although rail travel could still be improved. 2011 saw the introduction of High Speed services from Maidstone West to St. Pancras. Rail journey times to London from some of the smaller rural towns (Staplehurst and Marden) are as low as 40 minutes. The borough is well served by the motorway network with the M20 and M2 both providing links to the M25 and the Channel Ports. The international high speed railway stations at Ebbsfleet (15 mins) and Ashford (25 mins) are also extremely accessible. The Council is pleased that an extension to the Thameslink network is being proposed to provide a direct link to London from Maidstone. With regard to travelling in and around the borough by car, congestion is an issue particularly at peak time in the town centre. The bus transport network serving Maidstone town is relatively strong whilst rural transport presents distinct challenges.
- 3.6 A report commissioned in 2010 to look at how public money is spent locally identified that £602 million public funding was spent in Maidstone in 2010 by various bodies including Kent County Council, Maidstone Borough Council, Kent Police and the local Primary Care Trust. Just over 35% of the money was spent on health and social wellbeing, nearly 17% was spent on education and 15% on housing.

Governance

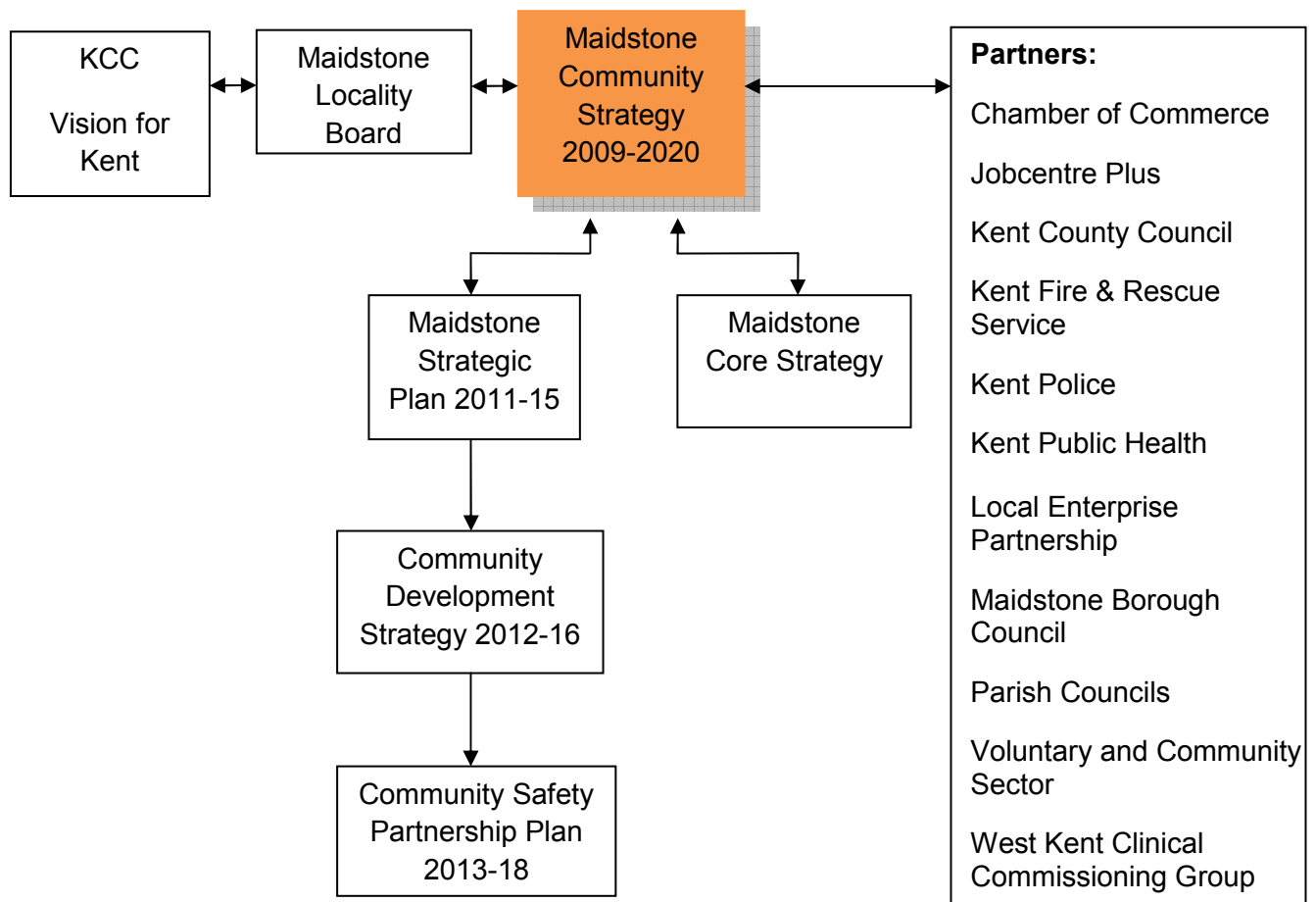
- 3.7 This strategy takes its strategic direction from the Kent Recommitment, developed at county level and overseen by the Kent Council Leaders (KCL) group, which takes overall responsibility for co-ordinating and agreeing shared priorities and progress, encouraging community leadership and supporting new initiatives across the county.
- 3.8 The KCL group oversees and are responsible for the delivery of the three Countywide Ambitions across Kent, which are;

- **to grow the economy** - for Kent to be 'open for business' with a growing and successful economy and jobs for all
- **to tackle disadvantage** - for Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone
- **to put citizens in control** - for power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities

3.9 Maidstone Borough Council has identified the following three priorities and seven outcomes to deliver the vision for Maidstone:

Priorities	Outcomes
1. For Maidstone to have a growing economy	<ul style="list-style-type: none"> • A transport network that supports the local economy • A growing economy with rising employment, catering for a range of skill sets to meet the demands of the local economy
2. For Maidstone to be a decent place to live	<ul style="list-style-type: none"> • Decent, affordable housing in the right places across a range of tenures • Continues to be a clean and attractive environment for people who live in and visit to Borough • Residents are not disadvantaged because of where they live or who they are, vulnerable people are assisted and the level of deprivation is reduced
3. Corporate and Customer Excellence	<ul style="list-style-type: none"> • Services are customer focused and residents are satisfied with them • Effective, cost efficient services are delivered across the borough

3.10 The Maidstone Community Strategy links with other plans, strategies and partners as set out below:



Maidstone Locality Board

3.11 In November 2011, the Maidstone Local Strategic Partnership (LSP) was replaced by the Maidstone Locality Board, which draws together local public services for greater effectiveness and efficiency to oversee and shape the local delivery of services. The key difference between the LSP and Locality Board is a much greater input from county and district councillors, but with representation from the wider public sector, including Kent Police, Kent Fire and Rescue Service, NHS, the voluntary and community sector and the business community. The first formal meeting of the Maidstone Locality Board was held on 20 January 2012.

