

AGENDA

ECONOMIC AND COMMERCIAL DEVELOPMENT OVERVIEW & SCRUTINY COMMITTEE MEETING



Overview and Scrutiny

Date: Tuesday 23 December 2014
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

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

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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**
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**
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PART II

To move that the public be excluded for the items set out in Part II of the Agenda because of the likely disclosure of exempt information for the reasons specified having applied the Public Interest Test.

Continued Over/:

Issued on 15 December 2014

Alison Broom

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

Head of Schedule 12 A and Brief Description

| | Head of Schedule 12A and Brief Description | |
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| 10. Minutes (Part II) of the meeting held on 25 November 2014 | Paragraph 3- Financial/Business Affairs | 54 - 59 |

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

MAIDSTONE BOROUGH COUNCIL

Economic and Commercial Development Overview & Scrutiny Committee

MINUTES (PART I) OF THE MEETING HELD ON TUESDAY 25 NOVEMBER 2014

Present: Councillor Paterson (Chairman), and
Councillors Butler, Cuming, Fissenden, Mrs Hinder,
Hogg, McKay, Powell and Mrs Wilson

Also Present: Councillors Greer, Mrs Grigg, Newton and
Round

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

RESOLVED: That all items on the agenda be webcast.

69. APOLOGIES

Apologies were noted from Councillors Vizzard and Harper. Councillor Hogg sent apologies for lateness.

70. NOTIFICATION OF SUBSTITUTE MEMBERS

The following substitute members were noted:

Councillor Mrs Wilson for Councillor Vizzard.
Councillor McKay for Councillor Harper.

71. NOTIFICATION OF VISITING MEMBERS

Councillors Greer, Mrs Grigg, Newton and Round were present as visiting members for all items on the agenda.

72. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by members or officers.

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

RESOLVED: That items on Part II of the agenda be taken in private as proposed.

74. MINUTES OF THE MEETING HELD ON 21 OCTOBER 2014

RESOLVED: That the minutes of the meeting held on 21 October 2014 be approved as a correct record and signed.

75. MINUTES OF THE MEETING HELD ON 28 OCTOBER 2014

RESOLVED: That the minutes of the meeting held on 28 October 2014 be approved as a correct record and signed.

76. AMENDMENT TO THE ORDER OF BUSINESS

RESOLVED: That the Future Work Programme item be taken before the Enterprise Hub item.

77. TWILIGHT ECONOMY REVIEW

Councillor Greer sent apologies on behalf of Natalie Price and Georgie Grassom from the Hazlitt Arts Centre.

Bill Moss, Town Centre Manager, was invited to speak on this item.

Mr Moss gave a presentation to the committee about the Twilight Economy in Maidstone that covered the following areas:

- Over the twelve years Mr Moss had been Town Centre Manager he had seen massive changes for the better regarding the dining offer in Maidstone. There were as many eating outlets in the town centre as fashion outlets, however this was not the case before.
- Despite several initiatives, other than at Christmas time, late night shopping had never been a success. It was reasonable to conclude that there was little demand for late night shopping in Maidstone.
- Other than the excellent restaurant offer, Maidstone didn't have a huge variety of other activities in the Twilight Economy.
- There was an increasing number of people living in the town centre, meaning there needed to be a variety of activities available. This also gave businesses in the town centre a target market.

Following Mr Moss's presentation, members had a number of questions. Mr Moss responded that he welcomed the proposed investment in the public realm. With regard to encouraging more leisure attractions to the town centre, it was stated that in the past it had proven difficult to attract a multiplex cinema or large leisure facility. In answer to concerns about lighting the committee was informed that following the regeneration of the town centre, the lighting situation had improved. However both Kent County Council and Maidstone Borough Council had been slow to replace blown bulbs, with Kent County Council's service standard being for bulbs to be replaced within 28 days. Mr Moss went on to suggest that whilst the live music offer in the town was strong it could be improved, for example more live music could be staged in Jubilee Square. It was identified that whilst there was enough car parking in the town centre to support the Twilight Economy the location of parking could be improved.

Finally, the committee asked Mr Moss what the council could do to improve the Twilight Economy.

Mr Moss stated that marketing the Twilight Economy could be very useful to businesses in this sector. Maidstone already had a very strong restaurant sector, as well as other leisure activities that could be combined with eating. For example, cinema or bingo and restaurant offers.

Mr Moss suggested that businesses in the Twilight Economy could probably learn some lessons from the nightclubs. The nightclubs in the town were very sophisticated in their marketing- they knew who their customers were and how to appeal to them. Mr Moss suggested owners of dining and leisure businesses may not have had such a clear picture of their customers as the nightclubs.

Prior to the meeting, the committee toured the Twilight Economy area in the town centre. The following observations were made by members:

- That the town was not well lit- even with Christmas lights up. Some streets had several streetlights that were not on.
- Lighting up buildings in the town centre might help to make the town centre more attractive.
- There were several new restaurants opening up, some of them on Week Street.
- Although the area around Maidstone East train station was a little run down, there seemed to be plenty of restaurants and food outlets at that end of the town.

78. SKILLS AND EMPLOYABILITY UPDATE

Councillor Hogg arrived during the item, at 19:30.

Abi Lewis, Economic Development Officer, was invited to give an update on the Skills and Employability projects.

Miss Lewis gave a presentation, which focused on the following points:

- The previous approach to Skills and Employability was to directly address skills needs for young people at a grassroots level, for example by arranging work experience at the council. Whilst this approach had its merits, the Council recognised it would have greater impact if it took a more strategic approach in line with the Draft Economic Development Strategy. The council would work best as a facilitator, helping to match training provision with the needs of employers in the borough.
- Two key pieces of work had been planned in the Skills and Employability Work Programme to provide a greater understanding of skills and employability needs as well as training provision:
 - A business skills survey; and
 - A training provider survey.
- Local business visits to discuss skills needs directly with them.
- The launch of a communications campaign to educate companies on the benefit of taking on an apprentice.

- £100,000 funding from the Department for Communities and Local Government had been secured to create a 'skills exchange' programme- a private business to business forum, allowing businesses to exchange workers at threat of redundancy within Maidstone to prevent job losses.

Miss Lewis gave an example of the sort of work the team carried out. Miss Lewis told the committee about a company in Headcorn that refurbished and repainted aircraft. The company was finding it difficult to attract workers with the skills required. The Economic Development team had been assisting the company to recruit an apprentice by accessing funding and identifying training providers on their behalf.

Miss Lewis explained that there was a need to work with local education providers to ensure there was suitable provision for young people who did not attain GCSEs in Maths and English prior to leaving school. This was a significant barrier to these young people entering employment, or wanting to further improve their education or training.

Miss Lewis told the committee about the team's training portal project. This was a new website being launched that listed training providers and training courses in the area. This was being implemented alongside the Skills Exchange project.

In response to a question, Miss Lewis said that there were other cohorts of people who required support for skills and employability besides young people that were not in education employment or training. For example, people over 50 faced barriers to finding new jobs.

