

AGENDA

STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 6 May 2014
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors: Black, Butler, Mrs Gooch (Chairman), Mrs Grigg
(Vice-Chairman), Hotson, D Mortimer, Nelson-Gracie,
Mrs Parvin and Pickett

Page No.

1. **The Committee to consider whether all items on the agenda should be webcast**
2. **Apologies**
3. **Notification of Substitute Members**
4. **Notification of Visiting Members/Witnesses**
5. **Disclosures by Members and Officers**
6. **To consider whether any items should be taken in private because of the possible disclosure of exempt information**
7. **Minutes of the Meeting held on Tuesday 1 April 2014 - TO FOLLOW**
8. **Minutes of the Special Meeting held on Tuesday 15 April 2014** **1 - 4**
9. **Remit of Mid Kent Services (MKS) Director** **5 - 18**
Interview with Paul Taylor, Mid Kent Services (MKS) Director

Report attached for consideration

Continued Over/:

Issued on 25 April 2014

Alison Broom

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

10. The Future of Maidstone House

Interview with David Edwards, Director of Environment and Shared Services

11. Future Work Programme

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Report attached for consideration

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 Christian Scade on 01622 602523**. To find out more about the work of the Overview and Scrutiny Committees, please visit www.maidstone.gov.uk/osc

MAIDSTONE BOROUGH COUNCIL

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

MINUTES OF THE MEETING HELD ON TUESDAY 15 APRIL 2014

Present: Councillor Mrs Gooch (Chairman), and
Councillors Black, Mrs Grigg, Hotson, D Mortimer,
Nelson-Gracie, Mrs Parvin and Pickett

1. THE COMMITTEE TO CONSIDER WHETHER ALL ITEMS ON THE AGENDA SHOULD BE WEBCAST

RESOLVED: That all items on the agenda be web-cast.

2. APOLOGIES

It was noted that apologies had been received from Councillor Butler.

3. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

4. NOTIFICATION OF VISITING MEMBERS/WITNESSES

There were no Visiting Members/Witnesses.

5. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

6. EXEMPT ITEMS

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

7. MKIP UPDATE AND NEXT STEPS REPORT

The MKIP Programme Manager, Jane Clarke gave Members a brief précis of how she had come to be seconded to the role following the previous incumbent moving on.

The MKIP Programme Manager drew Members' attention to the outcomes of two reports from Trowers & Hamlins and Mazars LLP which considered the implications and the business case for two distinct models of operation:

- a separate legal entity

- a single host operational model

These reports formed the basis of a report considered by the MKIP Management Board in December 2013. It was explained that whilst there were no clear advantages that would differentiate between the two models, setting up a separate legal entity would require significant further investment, which was not considered practical at the time. The report also recommended that broader governance issues needed to be resolved regardless of the operational model chosen to provide shared services.

The Committee were informed that the MKIP Management Board had agreed not to proceed further with either of the two options but instead would explore an alternative operational model in the medium term. The option that was settled on in December 2013 was to enhance the status quo of operations. This would retain existing arrangements and keep MKIP within the three Authorities as a shared partnership but shared services would be reviewed to see if more efficiencies could be gleaned from them.

It was explained that, in March 2013, the MKIP Management Board had approved to trial a 'single lead provider director' who would line manage a range of current and future Mid Kent Services, acting as a single point of contact for shared service issues, and be accountable for provision to ensure they meet the objectives and levels of service individually agreed at each Authority. It was noted that Paul Taylor from Tunbridge Wells Borough Council would be seconded to this role on a year's trial with effect from 5 May 2014.

Alongside the trial of the new Director, there were a host of practical issues, considered to be 'model neutral issues' that needed to be addressed. These included shared service plans, performance indicators and ensuring communication was effective across the three Authorities.

It was noted that a clear distinction had been identified between Mid Kent Services, which were the operational services Paul Taylor would be responsible for delivering, and the Mid Kent Improvement Programme, which is a more strategic outward looking arrangement that would seek to improve efficiencies across the three Authorities in terms of partnership working.

The MKIP Programme Manager's report highlighted what work had been done over the past year and a flavour of what would be undertaken over the coming year.

The MKIP Programme Manager advised the Committee that she had been to a Scrutiny meeting at Tunbridge Wells Borough Council the night before to give an update. It was noted that those Members had been very positive about the shared services arrangements and could see the benefits. They were concerned, however, about the governance arrangements for the process and how Members could feed into this.

It was noted that there was support from Members of the Committee, and from Tunbridge Wells, for a Joint Scrutiny Meeting.

During the ensuing discussion, reference was made to the following:

- the need for Members to be involved earlier, before a specific business case is put together;
- A Collaboration Agreement for ICT had been completed, and this would be used as a template agreement for all other services, and which set out the terms of exit were should an authority choose to withdraw from a shared service at any future point;
- Money was made available by each Authority during the set up period for a shared service, and was accounted for by each authority, although the way in which this was done could vary from partner to partner;
- When the Partnership initiative was originally set up it was intended to be as flexible as possible and so the Council could bid for other services from other authorities. There were many examples of partnership working at MBC that were not within MKIP, although this was the main partnership vehicle that had been used so far;
- The importance of trust when working in partnership;
- Disappointment was expressed that the new Director had not been able to attend the meeting. It was agreed that the Committee would like him to be invited to the next meeting and a written statement detailing the aims and objectives for the next year and his role and responsibilities be sent ahead of the meeting;
- The Committee felt that the Audit Partnership had been working well but concerns were raised about the Licensing Partnership . It was hoped that lessons would be learnt from both projects;
- Members felt it was important that service delivery should not be compromised in any way. It was envisaged that some authorities would have different KPIs, therefore Service Level Agreements should be drawn up to ensure it would not be compromised in any way;
- Concern was expressed that Member power and involvement had reduced as a result of some of the shared services;

RESOLVED: That:

- (a) Paul Taylor, Mid Kent Services Director, be invited to attend the next meeting of this Committee on 6th May to give a presentation on his aims and objectives and his role and responsibilities. A written briefing should also be submitted for Members. Should Mr. Taylor not be able to attend, then the Chief Executive of Maidstone Borough Council and/or David Edwards, Director of Environment and Shared Services, be asked to come along to the meeting in his

stead; and

- (b) the possibility of setting up a Joint Meeting of the three Authority's Scrutiny Committees be investigated with the aim of looking at governance arrangements and being kept up to date on key issues such as communication and engagement and performance monitoring.