3.12 The Maidstone Locality Board is the overseeing body for developing and implementing the vision set out in the Maidstone Community Strategy. The Maidstone Locality Board will advise on the public service priorities and service delivery for the Locality, improve local accountability to residents for public services and pilot place-based commissioning and other delivery models.

4. Maidstone Community Strategy: Our Vision and Priorities

- 4.1 We want Maidstone Borough to be a vibrant 21st century urban and rural community at the heart of Kent, where its distinctive character is enhanced to create a safe, healthy, quality environment with education, employment and entrepreneurial opportunities to help people realise their aspiration.
- 4.2 Maidstone's Community Strategy sets out the long-term vision and ambitions for the borough. It is the overarching strategy for the Maidstone Locality Board based on the things residents told us matters to them and what we know about Maidstone. It takes account of the key challenges and opportunities facing the borough.
- 4.3 The original strategy contained eight priorities to support the vision. Working with the original Strategy and listening to the views people have shared during further consultation with the Maidstone Local Strategic Partnership and more recently, the Maidstone Locality Board, the priorities have been reduced in the new strategy to three. The new priorities will enable greater cross working by partners across the range of issues that are faced by the borough and enhance further partnership working by developing a greater shared agenda. The priorities are:
- **Troubled Families (Community Budgets)**
 - **Tackling worklessness and poverty**
 - **Local environmental improvements**

5. Why are these priorities important to Maidstone?

- 5.1 Unemployment is a national issue and a particular issue for Maidstone to tackle with partners. The Government has set up programmes to work with troubled families in a number of areas and the Maidstone Locality Board has adopted the approach as a tool to tackling six wards of Maidstone which have unemployment rates almost twice as high as the Kent average. The Troubled Families programme seeks to improve the lives of those households who present most problems for members of their own family as well as the communities in which they live. Often characterised by long term unemployment these households account for less than 1% of the population but can cost central and local agencies up to £330,000 per family a year.
- 5.2 The Department for Communities and Local Government (DCLG) Troubled Families programme aims to transform the lives of 120,000 families nationally by 2015, with a specific focus on families experiencing issues of truancy/exclusion from school, youth offending, antisocial behaviour and worklessness. Kent County Council has identified that it will work with 2,560 families across the county over 3 years, working directly with 1,082 in Year 1. This is worth £2.89 million in an upfront attachment fee grant funding, with up to a further £0.63 million in Payments by Results funding if successful against the performance criteria. In Maidstone, the number

of families meeting DCLG's Troubled Families Criteria 1 (exclusions and absences) is 896. The number of families meeting both Criteria 1 and Criteria 2 (YOS, crime and ASB) is approximately 80.

- 5.3 Maidstone has the largest economy of all Kent Districts and Boroughs. More people commute into the Borough each day than commute out. The Borough is an economic hub providing employment for a large part of Kent. However, despite its natural location advantages, Maidstone's growth rate was the 4th lowest in Kent between 1998 and 2008 and behind the South East and Great Britain averages. It is a diverse economy with reliance on town services, 30% of businesses are located in the rural area. Moreover much of this employment growth has been public sector employment. Whilst around 10,000 jobs were created in the service sector during this period, the Borough lost over 3,000 jobs in manufacturing. Neighbouring areas have been able to provide a greater choice and range of employment sites in both quality and quantum and in some cases at more competitive prices.
- 5.4 If the planned cuts in public sector expenditure of 30% result in jobs losses in the sector in the same proportion, nearly 6,000 people who work in Maidstone could lose their jobs. Maidstone also has a low wage local economy and the national changes to education and skills development will impact on our residents and employment.
- 5.5 Maidstone is perceived as an affluent rural area within commuting distance from London but this affluent backdrop tends to mask the socially excluded who often suffer low pay, lack of knowledge of their rights and responsibilities, poor health and relative poverty. Poverty in Maidstone is not confined to urban areas and significant numbers of people in rural areas also experience hardship, with limited access to advice and advocacy appropriate to needs.
- 5.6 National policies on welfare reform and public sector budget cuts will have an impact for our deprived areas and our most vulnerable residents. This will not be an easy area to address as 11% of Maidstone's population live in areas considered to be in the 20% most deprived in the country. Our rural areas also contain households experiencing deprivation. These areas have lower standards of health and lower life expectancy than average. The disadvantaged wards have the highest numbers of young people not in education, employment or training and significantly higher numbers of young offenders.
- 5.7 Maidstone's ageing population also needs strategies and services to provide facilities which identify and promote independence and reduce isolation. The theme of local accessibility needs to be addressed for members of the community who are vulnerable or isolated due to old age, illness or disability, supporting people to live independent and active lives. As the population in the borough ages the pressure to support people will also increase. People are now living longer and this will add to the pressures faced by our health, social care and housing services.

- 5.8 The health of people in Maidstone is mixed compared to the England average. Deprivation is lower than average, however 4,455 children live in poverty. Life expectancy for men is higher than the England average. However, life expectancy is 7.2 years lower for men and 5.9 years lower for women in the most deprived areas of Maidstone than in the least deprived areas (based on the Slope Index of Inequality published in January 2012).
- 5.9 The Maidstone Borough Health Profile 2012 provides an overview of the health of residents in the borough and sets out the current health priorities for Maidstone, highlighting sexual health, obesity, self-harm and smoking as key issues. Reducing health inequalities, also addresses the link between worklessness and the broader determinants of health such as housing, environment, access to good quality services and health care.
- 5.10 Reducing mental illness and promoting mental health is a key priority in the borough. Without access to good quality employment the barriers to escape poverty are much higher for those with mental health, ill health or learning disabilities.
- 5.11 The challenge is to ensure the borough and its communities continue to prosper, whilst maintaining the health of our environment, which itself contributes to that prosperity and which is now clearly recognised as being essential to our own wellbeing. We want Maidstone to be a place where people enjoy living and a key part of this will be having access to affordable and decent housing. We understand that good housing promotes educational attainment, better health outcomes and employment opportunities. The provision of choice and affordability in housing for the citizens of Maidstone, including rural communities, which meets their needs and aspirations are addressed within this outcome. Decent means housing that meets residents' needs in terms of availability and size as well as meeting the national decent homes standard.
- 5.12 In terms of affordable housing, we are referring to a range of tenure that includes socially rented, intermediate or affordable rent and a variety of shared ownership products. We also have a role to play in improving the quality of private housing through grants for improvements to insulation and heating. Maidstone Borough Council has completed a Strategic Housing Market Assessment (SHMA) to help us build the right kind of homes in the right places.
- 5.13 Housing in Maidstone town has traditionally been considered relatively affordable compared to the south east average, but this is not the case in rural Maidstone and for those on average or low incomes. The recent recession has resulted in an increase in home repossession and homelessness generally has risen across the UK. Whilst Maidstone has seen a rise in the numbers of households requiring temporary accommodation provided under the homelessness legislation this remains comparably low compared to the other Boroughs in Kent and a significantly lower level than the worst affected areas in England. Maidstone continues to perform above targets for homelessness

prevention and is seeking to find new ways of encouraging people to seek housing advice at an earlier stage rather than when the crisis point of homelessness is reached.