The committee enquired what, in Miss Lewis' opinion, was the biggest barrier to young people finding employment. Miss Lewis responded that lack of work experience tended to be a significant barrier for a large number of people. Work experience that had been offered at the council had been considered a success, and Miss Lewis was working on extending the work experience programme to external organisations.

The committee asked whether any of the efforts with engagement were focused on the public sector, as well as the private sector. Miss Lewis explained that the majority of the work around engagement had taken place in the private sector, but the public sector was an area that the team would consider for the future.

RESOLVED: That

- 1) The Cabinet Member for Economic and Commercial Development be recommended to give further consideration to job opportunities and training needs in the wider public sector when developing the skills and employability work programme.
- 2) Miss Lewis be requested to provide an update on the Skills and Employability work programme to the appropriate committee in six months' time.

79. FUTURE WORK PROGRAMME

Sam Bailey, Research and Performance Officer, was invited to speak on the Future Work Programme item.

Mr Bailey asked the committee to confirm who would be available to attend the committee meeting on 23 December 2014. Councillors Butler, Cuming, Paterson, Powell and Mrs Wilson indicated they would be available for this meeting.

Mr Bailey asked the committee to confirm who would be available to visit Canterbury, in relation to the Twilight Economy review, on Monday 8 December. Councillors Butler, Cuming, Paterson and Mrs Wilson indicated they would be available for this trip.

Mr Bailey drew the committee's attention to the skills workshop, due to take place on Wednesday 3 December, on getting the most from meetings.

The committee discussed whether to undertake a review of Skills and Employability, following the item earlier on in the meeting. It was agreed that a working party should be set up to scope a possible review of skills and employability with relevant officers.

RESOLVED: That

- 1) The proposed committee meeting go ahead as planned on 23 December 2014.
- 2) The visit to Canterbury go ahead, as planned.
- 3) A working party be set up, and a meeting arranged in the evening, in order to scope a possible review of Skills and Employability.

80. ENTERPRISE HUB

Karen Franek, Principal Economic Development Officer, was invited to speak on this item.

Miss Franek outlined the general principles of the proposal, as follows:

- This proposal consisted of using a council asset to deliver a smaller scale Enterprise Hub.
- The advantage of this approach was that the council would be able to test the idea on a small scale, and if successful it could be scaled up. It also had the advantage of using a council asset rather than taking the risk of acquiring an additional asset.
- The proposed opening for the smaller scale hub was July 2015.

The committee enquired whether Kent County Council (KCC) had shown any interest in this smaller hub. Miss Franek replied that KCC's flexible working fund had now closed.

The committee asked Miss Franek why there were so many workstations with desktop computers in the plans, when most people were likely to

work from their own devices. Miss Franek confirmed that the sketches were indicative only, and helped demonstrate likely space usage and income projections. Once the hub was open, those working there would be able to bring their own devices.

The committee, wishing to discuss the financial projections of the project contained in the exempt appendix in private:

RESOLVED: That the public be excluded for this item, set out in Part II of the Agenda, because of the likely disclosure of exempt information for the reasons specified having applied the Public Interest Test

Head of Schedule 12A and Brief Description

Exempt Appendix: Enterprise Hub

Paragraph 3: Financial/Business Affairs

During the item being taken in private, the following principles were discussed:

- Costs of the proposal;
- Hours of operation;
- Charging policies;
- The legal status of those becoming members of the Enterprise Hub;
- Possible exit strategies; and
- Impacts on staffing.

Having discussed the information in private, the committee:

RESOLVED: That the public be re-admitted to the meeting.

FURTHER RESOLVED: That

- 1) The Cabinet be recommended to approve the proposal for an Enterprise Hub, as set out in the exempt appendix in Part II of the agenda.
- 2) That Karen Franek be requested to bring an update report to the appropriate committee in six, and twelve, months after the Enterprise Hub has opened.
- 3) That Cabinet be recommended to pay particular attention to staffing needs due to the likelihood of high usage of the hub, and also in relation to the existing workloads of the department.

81. REVIEW OF BUSINESS CASES

Dawn Hudd, Head of Commercial and Economic Development, and Marcus Lawler, Commercial Projects Manager, were invited to speak on this item.

Mrs Hudd explained that the business cases for commercial projects, outlined in the exempt appendices, had been developed as a result of the commercialisation strategy. The profits delivered from these projects would be used to contribute towards the council's future financial sustainability through the Medium Term Financial Strategy. Mrs Hudd advised the committee that if they wished to discuss the individual commercial projects, these would have to be taken in private as they contained commercially sensitive information relating to the council and other enterprises.

The Committee, wishing to scrutinise the four draft business cases outlined in the exempt appendices in private:

RESOLVED: That the public be excluded from the meeting for the following items of business because of the likely disclosure of exempt information for the reasons specified having applied the Public Interest Test.

Head of Schedule 12A and Brief Description

Exempt Appendix: Review of Business Cases (Animal Cremation)
Reason: Paragraph 3- Financial/Business Affairs

Exempt Appendix: Review of Business Cases (A Sustainable Future for Mote Park)
Reason: Paragraph 3- Financial/Business Affairs

Exempt Appendix: Review of Business Cases (Investment in Local Business)
Reason: Paragraph 3-Financial/Business Affairs

Exempt Appendix: Review of Business Cases (Brunswick Street Regeneration)
Reason: Paragraph 3- Financial/Business Affairs

The committee discussed three of the business cases contained in the exempt appendices, the Chairman having declined to take the item relating to investment in local business until further advice was available. The committee asked questions about the specifics of each business case, including the financial, environmental and legal implications for each business case and provided recommendations to the relevant officers or cabinet members.

Once they had finished discussing the exempt information, it was:

RESOLVED: That the public be re-admitted to the meeting.

Councillor Hogg left the meeting during this item at 21:18.

82. LONG MEETING

During the item on Review of Business Cases, the committee considered whether to adjourn the meeting at 10.30pm or to continue until 11pm.

RESOLVED: That the meeting continue to 11p.m, if necessary.

83. DURATION OF MEETING

18:34 to 22:58

Maidstone Borough Council

Economic and Commercial Development Overview and Scrutiny Committee

23 December 2014

Draft Twilight Economy Review Report

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:

-
-
-
-
-

Guidance note - Making Quality Overview and Scrutiny Recommendations

Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The scrutiny team have identified the following criteria for quality recommendations, they:

- affect and make a difference to local people;
- result in a change in policy that improves services;
- identify savings and maintain/improve service quality; or
- objectively identify a solution.

One way of checking the usefulness of recommendations is to evaluate them against the 'six Ws' set out below:

Good recommendations should answer these questions:

| | |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Why does it need to be done? | This will help ensure the outcome is relevant and in the right context – if a meeting is being requested it will ensure the correct people are invited to attend |
| Who is being asked to do it? | Without this nothing will get done (no one will take ownership) |
| What needs to be done? | Needs to be clear and specific |
| HoW will it be done? | Again, needs to be clear and specific, what is the expected output- for example a report to be written or a meeting to be arranged |
| Where does it need to be done/go? | If it's a meeting – where is it needed If it's a report – where is it to go, who needs to see it |
| When does it need to be done? | Crucial to have a timescale – without a deadline it will never get done |

Thinking about these points will help ensure the outcomes of scrutiny are effective and will aid monitoring.