8. DURATION OF MEETING

10.00 a.m. to 11.10 a.m.

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 6 May 2014

REMIT OF MID KENT SERVICES (MKS) DIRECTOR

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions .

Questions I would like to ask regarding this report:

-
-
-
-
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MAIDSTONE BOROUGH COUNCIL

**STRATEGIC LEADERSHIP AND CORPORATE SERVICES OVERVIEW
AND SCRUTINY COMMITTEE**

TUESDAY 6 MAY 2014

REPORT OF MKS DIRECTOR

Report prepared by Paul Taylor
MKS Director

REMIT OF MKS DIRECTOR

1 Issue for Consideration

- 1.1 This report is for information only; it sets out the objectives of the MKS Director over the 12 month period of the secondment.

2 Recommendation of MKIP Management Board

- 2.1 As set out in the MKIP Programme Managers report to this committee on the 15th of April 2014 the MKIP work streams as identified by the Board for the next twelve months fall broadly into two categories:
- (i) trial and assessment of the Mid Kent Services "single lead provider director" operational model; and
 - (ii) assessment and resolution of practical issues that have arisen through working in partnership. These issues have been identified as:
 - improving and coordinating performance monitoring and reporting requirements from each shared service to the MKIP Management Board;
 - improving and sharing good practice amongst the Shared Service Boards, which includes developing shared service plans, collaboration agreements and service level agreements for each shared service;
 - consolidating shared service budgets;
 - removing duplication and streamlining decision-making processes (corporately and politically); and
 - developing a comprehensive communication and engagement strategy for staff, members, stakeholder organisations (e.g. KCC) and where relevant, members of the public.

- 2.2 The governance arrangements are not currently being examined by the Programme, and this report does not seek to review this area of Partnership work.

The MKS Director has been tasked with working alongside the Programme Manager in order to deliver the key objectives set out in the work streams above. More specifically the role of the Director is described in the job description attached at appendix A.

Recommendation

- 2.3 This report is for information only.

3 Reasons for Recommendation

- 3.1 To ensure that members remain up-to-date and engaged with the Mid Kent Improvement Partnership programme, and to provide an opportunity for involvement in the work streams and remit of the Director for the year ahead.

4 Background

- 4.1 The background of the Mid Kent Improvement Partnership was set out in the Programme Managers report of 15th of April 2014; however this provides the committee with further clarification of the MKS Directors role.
- 4.2 At their meeting on 5 March 2013, the MKIP Management Board approved to trial a 'single lead provider director' model of operation, which would seek to put in place a director to line manage a range of current and future Mid Kent services, act as a single point of contact for shared service issues, and be accountable for provision to ensure they meet the objectives and levels of service individually agreed at each authority. At the end of March I was appointed into the position on a secondment basis.
- 4.3 As well as implementing a number of operational improvements and efficiencies my main responsibilities will be to develop a vision, culture and sense of identity for Mid Kent Services, and to propose ideas for future efficiencies or trading of services. A diagram to demonstrate how and where lines of responsibility and relationships work in the trial model is available at appendix B. This is not intended to demonstrate every relationship that will be required in the new structure, and it is important to note that some Shared Service Managers will continue to have accountability to other managers (such as the Revenues and Benefits Shared Service Manager, who will continue to have a formal accountability to the S151 officers at each Council). MKS currently include Revenues and Benefits, ICT, HR, Audit and Legal services. A number of other partnerships are currently being implemented and these services will be considered for inclusion in MKS once they are fully operational.

- 4.4 The trial will last for 12 months from April 2014 to March 2015, and at the end of this time, the period will be independently assessed to establish whether the objectives for the trial have been met. This assessment and recommendations for the next steps will be sent to the MKIP Management Board for consideration and approval.
- 4.5 The lists of practical issues to be resolved have previously been reported by the MKIP Programme Manager however these are listed again below:
- *Aligning Performance Monitoring Reporting*
 - *Developing Shared service plans, Collaboration Agreements and Service Level Agreements*
 - *Consolidating Shared Service Budgets*
 - *Streamlining and simplifying decision-making processes*
 - *Developing a Communications and Engagement Strategy*
 - *Developing a Forward Plan for the possible development of the partnership*

5 Alternative Action and why not Recommended

- 5.1 The above work streams have been identified as key issues to resolve. Resolution will ensure that partnership work between Maidstone Borough Council, Swale Borough Council and Tunbridge Wells Borough Council remains effective and continues to deliver high quality, efficient services that are able to innovate and adapt to a complex operational environment.
- 5.2 The programme could choose to remain static, but this would jeopardise the effectiveness of partnership work between the three councils, and leave the identified efficiency issues unaddressed.

6 Impact on Corporate Objectives

- 6.1 Working in partnership with other public service providers is one of the ways that Maidstone Borough Council has chosen to ensure its services are delivered efficiently, and with a strong focus on excellence.

7. Other Implications

1. Financial
2. Staffing
3. Legal

X
X
X

- 4. Equality Impact Needs Assessment
- 5. Environmental/Sustainable Development
- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management

7.1 The trial of the operational model will be met within existing resources and will have no cost impact on the three partnership authorities.

7.2 Line management and clienting arrangements will need to change during the trial period to accommodate this change in post. The proposals have been discussed with staff directly affected by the potential changes.

7.3 As the Mid Kent Services Director I will need financial and legal delegations jointly from all three councils if there are to operate effectively in a partnership setting. This will be initiated once the appointment is made and the host employer can be determined.