- 5.14 We are committed to increasing social responsibility to ensure that new development is of high quality and the Borough's varied and valued landscape and heritage assets are respected and the environment remains clean and attractive.

6. **Three priorities; seven outcomes**

- 6.1 This strategy's overarching priorities are;

- **Troubled Families (Community Budgets)**
- **Tackling worklessness and poverty**
- **Local environmental improvements**

Underpinning the three agreed priorities, there are seven long-term outcomes that the Board aspire to achieve through a partnership approach in Maidstone:

6.2 **Maidstone is a great place to do business with higher levels of investment and business growth**

Through business support services, planning and skills development by 2020, we will have made Maidstone an attractive borough to establish a business. We will have supported economic growth and encouraged development and regeneration of sites across the borough. This will provide the safe, welcoming and attractive environment that businesses need to thrive. We will have increased the overall employment rate with a significant number of new jobs created across a range of industries and commercial sectors and in a wide variety of locations.

6.3 **Greater wellbeing for households through higher numbers of residents in employment**

In 2020 Maidstone will have a much higher employment rate. This will be achieved by ensuring all our communities have access to seamless education/training opportunities, which will in turn provide Maidstone residents with the right skills to gain employment. Further, this increase in employment will also help to lift vulnerable people out of poverty and enable them to play an active role in their community.

6.4 **Even more children and young people are on the path to success through the provision of good quality education, training and jobs which reduces the risk of exclusion and offending**

More of our children in 2020 will be on the path to success. We will ensure this is the case by helping them to be happy, healthy and safe. Services for children will be seamless and responsive to their needs. Early intervention and effective partnership working will ensure the safety and welfare of children. Attainment, skills and qualifications will continue to improve with more of our young people having the right qualifications to succeed in adulthood. Services for children and young people will

increasingly be co-designed with more effective engagement of children, young people and families – particularly those from vulnerable and seldom heard groups.

6.5 Safe and cohesive places where people are empowered and have the confidence to play active roles in their communities

In 2020 Maidstone will be an even more desirable place to live. Our diverse communities in Maidstone will be safer and stronger. In addition, our communities will continue to be highly cohesive, with people getting on well with one another. People in Maidstone will also play an active role in their local area through a variety of means such as volunteering and neighbourhood action planning.

6.6 Improved health and wellbeing of people which enables them to live active and independent lives

By 2020 we will have facilitated the creation of active, healthy and independent communities where the gap in health inequalities within the borough have been reduced. In addition, health services within Maidstone will be equally accessible to all members of the community. Health and social care services will be based around enabling independence, providing choice and promoting control. This will be achieved through increased personalisation of social care services and greater patient choice around the health care services they receive.

6.7 Lower levels of poverty and social exclusion in Maidstone by helping more of our socially excluded adults into employment, education and training

In 2020 Maidstone will have lower levels of poverty and social exclusion by tackling the barriers which stop people actively participating in society. This will ensure all our communities have equal access to services and opportunities. The most vulnerable members of our community will receive tailored support services that help them access informative advice, guidance, training, education, employment opportunities and the welfare benefits they are entitled to.

6.8 Mixed and sustainable communities with an increased supply of new homes, improved existing dwellings and a high quality physical environment

We will have helped more people to access affordable high quality housing and reduced the number of people living in temporary accommodation. In addition, the quality of our environment will be improved with cleaner streets and high quality green spaces. Further, Maidstone Locality Board will play an active role in neighbourhood action planning helping to address local issues and improve the quality of life for residents by developing a common understanding of issues within areas of high need, including environmental improvements, but other crossing cutting issues such as health inequalities, low levels of educational attainment, skills and qualifications, high unemployment and low economic activity.

6.9 These outcomes will drive the development of performance measures for the three priorities. The vision of building and maintaining strong

communities presides over the priorities and outcomes contained in this strategy and is a common thread throughout the document. Community strength flows from the characteristics and actions of people, equipped and enabled to influence decisions that affect their lives within their neighbourhood, town centre or borough. Meeting the outcomes under each priority of the Maidstone Community Strategy will improve the quality of life for all in the borough, through more people having their needs met appropriately. Our priorities will be reviewed over time, at least every four years, to make sure that we are flexible, build on our success and respond to changing needs.

7. Action Plan – What we will do in order to achieve the stated outcomes

7.1 Priority 1: Troubled Families

What we plan to do	Performance measures
Set up a sub-group to oversee Troubled Families programme for Maidstone	<ul style="list-style-type: none"> • Each child in the family has had fewer than 3 fixed exclusions and less than 15% of unauthorised absences in the last 3 school terms • 60% reduction in ASB across the family in the last 6 months • Offending rate by all minors in the family reduce by at least 33% in the last 6 months • One adult in the family has either volunteered for the Work Programme or attached to the ESF provision in the last 6 months • Additional measures to monitor reductions in incidents of domestic abuse and increased referrals to substance misuse support services
Engage service providers, commissioners, professionals to be part of the local operational group	
Meet with partners to discuss the identified families and consequently select an agreed number of families who are in the most need and best position to receive help and services from the agencies' pooled funding and collaboration	
Develop an understanding of the identified families and their needs	
Deliver a training programme for initial family contact organisations to ensure consistency and embed a process for best practice and results	
Agree lead person to make initial contact with families to sign up to the Troubled Families programme	
Agree for each FIP worker to work with 5-10 families at a time, building up to 30 families on a planned rolling basis	
Use a customer journey mapping exercise to inform frontline service delivery and inform further service change	
Undertake a costing analysis with partners on the high contact families to evidence cost reductions	
Explore opportunities for match funding with schools, partners grant generating bodies and non traditional funding sources, including the third sector and local businesses	
Develop opportunities of joint working between Kent Probation, Youth Offending Service and other partners for holistic offender support	
Identify an appropriate partner to act as lead for a defined period to contact and support the families to identify issues that have a negative impact and achieve sustainable long term solutions	

