

# AGENDA

## ECONOMIC AND COMMERCIAL DEVELOPMENT OVERVIEW & SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 29 July 2014  
Time: 7.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors: Butler (Vice-Chairman), Cuming, Fissenden,  
Mrs Gooch, Mrs Hinder, Hogg, Paterson  
(Chairman), Powell and Vizzard

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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 1st July 2014** 1 - 2
8. **Cabinet Member Priorities for 2014/2015** 3 - 6  
Interview with Cllr Malcolm Greer, Cabinet Member for Economic and Commercial Development.
9. **Draft Commercialisation Strategy** 7 - 33  
Interview with Marcus Lawler, Commercial Projects Manager.

**Continued Over/:**

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**Issued on 16 July 2014**

*Alison Broom*

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

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Sam Bailey on 01622 602263**. To find out more about the work of the Overview and Scrutiny Committees, please visit [www.maidstone.gov.uk/osc](http://www.maidstone.gov.uk/osc)

## **MAIDSTONE BOROUGH COUNCIL**

### **Economic and Commercial Development Overview & Scrutiny Committee**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 1 JULY 2014**

**Present:** Councillor Paterson (Chairman), and  
Councillors Butler, Cuming, Fissenden, Mrs Gooch,  
Mrs Hinder, Hogg, Powell and Vizzard

**Also Present:**

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

**RESOLVED:** that all items on the agenda be webcast.

2. APOLOGIES

There were no apologies.

3. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no substitute members.

4. NOTIFICATION OF VISITING MEMBERS/WITNESSES

There were no visiting members or witnesses.

5. ELECTION OF A CHAIRMAN

**RESOLVED:** that Councillor J Paterson be elected Chairman for the 2014-2015 municipal year.

6. ELECTION OF A VICE CHAIRMAN

**RESOLVED:** that Councillor D Butler be elected Vice Chairman for the 2014-2015 municipal year.

7. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by members or officers.

8. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION

**RESOLVED:** that all items on the agenda be taken in public as proposed.

9. MINUTES OF THE MEETING HELD ON 22ND APRIL 2014

**RESOLVED:** That the minutes of the meeting on 22<sup>nd</sup> April 2014 be agreed as a correct record and signed by the Chairman subject to the following change:

- On page 3 'Vichi' be changed to 'Vinci'

10. FUTURE WORK PROGRAMME

Christian Scade, Senior Corporate Policy Officer, explained that prior to the meeting the Committee had discussed the development of their 2014/15 work programme via a facilitated workshop.

**RESOLVED:** That

- (a) The report be noted.
- (b) The workshop discussions be used to develop the Committee's future work programme and Sam Bailey, Research and Performance Officer, be asked to develop a draft work programme, with review suggestions, for consideration at the 29 July 2014 meeting.
- (c) In addition to the future work programme, the following items should be considered by Committee on 29 July 2014: Draft Economic Development Strategy; Draft Commercialisation Strategy; and Cabinet Member Priorities for 2014-2015.
- (d) The following items be considered by Committee in August 2014: Maidstone Culture and Leisure; Museum Forward Plan; Events and Festivals Strategy; and Events Review SCRAIP Follow Up.
- (e) The cross cutting review suggestion in relation to the Night Time Economy be considered by the Scrutiny Coordinating Committee to identify opportunities for joint working and the Chairman and Vice Chairman be asked to report back to Committee with a suitable way forward.

11. DURATION OF MEETING

21:03hrs to 21:25hrs

# Agenda Item 8

## **Maidstone Borough Council**

### **Economic and Commercial Development Overview and Scrutiny Committee**

**Tuesday 29<sup>th</sup> July 2014**

#### **Cabinet Member for Economic and Commercial Development Priorities for 2014-2015**

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**

**ECONOMIC AND COMMERCIAL DEVELOPMENT OVERVIEW AND  
SCRUTINY COMMITTEE**

**TUESDAY 29<sup>TH</sup> JULY 2014**

**REPORT OF CABINET MEMBER FOR ECONOMIC AND  
COMMERCIAL DEVELOPMENT**

**Report prepared by Sam Bailey, Research and Performance Officer**

**1. CABINET MEMBER PRIORITIES FOR 2014-2015**

1.1 Issue for Consideration

- 1.1.1 At the meeting of the 1<sup>st</sup> July 2014, the committee requested that the Cabinet Member for Economic and Commercial Development provide a short report outlining his priorities for 2014-2015. This can be found in **Appendix A**.

1.2 Recommendation of the Cabinet Member for Economic and Commercial Development

- 1.2.1 That the Committee notes the report, and makes recommendations as appropriate.

1.3 Reasons for Recommendation

- 1.3.1 To effectively scrutinise the performance of the Cabinet Member it is important that the committee are aware of the Cabinet Member's priorities for the year.
- 1.3.2 It would also be beneficial for the committee to interview the Cabinet Member towards the end of the year to receive an update on progress against the priorities outlined in **Appendix A**.

1.4 Alternative Action and why not Recommended

- 1.4.1 The committee could choose not to receive a report outlining the Cabinet Member's priorities for the year. However this would mean that it would be harder for the committee to scrutinise the work of the executive, and to hold them to account.

1.5 Impact on Corporate Objectives

1.5.1 This committee primarily focuses on the corporate objective of 'For Maidstone to have a growing economy'.

1.6 Other Implications

1.6.1 Not Applicable.

1.7 Relevant Documents

1.7.1 Appendices

Appendix A: Cabinet Member for Economic and Commercial Development's Priorities for 2014-2015

1.7.2 Background Documents

None

<b><u>IS THIS A KEY DECISION REPORT?</u></b>		<b><u>THIS BOX MUST BE COMPLETED</u></b>	
Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, this is a Key Decision because: .....			
.....			
Wards/Parishes affected: .....			
.....			

## Appendix A: Cabinet Member for Economic and Commercial Development Priorities for 2014-2015

Economic Development Strategy	New EDS drafted, consulted on and adopted with accompanying action plan setting out the role of MBC, partners and key stakeholders in delivery.
Maidstone Culture and Leisure	Business Plan agreed and programme of commercial activity commenced.
Commercialisation	Commercialisation Framework adopted and a number of commercial projects developed.
Major commercial development opportunities	Progress against ambition to bring forward major commercial development at sites such as: <ul style="list-style-type: none"> <li>• Maidstone Medical Campus;</li> <li>• Maidstone East; and</li> <li>• The Mall.</li> </ul>
High Street Improvements project Phase 3	Agree programme and funding. Designs and plans for Phase 3 are being prepared following public consultation.
Maidstone Economic Business Partnership	Develop the partnership to become a strong business voice for Maidstone Borough and work with them to identify as barriers to growth and solutions.
Enterprise Hub	Seek alternate delivery solutions for the establishment of a Maidstone Enterprise Hub.
High Level Bridge Project	Complete the initial phase of work with Network Rail and then complete the project on the western and eastern land sides of the bridge.
Access to employment and work experience	Deliver future jobs fairs and increase the number of businesses attending the event. Increase the number of work placements delivered in the borough.
Apprenticeships	Increase awareness of the benefits of apprenticeships and workforce development, and increase the availability of work experience placements in local businesses.