Maidstone Borough Council

Economic and Commercial Development Overview and Scrutiny Committee

Tuesday 23 December 2014

Draft Twilight Economy Review Report

Report of: Sam Bailey, Research and Performance Officer

1. Introduction

- 1.1 To consider the Draft Twilight Economy Review Report contained in Appendix A.

2. Recommendation

- 2.1 That the Committee considers the content Draft Twilight Economy Review Report attached in Appendix A, and suggests any changes as appropriate.
- 2.2 That the Committee agrees the recommendations contained within the Draft Twilight Economy Review Report attached in Appendix A, and suggests any changes as appropriate.

3 Draft Twilight Economy Review Report

- 3.1 The draft Twilight Economy Review Report is contained in Appendix A. The general themes for the recommendations were suggested during a working party meeting following the committee's trip to Canterbury. The committee should consider whether the contents of the report, and wording of the recommendations, accurately reflects what was suggested in this meeting.
- 3.2 The committee should consider whether the draft report (Appendix A) delivers what was set out in the scoping document (Appendix B). If there are any significant omissions, these should be addressed during the consideration of this item.
- 3.3 Following the approval of the draft report, including any suggested changes to wording, the report will be sent for design. Photographs, corporate branding, a contents page and the Chairman's foreword will all be added. Once this work has been completed, the final report will be considered by the Committee for sign off at the meeting of 27 January.

4. Impact on Corporate Objectives

- 4.1 This review has a direct impact on the following corporate priorities:

- 'For Maidstone to have a growing economy' and 'For Maidstone to be a decent place to live'.

4.2 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.

5. Relevant Documents

5.1 Appendix A: Draft Twilight Economy Review Report
Appendix B: Twilight Economy Review Scope

Economic and Commercial Development Overview and Scrutiny Committee

Twilight Economy Review

December 2014

DRAFT

Chairman's Foreword

DRAFT

Contents

DRAFT

Introduction

In 2002/2003, the Strategic Leadership Overview and Scrutiny Committee carried out a review of the night time economy in Maidstone. Within this review, there was a section titled 'Interplay between the Night Time Economy and Day-Time Economy'. In this section, it was stated that there was unmet potential for delivering what became known as the 'twilight economy'. One of the main recommendations from this report was that 'the Economic Development Section should conduct analysis of whether there is potential to develop the 'twilight economy' and, if so, how this might be achieved and what action, if any, might be required'.

Following this Scrutiny Review, in 2007 the Economic Development Team commissioned a piece of research (produced by Bone Wells Associates in association with the University of Westminster) on the Night Time Economy called 'Maidstone by Night'. This report contained a section on the Twilight Economy. The report's findings were that:

- Late night shopping on a Thursday was a non-event;
- Maidstone lacks a town centre market which could add to the evening economy; and
- Cafes tended to close in the early evening.

During the committee's future work programme workshop, held in July 2014, a suggestion was put forward for the committee to look into the Night Time Economy. Members of the committee were conscious that this review topic could overlap with the terms of reference of other Overview and Scrutiny Committees, namely Community Environment and Housing Overview and Scrutiny Committee, and therefore wished to narrow the scope of the review. After revisiting previous work that had been carried out on this subject, the committee decided to carry out a further investigation into the 'twilight economy'.

Terms of Reference

Once the committee had decided to carry out a review into the twilight economy, a working party was set up to agree terms of reference for the review.

The committee agreed that the twilight economy would be defined as:

'Economic activity that occurs in the town centre after ordinary shop and workplace closing times (around 5.30pm) but before the usual pub closing times (around 11.30pm).'

The stated objectives of the review were:

- To assess whether there is a need for a more vibrant twilight economy;
- To investigate whether there is a will for town centre stakeholders to provide for a more vibrant twilight economy; and
- If the answer to both of the above is yes, what can be done to improve the twilight economy in Maidstone.

Methodology

Evidence was gathered for the review in the following ways:

- Two committee meetings in which evidence was taken from witnesses;
- A walk around Maidstone Town centre in order to see the current twilight economy in Maidstone; and
- A visit to Canterbury, to see their approach to the twilight economy and to see whether there was any best practice that could be applied in Maidstone.

During the committee meetings, the following witnesses were interviewed:

- Dawn Hudd, Head of Commercial and Economic Development at Maidstone Borough Council;
- Laura Case, Cultural Services Manager at Maidstone Borough Council;
- Bill Moss, Maidstone Town Centre Manager; and
- John Barnes, Manager of Wonderland Nightclub.

Evidence Gathered from Witnesses

October

Dawn Hudd, Head of Commercial and Economic Development, and Laura Case, Cultural Services Manager, gave evidence at the meeting in October. These witnesses explained that the problem of the town centre being quiet in the early part of the twilight economy period was common to many towns. It was suggested to the committee that what was needed was a 'champion' for the twilight economy, who was independent of the council.

Two key pieces of work were underway at the time that would be relevant to the Twilight Economy, and that this report could contribute to. The first was the Town Centre Vision, which would set out the future of the Town Centre including where various activities would take place. The second was the Destination Management Plan, which would develop how Maidstone should look as a destination. These witnesses also explained that cross promoting different events that were happening in the early evening could go some way to improving the twilight economy.

Finally, Mrs Hudd gave the committee an example of where efforts had been made to improve the twilight economy. Mrs Hudd had previously worked at Canterbury City Council, and they had seen some success in their efforts on this subject.

Prior to the October meeting, members of the committee had attended the Night Time Economy Forum to request members of this forum give evidence for this review. John Barnes, manager of the Wonderland Night Club, attended the October committee meeting to give evidence. Mr Barnes made several useful suggestions of how assets in the town could be used differently, including Lockmeadow car park and Jubilee Square, as well as capitalising on seasonal events such as Bonfire Night. Mr Barnes also suggested that street lighting was a real issue for the twilight, as well as night time, economies- especially during the winter. Mr Barnes noticed that the town could be very dark, with patchy light coverage due to streetlights being out of order. Mr Barnes also stated that the river could be better lit to make it more inviting.

During this meeting, the committee identified that Maidstone had a strong music offer. The committee felt that this could be capitalised on to improve the twilight economy. Mr Barnes agreed with this assertion, as he knew that night club customers in Maidstone demanded a high standard when it came to music in his clubs.

November

At the November meeting Bill Moss, Town Centre Manager, gave evidence on this topic.

Mr Moss highlighted that Maidstone had an excellent offer in terms of restaurants and places to eat. He considered this was a sector that had gone from strength to strength in the time he had been Town Centre Manager. He stated this was very positive when it came to the twilight economy, as it was a vibrant sector that was active during the twilight hours.