7.2 Priority 2: Tackling Worklessness and Poverty

What we plan to do	Performance measures
Set up a sub-group to oversee the Tackling Worklessness and Poverty priority	<ul style="list-style-type: none"> • Numbers of young people NEET aged 16-18 reduced • Numbers of young people claiming JSA aged 18-24 reduced • Increased number of work experience placements created • Increased number of apprenticeships created • Additional number of businesses engaging in work experience, apprenticeships, mentoring and jobs for young people
Invite Jobcentre Plus, CXK and Kent Invicta Chamber of Commerce to join the Sub Group	
Focus on unemployed young people, specifically 18-24 year olds	
Tackle the barriers to work especially, transport, adult literacy and childcare identifying initiatives to address the barriers	
Continue to support and expand work experience opportunities amongst Locality Board partners	
Encourage businesses to get involved in mentoring, and providing Apprenticeships, work experience and jobs for young people	
Create a Skills Hub Exchange in the Maidstone travel to work area	

7.3 Priority 3: Local Environmental Improvements

What we plan to do	Performance measures
Roll out Neighbourhood Action Planning into the wards of Shepway North and South	<ul style="list-style-type: none"> • Number of crime offences (burglary – dwellings, robbery offences, theft offences, violence against the person, road traffic collisions) • Percentage waste recycled/composted • Carbon emissions per capita • Number of Housing starts and Housing completions • Homelessness - those in temporary accommodation • Section 106 and CIL agreements - monies received • Additional number of businesses engaging in work experience, apprenticeships, mentoring and jobs for young people
Deliver Operation Civic (multi-agency neighbourhood action operation) into the wards of Shepway North, Shepway South and Park Wood with a focus on Community Policing, Housing and Benefits advice	
Pilot a local environmental improvements programme in Park Wood industrial estate to attract and retain businesses	
Support a Borough wide recycling campaign – targeting residential, street recycling, and business waste	
Undertake a review street furniture provision in urban areas	
Support the implementation of the Green Deal/Retrofit programme in Maidstone	
Improve service delivery at Allington site to support a household waste and recycling centre	
Ensure future S106 and CIL allocations reflect community infrastructure needs	
Design-in recycling for new residential and commercial developments through the Planning application stage	

8. Implementation and monitoring arrangements

- 8.1 The Maidstone Community Strategy has a clear vision for the future of Maidstone borough. We envisage Maidstone as a thriving borough that maximises all its strengths and tackles the root causes of the social, economic and environmental challenges which hold some of the borough and its residents back.
- 8.2 This strategy will drive the changes we need to make within the borough by providing a clear direction of travel for Maidstone. In addition, we have ensured our long-term outcomes are underpinned by clear areas of focus and targets. The work to achieve this will be challenging and will require the public, private, voluntary and community and faith sectors to work together even more closely than before. We are clear that it is only by moving forward together, as one partnership, that we will be able to deliver on these promises.
- 8.3 The Maidstone Community Strategy operates within a performance management system which is structured around effective political and managerial leadership, a clear vision, action centred service planning, regular performance reporting and constructive challenge. To ensure that the Strategy is delivered, the Council will review and monitor the Action Plan through various methods:
- The strategy's action plan has been developed by the Maidstone Locality Board and the delivery of the action plan will be shared by the partners. The Maidstone Locality Board will take responsibility for driving this work and for monitoring delivery. We will publish quarterly and annual performance information - enabling members of the public to see the progress we are making throughout the year and year on year.
 - We will present an annual report and commentary on progress to achieve the vision and deliver the strategy's action plan, using this as an opportunity to challenge partners, to renew commitment to the plan and to update and increase the ambition of the plan when opportunities arise. The report will enable partner organisations, Councillors and members of the public to see the progress we have made and challenge organisations on the work they have undertaken.
 - Clear and effective communication with wider audiences who would be the future partners and stakeholders for delivery will increase the strategy's prospects for success. The strategy is a bold statement of intent and the foundation of a cohesive, partnership approach towards community development in the borough. The action plan links directly to the Board's overarching Communications and Engagement Strategy, providing common ground on which to build partnerships and will help all contributors to broker discussions with new partners.
- 8.4 Publishing this strategy is not an end in itself; rather it is the start of our new journey forward. Maidstone Locality Board is confident that the time

we have taken to work with the public, partner organisations, Councillors and central government has ensured that the direction we are taking to make improvements in quality of life is the right one.

- 8.5 To prepare the Maidstone Community Strategy, we talked to local people in many different ways. Local people completed surveys, attended meetings and forums, made comments on a leaflet and submitted their views online. We used information from earlier consultations, where hundreds of people took the chance to tell us what they thought, to make sure that our Maidstone Community Strategy reflects the views of as many people as possible.

9. Equality and Diversity

- 9.1 Maidstone Borough Council believes everyone should be treated fairly and with respect. The Partnership recognises that diversity issues will impact on planning and delivery of services and we are committed to ensuring that our work has a positive impact for everyone in the Borough, regardless of race, gender, age, disability, sexual orientation or religious belief. We welcome the positive contribution that an increasingly diverse population will make to the future prosperity of Maidstone. Discrimination is a reality for some people in the Borough. Because of race, gender, age, disability, sexual orientation and other factors, people are denied opportunities, have difficulty accessing services, and suffer inequalities. In order to deliver our vision of a better Maidstone borough for everyone, we want to create an inclusive and supportive environment that offers equal opportunities for everyone.
- 9.2 The Maidstone Locality Board will assess and monitor the relevance and effect of the Maidstone Community Strategy on equalities through its programme of Equality Impact Assessments. Our commitment to equality and diversity includes a commitment to promoting social inclusion for people who are disadvantaged by life circumstances or conditions, including the problems that can be associated with living within areas of deprivation, and with experiencing periods of unemployment, homelessness or other such difficulties.

If you can access the Internet, you can learn more about the Maidstone Locality Board and the Maidstone Community Strategy for Maidstone at www.maidstonelocalityboard.com. If you prefer, you can send your comments, questions or suggestions to our address:

Community Partnerships, Maidstone Borough Council,
Maidstone House, King Street, Maidstone, Kent ME15 6JQ

Agenda Item 9

MAIDSTONE BOROUGH COUNCIL

CABINET

15 MAY 2013

REPORT OF HEAD OF FINANCE & CUSTOMER SERVICES

Report prepared by Paul Riley

1. PROVISIONAL REVENUE AND CAPITAL OUTTURN 2012 13

1.1 Issue for Decision

1.1.1 This report summarises the provisional revenue and capital outturn figures for 2012/13 and provides some initial consideration of the impact of these figures on future financial planning.