## **Maidstone Borough Council**

### **Economic and Commercial Development Overview & Scrutiny Committee**

**29<sup>th</sup> July 2014**

#### **Draft Commercialisation Strategy**

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**

**ECONOMIC AND COMMERCIAL DEVELOPMENT  
OVERVIEW AND SCRUTINY COMMITTEE**

**TUESDAY 29 JULY 2014**

**REPORT OF HEAD OF COMMERCIAL AND ECONOMIC  
DEVELOPEMENT**

**Report prepared by Marcus Lawler**

**1. DRAFT COMMERCIALISATION STRATEGY**

**1.1. Issue for Consideration**

1.1.1. To consider the draft Commercialisation Strategy.

**1.2. Recommendation**

1.2.1. That the Committee considers the draft strategy at Appendix A and makes recommendations accordingly.

1.2.2. Recommendations are also sought for specific commercial projects for consideration by the council.

1.2.3. That the Economic and Commercial Development O&S Committee recommends to Cabinet to adopt the strategy, as part of the Medium Term Financial Strategy, on 13 August 2014.

**1.3. Reasons for Recommendation**

1.3.1. The Commercialisation Strategy will enable MBC to continue with 'self-help' measures, in the face of reduced funding. Commercial activity is nothing new for MBC but the strategy will consolidate the council's previous commercial activity (such as the commercial waste collection service; shared services; car park charging; events; etc.) and provide a framework and strategy, with defined objectives, for these commercial projects and for the delivery of future commercial activity.

**1.4. Alternative Action and why not Recommended**

1.4.1. MBC could decide not to undertake a course of Commercialisation. This would require additional funding to be found, at the levels

specified in para. 3.2 of the draft strategy, or additional adverse impact on service delivery.

1.5. Impact on Corporate Objectives

1.5.1. This Commercialisation Strategy clearly sits in support of MBC's Corporate Priority:

***Corporate and Customer Excellence.***

*The Council will have a productive workforce with people in the right place at the right time, delivering cost effective services. Services will be affordable, delivered on time and to agreed standards in an accessible way.*

***Outcomes by 2015***

- Customer focused services that residents are satisfied with*
- Effective, cost efficient services are delivered across the borough"*

1.5.2. Progressing the measures to bridge the Annual Savings Targets (as defined in the Budget Strategy) will be critical in ensuring that funding exists so that: 'Effective, cost efficient services are delivered across the Borough.'

1.6. Risk Management

Audit and Risk Management provisions are discussed at para. 4.8 of the draft strategy.

1.7. Other Implications

1.7.1.

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

x
x
x

## 9. Asset Management



### 1.8. Relevant Documents

#### 1.8.1. Appendices

Appendix A: Draft Commercialisation Strategy  
Appendix B: Equalities Impact Assessment for the Draft Commercialisation Strategy

#### 1.8.2. Background Documents

- Commissioning and Procurement Strategy
- Contract Standing Orders and Purchasing Guide
- Corporate Fees and Charging Policy
- Asset Management Plan
- Guide to Performance Management
- Budget Strategy
- Medium Term Financial Strategy
- Strategic Revenue Projection
- Strategic Plan

<b><u>IS THIS A KEY DECISION REPORT?</u></b>		<b><u>THIS BOX MUST BE COMPLETED</u></b>	
Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, this is a Key Decision because: .....			
.....			
Wards/Parishes affected: .....All.....			
.....			

# COMERCIALISATION STRATEGY 2014/15 – 2018/19

Maidstone Borough Council

Marcus Lawler  
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01622 602339  
16<sup>th</sup> July 2014

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DRAFT

## 1. EXECUTIVE SUMMARY.

The purpose of this strategy is to enable Maidstone Borough Council (MBC) to respond to public aspirations for Maidstone – starting with our vision, “We want Maidstone to be a vibrant, prosperous 21<sup>st</sup> century urban and rural community at the heart of Kent, where its distinctive character is enhanced to create a safe, healthy, excellent environment with high quality education and employment where all people can realise their aspirations”.

The impact of changes in funding arrangements, including the assumed complete withdrawal of Revenue Support Grant (RSG), offers increased risks and potential opportunities arising from the localisation of business rates and an expectation that Council Tax will not significantly change. The challenges of the reduction in RSG income to Maidstone Borough Council are those faced by local government across England. What is less widely understood are the implications of failing to effectively deal with this deep cut to funding (in Maidstone Borough council’s case the reduction in Revenue Support Grant by financial year 2018/19 represents 18% of the actual operational budget of financial year 2013/14). Failure to balance the books could easily result in remedial measures being imposed by The Secretary of State; resulting in:

- Deep cuts to all types of resource within MBC, resulting in a reduction of standards of services provided to customers.
- Enforced sale of MBC assets resulting in a reduction of facilities for the people of Maidstone.
- Imposition of special measures.

Maidstone Borough Council acknowledges the challenges that it faces, but also views the current funding picture as an opportunity to affect fundamental changes to how it does business; with dramatic improvements delivered for the people it represents, as a result.

The assumed abolition of the Revenue Support Grant is counter balanced with the adoption of the Localism Act 2011, Section 1. The Power of General Competence contained within the Act gives councils a freedom to operate in ways which were denied them previously. It is worth noting section 4 of the same Act when trading is discussed in the strategy.

Maidstone Borough Council has launched a Strategy of Commercialisation, which will sit within the Council’s Financial Framework; using these new and existing powers, in order to meet some of the funding gap through:

- Review of services offered, and the standard at which they are offered.
- Improved and more cost effective ways of doing business.
- Fairer and more effective charging.
- The introduction of trading.

Commercial activity is nothing new for MBC but the strategy will consolidate the council’s existing commercial activity (such as the commercial waste collection service; shared services; car park charging; events; etc.) and provide a framework and strategy, with defined objectives, for these commercial projects and for the delivery of future commercial activity.



## 2. INTRODUCTION.

In common with all Local Authorities in England, Maidstone Borough Council (MBC) is faced with a reduction in funding brought about by the reduction of the RSG. The grant is being reduced, in annual stages until financial year 2019/20. For prudent planning purposes, MBC is assuming that it will stop at this point. Details of the reduction can be seen at para. 2.1.

Traditionally, when faced with a reduction in revenue, Public Sector organisations will simply cut spending; which in reality means cutting services received by customers, unless coupled with improved delivery. MBC has taken a different approach to the current situation and has adopted a policy of finding efficiencies through transforming service delivery, for example partnership working and creating income through the introduction of a more commercial approach, in order to replace some of the lost grant. This revenue will then be re-invested in the delivery of services, there-by protecting our customers' interests.

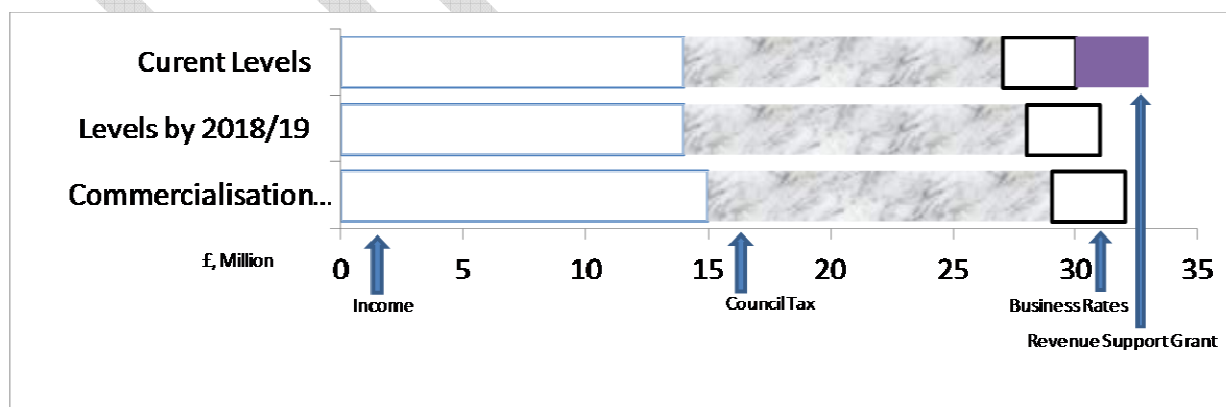
This is a fundamental shift in approach and consequently a simple, easily understood strategy is required to give direction; and which links into the Corporate Priorities in The Strategic Plan.