Mr Moss also informed the committee that despite several initiatives, other than at Christmas time, late night shopping had never been a success in Maidstone. It was therefore reasonable to conclude that there was little demand for late night shopping in Maidstone.

Mr Moss also stated that the lighting situation had improved since he had become Town Centre Manager, and particularly since the regeneration of the Town Centre. However both Kent County Council and Maidstone Borough Council could be slow to replace blown bulbs. Kent County Council's service standard for replacing blown bulbs was 28 days, which Mr Moss felt was too long, particularly in the town centre.

Mr Moss thought that the music offer in the town centre was strong. However more live music could be staged in Jubilee Square.

During the October meeting, sketches of the proposed regeneration of other areas of the town centre (including Earl Street, Week Street and Gabriel's Hill) had been circulated to the committee. Mr Moss was asked whether these proposed regeneration projects would be welcome to the twilight economy. Mr Moss confirmed that they would be very welcome, and the regeneration of the upper and lower high street (now complete) had been very positive for the town.

When asked what the council could do to improve the twilight economy, Mr Moss responded that greater marketing of the twilight economy should be a priority. Mr Moss suggested that cross promotion could really help businesses in this sector, for example combined cinema and meal offers.

The committee were informed, prior to the meeting, that Mr Moss would be retiring in the near future. The committee thanked Mr Moss for his years of service to the town, and wished him well for his retirement. Mr Moss confirmed that there would be a new Town Centre Manager appointed, following his retirement.

Evidence Gathered from Field Trips

During the course of the review, the committee conducted two field trips. The first was in Maidstone, between 17.30 and 18.15. The purpose of this trip was to observe and assess the current state of the twilight economy.

The second field trip was to Canterbury. The purpose of this was to see what work had been undertaken to improve the twilight economy in this area, and see if there were any lessons that could be transferred to Maidstone.

Maidstone Field Trip

The committee walked around Maidstone Town Centre during the twilight hours. Following this, their observations, comments and thoughts were reported back to the committee during the meeting in November.

The committee noted there were large areas of darkness, possibly due to blown street light bulbs. This was particularly noticeable on Earl Street, which was the focal point for restaurants in the town.

The committee noticed that the town became more run-down as you headed towards Maidstone East Station along Week Street. However despite this there were plenty of eating establishments and restaurants at this end of town. The committee also noticed several new eating venues being fitted out.

The committee also noticed an increase in the street population, particularly beggars and street drinkers, as they approached Maidstone East station. The committee observed that this gave the town an unwelcome feel, particularly if it was the first thing people saw as they left the train station.

It was noted how good the Christmas lights looked, and also how smart the town hall, and other buildings around Jubilee Square, looked when they had been floodlit.

The committee also discussed from their own experiences how dark approaches to car parks were. This was seen as unappealing for those who may be parking in the town centre during the twilight hours.

Canterbury Field Trip

Following on from Dawn Hudd's suggestion during the committee meeting in October, the committee organised a field trip to Canterbury. Bob Jones, who was the Chief Executive Officer of Canterbury Connected Business Improvement District (BID), facilitated this trip.

The trip consisted of a briefing about the Business Improvement District, a tour of Canterbury during the early evening and then a post tour debrief.

During the briefing, the committee learned about Canterbury's Business Improvement District (BID) - including what it was, how it came about and its plans for the future - and the MyCanterbury app.

A Business Improvement District is a defined area within which businesses have to pay an additional levy in order to fund projects within the district's boundaries. In order for a BID to come into being, a ballot of businesses in the area must take place. To win the ballot, over 50% of businesses by rateable value as well as by absolute number must be in favour of the creation of the BID. This ensures support from both independent businesses and national chains.

Canterbury went to ballot in July 2014, and was successful. The BID got underway in October 2014 and had a five year term. The BID had already provided the following:

- Additional Street Cleansing;
- Christmas lights; and
- Hanging floral displays.

Following these initiatives, the BID would be providing three 'Street Ambassadors' who would liaise with levy payers and statutory authorities, help resolve issues and meet and greet visitors. The BID would also be providing energy consultations to help local businesses save money on their energy bills.

The activity of the BID was not designed to replace the responsibilities of the local authority, but to provide additional services above and beyond what would normally be received by businesses within the BID area. For example, Canterbury City Council is still providing street cleansing services in the City Centre, however an additional street cleansing team provided by the BID was carrying out pressure washing on pavements and buildings to improve the image of the area.

One of the most innovative initiatives the BID was taking forward was the MyCanterbury app. This app was the successor to the 'Canterbury Card', which was a card that gave local residents access to special offers and

promotions within Canterbury. This card was formerly run by the City Council, and had a large membership. The administration of the scheme had been passed on to the BID, and the existing database of users had been used to create an app called MyCanterbury. The app allowed local businesses to send promotions to users of the app. The app was able to distinguish between visitors and residents and build up a picture of each user based on their previous purchases. This allowed businesses to tailor their messages to their target audience (e.g. residents, visitors, frequent customers, those who made similar purchases). Businesses within the BID area received a free listing on the directory for this app, and could use the app to generate flexible promotional opportunities on a paid for basis.

The creator of the MyCanterbury app had plans to expand the app. A major component of these plans was to use existing users as 'visitors' for other areas. The app had the capability to recognise when users were in other locations that had an app using the same platform. For example if a MyMaidstone app was created, MyCanterbury users would automatically become visitors to Maidstone. This would allow businesses in these locations to push their promotions to app users from other areas if they were to visit Maidstone.

When it came to public transport, an interesting initiative had been trialled in Canterbury for their Park and Ride services. Previously, Park and Ride buses had been provided by the County Council's operator. However there had been a change of contract and services were now provided by Stagecoach, who also provided the majority of local bus services in Canterbury. A deal had been agreed with Stagecoach for them to accept Park and Ride bus tickets on their local bus services for times after Park and Ride services had ended. Park and Ride car parks were also not locked overnight. This allowed an extension of the Park and Ride service into the evening for little to no additional cost.

Conclusions and Recommendations

Following the evidence gathered by the committee, the committee has drawn several conclusions, resulting in recommendations.

Lighting

The committee noticed the poor lighting within parts of the town centre in the twilight hours. This was not necessarily due to a lack of lighting, but due to lights being out of order. The committee also heard evidence from witnesses that Kent County Council's service standard for replacing street light bulbs that may have blown was 28 days. The committee felt that this was too long, and the areas of darkness created gave the town centre an unappealing feel.

Recommendation 1: That the Cabinet Member for Economic and Commercial Development be recommended to negotiate a deal with Kent County Council to ensure broken streetlights in the town centre are fixed at a faster timescale than 28 days.

The committee also felt that lighting on the approach to car parks was poor. This made it unappealing for visitors, who may feel unsafe returning to their car in the twilight hours.

Recommendation 2: That the Cabinet Member for Planning, Transport and Development should ensure there is appropriate lighting for approaches to council owned town centre car parks.