1.1.2 The report also gives Cabinet provisional figures on treasury management and other balance sheet items.

1.2 Recommendation of Head of Finance & Customer Services

1.2.1 It is recommended that Cabinet:-

- a) Note the provisional outturn figures for revenue and capital for 2012/13;
- b) Agree the provisional funding of capital expenditure in 2012/13 as set out in paragraph 1.6.3 and the resulting carry forward of £4.41m of revenue resources set aside to finance the capital programme in future years as detailed in paragraph 1.6.5;
- c) Note the carry forward from 2012/13 into 2013/14 of grant funding as detailed Appendix B;
- d) Consider and approve the revenue carry forward requests from 2012/13 into 2013/14 as detailed in Appendix C;
- e) Note the impact on the balance sheet of the provisional outturn 2012/13;

1.3 Reasons for Recommendation

- 1.3.1 The purpose of this report is to facilitate good financial management. It gives Cabinet provisional figures for revenue and capital outturn to allow early consideration of any issues resulting from them, not only in the current financial year but in terms of any impact on future strategy.
- 1.3.2 The Government is currently completing a single year spending review to support funding decisions for 2014/15. This is expected to be followed by a comprehensive spending review following the general election in 2015. The Chancellor of the Exchequer has already made clear that the public sector can expect further funding reductions equivalent to those experienced between 2010 and the current year.
- 1.3.3 Early sight of the provisional outturn figures for 2012/13 will provide the Cabinet with early information and greater clarity about the financial position and the level of available resources as the financial year 2013/14 commences. The information will aid Cabinet's consideration of the risks in advance of the spending review announcement in July 2013.
- 1.3.4 If the provisional outturn detailed in this report is further amended then final expenditure figures for revenue and capital will be reported to the June 2013 Cabinet meeting. At the same time financial planning and strategy reports for 2013/14 will be considered.

1.4 Impact on Future Financial Planning

- 1.4.1 The Council has ended 2012/13 with a net positive variance on the revenue account of £0.275m. A small number of service areas have significant adverse variances and these will require additional monitoring in 2013/14. In summary the £0.275m surplus is a result of the following proposals which are set out in detail in this report:

	£000
Variance on net service spending (as per Appendix A)	5,794
Less:	
Revenue set aside to finance capital expenditure	-4,410
Grants required to be carried forward – Appendix B	-462
Carry forward request - Appendix C	-647
Variance against budget requirement	275

- 1.4.2 The Capital Programme remains significantly on target and is fully funded, subject to the approval of the carry forward of revenue resources recommended in this report.

- 1.4.3 By the end of 2013/14 general balances are expected to be £3.346m which is £1.046m above the working minimum set by Cabinet in February 2012. In addition resources of £0.558m exist for invest-to-save proposals and £0.798m remains of the VAT reimbursement arising from the "Fleming" claims made by the Council.
- 1.4.4 The rate of collection of Council Tax and Non-Domestic Rates is at an acceptable level and an adequate provision exists to cover bad debt.
- 1.4.5 Considered together, these factors enable the Council to begin 2013/14 on a financially sound basis with the ability to carefully consider options for the most appropriate actions to ensure an effective Medium Term Financial Strategy for the period 2014/15 to 2018/19.
- 1.5 Revenue
- 1.5.1 Attached at **Appendix A** is a summary of the provisional revenue outturn for 2012/13 compared to the revised estimate approved by Cabinet and Council in February 2013. Also shown is the amended revised estimate, taking into account any changes in capital financing costs necessitated by changes in actual capital expenditure. This is provided to ensure a more accurate comparison with the outturn position, as it eliminates fluctuations in capital spend, which is dealt with later in this report. Appendix A shows a net unadjusted underspend of £5.794m.
- 1.5.2 Appendix A summarises the variance by portfolio and the major reasons for the variances are detailed in the following paragraphs.
- 1.5.3 The Leader's portfolio shows a positive variance of £0.206m. This has resulted from two key issues:
- a) Contingency budgets that exist for in-year cost pressures are held in this portfolio. They allow the Council some resilience from unexpected pressure from service demand year on year. The service demand can occur in any portfolio and the major pressures are detailed in the following paragraphs. Members should note that this under spend, at £0.227m, is large enough to manage only one major budget pressure like the over spend on the homelessness budget in 2012/13. Part of this under spend relates to new burden grant received from the government during the year but relating to costs that the Council will incur in 2013/14 and is reported as one of the grant carry forwards discussed in paragraph 1.5.9.

b) The Press and Public Relations budget included a newly introduced target for advertising income. This was introduced following a budget strategy saving proposal for 2012/13. As this year includes the implementation work, funding was provided for planning fees and installation work at each site. During the year it became clear that, while the proposal has suitable potential, substantial work to develop a portfolio of advertisers and promote the sites was required. As a result of this extra work, the budget for this service has suffered an over spend of £0.042m in this year.

1.5.4 The Community and Leisure Services Portfolio is reporting a positive variance of £0.036m. Contained within the value of this minor under spend are a number of major variances which are detailed below:

a) The CCTV budget shows an adverse variance of £0.042m. This is a consequence of two issues: a incorrect debt written off from an old agreement with Kent County Council which has been renegotiated meaning that the income will become due again in future years; and the cost of equipment, line rental and data charges which will not be due in future years due to changes in service provision. Members should note the CCTV contract cost were within budget and did not contribute to this variance.

b) The Homelessness budget is over spent by £0.191m due to demand for that service resulting in extensive use of bed and breakfast providers during the year. Service Managers have been developing proposals to reduce demand and the cost of provision and the first of these will shortly be brought forward as a commercial proposal.

c) A number of grants requiring carry forward exist in this portfolio: the balance of the homelessness prevention grant of £0.14m which has been contractually committed to specific actions over a period of years; £0.07m for five minor grants for community development schemes; and £0.01m in support funding towards a community garden at Heather House.

1.5.5 The Corporate Services portfolio is reporting a positive variance of £5.16m. This is mainly as a consequence of financing of the capital programme as set out in section 1.6. Due to the level of capital receipts, grants and other contributions available at the end of 2012/13, there was no need to utilise the revenue support of £4.41m available in the budget. This support is mainly derived from the new homes bonus that the Council has agreed should be used to support the capital programme. It is recommended that this resource be carried forward to ensure the future capital programme is fully funded. Other variances are detailed below:

- a) Council Tax Benefit costs have reduced due to effective recovery action. In addition take up of benefit is approximately 1.5% lower than expected for the year and a positive variance of £0.04m is reported.
- b) Interest and investment income is showing a positive variance of £0.131m. This is due to higher levels of invested funds creating higher levels of interest received along with the correction of a misstated value for interest receivable in prior years' accounts.
- c) The Park Wood Industrial Estate budget is reporting a positive variance of £0.033m due to additional income as a result of two rent variations and two new tenants.
- d) The Sundry Corporate Properties budget, which holds the cost and income from the retail unit at the base of King Street Car Park is showing an adverse variance of £0.116m mainly due to the ongoing business rates liability and the loss of income from the vacant unit.
- e) In addition to the carry forward of £4.41m in revenue support to the capital programme, carry forward requests from this portfolio include £0.197m provided for redundancy costs, funding for employee engagement and ongoing work on customer service improvement (including the website), property maintenance budgets that are already committed and funding for Member's IT facilities all of which total a further £0.13m