8 Relevant Documents

8.1 Appendices

Appendix A – MKS Director Job Description
 Appendix B – Diagram to demonstrate how and where lines of responsibility and relationships work in the trial model

8.2 Background Documents

Draft Options Report for Mid Kent Improvement Partnership – Trowers and Hamlins LLP, June 2013

Limited Scope Report, Review of the Proposal Options Business Case for Shared Services for Mid Kent Improvement Partnership – Mazars LLP, November 2013

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

Yes

No

If yes, this is a Key Decision because:

.....

Wards/Parishes affected:

.....

Job Description Questionnaire (JDQ)

Job Title: Mid Kent Services (MKS) Director

12 month secondment

Job Holder:

**Reports to:
(Name & Title)**

Chief Executive TBC dependant on successful candidate

Job Purpose:

The Mid Kent Improvement Partnership authorities (Maidstone, Swale and Tunbridge Wells borough councils) have agreed to appoint a Director for a trial period to oversee a range of services that they have agreed to bring together under a 'Mid Kent Services' umbrella. It is envisaged that the range of services under the management of the Mid Kent Services Director for the trial period will be [Mid Kent Revenues and Benefits (including the Fraud Investigation Team), Mid Kent Audit, Mid Kent Legal, Mid Kent HR and Mid Kent ICT and Mid Kent GIS]. Other MKIP shared services will continue to be managed directly via each authority's normal reporting structures for the time being but will be kept under review. It is expected that the MKS Director will contribute to work to assess the viability of new services (which can be put forward as suggestions by either MKIP authorities or the MKS Director) and, at a given point in the project timeline, will assume responsibility for delivering them. The success of the trial will be assessed towards the end of the year by a project team on behalf of the MKIP Board against set criteria to judge whether the objectives have been met.

The MKS Director charged by the MKIP Management Board to improve the efficiency of some of the existing services, improve their governance and operational effectiveness, and to create a culture and vision for those services. The Director will act as a single point of contact for provision of the services that fall within Mid Kent Services and will be held accountable for service provision to the Shared Service Boards. The MKS Director will also directly line-manage the shared service managers within his/her range of services.

Depending on the outcome of the interviews for the Mid Kent Services Director post there may be some changes to reporting lines and clienting arrangements at each authority which will need to be considered further.

Dimensions:

Areas of responsibility include: TBC

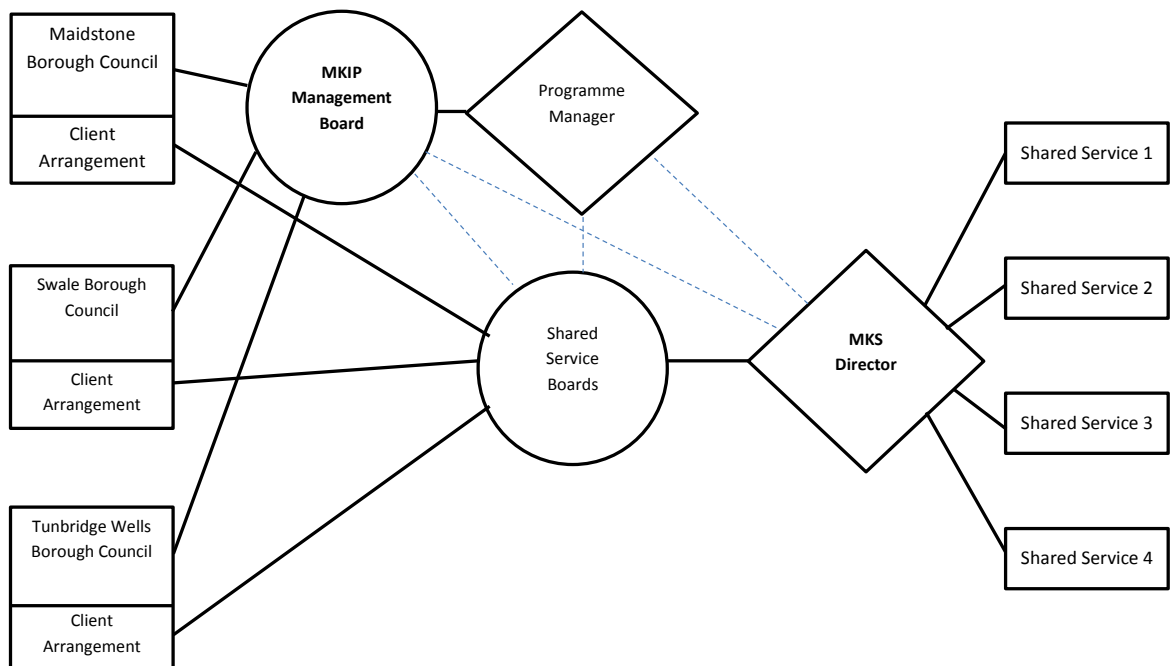
Financial

Staffing

Organisation and team structure:

The precise team structure will be confirmed once the successful candidate is identified and the reporting relationships for the other current services are confirmed.

The diagram illustrates the context within which the Director will operate.



Principal Accountabilities / Responsibilities:

To exercise specific responsibility for the strategic leadership, direction, management and development of the service areas within Mid Kent Services to ensure services perform well and meet the corporate priorities of the MKIP councils.

To understand the political and organisational priorities of the three MKIP councils and to ensure that MKIP work programmes, values and priorities align to them and support them.

To develop a common identity for the Mid Kent Services whilst recognising the

sovereignty of the three MKIP councils.

To work with the MKIP Programme Manager to increase the efficiency of shared services through:

- consolidating budgets for MKS services;
- streamlining performance indicators and objectives for MKS services;
- co-ordinating reporting requirements to Shared Service Boards and the MKIP Management Board; and
- creating and delivering a communications and engagement strategy.

To work with the MKIP project team to assess the success or otherwise of the pilot.