The committee noticed that those buildings in Maidstone town centre that had been floodlit really improved the look of the area. The committee also noticed this had the same effect in Canterbury.

Recommendation 3: That the Cabinet Member for Economic and Commercial Development invest in, or encourage businesses to invest in, floodlighting of appropriate buildings in the town centre. Floodlighting of buildings could be included into existing regeneration plans and funded through section 106 money.

The committee felt that if the problems with lighting could be improved in the town centre, it would make it a more desirable place to pursue leisure activities in the twilight economy.

Engagement

The committee was impressed with the work already carried out by the Canterbury Connected BID, as well as their proposed future projects.

The committee had identified that with a new town centre manager there may be a new opportunity to engage with local businesses; particularly those whose trading hours may fall within the twilight hours. If it is something that is desired by the business community in the town centre, the council should support the creation of a BID for Maidstone.

Recommendation 4: That the Cabinet Member of Economic and Commercial Development, as well as the Head of Commercial and Economic Development, be recommended to support the new Town Centre Manager, help them to engage with local businesses and if required support the BID process.

Marketing

The committee heard evidence that businesses within the twilight economy would benefit from an increased level of marketing, and a more sophisticated way of reaching their customers. When the committee visited Canterbury, the committee were particularly impressed with the MyCanterbury app. This platform appeared to be an appropriate solution to the problem that had been identified.

Recommendation 5: That the Head of Commercial and Economic Development be recommended to investigate the possibility of bringing the MyCanterbury app to Maidstone, with a particular focus on twilight economy businesses.

It was felt by the committee that having this tool, and engaging with local businesses on how to use it for the promotion of events (for example music, seasonal events and festivals) and the cross promotion of different businesses could help to solve many of the problems that had been identified in this review.

Regeneration

The committee noted that there was a positive response regarding the proposed regeneration plans of Earl Street, Week Street and Gabriel's Hill.

The committee felt that these regeneration plans would make the town a more inviting place to spend an evening. The committee particularly welcomed the proposed regeneration of Week Street. This was because the end of Week Street that was closest to Maidstone East Railway Station had a particularly run down feel, with a large number of the street population (beggars, street drinkers and rough sleepers) congregating in this area. There were several independent food businesses at this end of town, and the unwelcoming feel from the street scene was probably a detriment to their business. If this area was regenerated, and the lighting situation improved, it was felt that this would improve this end of town.

Recommendation 6: That the Cabinet Member for Economic and Commercial Development make the proposed regeneration work in Week Street, Earl Street and Gabriel's Hill a priority.

Park and Ride

The committee was concerned that a lot of people depend on the Park and Ride service to get to their place of employment in the town centre. This service finishes at around 6pm and the car parks are locked at 6.30pm. The committee felt that this was a barrier for people wishing to stay in the town centre to pursue leisure activities after work.

Although not minuted, during one of their committee meetings a former Cabinet Member for Planning, Transport and Development noted that he had tried introducing a later park and ride service for late night shopping at Christmas time. This had not been a success, and had been relatively costly for the council as they had to spend money on extra bus services.

However the committee had heard about a relatively simple solution to this problem when they visited Canterbury- negotiating that Park and Ride tickets be valid on local bus services and not locking car parks at night.

Recommendation 7: That the Cabinet Member for Planning, Transport and Development be recommended to negotiate that park and ride tickets be valid on local bus routes after park and ride services finish, and to keep the park and ride car parks unlocked in the evenings. This could be trialled in one car park with the best local bus services, and the passenger numbers be monitored. If successful, this could be expanded to all Park and Ride sites.

| |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name of Review: Maidstone's Twilight Economy |
| What are the objectives and desired outcomes of the review The following definition of the Twilight Economy was agreed by the committee: <i>Economic activity that occurs in the town centre after ordinary shop and workplace closing times (around 5.30pm) but before the usual pub closing times (around 11.30 pm)</i> <ul style="list-style-type: none">• To assess whether there is a need for a more vibrant twilight economy;• To investigate whether there is a will for town centre stakeholders to provide for a more vibrant twilight economy; and• If the answer to both of the above is yes, what can be done to improve the twilight economy in Maidstone. |
| What equality issues will need to be considered as part of the review – giving consideration to the 9 protected characteristics: Members will consider whether the twilight economy is accessible to those with any of the protected characteristics. It is not anticipated that this subject will have any impact, however any recommendations that are made as a result of the review will be made with due consideration to the protected characteristics. |
| Which witnesses are required? First set of witnesses: <ul style="list-style-type: none">• Cabinet Member• An officer from Economic Development• A representative from Town Centre Management Second set of witnesses: <ul style="list-style-type: none">• Town centre stakeholders in the twilight economy including Hazlitt Theatre management, local business owners/managers from the sector etc.• Kent Invicta Chamber of Commerce• Federation of Small Businesses• Youth Forum |
| Other ways to seek evidence? E.g. site visits, involving members of the public, consultation. <ul style="list-style-type: none">• If possible, the Town Centre Regeneration Phase 3 consultation document;• Site visits of Maidstone, and other places (perhaps one aspirational, one that we don't want to be like)• Some form of public consultation on demand for the twilight economy• Any previous work carried out on this subject by MBC, Town Centre Management or any other organisation |

Suggested time for review and report completion date:

- Draft scoping document presented to the committee at the meeting of 26th August;
- First set of witnesses to be interviewed/evidence to be presented at the meeting of 28th October;
- Second set of witnesses to be interviewed/evidence to be presented at the meeting of 25th November
- Draft report presented for sign off for the meeting of 23rd December or 27th January (depending on whether December meeting goes ahead)

How does the review link to council priorities?

This review will help contribute to the following priorities:

- For Maidstone to have a growing economy- by encouraging the twilight economy to grow, providing a benefit to business owners and to increase quality of life for residents which attracts inward investment; and
- For Maidstone to be a decent place to live- by increasing quality of life for residents

How does this item deliver CfPS effective scrutiny principles?

- **Provides 'critical friend' challenge to executive policy-makers and decision-makers**
- **Enables the voice and concerns of the public**
- **Is carried out by 'independent minded governors' who lead and own the scrutiny role**
- **Drives improvement in public services**

Any co-optees or expert witnesses?

None

Maidstone Borough Council

Economic and Commercial Development Overview and Scrutiny Committee

Tuesday 23 December 2014

Future Work Programme and SCRAIP update

Report of: Sam Bailey, Research and Performance Officer

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 meeting of 25 November 2014.
- 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 require further investigation or monitoring.
- 2.3 That the Committee notes the update in the SCRAIP from 21 and 28 October 2014 attached as **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 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 At the meeting of 25 November, it was resolved that the committee should hold a scoping meeting for a potential review of skills and employability in the borough. The committee requested that the meeting be held in the evening to accommodate those members that work. This scoping meeting is scheduled for 5 January 2014, at 6.30pm at the town hall. A meeting request has been sent round to members of the committee via email. The suggestion on barriers and opportunities for local business may be considered as part of

this review topic.