1.5.6 The Economic and Commercial Development portfolio is reporting a minor adverse variance of £0.08m as a consequence of three issues:

- a) The Museum is now fully operational and operating to a business plan as part of the obligation placed upon the service following the additional costs of the extension works. A number of issues have combined to create an adverse variance of £0.105m. The table below reports on the major issues within the service indicating their impact on the business plan from their one-off or permanent nature:

Issue	Impact	Variance £,000
Electricity 2011/12 paid in 2012/13	One-off	18
Business rates valuation	Under appeal - may remain	54
Room hire income	Ongoing	24
Temporary exhibitions	Possibly ongoing subject to demand	17
<i>Less:</i>		
<i>Collections – Commercial Hire</i>	<i>Possibly ongoing subject to demand</i>	<i>-20</i>
		93

- b) The Market is also reporting an adverse variance of £0.051m. this is a consequence of demand for pitches at the Tuesday Market and reduced income from the Lockmeadow complex itself.
 - c) A carry forward of Growth Point grant totalling £0.15m is required. A refreshed Regeneration and Economic Development Plan is being drafted and priorities for the use of this grant will form part of the Council's consideration of this refreshed plan.
- 1.5.7 The Environment portfolio is reporting a positive variance of £0.31m. This is derived from low level positive variances across most services. The largest positive variance has been reported at the depot and carry forward requests of £0.036m are detailed in this report. One grant carry forward is reported for the DEFRA Air Quality Grant of £0.032m.
- 1.5.8 The Planning, Transport and Development portfolio is reporting a positive variance of £0.299m.
- a) The Development Management service is reporting a total under spend of £0.325m. In the middle of 2012/13 financial year the Government approved a national increase in planning fees and the service has benefitted from additional income. Due to the positive variance during the year, approval was sought and granted to the recruitment of two additional Planning Officers. One Officer is new in post and the other will be temporarily appointed subject to re-advertising for a permanent appointment. In addition resources for potential enforcement cases are being maintained by the service. Of this positive variance £0.245m has been requested as carry forward to cover enforcement and other costs of the service.
 - b) The conservation service has incurred a one-off cost in relation to legal advice and enforcement, along with a minor adverse variance for the normal service activities this has led to a total adverse variance of £0.071m.
 - c) An adverse variance exists in relation to the parking in general and this totals £0.103m. The closure of Knightrider Street for a significant part of the year has had an adverse effect on income generated at the car parks in that vicinity and there has been a downturn in parking penalty notice income.
 - d) The On Street Parking agreement with Kent County Council is reporting a positive variance of £0.114m. This can be partly used to offset **any adverse** on related transport activities subject to confirmation by Kent County Council.

- 1.5.9 The Council makes best use of funding available from other agencies through grants and contributions. Often these grants are given for a specific activity and in some cases this activity is carried out over a number of years or may be received in one financial year and used in a future financial year. In such cases the budget to be utilised must be carried forward to maintain the link between the grant and the expenditure for which it is used. Grants within the 2012/13 budget that have not been utilised in year total £0.462m and are detailed in **Appendix B**. In all cases these grants are for committed schemes that had been identified and agreed as part of previous budget strategies.
- 1.5.10 Attached as **APPENDIX C** is a schedule of provisional carry forward requests, into 2013/14, totalling £0.647m. In previous years, requests relating to contractual commitments have been considered before other requests and for convenience these have been listed and subtotalled separately from general requests where no current contractual commitment exists. It is recommended that Cabinet review the requests in Appendix B and give approval as considered appropriate.
- 1.5.11 If Cabinet agree all of the carry forwards proposed in this report the net under spend available for other actions or transfer to general balances is £0.275m. It is proposed at this time to allow this net under spend to transfer to Balances and the result is set out in paragraph 1.7.7.

1.6 Capital

- 1.6.1 Attached at **APPENDIX D** is a summary of capital spend against the revised estimate. Further slippage of £0.373m has been identified since the programme was agreed by Council in February 2013. This figure is the net effect of slippage to and from 2013/14 as advanced funding for King Street MSCP and the High Street Regeneration work is required in 2012/13.
- 1.6.2 Schemes identified in Appendix D by an asterisk (*) are funded or partly funded from specific resources such as s106 or external contribution and not from the Council's own capital resources.
- 1.6.3 The expenditure outlined in Appendix D can be funded entirely from available capital resources. Proposed funding is summarised in the following table:

Resources	£000
Capital Receipts	2,908
Capital Grants (incl. s106)	2,100
TOTAL	5,008

- 1.6.4 This funding proposal is developed on the basis of using the most flexible resources last. This means that grants and capital receipts have been utilised in preference to revenue support. The consequence of this decision is detailed in paragraph 1.6.5 below, which recommends the carry forward of revenue resources set aside to finance capital expenditure. It is recommended that Cabinet consider and approve the provisional financing of the capital programme as set out in the table at 1.6.3.
- 1.6.5 In line with this policy, of using capital resources first, some of the resources identified from revenue budgets to finance capital expenditure will not be required until 2013/14 or later years. This creates a revenue variance of £4.41m representing a resource that is essential to the financing of the future capital programme. This variance is reported under the Cabinet Member for Corporate Services' Portfolio, see paragraph 1.5.5. It is recommended that this money is carried forward for this use in 2013/14 or later years, in order for the capital programme to remain affordable.
- 1.6.6 Members should note that the final costs for the Museum east wing extension scheme are now accounted for. The financing of the capital programme set out below includes the final costs of this scheme and includes the use of £0.08m received by the Council as a result of the actions taken to reclaim costs against the inaccurate survey work. The final report of the Chief Executive into project management of the scheme will be brought to the June 2013 meeting of Cabinet.
- 1.6.7 Although the additional costs incurred were in line with the predicted final account for the contract there is no need to utilise the provision set aside in balances against any additional cost. This is because the additional costs incurred in both 2011/12 and 2012/13 were financed by the additional capital receipts received in those years. If Members wish to consider reimbursement of the capital programme for the capital receipts so utilised it would be appropriate to consider any options along with the review and prioritisation of the future capital programme which will be considered at the Cabinet meeting in July 2013.

1.7 Balance Sheet

- 1.7.1 The provisional outturn figures have an impact on various elements of the Balance Sheet and these are summarised as follows.

1.7.2 Asset Sales

The revised estimate assumed asset sales for 2012/13 of £3.006m. The provisional outturn figures show cash backed Capital Receipts, net of costs of £3.65m. This is £0.644m greater than estimated, due

to additional receipts from Golding Homes Right-to-Buy sales. Not all available receipts have been utilised in the financing of the capital programme, these receipts will be required to finance future years' expenditure.

1.7.3 Collection Fund

The outturn collection rates for Council Tax and Non-Domestic Rates were close to target at the end of the financial year. At this time it is predicted that there will be a small surplus on the collection fund at the year end. This surplus will be formally shared between preceptors during 2014/15. For this Council it is expected to be less than £0.02m. The collection rates, compared to target, are as follows:

Collection Rates	Target %	Actual %
NDR	97.0	97.7
Council Tax	98.3	98.3

1.7.4 Investments

The Treasury Management Strategy 2013/14 agreed by Council in February 2013 anticipated year end investments of approximately £11m. The actual investment at 31 March 2013 totalled £13.5m. The provisional assessment of the increase shows the following increases in the estimate of likely resources:-

Reason	£000
Capital	1,000
Capital Receipts	400
Revenue Underspend	1,100
	2,500

The overall changes to the level of investments will have no impact on the Strategy itself and only a short term impact on the revenue account during the course of 2013/14. Daily monitoring of cash-flow has confirmed that the Prudential Indicators that Council set for 2012/13 have been complied with.

1.7.5 Fixed Assets

The capital investment achieved in 2012/13 resulted in investment in the Council's property portfolio of £1.404m out of a total spend of £5.008m. The balance of the spend is in areas such as support for social housing, renovation grants, etc which do not contribute to the Authority's asset base and have been written off, through the revenue account, as revenue expenditure funded from capital under

statute.

1.7.6 Useable capital receipts

As a result of the level of capital investment and the level of capital receipts received in 2012/13, the level of useable capital receipts at 31st March 2013 is £0.742m.

1.7.7 Balances

Balances are set out in Appendix E. The overall level of balances at 31st March 2013 is provisionally expected to be £12.592m, compared to £10.146m at 31st March 2012. However, after allowing for the commitment to carry forwards and the planned use in 2013/14, the provisional level of uncommitted balances is £3.346m. The estimate for 2013/14 as approved at Council in February 2012 reported an expected balance of £3.036m.

There is therefore an increase in balances of £0.31m over the revised estimate. This means balances will be above the minimum level of working balances by £1.046m along with other resources, provisionally allocated but not committed, of £1.356m

1.8 Alternative Action and why not Recommended

1.8.1 The reporting of revenue outturn could wait until the Cabinet meeting in June 2013 when final figures are available in the Statement of Accounts prior to external audit. Providing provisional outturn to Cabinet at this time facilitates good financial management and aids consideration of issues within the current financial year and helps inform future budget strategy.

1.9 Impact on Corporate Objectives

1.9.1 The financial resources spent in 2012/13 and reported here reflect a focus on corporate priorities. Any underspend will be carried forward in accordance with those corporate priorities and previous commitments.

1.10 Risk Management

1.10.1 At this stage the financial analysis is provisional and contains some estimated values. Monthly financial monitoring by officers and quarterly by Cabinet improve the accuracy of the provisional figures. These figures are produced to a timetable for the completion of the Statement of Accounts and all essential work is complete at this stage.

1.11 Other Implications

1.11.1

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

X

1.11.2 The financial implications are incorporated in the body of the report.

1.12 Relevant Documents

1.12.1 Appendices

- Appendix A – Summary Provisional Revenue Outturn
- Appendix B – Schedule of Grants to be Carried Forward
- Appendix C – Schedule of Carry Forward Requests
- Appendix D – Summary Provisional Capital Outturn
- Appendix E – Provisional General Fund Balances

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

Yes

No

If yes, this is a Key Decision because: Budget Strategy issue over £250,000

Wards/Parishes affected: All

MAIDSTONE BOROUGH COUNCIL
PROVISIONAL OUTTURN 2012/13
SUMMARY

2011/12 ACTUAL £	SERVICES	2012/13 ORIGINAL ESTIMATE £	2012/13 REVISED ESTIMATE £	2012/13 AMENDED ESTIMATE £	2012/13 ACTUAL £	2012/13 VARIANCE £
(1,200,224)	Leader of the Council	(512,510)	(606,910)	(913,590)	(1,119,225)	205,635
2,934,973	Community & Leisure Services	2,278,360	2,468,620	2,564,350	2,527,910	36,440
11,020,234	Corporate Services	10,857,030	13,458,300	13,524,700	8,364,532	5,160,168
1,268,123	Economic & Commercial Development	1,027,840	1,483,150	1,543,930	1,623,731	(79,801)
6,144,748	Environment	6,706,530	6,853,680	6,829,000	6,518,934	310,066
(54,056)	Planning, Transport & Development	(164,460)	345,080	(122,370)	(421,492)	299,122
20,113,798	TOTAL SERVICE SPENDING	20,192,790	24,001,920	23,426,020	17,494,390	5,931,630
-	General Underspend	(150,000)	(83,330)	(83,330)	-	(83,330)
20,113,798	NET SERVICE SPENDING	20,042,790	23,918,590	23,342,690	17,494,390	5,848,300
	Contribution to (from) Balances					
(605,126)	- Planned - General	(100,000)	(100,000)	(47,700)	(47,700)	-
(986,650)	- Planned - In Year General	-	-	-	-	-
690,190	- Carry Forward	-	(3,541,530)	(3,541,530)	(3,541,530)	-
40,000	- Asset Replacement	-	-	-	-	-
(39,490)	- Invest to Save	(2,840)	(2,540)	(2,540)	(2,540)	-
	- Trading Accounts				54,371	(54,371)
-	- LDF Earmarked Reserves	-	(334,570)	189,030	189,030	-
(901,076)	TOTAL CONTRIBUTION TO (FROM) BALANCES	(102,840)	(3,978,640)	(3,402,740)	(3,348,369)	(54,371)
19,212,722	BUDGET REQUIREMENT	19,939,950	19,939,950	19,939,950	14,146,021	5,793,929

MAIDSTONE BOROUGH COUNCIL**PROVISION REVENUE AND CAPITAL OUTTURN****CARRY FORWARD OF UNUSED GRANT (FROM 2012/13 TO 2013/14)**

	Service	Grant Details	Date Received	Original Grant £	Carry Forward Required £	Justification
1	Economic Development	DCLG - Town Team Partners	Nov-2012	10,000	1,750	DCLG Grant Funded
2	Economic Development	NEW GROWTH POINT	Mar-2010	193,349	150,715	Growth Point - use subject to draft Regeneration and Economic Development Plan
7 6	Environmental Enforcement	DEFRA Air Quality Grant	Nov 2011 Oct 2010	40,000 32,000	32,487	Ring fenced, but not time limited
8	Housing	Homelessness Prevention Grant	Various dates fr Apr 2010	155,364	140,000	On going need to prevent homelessness
9	Housing	Supporting People Grant	Feb-2009	65,000	40,000	Grant provided by Supporting People budget KCC for on going move on from supported accommodation
10	Property Services	Grant from KCC and match funding	Mar-2013	10,000	20,000	Grant received from KCC Highways for bus shelter improvements agreed in March 2013 and £10k match funding
11	Community Development	D-MAX DISABILITY PLAY SCHEME	Nov 2010 Feb 2008	1,500 8,500	4,700	External funding - no restrictions on grant
12	Community Development	PCT COMMISSIONING FOR PREVENTION FUNDING	Feb-2013	39,530	16,800	External funding - no restrictions on grant
13	Community Development	NEIGHBOURHOOD ACTION PLANNING GOLDING HOMES FUNDING	Oct-2009	6,000	3,520	External funding - no restrictions on grant
14	Community Development	PUBLIC ART (NOLAN) FUNDING	Apr-2012	5,000	5,000	External funding - no restrictions on grant
15	Various	DCLG - New Burdens Grant	Apr-2012	84,000	46,770	Grant will be required to cover expenditure in 2013/14
16						

461,742

MAIDSTONE BOROUGH COUNCIL**PROVISION REVENUE AND CAPITAL OUTTURN****REQUEST FOR CARRY FORWARD OF REVENUE RESOURCES (FROM 2012/13 TO 2013/14)**

Service	Revised Estimate 2012/13	Actual Spend 2012/13	Carry Forward Requested	Justification
	£	£	£	
Commitments:				
Planning Enforcement - professional services	297,230	37,725	245,000	Outstanding and potential enforcement cases
Human Resources - Training	124,450	69,847	40,400	Employee Engagement Work
Community Development - Grant	10,000	0	10,000	Heather House Community Gardens - Groundworks
Occupational Health - Consultants	16,000	0	16,000	Payment for limited contract resources and barrister fees for cases that will be taken this financial year under the Health and Safety at Work etc. Act 1974.
Street Cleansing - Materials & Supplies	53,000	29,007	20,000	Improvements required to depot waste transfer facilities to maintain permit compliance associated with depot operations.
Total committed requests			331,400	
General Requests				
Development Management - consultancy	49,800	21,747	9,000	Team development and marketing of pre-application advice
Business Improvement - professional services	12,500	0	12,500	To support the delivery of the Customer Service Improvement Strategy and Programme.
Human Resources - Training	124,450	69,847	14,000	Learning & Development
Website Development - Direct IT	65,320	9,380	40,000	Implementation of forms package and form development work, 12 months funding.
Corporate Management - Redundancy	196,775	0	196,775	Redundancy Funding for review of structure completion expected to be June 2013.
Property Services - planned maintenance	482,530	456,700	15,500	Various property maintenance items not completed during 2012/13
Park & Ride - consultancy	48,200	20,000	20,000	Pre-preparatory work for park and ride tender. Customer and potential customer survey work to inform development of the service specification for procurement
Members facilities - Direct IT	27,000	18,900	7,800	use of tablet technology for members
Total General Requests			315,575	

646,975

MAIDSTONE BOROUGH COUNCIL**PROVISIONAL REVENUE & CAPITAL OUTTURN****PROVISIONAL CAPITAL OUTTURN 2012/13**

Capital Programme Heading	Current Estimate 2012/13	Provisional Outturn 2012/13	2013/14 Budget Adjustment
	£	£	£
CCTV Camera Purchase		49,925	*
CCTV Control Room	238,510	203,624	34,886
Cobtree Manor Park Play Area		296,746	*
Continued Improvements to Play Areas	175,000	56,317	* 174,638
Green Space Strategy	6,500	2,500	4,000
Mote Park Regeneration	937,010	946,225	-9,215
Museum Carbon Management Scheme	40,000	0	40,000
Museum Improvements		176,617	*
Small Scale Capital Works Programme	67,490	54,948	12,542
Gypsy Site Improvements	50,000	0	50,000
Housing Grants	941,140	860,494	80,646
Nolan Tribute Statue - Ophthalmic Hospital		24,500	*
Support for Social Housing	1,061,500	1,048,000	13,500
Community & Leisure	3,517,150	3,719,896	400,997
High Street Regeneration - Phase 1	672,240	695,327	-23,087
High Street Regeneration - Phase 2	88,570	112,918	-24,348
Economic & Commercial Development	760,810	808,245	-47,435
Asset Management/Corporate Property	24,050	60,437	-36,387
Software/PC Upgrade & Repair	180,000	215,015	25,620
MKIP Active Directory		119,119	*
Mosaic Renewal		20,048	*
Amenity Lighting	3,100	0	3,100
Corporate Services	207,150	414,619	-7,667
Land Drainage/Imps.to Ditches & Watercourses	23,900	15,100	8,800
King Street Multi-Storey Car Park Refurbishment	8,580	28,731	-20,151
Car Park Improvements	14,800	0	14,800
Environment	47,280	43,831	3,449
Planning Delivery Grant	9,350	0	9,350
Maidstone High Level Bridge		9,190	*
Regeneration Schemes	26,450	12,601	13,849
Economic Development & Transport	35,800	21,791	23,199
Total	4,568,190	5,008,382	372,543

* - Funded by external contributions, e.g. Capital Grants or Section 106 contributions

**BUDGET STRATEGY 2013/14 ONWARDS
STATEMENT OF GENERAL FUND BALANCES AT 31 MARCH 2014**

	Unallocated General Fund	Trading Accounts	Asset Replacement	VAT Reclaim	Commercialisation	Invest to Save	LDF	Grand Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Balance as at 1st April 2012	8,182	125	87	898		520	334	10,146
2011/12 Carry Forward used in 2012/13	-3,483							-3,483
Annual transactions in 2012/13		54	40			-2		92
Localism funding				-46				-46
Concurrent Functions support	-100							-100
Local Development Framework							189	189
Contribution from General Fund	5,794							5,794
Balance as at 31st March 2013	10,393	179	127	852	0	518	523	12,592
2012/13 Carry Forward used in 2013/14	-5,519							-5,519
Annual transactions in 2013/14			40			40		80
Parish Council support	-30							-30
Local Development Framework							-523	-523
Localism funding				-54				-54
Use of 2011/12 under spend	-830							-830
Revenue Funding from NHB	-168							-168
Commercialisation Provision	-500				500			0
Estimated balance as at 31st March 2014	3,346	179	167	798	500	558	0	5,548