To make suggestions for additional possible services to be delivered in partnership or for the expansion of existing partnerships (either within MKIP or to other partners) to the Board and to receive suggestions from the Board.

To work with the MKIP Programme Manager where new services have been agreed to join MKS ensuring a smooth transfer between the project inception, business case and implementation phases.

To manage the interface between members and senior officers, maintaining the essential member/officer relationships and establishing appropriate member/officer processes in all three MKIP councils.

To ensure that the councils' statutory obligations are met with regards to issues such as equal opportunities, Freedom of Information, Data Protection, Risk Management and Health and Safety with regard to both employment and service delivery.

To ensure that MKS services and MKS managers interact with and support key strategic issues and initiatives within MKIP councils including Individual Electoral Registration, welfare reform and pay negotiations

To represent and negotiate on behalf of MKIP on external bodies and networks, as determined by the MKIP Board.

Depending on the successful candidate there may be the need to manage function(s) in addition to the shared service responsibility – this would be subject to agreement with all MKIP councils.

Job Knowledge, Skills & Experience

Knowledge and Education

- § Graduate level qualification
- § Management qualification is desirable

Skills/Experience

- § A successful track record of leading, directing and managing a large and diverse organisation, and performance managing a range of professional and operational services.
- § The ability to develop a clear vision and strategy.
- § An ability to engage staff and partners to achieve a unified set of values and culture

for MKS.

- § A successful track record in leading change programmes within a multi-disciplinary environment, introducing innovation and best practice.
- § A successful track record of working within a partnership environment to deliver real outcomes and service improvements.
- § A successful track record of developing strategies, plans and programmes, and ensuring they deliver on the agreed the targets.
- § A successful track record of leading and managing staff groups, both directly and in project teams, inspiring, motivating, and managing performance.
- § Demonstrable ability to forge effective relationships with Members on a range of issues, and a commitment to improving the effectiveness of local democracy.

Personal Competencies

- § A passion for excellence, customers, innovation, and improvement.
- § An effective communication style that is transparent and inclusive of all stakeholders.
- § The ability to work collaboratively and in partnership to find solutions to problems and to drive forward service improvements through negotiation and joint agreement.
- § A high level of intellect and able to solve problems creatively, strategically and to innovate.
- § Able to act with integrity and act as a role model.
- § Able to respect the views of others and take on board their ideas as their own, working well within team and promote corporate working.
- § Able to manage and simplify complex projects and programmes of work.
- § Able to manage and simplify complex budgets, drive cost efficiencies, monitor expenditure and collect relevant income.
- § Acute political sensitivity and ability to develop effective interfaces between members and officers.
- § High standards of communication skills both oral and written, with the ability to write reports on complex and contentious issues.
- § Able to manage ambiguity in a positive manner.
- § A flexible and adaptable approach to dealing with a changing landscape and working environment.

Job Context:

Although the post holder will remain employed by one of the MKIP councils, their primary role is to focus on the provision of services to all three MKIP councils and as such they will not be expected to take on the usual 'corporate' responsibilities of just one or all the councils. However, given the seniority of the post, there is an expectation that they will seek to understand and support the strategic aims and priorities of the MKIP authorities and the wider context in which they operate. It may be that they will be required to attend corporate management team meetings from time to time when requested to do so or to liaise with external partners.

The postholder may also be required to attend meetings of MKIP partner councils including Full Council, Cabinet, portfolio holder meetings or scrutiny committee meetings.
Responding to government initiatives, advising how they impact upon the Council.

Job Challenges:

Operating in a context where there is increasing pressure and incentives to develop and improve partnership and multi-agency working but significant policy, funding and structural barriers to achieve it.

Managing the diverse nature of Mid Kent Services' business, operating environments, customers and stakeholders.

Influencing the MKIP Board to develop additional Mid Kent Services.

Providing evidence of the most efficient and effective management model for MKS.

Overcoming resistance to change from officers and members and changing ingrained cultures and practices.

Managing distinct (and potentially competing) priorities and outlooks between the three MKIP councils.

Key Relationships:

Within the MKIP Councils

MKIP Board (Leaders and Chief Executives)

Cabinet/Cabinet Members

Members

Senior Management Team

Direct reports

Staff

MKIP Programme Manager

Externally

External audit

Other local authorities

Parishes

Central Government Departments

Regional/Sub Regional Bodies

Media

Suppliers

Partner Agencies

Decision Making Authority

Direct Decision Making:

Delegated authority for:

Recommended Actions:

Additional Information

The Mid Kent Services (MKS) Director will be directly responsible for a number of designated MKIP shared services. They are encouraged to use those resources as they see fit (within the HR policies and procedures that apply) to deliver the service levels to a level of quality agreed at the start of the year for each service, to resource their own support needs, and to develop the Mid Kent Services' offer.

SIGNATURES:

After reviewing the questionnaire sign it to confirm its accuracy

JOB HOLDER: _____ **DATE:** _____

LINE MANAGER: _____ **DATE:** _____

Appendix A

Key Deliverables

We will be looking for the successful candidate to deliver the following.

1. Vision and identity

- § Establish an organisational set of values and an overarching vision and identity for Mid Kent Services.

2. Accepting new and consolidating existing partnerships

- § Accepting operational responsibility for any other shared services that have been identified by the MKIP Management Board for inclusion within MKS.
- § Consolidating the Legal Services Partnership under one Legal Services Manager, and potentially overseeing the alignment of employees under one employer.
- § Completing the work to put in place the enabling infrastructure for the ICT partnership.
- § Working with the Shared Service Boards to clarify the future strategic needs of the three partners and putting in place plans to support delivery of targets and identify future efficiencies.

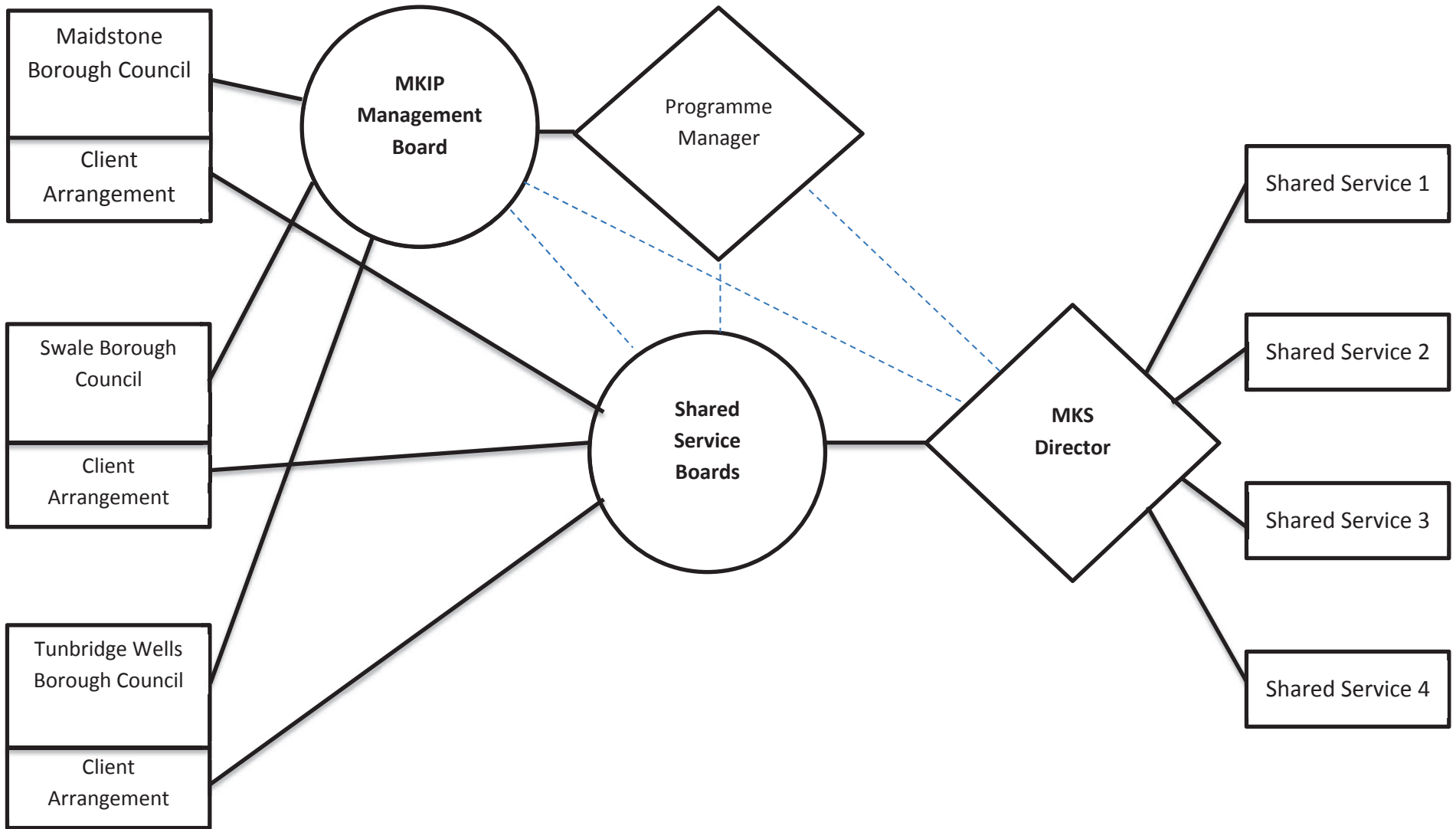
3. Performance and Governance

- § Establishing a streamlined management reporting structure for Mid Kent Service Managers and working in participation with the Shared Service Boards to monitor client requirements.
- § Establishing clear performance objectives/targets and service level agreements in collaboration with the Shared Service Boards.
- § Supporting resolution of the work on the 'practical issues' identified by the MKIP Management Board, and working with the Management Board via the MKIP Programme Manager to resolve these.

4. Plotting a course for the future

- § Producing a proposition setting out existing and potential savings in the short, medium and long-term for Mid Kent Services, which will be subject to independent assessment and final validation by the MKIP Management Board.

APPENDIX B



— Line of responsibility
- - - Line of sight/relationship

Maidstone Borough Council

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Tuesday 6 May 2014

FUTURE WORK PROGRAMME

While reading the following report you may want to think about:

- What you want to know from the report;
- What questions you would like answered.

Make a note of your questions in the box below.

As you read the report you may think of other questions .

Questions I would like to ask regarding this report:

-
-
-
-
-

Maidstone Borough Council

Strategic Leadership & Corporate Services Overview and Scrutiny Committee

Tuesday 6 May 2014

Future Work Programme

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

- 1.1 To consider the Committee's future work programme.
- 1.2 To consider the information update given by the Chairman.

2. Recommendation

- 2.1 That the Committee considers the draft future work programme, attached at **Appendix A**, to ensure that it is appropriate and covers all issues Members currently wish to consider within the Committee's remit. Any items on the draft future work programme, highlighted in bold, are provisional items for the Committee to approve.
- 2.2 That the Committee note the SCRAIP responses attached at **Appendix B**.
- 2.3 That the Committee considers the sections of the List of forthcoming decisions relevant to the Committee at **Appendix C** and discuss whether these are items require further investigation or monitoring by the Committee.
- 2.4 That the Committee considers its continuous professional development needs and recommends possible training or development sessions it would like to undertake.

3 Future Work Programme

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

Sub-Committee to be included on the agenda for the next available meeting. On receipt of such a request the proper officer will ensure that it is included on the next available agenda.'

3.3 The following items have been suggested over the past few months and have been provisionally noted in the future work programme as follows:

- Budget Scrutiny Proposals (10 June 2014)
- Equalities Objectives (10 June 2014 - TBC)
- Use of Revenue Underspend (10 June 2014 - TBC)
- MKIP Planning Support Shared Service: Customer Improvement Work (2 September 2014)
- The Council as a Business – Update in Financial Terms (7 October 2014)

4. Scrutiny Committee Recommendation Action and Implementation Plan (SCRAIP) Responses

4.1 The Committee are asked to note the SCRAIP responses attached at **Appendix B**, including:

- Capital Programme Review (from 4 March 2014)
- Future Work Programme (from 4 March 2014)
- Q3 Complaints (from 4 March 2014)
- The Council as a Business (from 4 March 2014)

5 List of Forthcoming Decisions

4.1 The List of Forthcoming Decisions (**Appendix C**) is a live document containing all key and non-key decisions.

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

5. Impact on Corporate Objectives

5.1 The Committee will consider reports that deliver against the following Council priority:

- 'Corporate and Customer Excellence'.

5.2 The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities.

Strategic Leadership & Corporate Services Overview and Scrutiny Committee Work Programme 2013-14

Meeting Date	Agenda Items	Details and desired outcome
4 June 2013	<ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Work programming workshop • Leader & Cabinet Member Priorities for 2013/14 Municipal Year 	<ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2013-14 • Ascertain work plan for the year and strategic direction for the Council & Select and develop review topics focusing on achievable outcomes
9 July 2013	<ul style="list-style-type: none"> • Proposals for use of 2012/13 Underspend • Annual Performance Plan 	<ul style="list-style-type: none"> • To consider the proposals and make recommendations as appropriate • To consider the reports and make recommendations as appropriate
6 August 2013	<ul style="list-style-type: none"> • Commissioning and Procurement Strategy • 4th Quarter Complaints Reports and End of Year Review • Proposals for use of 2012/13 Underspend 	<ul style="list-style-type: none"> • To consider the strategy and agree to going forward for decision • To consider the report and make recommendations as appropriate • To consider the proposals and make recommendations as appropriate
3 September 2013	<ul style="list-style-type: none"> • 1st quarter performance monitoring report • 1st quarter Complaints monitoring report • Overview and Scrutiny Annual Report 2012/13 • Mid Kent Improvement Partnership (MKIP) TBC 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate • To consider the annual report making recommendations as appropriate for it to be seen by Council • POSTPONED
1 October 2013	<ul style="list-style-type: none"> • Budget Strategy 2014/15 Onwards – revenue • Budget Working Group Update • Budget Savings Workshop (to follow meeting) 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate • Workshop/Discussion
5 November 2013	<ul style="list-style-type: none"> • Mid Kent Improvement Partnership (MKIP) 	<ul style="list-style-type: none"> • Presentation followed by a question and answers

Appendix A

		session to enable the Committee to make a recommendation to include MKIP in its future work programme
3 December 2013	<ul style="list-style-type: none"> • Recommendations from the Budget Savings Workshop • 2nd quarter performance monitoring report (Mid-year Strategic Plan Performance Report) • 2nd quarter complaints monitoring report 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate
7 January 2014	<ul style="list-style-type: none"> • Strategic Plan refresh • Corporate Improvement Plan refresh • Budget Strategy(Capital, Revenue and Fees and Charges) • Policy for the use of Bankruptcy Proceeding (POSTPONED) 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate
4 February 2014	<ul style="list-style-type: none"> • Local Council Tax Support Scheme • MKIP Environmental Health Model 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate
4 March 2014	<ul style="list-style-type: none"> • 3rd quarter Complaints monitoring report • 3rd quarter performance monitoring report • Follow up on past reviews and recommendations (The Council as a Business & The Capital Programme Reviews) 	
1 April 2014	<ul style="list-style-type: none"> • Evaluations of Leader & Cabinet Member Priorities for 2013/14 Municipal Year • Communication and Engagement Strategy • Residents' Survey 	
15 April 2014 at 10.00am	<ul style="list-style-type: none"> • MKiP "Special Meeting" 	To consider MKiPs current programme status and next steps. MKiP Programme Manager to be invited to attend.
6 May 2014	<ul style="list-style-type: none"> • MKIP Update • The Future of Maidstone House 	<ul style="list-style-type: none"> • Interview with Paul Taylor • Interview with David Edwards

Future Items

- **Budget Scrutiny Proposals** – 10th June 2014 (Paul Riley / Christian Scade)
- **Equalities Objectives** – 10th June 2014 (TBC by Clare Wood)
- **Use of Revenue Underspend** – 10th June 2014 (Paul Riley – Date TBC)
- **MKIP Planning Support Shared Service: Customer Improvement Work (as requested by Committee in March 2014)** - 2 Sept 2014 (Ryan O’Connell)
- **The Council as a Business – Update in Financial Terms** – 7 October 2014 (Paul Riley)
 - Scrutiny Coordinating Committee to consider (April 2014) which Overview & Scrutiny Committee should follow up the Council as a Business? Review SCRAIP responses

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 4 March 2014

Minute No: 118

Topic: Capital Programme Review

Recommendation ⁱ	Officer ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
Resolved: That the current position with regard to the recommendations of the Capital Programme Review be noted.	N/A	N/A	N/A	N/A
That a proposal regarding Budget Scrutiny, with options of a work programme, be brought to the June 2014 meeting for consideration.	Senior Corporate Policy Officer/ Head of Finance and Resources	Agreed	10 th June 2014	Christian Scade / Paul Riley

Notes on the completion of SCRAIP

ⁱ Report recommendations are listed as found in the report.

ⁱⁱ Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

ⁱⁱⁱ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

^{iv} The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

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SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 4 March 2014

Minute N^o: 119

Topic: Future Work Programme

Recommendation ⁱ	Officer ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
That a separate Meeting of the Committee be arranged for w/c 7 or 14 April 2014 at 10am to consider the MKIP Governance Review and that the MKIP Programme Manager be invited to attend.	Senior Corporate Policy Officer	A separate meeting will take place at 10.00am on Tuesday 15 April 2014. This has been confirmed.	15 April 2014	Christian Scade / Jane Clarke
That the Director of Environment and Shared Services be invited to attend the Meeting on 6 May 2014 to update the Committee on the progress of the future of Maidstone House.	Senior Corporate Policy Officer/Director of Environment and Shared Services	Agreed	6 May	Director of Environment and Shared Services

Notes on the completion of SCRAIP

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SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 4 March 2014

Minute N^o: 115

Topic: Review of Complaints October – December 2013 (Quarter 3)

Recommendation ⁱ	Officer ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
a) That the Chief Executive be recommended to advertise for the positions of Development Manager and Principal Planning Officer offering a market supplement as a matter of urgency.	Chief Executive	This is being actioned. The posts have had market supplements agreed based on market analysis and are due to be advertised through Solace by 25 April. Additionally authorisation has been given to recruit consultant planners on a temporary basis to cover vacancies and that recruitment process is underway.	April 2014	Head of Planning and Development
b) That the Committee fully supports the various work programmes being undertaken for the MKIP Planning Support Shared Service and that the Customer Improvement Programme be prioritised and be considered by this Committee at the earliest opportunity.	Mid Kent Planning Support Manager	The support of the committee is appreciated and the Customer Improvement work will be considered as a priority project once the shared service is up and running and operating normally. This means the specific customer project(s) will likely commence in September at the earliest. However, the customer improvements described to the committee are already being embedded through the design of the shared service and their impacts will be monitored.	September 2014	Mid Kent Planning Support Manager
c) That the Head of Policy and Communications give consideration to charge a fee for FOI requests.	Head of Policy and Communications	Unfortunately we cannot charge for FOIs as a matter of course.		

		<p>Sections 9 and 13 of the Freedom of Information Act allow public authorities to charge for answering requests in certain cases.</p> <p>The Act provides for public authorities to either charge for or decline requests for information that would cost a public authority either more than £600 for central government or £450 for other public authorities to deal with the request.</p> <p>This is referred to as the appropriate limit. Public authorities are required to estimate whether a request is likely to breach the 'appropriate limit'.</p>		
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Notes on the completion of SCRAIP

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SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 4 March 2014

Minute No: 117

Topic: The Council as a Business Review

Recommendation ⁱ	Officer ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
a) That the Committee receive an update in financial terms in October 2014.	Head of Finance and Resources	This has been added to the FWP by the Senior Corporate Policy Officer.	7 October 2014	Paul Riley
b) That the Parking Services Manager provides explanatory information on why the Willington Street Park & Ride site is not to be used for boot fairs.	Parking Services Manager	Bob Holmes as Market Manager is currently investigating the feasibility of boot fairs at the Park & Ride site on a Sunday and will be reporting his findings to Steve Goulette, Head of Environment and Public Realm, in the next couple of weeks. (Update as of 18 March 2014)	April 2014	Jeff Kitson
c) That the Scrutiny Co-Ordinating Committee be requested to consider which Overview & Scrutiny Committee should follow up the Council as a Business? Review SCRAIP responses.	Senior Corporate Policy Officer	For consideration by the Scrutiny Coordinating Committee at their meeting on 23 April 2014.	23 April 2014	Christian Scade

Notes on the completion of SCRAIP

ⁱ Report recommendations are listed as found in the report.

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LIST OF FORTHCOMING DECISIONS

List of Forthcoming Decisions

INTRODUCTION

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

KEY DECISIONS

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

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

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

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

Each entry identifies, for that “key decision” –

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

List of Forthcoming Decisions

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

EXECUTIVE DECISIONS

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

DECISIONS WHICH THE CABINET INTENDS TO MAKE IN PRIVATE

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

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

ACCESS TO CABINET REPORTS

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

HOW CAN I CONTRIBUTE TO THE DECISION-MAKING PROCESS?

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

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

List of Forthcoming Decisions

WHO ARE THE CABINET?



© 2011 Kent Messenger

Councillor Christopher Garland
Leader of the Council
christophergarland@maidstone.gov.uk
Tel: 07903 113571



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



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



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Councillor Marion Ring
Cabinet Member for Environment
marionring@maidstone.gov.uk
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Councillor Brian Moss
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Councillor John A Wilson
Cabinet Member for Community and Leisure Services
johnawilson@maidstone.gov.uk
Tel: 01622 720989

**List of Forthcoming Decisions
May 2014 – August 2014**

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary:	Key Decision and reason (if applicable):	Contact Officer:	Public or Private (if Private the reason why)	Documents to be submitted (other relevant documents may be submitted)
<p>Council</p> <p>Due Date: Wednesday 23 Apr 2014</p>	<p>Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny</p> <p>That the proposed revisions be put forward as a recommendation to full Council.</p>		<p>Christian Scade christianscade@maidstone.gov.uk</p>	<p>Public</p>	<p>Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny</p>
<p>Council</p> <p>Due Date: Wednesday 23 April 2014</p>	<p>Community Safety Partnership Plan Annual Refresh</p>	<p>KEY Reason: Policy Framework Document</p>	<p>Sarah Robson sarahrobson@maidstone.gov.uk</p>	<p>Public</p>	<p>Community Safety Partnership Plan Annual Refresh</p>
<p>Cabinet Member for Community & Leisure Services</p> <p>Due Date: Friday 25 Apr 2014</p>	<p>Chillington House</p> <p>Leasehold disposal of Chillington House</p>		<p>David Tibbit davidtibbit@maidstone.gov.uk</p>	<p>Public</p>	<p>Chillington House Enc. 1 for Chillington House</p>
<p>Leader of the Council</p> <p>Due Date: Friday 2 May 2014</p>	<p>Data Quality Policy Review 2013</p> <p>Review of council's data quality policy</p>	<p>KEY Reason: Changes to policies</p>	<p>Clare Wood clarewood@maidstone.gov.uk</p>	<p>Public</p>	<p>Data Quality Policy Review 2013 Data Quality Policy Review 2013</p>