- 3.3 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.
- 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 SCRAIP update

- 5.1 An update on the recommendations from the meeting of 29 July 2014 is attached as **Appendix C**.
- 5.2 Only one of the three SCRAIPs has a response. The two missing SCRAIP responses are available in draft form but had not been signed off by the Cabinet Member for Economic and Commercial Development at the time of agenda publication. These SCRAIP responses will be reported to the Committee at the meeting of 25 November.

6. Impact on Corporate Objectives

- 6.1 The Committee will consider reports that deliver against the following Council priorities:
- 'For Maidstone to have a growing economy' and 'For Maidstone to be a decent place to live'.
- 6.2 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.

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

| Meeting Date | Agenda Deadline | Agenda Items | Details and Desired Outcomes | Witnesses and Report Authors |
|---------------------------------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| 29 th July | 16 th July | <ul style="list-style-type: none"> • Cabinet member priorities-written report • Draft Commercialisation Strategy | <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 7.30pm.</p> | <ul style="list-style-type: none"> • Cabinet member • Marcus Lawler |
| 26 th August | 13 th August | <ul style="list-style-type: none"> • Events and festivals strategy • Events review SCRAIP follow up • Draft Scoping Document for Twilight Economy Review | <p>These items will come together as requested by the committee during the work programming workshop at the meeting of 1st July because it was felt they were related.</p> <p>Scoping document for Twilight Economy review for members to comment on.</p> | <ul style="list-style-type: none"> • Laura Case |
| 29 th September (re-arranged from the meeting of the 23 rd September) | 17 th September | <ul style="list-style-type: none"> • Enterprise Hub proposals | <p>Meeting re-arranged in order to provide an update on the proposals for the Enterprise Hub</p> | <ul style="list-style-type: none"> • Karen Franek |
| 21 st October | 8 th 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 th October | 15 th October | <ul style="list-style-type: none"> • First set of Witnesses | <p>First set of witnesses for</p> | <ul style="list-style-type: none"> • First witnesses for |

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

| Meeting Date | Agenda Deadline | Agenda Items | Details and Desired Outcomes | Witnesses and Report Authors |
|---------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | <p>for Twilight Economy review</p> <ul style="list-style-type: none"> • Formation of Maidstone Culture and Leisure | Twilight Economy Review. | <p>Twilight Economy Review, as specified in scoping document</p> <ul style="list-style-type: none"> • Laura Case • Dawn Hudd |
| 25 th November | 12 th November | <ul style="list-style-type: none"> • Second set of witnesses for Twilight Economy Review • Skills and Employability Update • Commercial projects | <p>Following the update on skills and employability projects the committee will consider whether it wishes to conduct a review on skills and employability.</p> <p>Second set of witnesses for the Twilight Economy Review.</p> <p>Business cases for commercial projects due for a cabinet member decision in January.</p> | <ul style="list-style-type: none"> • Second set of witnesses for Twilight Economy Review • Abi Lewis • Karen Franek • Marcus Lawler |
| 23 rd December | 10 th December | Draft Twilight Economy Review Report ready for comment by the Committee | Final changes to the Twilight Economy Review Report | |
| 27 th January | 14 th January | <p>Final Twilight Economy Review Report ready for sign off by the Committee.</p> <p>Scoping document for the Skills and Employability Review for sign off by the</p> | <p>Agree members to present report to cabinet.</p> <p>Agree scope and first set of witnesses for Skills and Employability Review</p> | |

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

| Meeting Date | Agenda Deadline | Agenda Items | Details and Desired Outcomes | Witnesses and Report Authors |
|---------------------------|---------------------------|--------------|------------------------------|------------------------------|
| | | Committee | | |
| 24 th February | 11 th February | | | |
| 24 th March | 11 th March | | | |
| 28 th April | 15 th April | | | |

Suggestions TBC

| Suggestion | Reason |
|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Barriers and opportunities for rural business/IT infrastructure in offices (broadband) | These will be considered following scrutiny of the employment implications of the local plan in October. |



LIST OF FORTHCOMING DECISIONS

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Democratic Services Team
E: democraticservices@maidstone.gov.uk

Publication Date: 14 November 2014

Appendix B - 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

Appendix B - 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.

Appendix B - List of Forthcoming Decisions

WHO ARE THE CABINET?



Councillor Annabelle Blackmore
Leader of the Council
annabelleblackmore@maidstone.gov.uk
Tel: 07854 684207



Councillor David Burton
Cabinet Member for Planning, Transport and Development
davidburton@maidstone.gov.uk
Tel: 07590 229910



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



Councillor Marion Ring
Cabinet Member for Environment & Housing
marionring@maidstone.gov.uk
Tel: 01622 686492



Councillor Steve McLoughlin
Cabinet Member for Corporate Services
stevemcloughlin@maidstone.gov.uk
Tel: 01622 761998



Councillor John Perry
Cabinet Member for Community and Leisure Services
johnperry@maidstone.gov.uk
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) |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------|
| <p>Audit Committee</p> <p>Due Date: Monday 24 Nov 2014</p> <p>00</p> | <p>Treasury Management Strategy Mid Year Performance 2014 15</p> <p>This report sets out the activities of the Treasury Management Function for 2014 15 financial year in accordance with CIPFA's Code of Practice on Treasury Management issued in November 2009.</p> | | <p>Paul Riley, Head of Finance & Customer Services</p> <p>paulriley@maidstone.gov.uk</p> | <p>Public</p> | <p>Treasury Management Strategy Mid Year Performance 2014 15</p> |
| <p>Audit Committee</p> <p>Due Date: Monday 24 Nov 2014</p> | <p>Treasury Management Strategy 2015 16</p> <p>To consider future Treasury Management Strategy for 2015 16</p> | | <p>Paul Riley, Head of Finance & Customer Services</p> <p>paulriley@maidstone.gov.uk</p> | <p>Public</p> | <p>Treasury Management Strategy 2015 16</p> |

Forthcoming Decisions
November 2014 - March 2015

| 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> |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Audit Committee Due Date: Monday 24 Nov 2014 | Annual Governance Statement Action Plan Update update on the Annual Governance Statement action plan update | | Angela Woodhouse, Head of Policy and Communications angelawoodhouse@maidstone.gov.uk | public | Annual Governance Statement Action Plan Update |
| Audit Committee Due Date: Monday 24 Nov 2014 | Audit Committee Progress Report - November 2014 Progress update for the Audit Committee on the work of external audit. | | Ellie Dunnet elliedunnet@maidstone.gov.uk | Public | Audit Committee Progress Report - November 2014 |
| Audit Committee Due Date: Monday 24 Nov 2014 | External Auditor's Annual Audit Letter External Auditor's Annual Audit Letter | | Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk | Public | External Auditor's Annual Audit Letter |