### 2.1 Revenue Support Grant and Annual Savings Targets.

The Revenue Support Grant (RSG) for the year 2013/14 was £4,171,000; and will be reduced between financial years 2013/14 and 2019/20.

Some of this loss of income has been offset by a forecasted increase in Council Tax and some of the loss offset by reductions in spending, but there is still an overall funding gap; expressed as Annual Savings Targets (AST) in the Budget Strategy 2014/15 Onwards. The ASTs are the target against which the Outcomes for this strategy will be measured.

The Strategic Budget and Revenue Projections are 'living' documents, but at the published date of this strategy the AST varied between £796,000 and £1,446,000 per year, over the next 5 years.



This diagram demonstrates the predicted benefits of commercial activity to MBC funding levels. Increasing income received from other sources (clear bar) through commercial projects, combined with the projected rise in Council Tax (grey bar) will off-set much if the reduction of income in RSG (solid bar).

Although a reduction in Operational Spend has been budgeted for (see Service Spend in Budget Strategy/Strategic Revenue Projection 2014/15 onwards) it does underline that doing nothing will have a severe impact on MBC's ability to deliver effective services in the medium and long term, unless further reductions in operational spend are made.

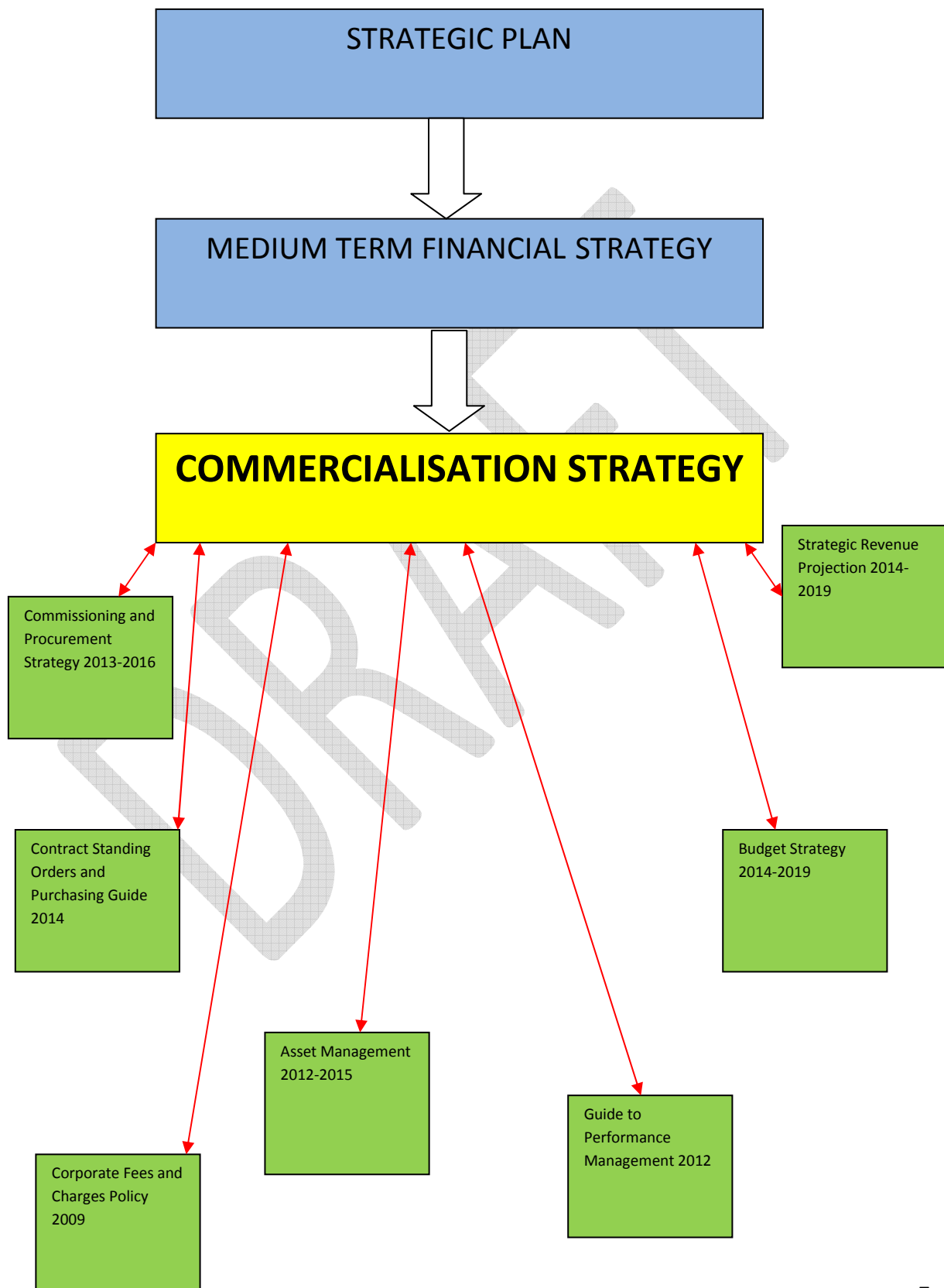
## **2.2 Localism Act.**

The Localism Act 2011 gives Councils a General Power of Competence. In essence this means that Authorities may now act as they wish, provided that they do not break any other law. It is this Power of Competence which allows MBC to undertake further trading, and some commercial charging in a way which they were unable to in the past; but limits of the General Power at sections 3 and 4 of the Act do apply.

MBC's commercial activities will be supported by other specific legislation (for example Road Traffic Regulations Act 1984 to allow us MBC to provide and charge for parking), where possible. The Localism Act forms the legal basis to undertake the measures and types of activity outlined in this strategy, where they are not covered by other Acts.

### 2.3 Strategic Links.

The hierarchy and interdependence of The Commercialisation Strategy within and to other MBC strategies and policies is shown below:



### 3. PRIORITIES, OUTPUTS AND OUTCOMES.

#### 3.1 Corporate Priorities and Values.

This Commercialisation Strategy clearly sits in support of MBC's Corporate Priority:

***Corporate and Customer Excellence.***

*The Council will have a productive workforce with people in the right place at the right time, delivering cost effective services. Services will be affordable, delivered on time and to agreed standards in an accessible way.*

***Outcomes by 2015***

- *Customer focused services that residents are satisfied with*
- *Effective, cost efficient services are delivered across the borough"*

Driving the measures to bridge the ASTs will be critical in ensuring that funding exists so that: 'Effective, cost efficient services are delivered across the Borough.'

Within MBC's core values, STRIVE, is Value, defined as:

**VALUE**

***What this means***

*Taking care and weighing up our options, aiming to get the maximum effect for every penny of public money we spend.*

***How we need to behave***

- *Deliver cost effectiveness*
- *Make suggestions for improvement*
- *Monitor contracts for service are delivering value.*

The commercialisation Strategy clearly sits in support of this value.

### 3.2 The Commercialisation Strategy's Outcome will be to:

- Make positive annual contributions to meeting the AST (as defined at Para.2.1) by delivering cost reductions or generating extra revenue through the utilisation of: charging; trading; and business improvement.

Priorities and outputs are broken down as follows:

Short Term (2014) Priority – Lay the Foundations for Commercialisation.	Medium Term (2015 – 2018/19) Priority – Complete the Roll-Out of Commercialisation.	Long Term (2020 onward) Priority.
To have the Commercialisation Strategy adopted by MBC by August 2014.	To continue to develop Service and Corporate commercial and investment opportunities as they present themselves.	To contribute £1,000,000 annually towards the AST through charging review; commissioning and business improvement; establishment of trading and property investment.
To have completed the organisational changes specified in this Strategy, by August 2014.	To complete the roll out of the Strategy across all MBC Services by 2018/19.	To have identified an opportunity for an external trading company (see para. 4) and created it, if it is considered advantageous to do so.
To have completed review of strategically linked documents by December 2014.	To contribute £1,000,000 annually towards the AST through charging review; commissioning and business improvement; establishment of trading and property investment by financial year 2018/19.	
To have completed training in Commercialisation Awareness and Commercial Business Planning by December 2014.	Establish a company to hold a property portfolio.	
To have the Strategy applied to the first service; Commercial and Economic Development Service (Maidstone Culture and Leisure) prior to 2015/16		
Develop commercial, or investment opportunities within other Services or corporately.		
Contribute £100,000 AST.		
Amend decisions on borrowing for commercial purposes.		

#### 4. HOW WE WILL DELIVER THE COMMERCIALISATION STRATEGY.

MBC will follow a two tier strategy. Tier 1: Service and Unit Commercialisation; Tier 2: Corporate Investment and Trading. This strategy will be supported by a communications (internal and external) and training programme delivered as part of the roll-out project.

The development and roll out of both tiers of Commercialisation will be conducted as a formal project.

In support of the development of the commercial business plan framework and subsequent implementation and delivery, a new internal team will be formed: the Commercial Projects Development Team (para.4.1) and CLT will assume some new, specific responsibilities.

##### 4.1 Service and Unit Commercialisation.

MBC, directly or through its appointed representative, is restricted by statute in that there are some services it must provide. It cannot choose to enter or exit certain markets (and the levels of fees it may charge are restricted, in some cases); but within the confines of statute, this means running MBC's units like businesses with commercial business plans, and these will include the introduction of:

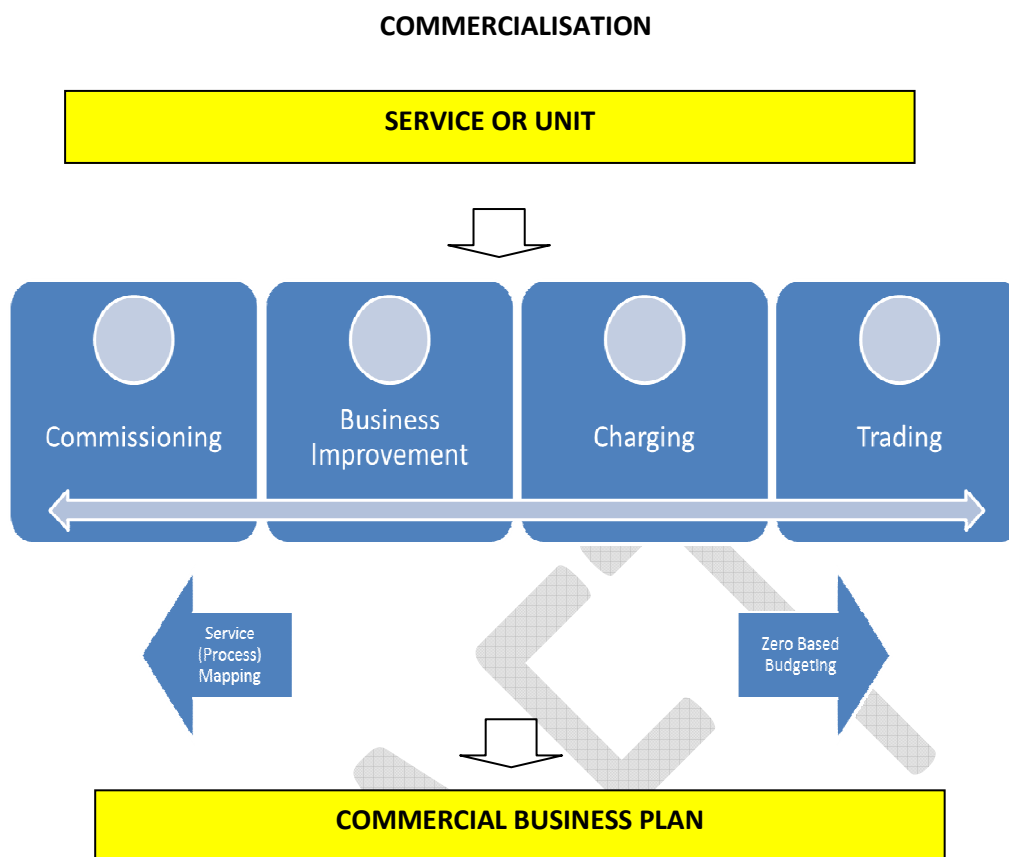
- **Commissioning.** – Services will conduct a commissioning exercise to confirm exactly what outcomes are required for each Service; and those outcomes which are currently being offered that it would be preferable to STOP. It will then assess whether it is more cost effective to MAKE; to MAKE AND SELL; to BUY; or to DIVEST the process of producing the outputs required to deliver the outcomes. **The objective of commissioning is to ensure that MBC is allocating resources to outcomes that support its Strategic Plan, and not wasting resources delivering unnecessary or unwanted outcomes.**
- **Business Improvement.** - This will be followed up by process mapping and action costing (and a review of whether services are being delivered in a cost effective manner); allowing the creation of accurate baseline business plans, from which it will be possible to measure the impacts of Commercialisation and also to challenge for value services that are being bought internally. This BI is already partially underway as part of the Customer Improvement Strategy and the scope of that strategy will be extended deeper into Service operations. Corporate BI methodologies will be applied in collaboration with the Service in order to achieve the desired level of service at the best price. This will also allow zero based budgeting to be carried out. The definition of Zero based budgeting for the purposes of the Strategy is: *"Zero based budgeting also refers to the identification of a task or tasks and then funding resources to complete the task independent of current resourcing"*. **The objective of BI is to reduce the overall cost of MBC's service delivery.**
- **Charging** – MBC already undertakes charging, and the revenue received represents a substantial level of income. Finance already factors charging revenue into net service costs to give a net service spend (as described in the Budget Strategy). The revenue received through charging will be shown in Unit commercial business plans, in detail. When measured against the costs identified from BI it will be possible to more accurately show

profitability (or otherwise); work out the true costs of delivery (including accurate overheads and required reinvestment as allowed by the Local Government Act 2003), and ensuring fees reflect this (within the constraints made by the Corporate Fee and Charging Policy); to analyse the impact of fee variations to the AST target; to ensure fees are set at the maximum possible level. As the 'profit' rules under the Act allow MBC to take one financial year with another, Charging also represents opportunities to test ideas identified under 'Trading' of this paragraph before they move to trading proper; and then eventually to an external trading company as discussed at para. 4.7. **The objective is to ensure that the maximum revenues possible; allowed by the Corporate Fees and Charges Policy, and at levels that reflect political appetite, are actually being received.**

- **Trading** – Not every Unit or Service will have the opportunity to trade, but a review will be conducted by the Service, with assistance of the CPDT (see para. 4.1) in order to identify, and develop those opportunities which might exist. The CPDT will then assist with modelling these opportunities for inclusion in the commercial business plan; and bidding for resources, if required, to implement the trading activity. **The objective of trading will be to introduce the net profit into the Service revenues, and to adjust Service net affect to AST, and their target.**

The framework of commercial business plans will be developed and rolled out across units and services within MBC by means of a formal project. The commercial business plans will show how a Unit or Service intends to achieve their targets' to impact the AST.

**A percentage (to be set by Head of Resources and Finances) of positive contribution to the AST will be available for reinvestment back into the Service which generated it; it effectively becoming a part of the Commercial Investment Fund at para. 4.4.2. Services will bid for this reinvestment via the CDT, who will model and then make recommendations to CLT for final consideration as per para. 4.1.**



#### 4.2 Corporate Investment and Trading.

- **Corporate Property Investment** – MBC will start to develop a property portfolio, from which three main benefits will be derived:
  - Net revenue.
  - Appreciating assets through market movement or development.
  - A positive impact to social housing within the Borough.

The rules about borrowing against MBC owned assets make developing a portfolio of investment property extremely difficult to do 'in-house'. There is also a risk to MBC's property investments presented by Right to Buy. MBC will, therefore create a company Ltd. by share to develop its portfolio. This is an increasingly common vehicle local authorities are using to hold property. The model used will be based on ABC Holdings Ltd. the property company owned by Ashford Borough Council for this purpose.

- **Corporate Trading** – Where Service trading (para.4.1) has reached a level where it is profitable and where it would be possible to bid for clients other than MBC, consideration will be given to the formation of an external trading company. The Teckal rules allow MBC to award a company which it owns contracts without recourse to tender, under certain conditions, and this will put any new company on a sound footing to bid for further work.



Although if it is successful bidding for external work it may have to re-bid for the MBC contracts as Teckal may no longer apply.

MBC, in the course of its core activities facilitates the flow of lot of public money to the private sector, or creates commercial opportunity. Examples might include the funding of emergency housing; or the awarding of enforcement to third parties. These are situations where corporate trading can flourish and bring this money back to the public purse.

At all times s.4 of the Localism Act 2011 will be considered, if it is the Act which is providing the legal basis to trade.

MBC must always be look to reinforce commercial success, when it is achieved, and within the constraints specified in this section.

Examples of successful, Public Sector owned companies:

[www.westcotrading.com](http://www.westcotrading.com) City of Westminster Council

[www.norsegroup.co.uk](http://www.norsegroup.co.uk) Norfolk County Council

MBC will identify where it can trade successfully and emulate this sort of success.

#### **4.3 Organisational Changes.**

In support of the development of the commercial business plan framework a new internal team will be formed: the Commercial Projects Development Team. The team will be supported by new specific responsibilities assumed by CLT.

##### **Corporate Leadership Team (CLT)**

Although the CLT is clearly not a new group, it will have new special responsibilities to execute as part of this strategy, as follows:

- To receive recommendations for projects and proposed Service commercial business plans for final review before submission to cabinet, or council.
- To 'hold' the Commercial Investment Fund outlined at para.4.4.2 and weigh the cost/benefit (opportunity cost) of a proposal and make recommendations to cabinet/council accordingly.
- To act as the final arbiter where potential internal conflicts of commercial interest are raised by the CDT.

##### **Commercial Projects Development Team (CDT).**

The CPDT will be a permanent but ad-hoc group providing support to Service and Unit Managers, where required. It will be chaired by the Head of Commercial and Economic Development. Other members of the unit will be called in depending upon the project, and will be drawn from the following departments: Legal; Finance; Procurement; Property; ICT; Communications; Policy and

Customer Services. It will also be able to retain external expertise in support of its functions where skills or knowledge gaps are identified, or where there may be a conflict of interest.

Functions of the CDT will be as follows:

- To provide advice to Service and Unit Managers on the development of commercial opportunities.
- To assist with Commercial Business Plan writing, and financial modelling.
- To provide analysis of the impact of projects or plans to the AST.
- To provide recommendations and advice to Cabinet and CLT on the approval of commercial business plans.
- To hold the corporate commercial projects register.
- To deconflict commercial conflicts of interest, or to highlight them to CLT for direction.
- To hold the approved framework of approved Commercial Business Plans across MBC.
- To allocate, under the direction of Head of Finance and Resources Service and Unit AST and ensure these are considered in Commercial Business Plans.
- To measure, with Finance and Resources annual performance against AST and Commercial Business Plans.

#### **4.4 Measuring Success.**

The only proper measure of success is the net effect of commercialisation to the AST, expressed in monetary terms; and as a percentage of the AST.

In order to plan for, and measure success, it is going to be essential to 'benchmark' each service as Commercialisation is introduced to it. In practice, this means identifying its net financial impact to the Corporate Budgets (its net Service Spend) at a given point; which, it is envisioned will be the current total budget. Head of Finance and Resources will set confirm these start points. We will then, in effect conduct zero based budgeting to start each business plan and ensure that more accurate rebilling is applied.

This gives the basis for handing a Service or Unit a target to alter that financial impact. This has happened historically, but the Service will no longer be targeted to reduce its financial impact through reduced budgets, alone. Now the Service will be allowed to undertake wide reaching commercial activity in order to generate net profit, which can be counted towards its target. Service Heads and Unit Managers will have discretion to plan activity: cost-cutting or generating net profit to achieve those targets, using the measures highlighted in this Strategy.

The Service Head or Unit Manager can now plan for those actions with the assistance of the Commercial Development Unit (see para. 4.1) and produce a Commercial Business Plan for approval

by their Director and the Commercial Opportunities Board (see para.4.1). It is envisioned that these plans will include the authority to re-invest a portion of turnover into stock or services for trading.

#### **4.5 Review and Performance Measures.**

##### **4.5.1 Accounting.**

In order that impact to the AST can be accurately measured, those Services and Units which have had Commercialisation implemented will need to be able to access commercial management account reports, reflecting activity against its commercial business plan. The current Corporate Chart of Accounts can produce these reports using Agresso, and Service Accountants will set these reports up, based on the Commercial Business plans which are developed.

All commercial accounting measures and financial projections will be included in Service and Unit commercial business plans and include profit and loss forecasts and actuals.

##### **4.5.2 Strategy Review.**

As commercialisation is a new strategy for MBC the Strategy will be subject to heavy review as the actual results of the strategy are assessed and the lessons learned from the roll-out programme are applied.

The Commercialisation Strategy will be reviewed annually by the CPDT and recommendations for amendments to the Strategy will be submitted to CLT and Cabinet for adoption by the council.

##### **4.5.3 Service Plans, Covalent and KPI.**

The roll-out program will be controlled and measured through the use of actions in Service Plans, and monitored through Covalent.

As discussed at para. 4.2, the only proper measure of the success of Commercialisation is the measurement of profitability; demonstrated either through the generation of surplus revenue or a reduction in costs. The Commercial Projects Manager and Head of Finance and Resources will be responsible for recording the programme affect and submit an annual report to CLT.

#### **5. Resources.**

##### **5.1 Commercial Development.**

In order that the CPDT can properly fulfil its functions , resources will be required to properly develop and research commercial opportunities and commercial business plans.; primarily for the retention of professional services, where required. Some of this work will be conducted in support of abortive projects.

The Invest to Save Fund has been established and for this purpose and stands at £500,000. Applications to the fund will be formulated by the CPDT under the review of Head of Commercial and Economic Development.

## 5.2 Commercial Investment Fund.

In June 2013 Council decided that a decision to approve £6m of prudential borrowing would be extended so that purchases could be made for:

*“Residential property including derelict and long term empty property, in order to restore and bring them back into use and property suitable for use as temporary accommodation, in order to reduce reliance upon bed and breakfast accommodation.”*

Previously, by decision in September 2012, the approved categories of investment were:

- a) Additions to the Council’s commercial property portfolio;
- b) Derelict residential property in order to restore and bring them back into use; and
- c) For strategic investment such as to progress stalled development.

An amendment to this decision will be tabled so that the types of acceptable investment will be widened to include all types of commercial investment.

## 5.3 Reserves.

MBC has allocated £500,000 of its reserves to mitigate any failed commercial activity; specifically, these reserves can fund measures required to bring a failed activity to a close.

The acceptable activities covered by this mitigation are the same categories defined at para. 4.4.2. These categories will be widened to cover all commercial activity.

## 5.4 Trading Options.

When considering appropriate vehicles to deliver commercial activity, and the consequent capitalisation of a commercial project, the CPDT will consider:

- Legal basis to trade.
- Tax.
- Appropriate mechanism for capitalisation (e.g. liability for assets/funding to MBC).
- A PESTLE analysis.

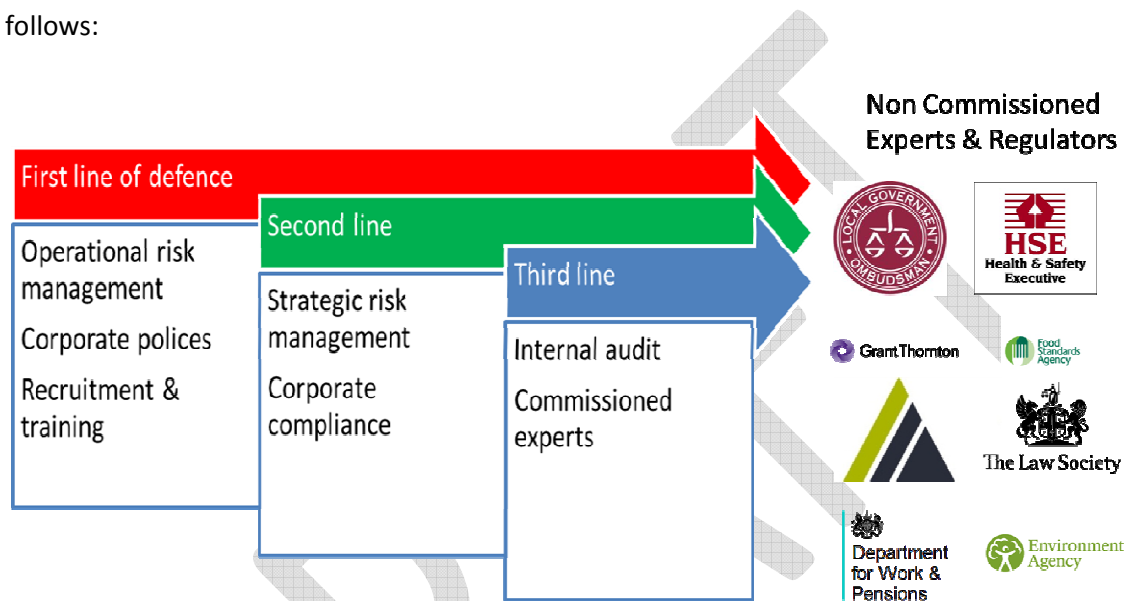
Types of options could include: Community Interest Company; company limited by share or guarantee; in-house; etc.

## 6 Audit and Risk Management Provision.

### 6.1 Audit Strategy.

An audit is a planned and documented activity performed by qualified personnel to determine by investigation, examination, or evaluation of objective evidence, the adequacy and compliance with established procedures, or applicable documents, and the effectiveness of implementation.

The range and scope of the types of project that could be executed under this strategy is vast; consequently a hard audit framework is impossible to design as a one size fits all solution. The Audit Partnership follows and advocates a three tier approach to audit which can be understood as follows:



Commercial projects conducted as part of this strategy will not deviate from this model.

The Audit Partnership will be engaged by the CPDT at early in the development of business cases to advise and check adequate, specific audit provision is included in project plans.

### 6.2 Risk Management.

Risk is part of life. Avoiding all risk would result in no achievement, no progress and no reward.

Risk management is the systematic process of understanding, evaluating and addressing these risks to maximise the chances of objectives being achieved and ensuring organisations, individuals and communities are sustainable. Risk management also exploits the opportunities uncertainty brings, allowing organisations to be aware of new possibilities. Essentially, effective risk management requires an informed understanding of relevant risks, an assessment of their relative priority and a rigorous approach to monitoring and controlling them.

- Operational risk – This will be assessed by the CPDT on a project-by-project basis and will be managed by the project manager through the project risk register.

- Strategic risk – This will be assessed and managed by CLT when considering recommendations to Cabinet and Council regarding a specific project.

### **6.3 Communicating the Strategy.**

MBC is launching a new way of doing business which, it is anticipated has scope to be misinterpreted with consequent damage to corporate reputation. The Communications Team will develop a plan to mitigate this special risk, which:

- Informs the electorate about this strategy, and why it is being implemented.
- Informs the elected members and officers about this strategy and why it is being implemented.
- Sets out criteria which can be applied during the planning of a particular commercial project in order to measure impact to the electorate's perception of MBC.
- Includes a communications strategy to deal with any commercial failures, or sudden interest in the Commercialisation Strategy from the press, or any other interested party.

DRAFT

**7. CONSOLIDATED TASKS AND TIMINGS LIST.**

<b>Serial</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsible</b>	<b>Deadline</b>
<b>1</b>	Review of Strategy by CLT	CLT makes final amendments prior to recommendation to Council	Commercial Projects Manager	16 <sup>th</sup> July 2014
<b>2</b>	Pre-submission review by Overview and Scrutiny	Ascertain OSC input prior to the Strategy being considered for adoption.	Senior Corporate Policy Officer	16 <sup>th</sup> July 2014 for 29 <sup>th</sup> July 2014
<b>3</b>	All member briefing	Introduce concept and details of the strategy to the new council.	Head of Commercial and Economic Development	24 <sup>th</sup> September 2014
<b>4</b>	Submission to Cabinet	Strategy is approved by the Council	Senior Corporate Policy Officer	13 <sup>th</sup> August 2014
<b>5</b>	Call-in period completed	The Strategy is adopted by the Council	Senior Corporate Policy Officer	August 2014
<b>6</b>	Starting Up and Initiating a project paperwork prepared	Mandate to start the roll-out programme.	Commercial Projects Manager	31 <sup>st</sup> August 2014
<b>7</b>	Start and Initiate the Commercialisation roll-out programme	Start the programme with Maidstone Culture and Leisure	Project Sponsor – Zena Cooke	1 <sup>st</sup> September 2014
<b>8</b>	Complete the roll-out programme	Commercialisation of all services complete	Commercial Projects Manager	End of financial year 2018/19
<b>9</b>	First Commercialisation Strategy review	Adjust targets Apply Lessons Learned	Commercial Development Team (CDT)	September 2015 (annually thereafter)
<b>10</b>	Commercialisation is contributing £1m annually towards the AST.			Financial year 2018/19

**8. GLOSSARY.**

<b>Term</b>	<b>Definition</b>
Agresso	An accountancy software package used by MBC.
AST	Annual Savings Target. These are the defined within the Budget Strategy and represent the discrepancy between total revenue and operational spend. The Commercialisation Strategy is designed to assist MBC bridge the gap.
BI	Business Improvement. Ensuring that a particular service is being delivered in as efficient manner as possible by removing unnecessary actions performed in that delivery. It will also examine action costs and, within restrictions imposed by desired service quality, will search for cheaper ways of performing that action.
Business Rates	For the purposes of the Strategy business rates are the portion of NDR retained by MBC.
Cabinet	MBC does not operate a committee system and has delegated much executive authority to a single body. This body is the Cabinet.
Charging	Charging is the recovery of some or all of the cost of delivering a service; charging levels being set by political decision. The rules; statutes concerning charging; and governance of charging are clearly set out in MBC's Corporate Fees and Charging Policy.
CiC	Community interest company. A trading vehicle which protects assets and most profits for community benefit.
CLT	Corporate Leadership Team. The senior paid service organisation, within MBC which advises Council.
Commissioning	The process of defining desired outcomes for individuals and groups and the sourcing the most effective way of delivering services which meet those defined outcomes.
CPDT	Commercial Projects Development Team. An organisation designed to help research and develop commercial ideas and business cases for consideration by the council.
Invest to save.	A fund established at MBC which allows the capitalisation of activities and projects which, it is anticipated will result in a net reduction of operational spend.



Localism Act 2011	The Act which will give MBC the legal basis to trade, where no other exists. The Act in full can be found at <a href="http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted">http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted</a>
MBC	Maidstone Borough Council
Other Income	Income designation within The Medium Term Financial Strategy and Budget Strategies which is defined as any income received by MBC which is not a grant or local taxation. It specifically refers to revenue counting towards MBC's operational spend.
PESTLE	<p>An analysis too which takes into account the following factors:</p> <ul style="list-style-type: none"> <li>• Political</li> <li>• Economic</li> <li>• Social</li> <li>• Technological</li> <li>• Legal</li> <li>• Environmental</li> </ul> <p>PESTLE started as a marketing analysis tool but is now being usefully applied to assess the impacts of policies and actions of public sector organisations; particularly commercial activities.</p>
Property Portfolio	<p>A group of assets, the Strategy aspires for MBC to hold (either directly or through an 'arms-length vehicle') which will allow MBC to benefit from:</p> <ul style="list-style-type: none"> <li>• Net revenue</li> <li>• Asset growth.</li> </ul>
RSG	Revenue Support Grant. A central government grant which is gradually being phased out and which, it is assumed will eventually be abolished.
Trading	The buying and selling of goods and services for profit.
Zero Based budgeting	Zero based budgeting also refers to the identification of a task or tasks and then funding resources to complete the task independent of current resourcing.

## **Appendix B: Equalities Impact Assessment for the Draft Commercialisation Strategy**

### **Stage 1: Equality Impact Assessment**

#### **1. What are the main aims purpose and outcomes of the Policy and how do these fit with the wider aims of the organization?**

This strategy is about protecting the democratic rights and influence of the people of Maidstone, and ensuring that the services they receive from their Local Authority are maintained at the quality they have a right to expect.

The abolition of the Revenue Support Grant is well documented and widely understood. The challenges of this reduction in income to Maidstone Borough Council are those faced by local government across the United Kingdom. What is less widely understood are the implications of failing to effectively deal with this deep cut to funding (in Maidstone Borough council's case the reduction in Revenue Support Grant by financial year 2018/19 represents 18% of the actual operational budget of financial year 2013/14). Failure to balance the books could easily result in remedial measures being imposed by The Secretary of State; resulting in:

- Deep cuts to all types of resource within MBC, resulting in a reduction of standards of services provided to customers and possible.
- Enforced sale of MBC assets resulting in a reduction of facilities for the people of Maidstone.
- Imposition of a merger with other authorities (such as Kent County Council) which would erode the power of the Maidstone electorate to influence the affairs of their Borough.

Maidstone Borough Council acknowledges the challenges that it faces, but also views the current funding picture as an opportunity to affect fundamental changes to how it does business; with dramatic improvements delivered for the people it represents as a result.

The abolition of the Revenue Support Grant is counter balanced with the adoption of the Localism Act 2013. The Power of General Competence contained within the Act gives councils a freedom to operate in ways which were denied them previously. Maidstone Borough Council intends using these new freedoms to start a Strategy of Commercialisation (meaning Business Improvement; more efficient charging; trading; and investment) in order to:

- Bridge the funding gap with self-driven revenue by financial year 2018/19.
- To work towards generating sufficient net revenue so that the Council is no longer reliant on local taxation or central government grant to meet its operating costs.

## Appendix B: Equalities Impact Assessment for the Draft Commercialisation Strategy

This Strategy is designed to provide simple measures, in a clear and concise manner in order that Maidstone Borough Council can move with purpose towards these outcomes.

### 2. How do these aims affect our duty to:

- **Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the act.**
- **Advance equality of opportunity between people who share a protected characteristic and those who do not.**
- **Foster good relations between people who share a protected characteristic and those who do not.**

No impact is anticipated, but no data is available to support this. The roll-out of the strategy will be monitored through existing measures Services have in place to measure Equality Impact, and reviewed annually as per para.4.3.2 of the Strategy.

### 3. What aspects of the policy including how it is delivered or accessed could contribute to inequality?

No impact is anticipated, but no data is available to support this. The roll-out of the strategy will be monitored through existing measures Services have in place to measure Equality Impact, and reviewed annually as per para.4.3.2 of the Strategy.

### 4. Will the policy have an impact (positive or negative) upon the lives of people, including particular communities and groups who have protected characteristics ? What evidence do you have for this?

No impact is anticipated, but no data is available to support this. The roll-out of the strategy will be monitored through existing measures Services have in place to measure Equality Impact, and reviewed annually as per para.4.3.2 of the Strategy.

# Agenda Item 10

## **Maidstone Borough Council**

### **Economic and Commercial Development Overview & Scrutiny Committee**

**29<sup>th</sup> July 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**

**Economic and Commercial Development  
Overview and Scrutiny Committee**

**Tuesday 29<sup>th</sup> July 2014**

**Draft Future Work Programme**

**Report of:** Sam Bailey

**1. Introduction**

- 1.1 To consider the Committee's future work programme (FWP).
- 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**. Items on the draft programme were agreed at the FWP Workshop held on 10 June 2014. As agreed with Committee at the workshop, items have been timetabled according to dates suggested by officers and are for the Committee to approve.
- 2.2 That the Committee considers the sections of the List of Forthcoming Decisions relevant to the Committee at **Appendix B** and whether these are items requiring further investigation or monitoring.
- 2.3 That the Committee notes the update on the recommendations from the meeting of 6 May 2014 attached at **Appendix C**.
- 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 At the FWP Workshop on 1<sup>st</sup> July members agreed the topics they wanted programmed in for the 2014-15 Municipal Year. The topic suggestions were made by members of the public, Parish Councils, officers and local press. Committee agreed suggestions not programmed into the FWP be noted and kept for possible future consideration throughout the year. The topics can be found in the draft Future Work Programme attached at **Appendix A**.
- 3.2 Throughout the course of the municipal year the Committee is asked to put forward additional 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 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 of the Committee or Sub-Committee. On receipt of such a request the proper officer will ensure that it is included on the next available agenda, the Member must attend the meeting and speak on the item put forward.'

#### **4 List of Forthcoming Decisions**

- 4.1 The List of Forthcoming Decisions (**Appendix B**) is a live document containing all key and non-key decisions. Appendix B has been edited so that it only contains decisions being taken by the Cabinet Member for Economic and Commercial Development.
- 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 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.
- 5.2 The Committee will consider reports that deliver against the following Council priority:
- For Maidstone to have a growing economy

#### **6. Financial Implications**

- 6.1 To assist O&S committees in their inquiries, a small budget is available for the purchase of necessary equipment and to cover the costs of training, site visits, meetings in locations other than the Town Hall, witness expenses, specialist advice, books and any other cost that might be legitimately incurred by the committees in the course of their activities.

#### **7. Relevant Documents**

- 7.1 Appendix A – (Draft) Future Work Programme  
Appendix B – List of Forthcoming Decisions

#### **8. Background Documents**

8.1 None

## Appendix A: Economic and Commercial Development Overview and Scrutiny Committee Future Work Programme

Meeting Date	Agenda Deadline	Agenda Items	Details and Desired Outcomes	Witnesses and Report Authors
29 <sup>th</sup> July	16 <sup>th</sup> July	<ul style="list-style-type: none"> <li>Cabinet member priorities-written report</li> <li>Draft Economic Development Strategy-workshop and item on agenda</li> <li>Draft Commercialisation Strategy</li> </ul>	<p>Members would like cabinet member to provide a report highlighting priorities, and then to question him on this report.</p> <p>Meeting will begin at 6pm with Economic Development Strategy first on the agenda.</p>	<ul style="list-style-type: none"> <li>Cabinet member</li> <li>Officers from Economic Development</li> <li>Consultants working on Economic Development Strategy</li> <li>Marcus Lawler</li> </ul>
26 <sup>th</sup> August	13 <sup>th</sup> August	<p>Maidstone Culture and Leisure items:</p> <ul style="list-style-type: none"> <li>Formation of Maidstone Culture and Leisure-outline and timeline</li> <li>Museum forward plan</li> <li>Events and festivals strategy</li> <li>Events review SCRAIP follow up</li> </ul>	<p>These items will all come together as requested by the committee during the work programming workshop at the meeting of 1<sup>st</sup> July because it was felt they were all related.</p>	<ul style="list-style-type: none"> <li>Dawn Hudd</li> <li>Laura Case</li> </ul>
23 <sup>rd</sup> September	10 <sup>th</sup> September			
21 <sup>st</sup> October	8 <sup>th</sup> October	<p>Joint Meeting with Planning, Transport and Development Overview and Scrutiny Committee to consider the Employment Land Qualitative Report and the Economic Development Strategy.</p>	<p>Implications for the local plan, hence the joint meeting. Needs to take place before the Economic Development Strategy cabinet member decision is taken.</p>	
28 <sup>th</sup> October	15 <sup>th</sup> October	<ul style="list-style-type: none"> <li>Skills and Employability Update</li> </ul>	<p>Following the update on skills and employability projects the committee will consider</p>	<ul style="list-style-type: none"> <li>Karen Franek</li> <li>Abi Lewis</li> </ul>



## Appendix A: Economic and Commercial Development Overview and Scrutiny Committee Future Work Programme

Meeting Date	Agenda Deadline	Agenda Items	Details and Desired Outcomes	Witnesses and Report Authors
			whether it wishes to do a review on skills and employability.	
25 <sup>th</sup> November	12 <sup>th</sup> November	Enterprise Hub proposals	To be scrutinised before cabinet member decision, needs to be seen before December	<ul style="list-style-type: none"> <li>Karen Franek</li> </ul>
23 <sup>rd</sup> December	10 <sup>th</sup> December			
27 <sup>th</sup> January	14 <sup>th</sup> January			
24 <sup>th</sup> February	11 <sup>th</sup> February			
24 <sup>th</sup> March	11 <sup>th</sup> March			
28 <sup>th</sup> April	15 <sup>th</sup> April			

Suggestions TBC

Suggestion	Reason
Using the River Medway	Referred to Scrutiny Co-ordinating Committee
Policy for Discretionary Business Rates Relief	Only if MBC can have an influence on business rates. Meeting with Chair/Vice Chair and relevant Officers will determine whether this is the case. Due in August/September.
South East Local Enterprise Partnership	Only if MBC can have an influence on any of this. Meeting with Chair/Vice Chair and relevant Officers will determine whether this is the case.
Barriers to rural business/IT infrastructure in officers (broadband)	These will be considered following scrutiny of the employment implications of local plan in October, initially led by PT&D OSC.
Council as a Business SCRAIP follow up	Dependent on whether members feel it has been overtaken by the commercialisation strategy once they have seen both the review and the strategy
Night Time Economy	Referred to Scrutiny Co-ordinating Committee

## Appendix A: Economic and Commercial Development Overview and Scrutiny Committee Future Work Programme

### Rejected Suggestions

Suggestion	Reason
Conversion of Office Space to residential space	Rejected by all 9 members during workshop
Mobile phone services (dead zones)	Not felt to be an issue within the councils remit or control- for the mobile phone operators to sort out



# Appendix B: LIST OF FORTHCOMING DECISIONS

Democratic Services Team

E: [democraticservices@maidstone.gov.uk](mailto:democraticservices@maidstone.gov.uk)

Publication Date: 15 July 2014

# 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.

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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](mailto: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](http://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).

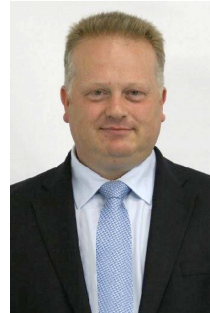
Alternatively, the Cabinet are contactable via our website ([www.maidstone.gov.uk](http://www.maidstone.gov.uk)) where you can submit a question to the Leader of the Council. There is also the opportunity to invite the Leader of the Council to speak at a function you may be organising.

## List of Forthcoming Decisions

### WHO ARE THE CABINET?



**Councillor Annabelle Blackmore**  
Leader of the Council  
[annabelleblackmore@maidstone.gov.uk](mailto:annabelleblackmore@maidstone.gov.uk)  
Tel: 01622 833299



**Councillor David Burton**  
Cabinet Member for Planning, Transport and Development  
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Tel: 07590 229910



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



**Councillor Marion Ring**  
Cabinet Member for Environment and Housing  
[marionring@maidstone.gov.uk](mailto:marionring@maidstone.gov.uk)  
Tel: 01622 686492



**Councillor Steve McLoughlin**  
Cabinet Member for Corporate Services  
[stevemcloughlin@maidstone.gov.uk](mailto:stevemcloughlin@maidstone.gov.uk)  
Tel: 07711 565489



**Councillor John Perry**  
Cabinet Member for Community and Leisure Services  
[johnperry44@googlemail.com](mailto:johnperry44@googlemail.com)  
Tel: 07770 734741

### List of Forthcoming Decisions

Decision Maker and Date of When Decision is Due to be Made:	Title of Report and Brief Summary:	Key Decision and reason (if applicable):	Contact Officer:	Public or Private (if Private the reason why)	Documents to be submitted (other relevant documents may be submitted)
<b>Cabinet Member for Economic and Commercial Development</b>  Due Date: Friday 8 Aug 2014	Maidstone Museums' Collections Development Policy 2013 - 2018  To consider the approval of a revised Collections Development Policy for the Council's museums	KEY Reason: Policies, Plans, Strategies	Dawn Hudd <a href="mailto:dawnhudd@maidstone.gov.uk">dawnhudd@maidstone.gov.uk</a>	Public	Maidstone Museums' Collections Development Policy 2013-2018 Maidstone Museums' Collections Development Policy 2013-2018