Forthcoming Decisions
May 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Planning, Transport and Development</p> <p>Due Date: Friday 2 May 2014</p> <p>03</p>	<p>Coxheath Neighbourhood Plan</p> <p>Coxheath Parish Council's neighbourhood plan has been published by MBC for formal public consultation in accordance with Reg.16 of the Neighbourhood Planning Regulations 2012.</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk</p>	<p>Public</p>	<p>Coxheath Neighbourhood Plan</p>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: Tuesday 6 May 2014</p>	<p>Warm Homes Eco Pilot Review</p> <p>Describes progress, upcoming issues and seeks decision on next steps for the Warm Homes scheme in Maidstone</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>Helen Miller helenmiller@maidstone.gov.uk</p>	<p>Public</p>	<p>Warm Homes Eco Pilot Review</p>

Forthcoming Decisions
May 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Corporate Services</p> <p>Due Date: Wednesday 7 May 2014</p> <p>69</p>	<p>Council Tax, Business Rates and Housing Benefits Overpayments write offs</p> <p>Approval of write offs for irrecoverable debts of Council Tax, Business Rates and Housing Benefit Overpayments</p>		<p>Sheila Coburn sheilacoburn@maidstone.gov.uk</p>	<p>Public</p>	<p>Council Tax, Business Rates and Housing Benefits Overpayments write offs</p>
<p>Cabinet Member for Corporate Services</p> <p>Due Date: Wednesday 7 May 2014</p>	<p>Bankruptcy Policy for Council Tax and Business Rates Debt</p> <p>The approach to be adopted by the council in collecting unpaid council tax and business rates through the use of bankruptcy proceedings.</p>	<p>KEY Reason: Policies, Plans, Strategies</p>	<p>Sheila Coburn sheilacoburn@maidstone.gov.uk</p>	<p>Public</p>	<p>Bankruptcy Policy for Council Tax and Business Rates Debt</p>

Forthcoming Decisions
May 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
Cabinet Member for Corporate Services Due Date: Wednesday 7 May 2014	Discretionary Housing Payment Future policy for the award of discretionary housing payments.		Stephen McGinnes stephenmcginnes@maidstone.gov.uk	Public	Discretionary Housing Payment
Cabinet Member for Planning, Transport and Development Due Date: Friday 9 May 2014	Kent Downs Area of Outstanding Natural Beauty Management Plan To agree the second revision to the adopted planning policy advice note for the Kent Downs AONB Management Plan.	KEY Reason: Affects more than 1 ward	Sue Whiteside suewhiteside@maidstone.gov.uk	Public	Kent Downs Area of Outstanding Natural Beauty Management Plan
Cabinet Member for Community and Leisure Services Due Date: Monday 12 May 2014	Maidstone Health Inequalities Action Plan Action plan detailing work to reduce health inequalities in the Borough	KEY Reason: Affects more than 1 ward	John Littlemore, Head of Housing & Community Services johnlittlemore@maidstone.gov.uk	Public	Maidstone Health Inequalities Action Plan Maidstone Health Inequalities Action Plan

Forthcoming Decisions
May 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted (other relevant documents may be submitted)
Cabinet Member for Corporate Services Due Date: Tuesday 13 May 2014	Chillington House Leasehold disposal of Chillington House		David Tibbit davidtibbit@maidstone.gov.uk	Public	Chillington House Enc. 1 for Chillington House
Property Investment Cabinet Committee Due Date: Wednesday 14 May 2014	Property Investment Purchase of Property for Investment Purposes	KEY Reason: Expenditure > £250,000	David Tibbit davidtibbit@maidstone.gov.uk	Private - Financial/Business Affairs	Property Investment
Cabinet Due Date: Wednesday 14 May 2014	Maidstone Enterprise Hub Consideration of financing options	KEY Reason: Expenditure > £250,000	Karen Franek karenfranek@maidstone.gov.uk	Public	Maidstone Enterprise Hub
Cabinet Due Date: Wednesday 14 May 2014	Business Rates Reoccupation Relief To seek approval for a local scheme to implement Business Rates reoccupation relief.		Stephen McGinnes stephenmcginnes@maidstone.gov.uk	Public	Business Rates Reoccupation Relief

Forthcoming Decisions
May 2014 - August 2014

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary	Key Decision and reason (if applicable)	Contact Officer:	Public or Private <i>if Private the reason why</i>	Documents to be submitted <i>(other relevant documents may be submitted)</i>
<p>Cabinet Member for Economic and Commercial Development</p> <p>Due Date: Friday 20 Jun 2014</p>	<p>Maidstone Museums' Collections Development Policy 2013 - 2018</p> <p>To consider the approval of a revised Collections Development Policy for the Council's museums</p>	<p>KEY Reason: Policies, Plans, Strategies</p>	<p>Dawn Hudd dawnhudd@maidstone.gov.uk</p>	<p>Public</p>	<p>Maidstone Museums' Collections Development Policy 2013-2018 Maidstone Museums' Collections Development Policy 2013-2018</p>
<p>Cabinet Member for Community and Leisure Services</p> <p>Due Date: Friday 20 Jun 2014</p>	<p>Homelessness Strategy 2014-19</p> <p>Adoption of a new Homelessness Strategy.</p>	<p>KEY Reason: Affects more than 1 ward</p>	<p>John Littlemore, Head of Housing & Community Services johnlittlemore@maidstone.gov.uk</p>	<p>Public</p>	<p>Homelessness Review - January 2014 Homelessness Strategy 2014-19 Appendix 1: Draft Homelessness Strategy 2014-19</p>
<p>Cabinet Member for Corporate Services</p> <p>Due Date: Friday 20 Jun 2014</p>	<p>Lease of Giddyhorn Lane Tennis Courts</p> <p>Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playing Fields</p>		<p>Lucy Stroud lucystroud@maidstone.gov.uk</p>	<p>Private because of commercially sensitive information.</p>	<p>Lease of Giddyhorn Lane Tennis Courts</p>