Forthcoming Decisions
November 2014 - March 2015

| 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: Friday 28 Nov 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>Stephen McGinnes stephenmcginnes@maidstone.gov.uk</p> | <p>Public</p> | <p>Bankruptcy Policy for Council Tax and Business Rates Debt</p> |
| <p>Cabinet Member for Planning, Transport and Development</p> <p>Due Date: Friday 28 Nov 2014</p> | <p>VARIATION TO TRAFFIC REGULATION ORDERS</p> <p>To consider the objections received in relation to the formal consultation following the advertising of;</p> <p>The Kent County Council (Borough of Maidstone) Waiting Restrictions Order (variation No 25) Order 2014.</p> | | <p>Jeff Kitson jeffkitson@maidstone.gov.uk</p> | <p>Public</p> | <p>VARIATION TO TRAFFIC REGULATION ORDERS</p> |

Forthcoming Decisions
November 2014 - March 2015

| 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> |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------|
| Leader of the Council Due Date: Friday 28 Nov 2014 | Equality Objectives - Mid Year Update Equality Objectives - Mid Year Update | | Clare Wood clarewood@maidstone.gov.uk | Public | Equality Objectives - Mid Year Update |
| Cabinet Member for Community and Leisure Services Due Date: Friday 12 Dec 2014 | Maidstone Play Strategy - A Strategy for Outdoor Equipped Play Areas 2014-2024 To consider the adoption of the Maidstone Play Strategy – A Strategy for Outdoor Equipped Play Areas 2014-2024 and the actions within the document | KEY Reason: Expenditure > £250,000 | Jason Taylor, Parks and Leisure Manager jason.taylor@maidstone.gov.uk | Public | Maidstone Play Strategy - A Strategy for Outdoor Equipped Play Areas 2014-2024 |
| Cabinet Member for Corporate Services Due Date: Friday 12 Dec 2014 | Lease of Giddyhorn Lane Tennis Courts Lease renewal to Maidstone Lawn Tennis Club of the tennis courts at Giddyhorn Lane Playing Fields | | Lucy Stroud lucystroud@maidstone.gov.uk | Private because of commercially sensitive information. | Lease of Giddyhorn Lane Tennis Courts |

Forthcoming Decisions
November 2014 - March 2015

| 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 Environment and Housing</p> <p>Due Date: Friday 12 Dec 2014</p> <p style="text-align: center; font-size: 2em;">42</p> | <p>ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - NEW ANTI-SOCIAL</p> <p>To provide Members with an overview of the important new measures for tackling anti-social behaviour contained within the Anti-Social Behaviour and Police Act 2014 (the Act). The local plans for its implementation and for Members to consider the implications for the Council, as a 'relevant body', for the purposes of the Act.</p> | <p>KEY Reason: Affects more than 1 ward</p> | <p>Martyn Jeynes martynjeynes@maidstone.gov.uk</p> | <p>Public</p> | <p>ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 - NEW ANTI-SOCIAL</p> |

Forthcoming Decisions
November 2014 - March 2015

| 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 Due Date: Wednesday 17 Dec 2014 | Council Tax 2015 16 Collection Fund Adjustments To agree the levels of Collection Fund adjustment | KEY Reason: Budget Reports | Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk | Public | Council Tax 2015 16 Collection Fund Adjustments |
| Cabinet Due Date: Wednesday 17 Dec 2014 | Council Tax Tax Base 2015 16 To advise Members of the information currently available on the Tax Base for 2015 16 for Council Tax purposes. | | Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk | Public | Council Tax Tax Base 2015 16 |

Forthcoming Decisions
November 2014 - March 2015

| 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</p> <p>Due Date: Wednesday 17 Dec 2014</p> <p>44</p> | <p>Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh</p> <p>To consider the progress made on implementing the Customer Service Improvement Strategy in 2013/14 and the refresh of the Strategy for 2014/15.</p> | <p>KEY Reason: Policies, Plans, Strategies</p> | <p>Georgia Hawkes, Head of Business Improvement georgiahawkes@maidstone.gov.uk</p> | <p>Public</p> | <p>Customer Service Improvement Strategy 2013-16 Channel Shift Strategy 2011 Customer Service Improvement Strategy 2013-16: Progress and 2014/15 refresh</p> |
| <p>Cabinet</p> <p>Due Date: Wednesday 17 Dec 2014</p> | <p>Maidstone Enterprise Hub</p> <p>Consideration of financing options</p> | <p>KEY Reason: Expenditure > £250,000</p> | <p>Karen Franek karenfrank@maidstone.gov.uk</p> | <p>Public</p> | <p>Maidstone Enterprise Hub</p> |
| <p>Cabinet</p> <p>Due Date: Wednesday 17 Dec 2014</p> | <p>Discretionary Housing Payment</p> <p>Future policy for the award of discretionary housing payments.</p> | | <p>Stephen McGinnes stephenmcginnes@maidstone.gov.uk</p> | <p>Public</p> | <p>Discretionary Housing Payment Appendix A - DHP Policy Appendix B - Equality Impact Assessment</p> |

Forthcoming Decisions
November 2014 - March 2015

| 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 Due Date: Wednesday 17 Dec 2014 | Budget Strategy 2015 16 Onwards To agree a draft Council Tax and Budget Strategy for 2015 16 Onwards | KEY Reason: Budget Reports | Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk | Public | Budget Strategy 2015 16 Onwards |

Forthcoming Decisions
November 2014 - March 2015

| 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</p> <p>Due Date: Wednesday 17 Dec 2014</p> <p style="text-align: center; font-size: 2em;">46</p> | <p>Budget Strategy 2015 16 Fees & Charges</p> <p>To consider the appropriate level of fees and charges for 2015 16 for services where the Council raises income by charging the user of a service and where the setting of the fee to be charged is discretionary. The Council has adopted a policy on the setting of fees and charges to ensure that a rational approach is used that takes account of all factors and creates a result that supports the priorities set out in the strategic plan.</p> | <p>KEY Reason: Fees & Charges</p> | <p>Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk</p> | <p>Public</p> | <p>Budget Strategy 2015 16 Fees & Charges</p> |

Forthcoming Decisions
November 2014 - March 2015

| 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 Due Date: Wednesday 17 Dec 2014 | Enterprise Hub Proposal to establish an Enterprise Hub on the Terrace of Maidstone House. | KEY Reason: Expenditure > £250,000 | Karen Franek karenfrank@maidstone.gov.uk | Private: Paragraph 3 of Local Government Act 1972 (Commercial sensitivity). | Enterprise Hub |
| Cabinet Due Date: Wednesday 17 Dec 2014 | Enterprise Hub Proposal to establish an enterprise hub on the terrace of Maidstone House. | KEY Reason: Expenditure > £250,000 | Karen Franek karenfrank@maidstone.gov.uk | Public | Enterprise Hub |
| Cobtree Manor Estate Charity Committee Due Date: Wednesday 17 Dec 2014 | Cobtree Golf Course A report into the extension of the golf course contract | | Joanna Joyce joannajoyce@maidstone.gov.uk | public | Cobtree Golf Course |
| Cobtree Manor Estate Charity Committee Due Date: Wednesday 17 Dec 2014 | Cobtree Golf Course Appendix Appendices A and B to the report. | | Joanna Joyce joannajoyce@maidstone.gov.uk | private, the appendix contains commercially sensitive information | Cobtree Golf Course Appendix |

Forthcoming Decisions
November 2014 - March 2015

| 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 Due Date: Wednesday 14 Jan 2015 48 | Maidstone Borough Local Plan - Development Management Policies Proposed amendments to the development management policies in the local plan following regulation 18 public consultation in Spring 2014. | KEY Reason: Policies, Plans, Strategies | Rob Jarman, Head of Planning and Development Robjarman@maidstone.gov.uk | Public | Maidstone Borough Local Plan - Development Management Policies |
| Cabinet Due Date: Wednesday 14 Jan 2015 | A Sustainable Future for Mote Park Measures to secure the financial future of Mote Park | KEY Reason: Expenditure > £250,000 | Marcus Lawler MarcusLawler@maidstone.gov.uk | Private Local Government Act 1972 paragraph 3 (commercial sensitivity) | A Sustainable Future for Mote Park |
| Cabinet Due Date: Wednesday 14 Jan 2015 | Exempt Appenix - A Sustainable Future for Mote Park Business case | KEY Reason: Expenditure > £250,000 | Marcus Lawler MarcusLawler@maidstone.gov.uk | Private. Local Government Act 1972 paragraph 3 (commercial sensitivity) | Exempt Appenix - A Sustainable Future for Mote Park |

Forthcoming Decisions
November 2014 - March 2015

| 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</p> <p>Due Date: Wednesday 14 Jan 2015</p> <p>49</p> | <p>Review of Business Cases</p> <p>Submission of four business cases for early scrutiny. The business cases include: A Sustainable Future for Mote Park; Regeneragtion of Brunswick Street; Widening Crematorium Services; and Investment In Support Of The Economic Development Strategy.</p> | <p>KEY Reason: Expenditure > £250,000</p> | <p>Marcus Lawler MarcusLawler@maidstone.gov.uk</p> | <p>Public</p> | <p>Review of Business Cases</p> |

Forthcoming Decisions
November 2014 - March 2015

| 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</p> <p>Due Date: Wednesday 11 Feb 2015</p> <p style="text-align: center; font-size: 2em;">50</p> | <p>Budget Strategy 2015 16 Onwards</p> <p>Agree proposed General Fund revenue and capital estimates for 2015 16 and revised figures for 2014 15 in accordance with the Budget Strategy and Medium Term Financial and Capital Strategies and Projections, and the consequent level of Council Tax for submission to Council.</p> | <p>KEY Reason: Expenditure > £250,000</p> | <p>Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk</p> | <p>Public</p> | <p>Budget Strategy 2015 16 Onwards</p> |
| <p>Cabinet</p> <p>Due Date: Wednesday 11 Feb 2015</p> | <p>Budget Monitoring 3rd Quarter 2014/15</p> <p>Revenue and capital budget monitoring update</p> | | <p>Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk</p> | <p>Public</p> | <p>Budget Monitoring 3rd Quarter 2014/15</p> |

Forthcoming Decisions
November 2014 - March 2015

| 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</p> <p>Due Date: Wednesday 11 Feb 2015</p> <p style="text-align: center; font-size: 2em;">51</p> | <p>Treasury Management Strategy 2015 16</p> <p>Review Treasury Management for 2014 15 and consider future Treasury Management Strategy for 2015 16. This will include Prudential Borrowing limits and a proposed Approved Investment Strategy. These matters will be submitted to Council.</p> | <p>KEY Reason: Expenditure > £250,000</p> | <p>Paul Riley, Head of Finance & Customer Services paulriley@maidstone.gov.uk</p> | <p>Public</p> | <p>Treasury Management Strategy 2015 16</p> |
| <p>Council</p> <p>Due Date: Wednesday 25 Feb 2015</p> | <p>Strategic Plan 2015/2020</p> <p>This document sets out what the council wants to achieve and how it will be achieved.</p> | <p>KEY Reason: Policy Framework Document</p> | <p>Angela Woodhouse, Head of Policy and Communications angelawoodhouse@maidstone.gov.uk</p> | <p>Public</p> | <p>Strategic Plan 2015/2020</p> |

ECD OSC SCRAIP Report

| Meeting, Minute & Date | Recommendation | Due Date | Executive Decision Maker | Response | Lead Officer |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 52 ECD.14102 1.53.1 | The committee supports development for employment use at Junction 8 of the M20 subject to the development of a planning policy by the Cabinet Member for Planning, Transport and Development to mitigate damage and to ensure appropriate constraints. This policy should be considered by the Planning, Transport and Development Overview and Scrutiny Committee in January 2015. | 21-Nov-2014 | | Agreed. A draft allocation policy for Junction 8 will be presented for PTD OSC's consideration at its meeting on 20th January 2015. The Cabinet Member for Planning Transport and Development will liaise with the Chairman of the Planning Transport and Development Overview and Scrutiny Committee to consider the content of the draft allocations policy with Members of the Committee in advance of the January meeting. | Sarah Anderton; Sue Whiteside |
| ECD.14102 1.53.2 | The Cabinet Member for Planning, Transport and Development be recommended to acknowledge the importance of retaining the employment sites outside of the town centre detailed in Appendix B of the report (list of existing industrial sites/estates for inclusion in Policy DM18). | 21-Nov-2014 | | Agreed. Policy DM18 of the draft Local Plan (Reg 18) identifies key existing employment sites to be retained in employment use. A revised version of this policy will be presented for PTD OSC's consideration at its meeting on 16th December 2014. | Sarah Anderton; Sue Whiteside |
| ECD.14102 1.54.1 | That subject to point XII regarding the Draft Economic Development Strategy, under minute number | 21-Nov-2014 | | Recommendation: Some concern was raised regarding the wording and strength of the delivery mechanisms for the action plan for the draft Economic Development | Dawn Hudd |

Appendix C – Completed SCRAIPs

| Meeting, Minute & Date | Recommendation | Due Date | Executive Decision Maker | Response | Lead Officer |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| | 51, being considered by the Cabinet Member for Economic and Commercial Development, the Committee recommend the Draft Economic Development Strategy be approved by Cabinet for consultation. | | | Strategy. It was agreed there was a need for a higher priority and profile for tourism, leisure and the visitor economy and renewable and green energy in the strategy and it was felt the action plan needed to be written in more positive language. Response: The comments from the Economic and Commercial Development Overview and Scrutiny Committee are noted and will be responded to as part of the public consultation. When the consultation process is completed and the draft strategy has been finalised, the action plan will be updated accordingly. | |
| ECD.14102 & 65.2 33 | The Head of Economic and Commercial Development be recommended to refine the language in the Maidstone Culture and Leisure Business Plan to make it clear that the formation of Maidstone Culture and Leisure is not purely a profit making exercise; | 28-Nov-2014 | | The document will be reviewed and amended to reflect the recommendation. | Dawn Hudd |

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted