

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING

Date: Tuesday 14 November 2017
Time: 6.30 p.m.
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Barned (Chairman), M Burton, Garten, Joy, D Mortimer (Vice-Chairman), Mrs Ring, Mrs Robertson, Webb and Webster

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Issued on Monday 6 November 2017

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

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.

Head of Schedule 12 A and Brief Description

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PUBLIC SPEAKING

In order to book a slot to speak at this meeting of the Communities, Housing and Environment Committee, please contact 01622 602743 or by email to committeeservices@maidstone.gov.uk by 5 pm one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

ALTERNATIVE FORMATS

The reports included in Part I of this agenda can be available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact** committeeservices@maidstone.gov.uk or **01622 602743**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

Should you wish to refer any decisions contained in these minutes to the Policy and Resources Committee, please submit a Decision Referral Form, signed by three Councillors, to the Head of Policy and Communications by: 30 October 2017

MAIDSTONE BOROUGH COUNCIL

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 17 OCTOBER 2017

Present: Councillors Barned, M Burton, Joy, D Mortimer,
Mrs Ring, Mrs Robertson, Springett and Webb

Also Present: Councillors Mrs Gooch

38. APOLOGIES FOR ABSENCE

It was noted that apologies had been received from Councillors Perry and Webster.

39. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Mrs Springett was substituting for Councillor Webster.

40. URGENT ITEMS

There were no urgent items.

41. NOTIFICATION OF VISITING MEMBERS

Councillor Mrs Gooch was in attendance to give the Committee an update on Local Health Care.

42. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members and Officers.

43. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

44. EXEMPT ITEMS

RESOLVED: That all items on the agenda be taken in public.

45. MINUTES OF THE MEETING HELD ON 18 JULY 2017

RESOLVED: That the minutes of the meeting held on 18 July 2017 be approved as a correct record and signed.

46. PRESENTATION OF PETITIONS

There were no petitions.

47. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

48. COMMITTEE WORK PROGRAMME

The Committee considered the Committee Work Programme.

RESOLVED: That the Committee Work Programme be noted.

49. KEY PERFORMANCE INDICATOR UPDATE - QUARTER 1 2017/18

The Performance and Business Information Officer presented a report on the KPI Performance Report Quarter 1 2017/18.

The Committee noted that:-

- The recycling target had been achieved, along with the percentage of fly-tips cleared or assessed within 2 working days.
- The Homelessness Team had prevented 133 people from becoming homeless.
- The target for the number of affordable homes delivered had not been achieved in Quarter 1 which had been due to handover delays on site.

In response to questions from Members, the Director of Regeneration and Place advised that:-

- He shared the concerns about the lack of affordable homes being built but was confident that the target would be met by the end of the year.
- A report would be brought to the Committee in December on a Review of the Temporary Accommodation Strategy which would set out the steps the Council intended to take to alleviate acute problems around temporary accommodation.

In response to other questions from Members, the Head of Environment and Public Realm advised that:-

- The Council does receive recycling data from KCC but it needs to be audited before being presented to Committee and deadlines can be tight. However, for Quarter 2 it is showing a positive trend.
- An analysis of the cost of commercial waste versus the effects of fly tipping had been carried out. However, the commercial waste service does need to recover all its costs. Although the Waste Team would be working with KCC to establish a provision for

commercial waste facilities.

- A campaign would be introduced shortly, working alongside the Police, to stop any vehicle carrying waste to ascertain if they are a licenced waste carrier.

RESOLVED: That the summary of performance for Quarter 1 of 2017/18 for Key Performance Indicators (KPIs) be noted.

50. LOCAL HEALTH CARE - ORAL UPDATE

Councillor Mrs Gooch gave an update on Local Health Care, in particular the work being undertaken by the West Kent Health and Wellbeing Board.

The Committee noted that the Council had an important role to play in trying to influence and support the way that local health was delivered.

Councillor Mrs Gooch indicated that major changes were being looked at in the way local health was delivered and to achieve this Kent are currently planning to align with Medway.

It was noted that the proposed transformation plans had a timescale of implementation between 4/5 years and a lot of work had already been undertaken on this by the different boards.

During the discussion, the following concerns were raised by Members:-

- The constant shifting of organisational and planned goal posts makes it challenging to deliver on any of the plans
- The fact that there were so many different boards, makes it difficult to move forward on any initiative
- Where are the hubs going to be, a total of 4 were promised last year for Maidstone. It appeared from the presentation by Dr Bowes that there was only going to be one hub for Maidstone, the Council needs to influence where the hubs would be
- How can the inequalities in areas be rectified

During the discussion Members of the Committee felt that their concerns should be put in a letter to the West Kent Health and Wellbeing Board signed by the Chairman and Vice-Chairman of the Committee and presented by Councillor Mrs Gooch at their next meeting.

RESOLVED: That a letter expressing the concerns of the Committee be signed by the Chairman and Vice-Chairman and presented to the West Kent Health and Wellbeing Board by Councillor Mrs Gooch.

Voting: For: Unanimous

51. FIRST QUARTER BUDGET MONITORING

The Committee considered the report of the Director of Finance and Business Improvement on the First Quarter Budget Monitoring 2017/18.

It was noted that the forecast for the first quarter was for a £300,000 overspend. However, the second quarter was showing a more positive picture.

In response to Members concerns about any more budget cuts at the depot, the Director of Regeneration and Place advised that the team were looking at more commercial opportunities to help strengthen the budget.

In response to a question from a Member the Head of Finance undertook to email Members separately on why there was a £31,000 variance for Food and Safety Section.

RESOLVED: That the revenue position at the end of the first quarter and the actions being taken or proposed to improve the position where significant variances have been identified be noted.

52. FUTURE ENFORCEMENT OPTIONS

The Committee considered the report of the Director of Regeneration and Place on the Future Enforcement Options – On-street Enforcement Team.

Members were informed that following the decision taken in August to not extend the litter enforcement contract with Kingdom Security Officers had considered various options as a way forward which included retendering, establishing an in-house on-street enforcement team, letting a contract for on-street enforcement or working in partnership with a neighbouring authority to deliver an on-street enforcement team.

It was noted that behaviours had changed in the town centre and it was evident that litter was being controlled successfully. However other issues have become more evident and need to be addressed in order to achieve the Council's priority of a Clean and Safe Environment. Therefore if the proposal were to establish an on-street enforcement team, the following objectives would need to be included:-

- Address anti-social behaviour
- Proactive enforcement of PSPO(s)
- Reduce fly tipping across the Borough and increase awareness of Duty of Care requirements
- Increase awareness of Commercial Waste requirements for businesses
- Reduce fly posting
- Reduce dog fouling

Officers advised that the team would consist of 2 members of staff spending 70% of their time dealing with litter enforcement and 30% of their time with the other issues.

In response to questions from Members, Officers advised that:-

- The operatives would not just be concentrating on the town centre, it would be borough wide.
- That they would become the eyes and ears out on the street to feedback issues to the Police but not act as a replacement for the Police.
- That the new team would be fully trained on all aspects of their duties.
- That it would not be feasible for the Parking Enforcement team to carry out litter enforcement as part of their duties as they do not often confront people, they just issue the PCN fine by putting it on the vehicle.
- The team would report to the Waste Crime Section based at the Depot and would not be performance based.
- The team would also have a uniform and wear body cameras.
- There would still be a zero tolerance on litter.
- A report would be brought back in six months to the Committee on the progress of this initiative. It was hoped that the service would be operational by the new year (April at the latest).

RESOLVED: That a new in-house On-street Enforcement Team be introduced for an 18 month period to carry out the enforcement of litter, other waste related crimes, anti-social behaviour and Public Space Protection Orders (PSPO).

Voting: For: Unanimous

53. DURATION OF MEETING

6.30 p.m. to 8.05 p.m.

Report Title	Work Stream	Committee	Month	Lead	Report Author
Review of the Council's Temporary Accommodation Strategy	Updates, Monitoring Reports and Reviews	CHE	Dec-17	John Littlemore	Tony Stewart
National Litter Strategy	Updates, Monitoring Reports and Reviews	CHE	Dec-17	Jennifer Shepherd	Martyn Jeynes
Review of the Council's Allocation Scheme	Updates, Monitoring Reports and Reviews	CHE	Dec-17	John Littlemore	Tony Stewart
Fees & Charges	Corporate Finance and Budgets	CHE	Jan-18	Mark Green	Ellie Dunnet
Medium Term Financial Strategy & Budget Proposals 2018/19	Corporate Finance and Budgets	CHE	Jan-18	Mark Green	Ellie Dunnet
Strategic Plan Action Plan 2018/19	Corporate Planning	CHE	Jan-18	Angela Woodhouse	Angela Woodhouse
Crime and Disorder Overview and Scrutiny	Updates, Monitoring Reports and Reviews	CHE	Feb-18	Matt Roberts	Matt Roberts
Setting new Key Performance Indicators (please note that there will be workshops with each committee prior to the report in January/February)	Corporate Planning	CHE	Feb-18	Angela Woodhouse	Anna Collier
Q3 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	CHE	Feb-18	Angela Woodhouse	Anna Collier
Homelessness Reduction Act	Updates, Monitoring Reports and Reviews	CHE	Feb-18	John Littlemore	Tony Stewart
Community Toilet Scheme	Updates, Monitoring Reports and Reviews	CHE	Mar-18	Jennifer Shepherd	John Edwards
Supporting RSLs	Changes to Services & Commissioning	CHE	Mar-18	William Cornall	John Littlemore
Crime and Disorder Overview and Scrutiny	Updates, Monitoring Reports and Reviews	CHE	Mar-18	John Littlemore	Matt Roberts
Mid Kent Waste Contract Review & Clean and Safe Strategy	Updates, Monitoring Reports and Reviews	CHE	TBC	Jennifer Shepherd	Jennifer Shepherd
Fleet maintenance arrangements	Changes to Services & Commissioning	CHE	TBC	Jennifer Shepherd	Ian Packer / John Edwards
Commercial Waste Future Proposal	Regeneration and Commercialisation	CHE	TBC	Jennifer Shepherd	John Edwards
Safeguarding Policy Update	Updates, Monitoring Reports and Reviews	CHE	TBC	John Littlemore	Matt Roberts
West Kent CCG Forward Plan/Maidstone and Tunbridge Wells NHS STP	Updates, Monitoring Reports and Reviews	CHE	TBC	TBC	TBC

Communities, Housing & Environment Committee

14th November
2017

Heather House Community Centre

Final Decision-Maker	Communities, Housing & Environment Committee
Lead Head of Service	John Littlemore, Head of Housing & Communities
Lead Officer and Report Author	Matt Roberts, Community Partnerships & Resilience Manager
Classification	Public
Wards affected	Park Wood

Executive Summary

Heather House is a community facility owned and directly managed by the Council. It serves the local population of Park Wood, providing facilities to enable indoor sports and leisure activities.

Due to the age and construction of the building it has now reached the end of its useful life and a decision is required as to whether significant investment is made to give the property a further life-span or to close the building, demolish and look at alternative options.

This report makes the following recommendations to this Committee:

1. That the decision is made to close Heather House and that a project team is set up to undertake Option 4 as set out in paragraph 7.5.
2. That staff affected by the closure are assisted in accordance with the Council's redundancy policy (contained in the Exempt Appendix to this report).

Timetable

Meeting	Date
Communities, Housing & Environment	14/11/2017

Heather House Community Centre

1 INTRODUCTION AND BACKGROUND

- 1.1 Heather House was constructed in the 1960's, the facility is the only remaining community hall in the Council's direct management, the Council employs an on-site caretaker and retains an assistant caretaker to ensure periods of annual leave and absence are covered.
- 1.2 Heather House consists of the Main Hall and the smaller Reed Hall which are open 7 days per week and used for a variety of community and private hires. The current arrangement requires Maidstone Borough Council to maintain, repair and insure the property and pay utilities.

2 CONDITION OF THE BUILDING AND REPAIRS NEEDED

- 2.1 At the end of May 2017 the two boilers that provide hot water and heating to the building broke down. Upon inspection the engineer found that one boiler was unrepairable, whilst the second boiler was able to be restarted by a temporary repair, this has now also failed. The engineer stated that both boilers need immediate replacement at an estimated cost of between £26,000 and £30,000.
- 2.2 The roof has for some time been an area of concern, as it is known to be of an asbestos manufacture. Whilst there is no immediate cause for concern from the asbestos degrading, the roof continues to leak in places, made worse by recent storms, which has caused further water damage to the structure and items in the hall.
- 2.3 To enable a proper solution a new roof is required and this would mean employing a specialist licensed contractor in order to remove and replace the roof. The centre would also need to close due to the risk to health whilst any part of the roof is disturbed. The cost to provide a new covering over the existing roof would be in the region of £75,000, whilst replacing the roof with a new structure is around £120,000.
- 2.4 In addition to the above the following repairs are also needed;
 - external & internal repairs and decoration required totalling £40,000;
 - replacement of the convector heaters £10,000;
 - window repairs £15,000; and
 - wiring requires replacing at £50,000;
- 2.5 Making an estimated total cost of £261,000 for all repairs.
- 2.6 There is no budget available in the current MTFs to cover the cost of the urgent repairs that are required to the boilers and roof. The decision to invest in the building in order to extend its lifespan would only make financial sense if a full refurbishment programme was conducted at the

same time, further increasing the cost of retaining the existing building. However, even if the building is refurbished its layout, external and internal structure remains dated and therefore limits its use and ability to attract new users.

3 EXISTING USAGE

3.1 The facility is used as a local polling station for general and local elections and, up until recently, by a number of organisations (listed in the table below) who used the building on a regular basis. On the 24th August a letter (included as Appendix 1) was sent to all of the long term users informing them of the need to carry out major repair works and the likelihood of the hall being closed around the end of October unless a decision was made to provide the substantial investment needed to the building.

Table 1

Organisation	Lease End Date	Usage	Days Booked	Charge per Month
Semara Bowls	Group has found alternative venue	Leisure/ Indoor bowling	3 sessions per week	£325
Phoenix Bowls	Group has found alternative venue	Leisure/ Indoor bowling	1 sessions per week	£128
Heather House Bowls	Group has found alternative venue	Leisure/ Indoor bowling	1 sessions per week	£128
Weight Watchers	Looking for an alternative venue	Health & wellbeing	1 sessions per week	£128
Lakeside Bowls	Looking for an alternative venue	Leisure/ Indoor bowling	1 sessions per week	£128
Ballroom Dancing	Group has found alternative venue	Leisure/ Dance classes	1 sessions per week	£128
Millie Moos	August 2017 (now vacant)	Commercial/ Childcare	5 sessions per week	£1,047

3.2 The building is considered to be under-used and is unable to generate sufficient bookings to meet its financial target. Since the letter was received a number of the groups have now found alternative venues, only two groups currently remain and are making arrangements to move to an alternative venue.

- 3.3 Not every regular user had an up to date agreement in place and those that do terminate at various times in the year. One user was in significant arrears (in excess of £5,000), as a result their user of the hall was ended in August 2017 and the debt is being recovered.
- 3.4 Bookings have also been taken for ad-hoc use, such as parties and social events; the last took place on the 4th November 2017.
- 3.5 Due to the condition of the building, the online booking form was suspended in August to prevent bookings being taken for the hall past the end of October until a decision was made about the long term future of the hall. This was to limit both a reputational and financial risk to the Council on three points;
- 1. To prevent those who had booked the hall for a party arriving to find the building cold and damp, who then complain and ask for a full refund on the basis the building was not fit for purpose.
 - 2. That a decision to close the hall would result in having to provide refunds for any deposits taken.
 - 3. Should a person find out that the hall was not fit for purpose as described in 1, or that their booking was cancelled, potentially at short notice, as described in 2, then there could be reputational and financial damage to the Council.

4 OPERATING COSTS

- 4.1 The costs to run Heather House include; utilities, cleaning materials, equipment costs and salaries for two members of staff (staff details contained in Part 2 Appendix 1).
- 4.2 Table 2 below shows the expenditure costs to run the centre against the revenue generated from the use of the hall. While there has been a performance target in place to increase the use of the hall, it has not been possible to meet this target and the hall has been operating at a considerable loss.

Table 2

	2015/16	2016/17	2017/18 YTD
Expenditure	£47,185	£45,645	£30,777
Revenue	£29,769	£24,321	£10,825
Loss	£17,415	£21,324	£19,952

5. BUDGET FOR MAINTENANCE OF COUNCIL BUILDINGS

- 5.1 We have both a revenue (£558k) and a capital (£175k) budget to cover the cost of repairs and maintenance of Council buildings. The revenue budget is allocated across all of the various properties in the Council's portfolio and is managed within the annual budget set for each year.

- 5.2 The capital budget of £175,000 per annum is managed corporately. This is expected to be spent by the end of this financial year through planned expenditure, not including any additional spend on Heather House.
- 5.3 From the revenue budget of £558,000 per annum we have to date spent around £359,000, against a budgeted prediction to spend £279,000 by this point in the financial year. There is £199,000 remaining for the rest of the year which has been allocated against planned and reactive works that we have to/intend to carry out this year.
- 5.4 We are currently £80,000 over the anticipated budget position on repairs and maintenance budgets for this point in the financial year, in order to keep within budgets we need to prioritise expenditure, and ensure that the budget is not overspent by the end of the year. We are already scrutinising expenditure to identify any areas for reallocation of funds.

6. THE PAVILION

- 6.1 Heather House is located on Bicknor Road backing onto the Parkwood Recreation Ground. Adjacent to Heather House is a skate-park and multi-use play area; and next to this (about 400 yards away from Heather House) is The Pavilion. The Pavilion comprises a community facility with a licensed bar on a long-lease to the local branch of the Royal British Legion (RBL); and changing room facilities used by the Weaving Warriors Rugby Football Club (WWRFC) who also use the Recreation Ground for their pitches.
- 6.2 The RBL use the facility to provide a meeting venue for their members to socialise, however the Council does not have details of the current usage. The RBL has a 125 year lease of the building with the Council under which the RBL has full repairing obligations. Consequently no rent is payable to the Council, although the cost of the electricity is met by the Council. The lease has an unexpired term of 97 years with no break clause in the agreement.
- 6.3 No formal agreement exists with the WWRFC for the use of the building. The Weaving Warriors RFC was established in 2004 and currently competes in the Premier 2 League, which is one below the Rugby Football Union's main structure. They use the facility once a week for training and to play their home games. It is understood that they make a payment for the use of the Recreation Ground.

7. AVAILABLE OPTIONS

- 7.1 Option 1: Do nothing. This is not an option as the building has no source of heating, it is in a dilapidated condition and is cold and damp making it unsuitable for use. It is known that cold temperature is a factor that increases the likelihood of falls amongst the older population and as the majority of regular users fall into this category this would represent an increased risk of accidents.

- 7.2 Option 2: Fully refurbish and retain Heather House. The estimated cost for carrying out the refurbishment is likely to be in excess of £260,000 but a comprehensive survey would be required to ensure all matters relating to the building and its future use can be accounted for. This option is likely to cause disruption and mean that it is unlikely that the building could be used during the refurbishment, particularly if this involves disturbing the roof with its hazardous materials.
- 7.3 This option would increase the useful life by a further 5 years but is not recommended as the cost and disruption is not seen as being best value for money when weighed against the limited potential to generate revenue; in addition there is no budget available to carry out this work so a report would need to be taken to Policy & Resources Committee to secure the necessary funds.
- 7.4 Option 3: Carry out temporary repairs. Replace the two boilers with a single boiler at a cost of £15,000, patch the roof and gutters at a cost of £5,000, and carry out external repairs to the minimum standard required at a cost of between £5,000 and £10,000. This would extend the life of the building for around two years but likely limit the use to the Main Hall as one boiler may be insufficient to heat both the Main Hall and Reed Hall.
- 7.5 Option 4: Agree the closure of Heather House. In the long term this would involve demolishing both Heather House and the nearby Pavilion (see 6.1) which is currently leased to the Royal British Legion. This option would enable a new multi-purpose community facility to be established on the site of the Pavilion and releasing the land on which Heather House is situated to become available for a different use such as residential housing. This in turn could be used by the Maidstone Property Holding Company to provide much needed housing and the cost of the project could be offset from the income generated by the new housing. Further work will be required to develop a full business case for this option.
- 7.6 This option means the immediate closure of Heather House, aside from the staffing requirements set out in the Exempt Appendix to this report, there will need to be consideration given to clearing any items which could be repurposed by the Council and securing the building against damage and misuse.
- 7.7 Once the building has been closed there will be no need to carry out any repairs to it, although there be Health and Safety requirements to consider and we would still be liable for annual costs of insurance £200, security £5,000 and business rates £7,000. We would also cap off all the utilities, to prevent future costs for these services.

8. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 8.1 The preferred option is Option 4 as outlined in Paragraph 7.5 above. This option permits the assembly of land in the general locality to provide a new and purpose built facility for community use. This option rationalises the two dated buildings situated on Bicknor Road to create a better resource

that could provide a wider range of activities in addition to the sports and leisure offer.

- 8.2 This option would enable the land on which Heather House is currently located to be used for residential purposes in harmony with the existing residential accommodation on Bicknor Road. The replacement of both Heather House and The Pavilion would also enhance an area of previous deprivation that has recently benefitted from major regeneration programmes by Golding Homes and new developments in the surrounding areas.
- 8.3 Staff affected by the closure of Heather House would be assisted in accordance with the Council's Redundancy policy.

9. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 9.1 Heather House is situated in the Park Wood Ward and the local councillors have been invited to meet with the Head of Housing & Community Services in order to outline the situation and future options.
- 9.2 The decision will require sensitive engagement with the organisations that use both facilities and local community to explain the unavoidable situation that the Council finds itself having to tackle and the next steps.

10. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 10.1 It is accepted that there could be negative feedback as a result of a decision to close Heather House in the short-term and any decision to demolish one or both facilities. The Council will require a communication strategy to explain the basis for the decision and to respond to concerns from the community and interest from the media.

11. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities		Head of Housing & Communities
Risk Management	There is a reputational risk to the council as a result of the closing Heather House in the short-term.	Head of Housing & Communities
Financial	Financial implications for the	Section 151

	different options proposed are contained within the report in section 4. There is no provision within existing budgets to implement any of options 2, 3 or 4, so separate approval would be required from Policy and Resources Committee for the option chosen.	Officer & Finance Team
Staffing	Contained within the report.	Head of Housing & Communities
Legal	There are staffing issues arising from this report however, any legal implications arising from the report will be raised with MKLS at the appropriate time.	Team Leader, Legal Services
Privacy and Data Protection		
Equalities		
Crime and Disorder	Building security will need to be adequately provided for.	Head of Housing & Communities
Procurement	None.	Head of Housing & Communities

12. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Letter to Heather House users.
- Exempt Appendix: Staffing

13. BACKGROUND PAPERS

None.

24th August 2017

Dear Sir/Madam,

RE: Heather House & Reed Hall

I am writing to inform you of the future of Heather House and Reed Hall. The building requires significant investment to repair key parts of its external and internal infrastructure, an investment that might only extend the useful life of the building for around five years.

The refurbishment required is likely to cause significant disruption and it is unlikely that the building could be used during the refurbishment due to health and safety reasons and the significant nature of the works required.

Even if the building is refurbished, the Council considers that the structure remains dated and therefore limits its use and its ability to attract an increased number of users. Given the condition of the building it is only right that we give full consideration to how we best spend public money, taking into account the cost of the work needed, the age of the building, its current usage and the income generated that contributes towards the cost of the buildings upkeep.

There exists an alternative option to the significant investment required to give the property a limited life span, we are exploring whether a redevelopment of the site could be possible. Such a development could provide a new enhanced purpose built community facility and provide a much improved resource and multi-use facility offering a wider range of activities in addition to the sports and leisure offer.

The Council are working with architects and cost consultants to explore the technical and financial feasibility of such a proposal. I envisage that we should have clarity over what will be possible in terms of a potential redevelopment of the site by the end of September 2017.

In view of the urgency to have a firm proposal going forward, we are aiming to have a final decision made as to the future of the building by the end of October. The final decision will need to be dealt with by the relevant Committee as such a decision will undoubtedly have financial implications.

We will carry out a community consultation on any proposals for a replacement building to ensure that the views of the people who have previously or may in the future use the building are taken into account during the developed design of any such building.

With this in mind, I am therefore giving you notice that we intend to close the Hall. It will remain open until the end of October, unless circumstances deteriorate beyond our control.

As soon as a decision has been made as to the future of the building we will of course communicate this to you and other users of the hall at the earliest opportunity. I envisage that given the above intended timescales this would be during November.

I appreciate the uncertainty this situation causes but the Council finds itself in an unavoidable situation that it needs to tackle and does not want to make any commitments at this stage that it will not be able to honour.

We recognise the importance of Heather House as a community resource and what it provides to the groups who use it. Assistance will be provided in finding an alternative venue to any group who currently uses Heather House, whilst the facility remains unavailable. Enclosed is a list of other community centres and venues that may be able to offer space to your group, please contact us if your group has particular requirements that you feel need special consideration.

Yours faithfully,

Matt Roberts

Community Partnerships & Resilience Manager

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e MattRoberts@Maidstone.gov.uk

Communities, Housing & Environment Committee

14 November 2017

Key Performance Indicator Update Quarter 2 17/18

Final Decision-Maker	Communities, Housing & Environment Committee
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications, and Governance
Lead Officer and Report Author	Alex Munden, Information & Corporate Policy Officer
Classification	Public
Wards affected	All

Executive Summary

Communities, Housing & Environment Committee are asked to review the progress of Key Performance Indicators that relate to the delivery of the Strategic Plan 2015-2020. The Committee is also asked to consider the comments and actions against performance to ensure they are robust.

This report makes the following recommendations to Communities, Housing & Environment Committee:

1. That the summary of performance for Quarter 2 of 2017/18 for Key Performance Indicators (KPIs) be noted.

Timetable

Meeting	Date
Communities, Housing & Environment Committee	14 November 2017

Key Performance Indicator Update Quarter 2 17/18

1. INTRODUCTION AND BACKGROUND

- 1.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
- 1.2 Following the refresh of the Strategic Plan for 2017/18 the Committees agreed 28 Key Performance Indicators in April 2017.
- 1.3 Performance indicators are judged in two ways. Firstly on whether performance has improved, sustained or declined, compared to the same period in the previous year. This is known as direction. Where there is no previous data, no assessment of direction can be made.
- 1.4 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target they are rated green. If the target has been missed but is within 10% of the target it will be rated amber, and if the target has been missed by more than 10% it will be rated red.
- 1.5 Some indicators will show an asterisk (*) after the figure. These are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting. In these cases a date has been provided for when the information is expected.
- 1.6 Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.

2. Quarter 2 Performance Summary

- 2.1 There are 28 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by the four Service Committees for 2017/18. 11 are reported to the Committee for this quarter.
- 2.2 Overall, 78% (7) of targeted KPIs reported this quarter achieved their target for quarter 2. For 67% of indicators, performance improved compared to the same quarter last year, where previous data is available for comparison.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	7	1	1	2	11
Direction	Up	No Change	Down	N/A	Total
Long trend	4	0	2	5	11
Short Trend	7	0	2	2	11

3. Performance by Priority

Priority 1: Keeping Maidstone Borough an attractive place for all

- 3.1 For the period of April – July, 95% of land and highways had acceptable levels of litter. The target of 93.5% has been exceeded. These surveys are carried out 3 times a year, and so this indicator is reported 2 months in arrears.
- 3.2 For the same period, 91.5% of land and highways had acceptable levels of detritus, against a target of 84%.
- 3.3 We attended to 133 reports of litter in the borough during quarter 2. This is an increase of 2 in comparison to quarter 1. We do not currently have data for the previous year to compare against.
- 3.4 We cleared 77.5% of fly-tips within 2 working days during quarter 2 against a target of 88%. There have been 245 fly tips in the past quarter, meaning the target was missed by 25 fly tips. The performance has been below target due to three key reasons: cleansing of high speed roads, staff sickness, and technical issues. During the quarter, we carried out overnight cleansing of high speed roads which limited daytime resources. We are exploring alternative ways of carrying this out, which will have a lower impact on the frontline service. There have also been a number of technical issues which have affected how quickly information is passed from frontline operatives to close the reports. Updates to the software have been carried out to resolve these issues. The number of fridges and freezers has also been monitored over the past quarter following changes to the bulky collection service. The number reduced from 14 in Quarter 1 to 9 in Quarter 2, showing less than 4% of fly tips involve fridges or freezers.
- 3.5 54.5% of household waste was sent for reuse, recycling, or composting during July and August. We are currently awaiting figures for September from Kent County Council. Performance has continued to improve since quarter one, again meeting its target. This shows a significant improvement in the recycling rate, and the positive effect that recycling campaigns and projects are having. The main reason for the increased recycling rate is rising food waste recycling due to a number of recent campaigns. Increased garden waste tonnage is also having a positive impact.
- 3.6 During quarter 2, 60% of fly-tips with evidential value resulted in enforcement action. This is a significant increase in comparison to quarter 1. The changes made to the enforcement team have had positive outcomes, as has increased collaborative working. It is expected the enforcement action rate will exceed the target for the rest of the year.
- 3.7 The Housing and Enabling team have spent or allocated 48.4% of the Disabled Facilities Grant budget in quarter 2 against a target of 45.0%. This has more than doubled since quarter 1. A total of £490,254.39 was allocated or spent against an annual budget of £1,013,000.

Priority 2: Securing a successful economy for Maidstone Borough

- 3.8 A total of 147 households were housed through the housing register during quarter 2, narrowly missing the target of 150. This is a slight increase in comparison to the first quarter. However, it is has reduced in comparison to the same quarter for 2016/17. The number of affordable properties delivered by Registered Providers is lower than last year, meaning we have fewer properties to offer those on the housing register.
- 3.9 There were 74 affordable homes delivered during the second quarter. There has been good progress with schemes, and as expected completions are starting to pick up. This resulted in the target of 50 being exceeded. There are still 84 shared ownership completions and 91 affordable rented completions forecast for the remainder of the year. Therefore it is expected that the annual target will be achieved.
- 3.10 A total of 137 homeless preventions were made during quarter 2. This comprises 70 homeless preventions completed within the Housing Advice Team. 57 were given assistance from Discretionary Housing Payments, and 10 received Sanctuary Scheme support. Good performance has continued, with a slight increase in comparison to the previous quarter. Performance has also significantly increased in comparison to quarter 2 of 2016/17.
- 3.11 There were 91 households in temporary accommodation (TA) on the last night of the quarter. There has been a slight increase compared to the last quarter. However, there has been a significant decrease from 112 households for the same period last year. There was also a 67% increase in the number of applications made for the previous year. Of the 91 households in TA, 51 are in nightly paid accommodation, with the remainder in stock owned by the Council, or provided by Registered Providers.
-

4. RISK

- 4.1 This report is presented for information only. Managers and Heads of Service can use performance data to identify service performance and this data can contribute to risk management.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Key Performance Indicator Update will be reported quarterly to the Service Committees – Communities, Housing and Environment Committee, Strategic Planning, Sustainability and Transportation Committee, and Heritage Culture and Leisure Committee. Each Committee will receive a report on the relevant priority action areas. The report will also go to Policy & Resources Committee, reporting only on the priority areas of a Clean and Safe Environment, Regenerating the Town Centre, and a Home for Everyone.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Head of Policy, Communications & Governance
Risk Management	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Head of Policy, Communications & Governance
Financial	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium Term Financial Plan and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting	Senior Finance Officer (Client)

	process.	
Staffing	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place	Head of Policy, Communications & Governance
Legal	None identified	Interim Deputy Head of Legal Partnership
Privacy and Data Protection	We will hold data in line with the Data Quality Policy, which sets out the requirement for ensuring data quality. There is a program for undertaking data quality audits of performance indicators.	Interim Deputy Head of Legal Partnership
Equalities	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in place. If there has been a change to the way in which a service delivers a strategy, i.e. a policy change, an Equalities Impact Assessment is undertaken to ensure that there is no detrimental impact on individuals with a protected characteristic.	Equalities & Corporate Policy Officer
Crime and Disorder	None Identified	Policy & Information Manager
Procurement	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Head of Policy, Communications & Governance, & Section 151 Officer

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Key Performance Indicator Update Quarter 2 17/18

9. BACKGROUND PAPERS

None

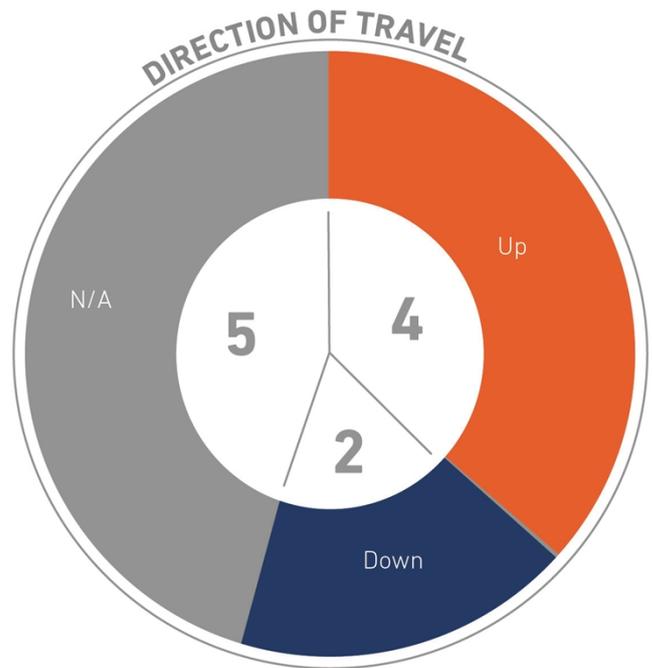
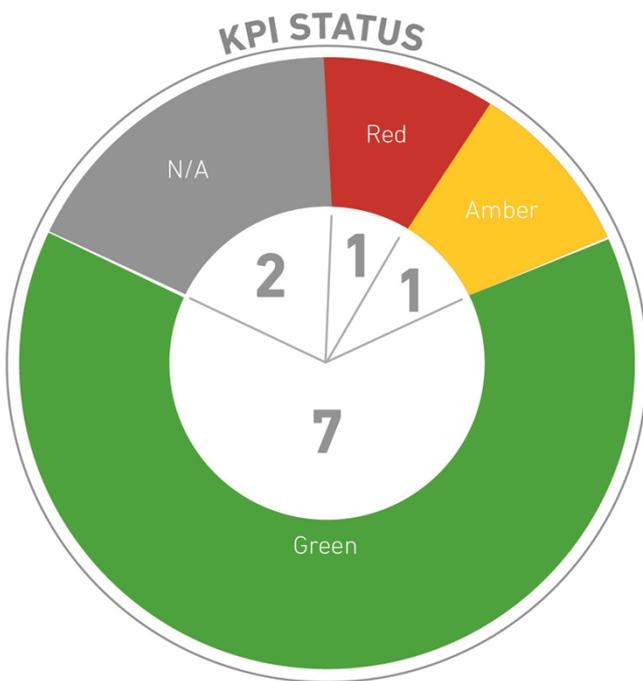
Performance Summary

This is the quarter 2 performance update on Maidstone Borough Council’s Strategic Plan 2015-20. It sets out how we are performing against Key Performance Indicators that directly contribute to the achievement of our priorities. Performance indicators are judged in two ways; firstly, whether an indicator has achieved the target set, known as PI status. Secondly, we assess whether performance has improved, been sustained or declined, compared to the same period in the previous year, known as direction.

Key to performance ratings

RAG Rating	
	Target not achieved
	Target slightly missed (within 10%)
	Target met
	Data Only

Direction	
	Performance has improved
	Performance has been sustained
	Performance has declined
N/A	No previous data to compare



RAG Rating	Green	Amber	Red	N/A	Total
KPIs	7	1	1	2	11
Direction	Up	No Change	Down	N/A	Total
Long Trend	4	0	2	5	11
Short Trend	7	0	2	2	11

Priority 1: Keeping Maidstone Borough an attractive place for all

Providing a clean and safe environment

Performance Indicator	Value	Target	Status	Long Trend	Short Trend
The percentage of relevant land and highways with acceptable levels of litter	95.00%	93.50%		N/A	N/A
The percentage of relevant land and highways with acceptable levels of detritus	91.50%	84.00%		N/A	N/A
Number of litter reports attended to	133			N/A	
Percentage of fly-tips cleared or assessed to within 2 working days	77.55%	88.00%			
Percentage of household waste sent for reuse, recycling and composting (NI 192)	54.5%	52.50%			
Percentage of fly-tips with evidential value resulting in enforcement action.	60%	20%		N/A	

Encouraging good health and wellbeing

Performance Indicator	Value	Target	Status	Long Trend	Short Trend
Percentage spend and allocation of Disabled Facilities Grant Budget (YTD)	48.4%	20.0%		N/A	

Priority 2: Securing a successful economy for Maidstone Borough

A home for everyone

Performance Indicator	Value	Target	Status	Long Trend	Short Trend
Number of households housed through housing register	147	150			
Number of affordable homes delivered (gross)	74	50			
Number of households prevented from becoming homeless through the intervention of housing advice	137	75			
Number of households living in temporary accommodation last night of the month (NI 156 & SDL 009-00)	91				

Agenda Item 14

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE 14 November 2017

Second Quarter Budget Monitoring 2017/18

Final Decision-Maker	Communities, Housing and Environment Committee
Lead Director	Director of Finance & Business Improvement
Lead Officer and Report Author	Mark Green – Director of Finance & Business Improvement (Lead Officer) Paul Holland – Senior Finance Manager Client Accountancy (Report Author)
Classification	Public
Wards affected	All

Executive Summary

This report provides the committee with an overview of the revenue budgets and outturn for the second quarter of 2017/18, and highlights financial matters which may have a material impact on the Medium Term Financial Strategy or the Balance Sheet. It also now includes an update on the capital programme for this committee.

As at the 30 September 2017, this Committee was showing an overall positive variance of £ 177,547. The individual variances for each service area are detailed within **Appendix 1**.

The position for the Council as a whole at the end of the second quarter shows that actual net expenditure is broadly in line with the budget forecast but there are still a number of underlying pressures across all the Committees that need to be addressed to ensure that this position continues throughout the year.

This report makes the following recommendations to this Committee:

1. That the revenue position at the end of the second quarter and the actions being taken or proposed to improve the position where significant variances have been identified be noted.
2. That the position with the capital programme be noted.

Timetable

Meeting	Date
Communities, Housing and Environment Committee	14 November 2017
Policy and Resources Committee	22 November 2017

Second Quarter Budget Monitoring 2017/18

1. INTRODUCTION AND BACKGROUND

- 1.1 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
 - 1.2 The Medium Term Financial Strategy for 2017/18 onwards was agreed by full Council on 1 March 2017. This report advises and updates the Committee on the current position with regards to revenue expenditure against the approved budgets.
-

2. REVENUE BUDGET

- 2.1 Attached at **Appendix 1** is a table detailing the current budget and expenditure position for this Committee's services in relation to the second quarter of 2017/18, to September 2017. The appendix details the net budget per cost centre for this Committee. Actual expenditure is shown to the end of September 2017 and includes accruals for goods and services received but not yet paid for.
- 2.2 The columns of the table in the Appendix show the following detail:
 - a) The cost centre description;
 - b) The value of the total budget for the year;
 - c) The amount of the budget expected to be spent by the end of September 2017;
 - d) The actual spend to that date;
 - e) The variance between expected and actual spend;
 - f) The forecast spend to year end; and
 - g) The expected significant variances at 31 March 2018.
- 2.3 **Appendix 1** shows that of a net annual expenditure budget of £8,011,230 it was expected that £3,716,010 would be spent up until the end of September. At this point in time the budget is reporting an under spend of £177,547, however the current forecast indicates that the outturn position for this committee will change to an overspend of £140,960.
- 2.4 Explanations for variances within individual cost centres which exceed or are expected to exceed £30,000 have been provided in accordance with the Council's constitution.

Communities, Housing and Environment Committee	Positive Variance Q2 £000	Adverse Variance Q2 £000	Year End Forecast Variance £000
CCTV – The variance has arisen from a combination of previously agreed savings targets which have not been realised and a shortfall of income against the budgeted figure. If a proposal to reduce the partnership costs is successful then the variance could be reduced by the end of the year, and officers are looking at other possible savings within the budget.		-48	-69
Street Cleansing - The adverse variance has reduced since Quarter1, however there is a remaining savings target which has not yet been fully realised.. Spend on overtime remains high due to staff absences. The refuse collection spend has now reduced considerably due to new procedures although the budget for the year has been spent.		-48	-60
Homeless Temporary Accommodation – The projected variance has reduced as compared with Quarter 1. With the benefit of further information the projected growth in homelessness has been revised downwards. However, the service remains under severe pressure from the number of families presenting as homeless and consequently this area will continue to be monitored closely.		-99	-72
Homelessness Prevention – The current variance reflects issues that are being experienced placing homeless persons into private sector accommodation.	200		61
Council-owned Temporary Accommodation – This variance is a combination of issues, the main ones being additional building maintenance costs and delays in making the accommodation ready for occupation.		-21	-31
Environmental Health Team - The team have now been transferred to Tunbridge Wells BC as part of the shared service and budgets will be adjusted at the revised estimate stage to reflect this.	61		0

Fleet Workshop & Management – The variance is a result of an underspend of the fuel budget. This has been earmarked to fund a Senior Environmental Officer post for 6 months.	30		30
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3. CAPITAL PROGRAMME

- 3.1 Service committees will now receive an update on their capital programme schemes. Policy and Resources Committee will continue to receive an overarching report for the whole programme.
- 3.2 The capital programme was approved by Council on 1 March 2017. Funding for the programme remains consistent with previous decisions of Council in that the majority of resources come from New Homes Bonus along with a small grants budget.
- 3.3 The current programme for this Committee is set out in **Appendix 2** and shows the current budget and actual expenditure to the end of September. The current budget includes the approved budget plus any unused resources brought forward from 2016/17, as well as reflecting any slippage identified at the end of the first quarter. The Appendix details the profile of expenditure that is forecast for the remainder of the year.
- 3.4 The slippage identified relates to major housing schemes that are in the process of being developed, so the timing of payments is still subject to change as the schemes continue to evolve.
- 3.5 Policy & Resources Committee agreed in July 2017 to the purchase of Lenworth House to develop into apartments available for market rent. Funding for this will come from the indicative scheme funding identified in this Committee's capital programme. However there was none programmed in for this year, so resources will be brought forward in the programme from future years to fund this purchase. The budget for this year represents the deposit payable, with the balance of the purchase price payable in 18 months' time when development is completed.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 In considering the current position on the revenue budget and the capital programme at the end of September 2017 the committee can choose to note those actions or it could choose to take further action.
- 4.2 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.
-

5. RISK

5.1 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2017/18 This budget is set against a backdrop of limited resources and an difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives this committee the best opportunity to take actions to mitigate such risks.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 This report is not expected to lead to any consultation.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 The second quarter budget monitoring reports will be considered by the relevant Service Committees in November 2017, culminating in a full report to Policy and Resources committee on 22 November.

7.2 Details of the actions taken by service committees to manage the pressures in their budgets will be reported to Policy and Resources committee if appropriate.

8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium Term Financial Strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
Risk Management	This has been addressed in section 5 of the report.	Director of Finance & Business Improvement
Financial	Financial implications are the focus of this report through high level budget monitoring. The process of budget	Director of Finance & Business Improvement

	<p>monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p>	
Staffing	<p>The budget for staffing represents approximately 50% of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.</p>	Director of Finance & Business Improvement
Legal	<p>The Council has a statutory obligation to maintain a balanced budget this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.</p>	[Legal Team]
Privacy and Data Protection	<p>No specific issues arise.</p>	Director of Finance & Business Improvement
Equalities	<p>The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This monitoring report ensures that the budget is delivering services to meet those needs.</p>	Director of Finance & Business Improvement
Crime and Disorder	<p>No specific issues arise.</p>	Director of Finance & Business Improvement
Procurement	<p>No specific issues arise.</p>	Director of Finance & Business Improvement

9. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Second Quarter 2017/18 Revenue Monitoring – Communities, Housing and Environment
 - Appendix 2: Second Quarter 2017/18 Capital Programme – Communities, Housing and Environment
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10. BACKGROUND PAPERS

None.

Communities, Housing and Environment Committee
APPENDIX 1 - Second Quarter Budget Monitoring - Full Summary to September 2017

Cost Centre	Budget for Year	Budget to September	Actual	Variance	Forecast	Year End Variance	Explanation
Community Safety	£66,440	£28,895	£5,678	£23,217	£66,440		
Building Safer Communities (BSC)	£0	-£3,225	-£1,644	-£1,581	£0		
C C T V	£192,350	£96,175	£144,004	-£47,829	£261,080	-£68,730	CCTV – The variance has arisen from a combination of previously agreed savings targets which have not been realised and a shortfall of income against the budgeted figure. If a proposal to reduce the partnership costs is successful then the variance could be reduced by the end of the year, and officers are looking at other possible savings within the budget.
Drainage	£31,700	£15,850	£3,542	£12,309	£31,700		
Licences	-£6,800	-£585	-£246	-£339	-£6,800		
Licensing Statutory	-£71,040	-£24,790	-£10,714	-£14,076	-£71,040		
Licensing Non Chargeable	£7,030	£3,515	£3,656	-£141	£7,030		
Dog Control	£24,150	£9,738	£12,826	-£3,088	£24,150		
Health Promotion	£1,750	£875	£0	£875	£1,750		
Health Improvement Programme	£8,800	£4,400	£7,688	-£3,288	£8,800		
Pollution Control - General	£231,940	£116,725	£104,739	£11,986	£231,940		
Contaminated Land	£0	£0	-£250	£250	£0		
Environmental Enforcement	£13,580	-£10,086	-£16,943	£6,857	£13,580		
Food Hygiene	£8,840	£3,591	£226	£3,365	£8,840		
Sampling	£3,300	£1,375	£0	£1,375	£3,300		
Occupational Health & Safety	£23,670	£10,669	-£3,191	£13,860	£23,670		
Infectious Disease Control	£960	£480	£480	£0	£960		
Noise Control	£1,160	£280	£233	£47	£1,160		
Pest Control	-£12,000	-£6,000	-£6,149	£149	-£12,000		
Public Conveniences	£129,740	£59,345	£74,446	-£15,101	£129,740		
Licensing - Hackney & Private Hire	-£68,400	-£31,667	-£29,386	-£2,281	-£68,400		
Street Cleansing	£1,000,940	£505,470	£553,321	-£47,851	£1,060,940	-£60,000	The variance has improved since Quarter 1, however there is a remaining savings target which has not yet been fully realised. Spend on overtime remains high due to staff absences. The refuse collection spend has now reduced considerably due to new procedures although the budget for the year has been spent.
Household Waste Collection	£1,056,500	£529,500	£556,254	-£26,754	£1,056,500		
Commercial Waste Services	-£66,090	-£33,045	-£55,013	£21,968	-£66,090		
Recycling Collection	£589,850	-£38,082	-£29,844	-£8,239	£589,850		
Switch Cafe Project	£0	£0	£0	-£0	£0		

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Cost Centre	Budget for Year	Budget to September	Actual	Variance	Forecast	Year End Variance	Explanation
Social Inclusion	£41,040	£20,255	£9,607	£10,648	£41,040		
Public Health - Obesity	£0	-£915	-£16,510	£15,595	£0		
Public Health-Mental Health	£0	£3,700	£5,300	-£1,600	£0		
Public Health - Physical Activity	£0	£6,800	£0	£6,800	£0		
Public Health - Misc Services	£13,620	£6,810	£1,975	£4,835	£13,620		
Grants	£206,270	£206,270	£200,405	£5,865	£206,270		
Delegated Grants	£2,100	£2,100	£855	£1,245	£2,100		
Parish Services	£130,170	£65,085	£65,066	£20	£130,170		
Strategic Housing Role	£13,500	£7,450	£4,495	£2,955	£13,500		
Housing Register & Allocations	£10,000	£9,000	£11,106	-£2,106	£10,000		
Private Sector Renewal	-£47,370	£1,315	£11	£1,305	-£47,370		
HMO Licensing	-£13,380	-£6,690	-£4,988	-£1,702	-£13,380		
Homeless Temporary Accommodation	£416,270	£208,135	£306,948	-£98,813	£487,970	-£71,700	The projected variance has reduced as compared with Quarter 1. With the benefit of further information the projected growth in homelessness has been revised downwards. However, the service remains under severe pressure from the number of families presenting as homeless and consequently this area will continue to be monitored closely.
Homelessness Prevention	£210,770	£64,720	-£135,252	£199,972	£150,000	£60,770	The current variance reflects issues that are being experienced placing homeless persons into private sector accommodation.
Aylesbury House	£23,500	£13,130	£10,011	£3,119	£31,500	-£8,000	Council-owned Temporary Accommodation – This variance is a combination of issues, the main ones being additional building maintenance costs and delays in making the accommodation ready for occupation.
Magnolia House	-£8,000	-£6,000	-£6,716	£716	-£3,800	-£4,200	
St Martins House	£0	£0	-£1,064	£1,064	£0	£0	
Marsham Street	£37,080	£18,540	£27,830	-£9,290	£54,180	-£17,100	
Flat/Multiple Occup - Temporary Accommodation	£4,000	£457	£5,261	-£4,804	£6,500	-£2,500	
Pelican Court - (Leased TA Property)	£41,900	£0	£12,963	-£12,963	£41,900		
2 Bed Property - Temporary Accommodation	£4,080	£583	-£701	£1,284	£4,580	-£500	
3 Bed Property - Temporary Accommodation	£0	£0	-£401	£401	-£1,000	£1,000	
4 bed Property - Temporary Accommodation	-£900	-£129	£0	-£129	-£900		
Marden Caravan Site (Stilebridge Lane)	£19,020	£8,550	£4,630	£3,920	£19,020		
Ulcombe Caravan Site (Water Lane)	£6,930	£725	-£88	£813	£6,930		
Head of Environment and Public Realm	£86,660	£43,330	£40,945	£2,385	£86,660		
Environmental Operations Enforcement Section	£3,540	£1,770	£1,770	£0	£3,540		
Community Safety Co-ordinator Section	£464,290	£231,960	£215,998	£15,962	£464,290		

Cost Centre	Budget for Year	Budget to September	Actual	Variance	Forecast	Year End Variance	Explanation
Licensing Section	£104,550	£52,275	£49,331	£2,944	£104,550		
Environmental Protection Section	£237,370	£134,595	£105,112	£29,483	£237,370	£0	The environmental health team have now been transferred to Tunbridge Wells BC as part of the shared service and budgets will be adjusted at the revised estimate stage to reflect this
Food and Safety Section	£293,200	£166,320	£134,936	£31,384	£293,200	£0	
Depot Services Section	£634,450	£317,225	£294,913	£22,312	£634,450		
Head of Housing & Community Services	£103,050	£51,525	£51,626	-£101	£103,050		
Housing & Enabling Section	£198,430	£99,215	£85,308	£13,907	£198,430		
Housing & Inclusion Section	£588,520	£275,265	£269,366	£5,899	£588,520		
Housing & Health Section	£261,390	£94,830	£100,393	-£5,563	£261,390		
Fleet Workshop & Management	£749,940	£374,970	£344,711	£30,259	£719,940	£30,000	The variance is a result of an underspend of the fuel budget. This has been earmarked to fund a Senior Environmental Officer post for 6 months.
MBS Support Crew	-£59,920	-£29,960	-£11,115	-£18,845	-£59,920		
Grounds Maintenance	£50,940	£25,470	£25,449	£21	£50,940		
Grounds Maintenance- Commercial	£15,850	£7,925	£15,263	-£7,338	£15,850		
	£8,011,230	£3,716,010	£3,538,463	£177,547	£8,152,190	-£140,960	

**MAIDSTONE BOROUGH COUNCIL
COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE
BUDGET MONITORING - 2ND QUARTER 2017/18**

Capital Programme 2017/18 by Service Committee to 30th September 2017

Capital Programme Heading	Adjusted Estimate 2017/18 £	Actual to September 2017 £	Budget Remaining £	Q3 Profile £	Q4 Profile £	Projected Total Expenditure £	Slippage to 2018/19 £	Budget Not Required £
COMMUNITIES, HOUSING & ENVIRONMENT								
Housing Incentives	110,060	4,695	105,365	55,000	50,365	110,060	0	
Housing - Disabled Facilities Grants Funding	691,810	87,586	604,224	300,000	304,224	691,810	0	
Housing Investments	3,914,280	3,571,703	342,577	300,000	42,577	3,914,280	0	
Purchase of Lenworth House	247,500	0	247,500	247,500		247,500	0	
Gypsy Site Fencing Works	42,300		42,300		42,300	42,300	0	
Brunswick Street Housing Development	1,202,350	947,214	255,136	27,000	107,600	1,081,814	120,536	
Union Street (Recommended Option)	315,000	83,962	231,038	1,000	107,000	191,962	123,038	
King Street Housing Development	207,380		207,380		35,000	35,000	172,380	
Street Scene Investment	50,000	40,280	9,720	9,720		50,000	0	
Flood Defences	34,330	4,334	29,996			4,334	29,996	
Total	6,815,010	4,739,774	2,075,236	940,220	689,066	6,369,060	445,950	0

COMMUNITIES, HOUSING & ENVIRONMENT COMMITTEE

14 November 2017

Review of Parish Services Scheme

Final Decision-Maker	Communities, Housing & Environment Committee
Lead Head of Service/Lead Director	Mark Green, Director of Finance and Business Improvement
Lead Officer and Report Author	Matt Roberts, Community Partnerships and Resilience Manager
Classification	Public
Wards affected	All wards in parished areas

Executive Summary

The Parish Services Scheme (PSS) was introduced in 2012 to replace the Concurrent Functions scheme that had previously been in place between Maidstone Borough Council and the Parish Councils in the borough. This report provides members with the results of a review of the scheme and proposed changes to the scheme to take effect from 2018/19.

This report makes the following recommendations to this Committee:

1. Note the outcomes of the review of the Parish Services Scheme.
2. Agree the principles set out in paragraph 4.1.
3. Adopt the revised Parish Services Scheme set out in Appendix 3.

Timetable

Meeting	Date
Communities Housing & Environment Committee	14 November 2017

Review of Parish Services Scheme

1. INTRODUCTION AND BACKGROUND

1.1 In 2012/13 Maidstone Borough Council introduced the Parish Services Scheme (PSS) as a replacement for the Concurrent Functions scheme that had been in place previously. Details of the current Parish Services Scheme are shown at Appendix 1.

1.2 The scheme was intended to provide funding for the Parishes to carry out services that the Borough Council would otherwise perform, with any additional services, or services provided at a higher standard, funded through the precept that each parish levies and collects. The PSS also avoided having parish bid against each other for pots of funding which could be used for those defined services.

1.3 In summary, the aims of the scheme were specified as follows:

- To ensure equity of council tax funded service provision between non-parished and parished areas;
- Accountability and transparency;
- To provide a mechanism to agree the local provision of services.

1.4 In principle, the funding allocated through the parish services scheme is based on a unit price calculated on what the Borough Council spends on equivalent services in the non-parished areas. This allocation method was felt to be the fairest way to ensure equality of provision for all residents. In light of the above, the following services have been funded by the Scheme to date:

- Grounds Maintenance
- Allotments
- War Memorials
- Notice Boards
- Play Areas
- Churchyards

In addition, a 'small size allowance' has been paid to 16 of the 35 parishes.

1.5 When the PSS was introduced it was anticipated that the scheme would be reviewed after it had been in operation for a period of time. It is therefore appropriate to carry out a review and recommend changes as appropriate.

2. CURRENT PARISH SERVICES SCHEME

2.1 The amounts distributed by the scheme in 2017/18 were as follows:

- Grounds Maintenance - £90,108
- Small Size Allowance - £5,600
- War Memorials - £2,550

- Notice Boards - £3,300
- Play Areas - £10,000
- Churchyards - £1,075
- Public Conveniences (added in 2016/17) - £17,500
- Total £130,133

Details of the rationale behind payments under the above headings are set out below.

- 2.2 **Grounds Maintenance** is calculated on a standard applied across the whole borough, based on MBC's contract costs.
- 2.3 The **Small Size Allowance** is intended to compensate small parishes that have a higher proportion of fixed costs.
- 2.4 **War Memorials** is based on the amount that MBC would expect to pay to maintain a war memorial if it were to carry out the work itself.
- 2.5 **Notice Boards** covers the cost of providing notice boards to the extent that they are used to advertise Borough Council business.
- 2.6 **Play Areas** is for play areas that meet a need as identified by MBC.
- 2.7 **Churchyards** is for the maintenance of churchyards if the ownership of the ground has been signed over to MBC.
- 2.8 **Public Conveniences** represents a grant that has been paid to certain parishes for a number of years. Until 2016/17 this was paid separately to the PSS, but was then paid with the PSS in the interests of convenience and transparency.

3. PARISH SERVICES SCHEME REVIEW AND CONSULTATION

- 3.1 As part of the review of the scheme a consultation with the parishes was undertaken during July, August and September of this year. In order to inform the review a survey form was sent to the Clerks and Chairs of each Parish Council. The form was intended to gather information about the following issues:
- Services delivered by parishes that would otherwise be provided by the Borough Council, e.g. grounds maintenance and play area maintenance,
 - Cost of these services,
 - Details of notice boards used to display Borough Council notices,
 - Any other issues that parishes felt relevant to the PSS review.
- 3.2 The information about services delivered had not been reviewed since the inception of the scheme. The survey results allow grants payable to be validated against the principle of consistency between delivery of service in parished and non-parished areas.

- 3.3 Information about costs allows the value of the PSS grant to be assessed in proportion to what is actually spent. However, parishes have the operational freedom and the financial resources to 'top up' the PSS grant, so it does not necessarily follow that a shortfall between the grant and actual spend means that the PSS grant is too low.
- 3.4 Responses were received from all but one parish. In many cases substantial additional data has been provided, which has been useful in giving context to the responses. We are grateful for the time and effort that parish clerks and others have devoted to completing the survey.
- 3.5 The information gathered about costs from the survey is summarised in Appendix 2. Overall, the survey indicates that parishes spend more than twice as much on grounds maintenance as is funded by the PSS grant. The play areas grant provides even less as a proportion of total spend, at around 10%.
- 3.6 To put these figures in context, parishes collected £1.7 million in precepts in 2017/18, compared with a PSS grant of £116,000. Accordingly, parishes have access to resources that enable them to top up the grant and it is clear that they are doing so.
- 3.7 The qualitative comments made by parishes, in response to the request for any other information that they felt was relevant to the PSS review, indicate the wide scope of parish activities. Much work is going on, in response to local service demands, that is not covered by the PSS grant, for example:
- Time spent by clerk on play areas and open space management,
 - Repair and replacement of benches,
 - Fencing of open areas,
 - Hedge maintenance,
 - Dog waste bins,
 - Street Lighting,
 - Risk checking of land / facilities enjoyed by the public,
 - Installing and maintaining bollards to manage parking issues,
 - Village hall maintenance,
 - A clean up for 2018 to commemorate the end of WW1.
- 3.8 However, these activities are not within the scope of the PSS, given its remit of funding services that would be provided by the Borough Council in unparished areas. Parishes have a mechanism to do so through the parish precept. So there is no overriding need for the Council to step in and fund these services in the parish's stead.

4. PROPOSED CHANGES TO PARISH SERVICES SCHEME

- 4.1 It is proposed that the broad aims of the PSS remain as at present, including specifically the objective of equity between non-parished and parished areas. The only change is that we propose an additional aim, namely to recognise the financial constraints faced by the Borough Council. The Council has been compelled to reduce expenditure in recent years, owing to the loss of Revenue Support Grant and a cap on the amount by

which Council Tax can be increased. Parishes do not face these external constraints. It is important to recognise that support through the Parish Services Scheme cannot be frozen at a specific level when the underlying funding position of the Council has deteriorated and is likely to continue to deteriorate.

- 4.2 It follows from this that it is appropriate to explore ways in which expenditure on the Parish Services Scheme can be reduced, whilst continuing to serve its overall objectives. Some specific changes are therefore proposed which will have the effect of reducing expenditure, without significant detriment to the parishes affected. These changes are described below.
- 4.3 Grounds Maintenance will be recalculated based on a current standard amount per hectare of open space and will be reviewed annually in line with the Council's overall grounds maintenance budget.
- 4.4 The analysis of survey returns did not indicate that small parishes incur significantly higher costs per unit of population on the services covered by the PSS. Accordingly, it is proposed that the Small Size Allowance is removed for future years.
- 4.5 The War Memorials grant will be retained at the same fixed amount as in 2017/18.
- 4.6 It appears that there is some disparity around the numbers of notice boards in each parish. In any case there does not appear to be any merit in paying a regular annual amount for notice boards if they are only renewed after a number of years. Accordingly it is proposed that we cease paying the grant for notice boards and establish a central fund of a fixed amount from which parishes can apply for a grant as and when notice boards require replacing.
- 4.7 The Play Areas grant will in future be a fixed amount to cover basic compliance costs (eg quarterly inspection) for strategic play areas. The cost of replacing equipment etc. will be covered in future by a one-off grant that we plan to offer for strategic play areas across the borough.
- 4.8 The Churchyards grant will be retained at the same fixed amount as in 2017/18.
- 4.9 The specific financial implications of the above changes will depend on the costs to be reimbursed for grounds maintenance and play areas. It is anticipated that the overall impact for 2018/19 will be a small reduction in the cost of the PSS. This would be consistent with the projected savings of 2% on total spend for 2018/19 in the Council's overall Medium Term Financial Strategy.

5. AVAILABLE OPTIONS

- 5.1 Option 1: It could be decided to maintain the grant at existing levels. However, this would be unfunded and would not be in line with the Council's

priorities and the Council’s approach to external funding and could mean that additional savings would need to be found in the Medium Term Financial Strategy from the Council’s priority services.

5.2 Option 2: Adopt the revised Parish Services Scheme proposed in section 4.

6. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

6.1 Option 2 is preferred as it provides a framework for the Parish Service Scheme to continue, the principles have been discussed with representatives of the Parishes and no further consultation or agreement is currently required if this is adhered to.

7. RISK

7.1 There is a risk that services such as grounds maintenance in the parished areas might be not be delivered to an appropriate standard in the absence of the Parish Services Scheme. This risk is mitigated by the fact that parishes have their own revenue raising powers. They are able and have shown themselves willing to complement Borough Council funding through the Parish Services Scheme.

8. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

8.1 The proposed changes to the Parish Services Scheme were discussed at the Council’s regular quarterly meeting with Parish representatives on 20 October 2017. If this Committee agrees the proposals, details will be circulated to parishes.

8.2 Specific amounts payable to each parish will be reviewed at the next quarterly meeting with Parish representatives in January 2018.

9. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. However, they will support the Council’s overall achievement of its aims as set out in section 4 [preferred	Head of Housing and Community Services

	alternative].	
Risk Management	Already covered in the risk section.	Head of Housing and Community Services
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing.	Head of Housing and Community Services
Legal	The existence of a formal agreement in the shape of the Parish Services Scheme ensures that there is appropriate basis on which the Borough Council may fund parishes.	Head of Housing and Community Services
Privacy and Data Protection	Accepting the recommendations will not have any impact on the volume or nature of data held by the Council.	Head of Housing and Community Services
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.	Head of Housing and Community Services
Crime and Disorder	The recommendation will have no impact on Crime and Disorder.	Head of Housing and Community Services
Procurement	No implications.	Head of Housing and Community Services

10. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Current Parish Services Scheme
- Appendix 2: Summary of Survey Results
- Appendix 3: Proposed updated Parish Services Scheme

11. BACKGROUND PAPERS

None.

Parish Services Scheme

1. The Parish Services Scheme has the following aims:
 - To ensure equity of council tax funded service provision between non-parished and parished areas;
 - Accountability and Transparency; and
 - To provide a mechanism to agree the local provision of services
2. Maidstone Borough Council (MBC) will provide funding via funding agreements for specific concurrent services provided by parishes in their area. Any service funded through this scheme will need to be assessed by applying the Test set out in point 4 below.
3. MBC will meet with parishes on an individual basis to put in place a single funding agreement to cover multiple services. This agreement can be amended to include additional services or remove services at additional meetings with the parish. Funding agreements will run indefinitely, with the agreed services being amended when service provision changes at a parish or borough level.
4. In order to determine which services a parish provides that MBC will fund through this scheme a test will be applied to the services. That test is, would Maidstone Borough Council provide the service, or change its levels of existing service provision, in the theoretical absence of the parish council? If MBC would increase its service level or provide the service then funding will be provided to the parish for carrying out the service, if not then the service is being provided in addition to what MBC would provide and will need to be funded by the parish.
5. In order to provide clarity, MBC will not fund all activities or functions that fall under a priority service. It will only provide funding for those that it determines it would provide if the parish was not and this will be in accordance with its budget and service planning processes. For example, not all areas of open space will be funded by MBC, only specific funding for specific open spaces that MBC determines it would have provided will receive funding. The discretion on this is MBC's as the funding provider.
6. The amount of funding provided for each service will be equivalent to what MBC would spend on the service if it was providing it. In order to aid in this and maintain transparency, MBC will maintain a price list that will be revised every 3 years to reflect MBC's costs.
7. Funding will be provided for the agreed services in one lump sum that will not be ring-fenced to any particular service, but will need to be spent on the agreed services. In addition parishes will be able to carry over any underspend year on year in a capital pot to be spent on the agreed services.
8. The standards for the agreed services will be for parishes to determine and funding is not predicated on the basis of meeting any particular standard. However, MBC cannot

absolve itself of certain responsibilities such as health and safety and those statutory minimums will have to be met.

9. At the end of each financial year parishes will be required to complete a return setting out how much of the funding provided has been spent on each service and whether any money has been carried over. Additionally, parishes will be required to state that they have met the statutory minimums for each service.
10. Parishes may from time to time be requested to provide financial information relating to scheme expenditure upon reasonable request. If they fail to do so then the next instalment of funding may be withheld.
11. In the unlikely event of expenditure of funding under this scheme on non-agreed services MBC reserves the right to recover the funding provided and may lead to the funding agreement being reviewed and the list of services amended or future funding provided adjusted.
12. Payments will be made to parishes in two instalments during the financial year on 31 May and 31 October.

SUMMARY OF SURVEY RESULTS

	2016/17				2017/18 (Projected)			
	Total – all parishes		Median per parish		Total – all parishes		Median per parish	
	£	%	£	%	£	%	£	%
TOTAL PARISH INCOME								
Precept	1,497,216	91.7%	25,795	92.1%	1,665,923	92.8%	26,998	92.8%
PSS grant	134,843	8.3%	2,225	7.9%	130,133	7.2%	2,089	7.2%
Total	1,632,059	100.0%	28,020	100.0%	1,796,056	100.0%	29,087	100.0%
GROUNDS MAINTENANCE								
Funded from precept	112,490	55.8%	1,267	49.7%	146,720	62.0%	1,288	51.0%
PSS grant	89,111	44.2%	1,281	50.3%	90,108	38.0%	1,239	49.0%
Total expenditure	201,601	100.0%	2,548	100.0%	236,828	100.0%	2,527	100.0%
PLAY AREAS								
Funded from precept	145,950	93.6%	428	51.7%	88,453	89.8%	300	42.9%
PSS grant	10,000	6.4%	400	48.3%	10,000	10.2%	400	57.1%
Total expenditure	155,950	100.0%	828	100.0%	98,453	100.0%	700	100.0%

Parish Services Scheme

1. The Parish Services Scheme has the following aims:
 - To ensure equity of council tax funded service provision between non-parished and parished areas;
 - Accountability and Transparency;
 - To provide a mechanism to agree the local provision of services; and
 - To support provision of parish services subject to the financial constraints faced by Maidstone Borough Council.
2. Maidstone Borough Council (MBC) will provide funding via funding agreements for specific concurrent services provided by parishes in their area. Any service funded through this scheme will need to be assessed by applying the Test set out in point 4 below.
3. MBC will meet with representatives of the parishes on an annual basis to put in place a single funding agreement to cover multiple services. This agreement can be amended to include additional services or remove services at additional meetings with the parish. Funding agreements will run indefinitely, with the agreed services being amended when service provision changes at a parish or borough level.
4. In order to determine which services a parish provides that MBC will fund through this scheme a test will be applied to the services. That test is, would Maidstone Borough Council provide the service, or change its levels of existing service provision, in the theoretical absence of the parish council? If MBC would increase its service level or provide the service then funding will be provided to the parish for carrying out the service, if not then the service is being provided in addition to what MBC would provide and will need to be funded by the parish.
5. In order to provide clarity, MBC will not fund all activities or functions that fall under a priority service. It will only provide funding for those that it determines it would provide if the parish was not and this will be in accordance with its budget and service planning processes. For example, not all areas of open space will be funded by MBC, only specific funding for specific open spaces that MBC determines it would have provided will receive funding. The discretion on this is MBC's as the funding provider.
6. The amount of funding provided for each service will be equivalent to what MBC would spend on the service if it was providing it. In order to aid in this and maintain transparency, MBC will maintain a price list that will be revised every 3 years to reflect MBC's costs.
7. Funding will be provided for the agreed services in one lump sum that will not be ring-fenced to any particular service, but will need to be spent on the agreed services. In addition parishes will be able to carry over any underspend year on year in a capital pot to be spent on the agreed services.

8. The standards for the agreed services will be for parishes to determine and funding is not predicated on the basis of meeting any particular standard. However, MBC cannot absolve itself of certain responsibilities such as health and safety and those statutory minimums will have to be met.
9. At the end of each financial year parishes will be required to complete a return setting out how much of the funding provided has been spent on each service and whether any money has been carried over. Additionally, parishes will be required to state that they have met the statutory minimums for each service.
10. Parishes may from time to time be requested to provide financial information relating to scheme expenditure upon reasonable request. If they fail to do so then the next instalment of funding may be withheld.
11. In the unlikely event of expenditure of funding under this scheme on non-agreed services MBC reserves the right to recover the funding provided and may lead to the funding agreement being reviewed and the list of services amended or future funding provided adjusted.
12. Payments will be made to parishes in two instalments during the financial year on 31 May and 31 October.

Agenda Item 16

Communities, Housing & Environment

14 NOVEMBER 2017

Decommissioning Part of the Public Realm CCTV Service

Final Decision-Maker	Communities, Housing and Environment
Lead Head of Service/Lead Director	John Littlemore – Head of Housing and Communities
Lead Officer and Report Author	Matt Roberts – Community Partnerships & Resilience Manager
Classification	Public
Wards affected	All

Executive Summary

This report provides members with an update on reducing the hours of monitoring to 84 hours per week and the consultation undertaken with MaidSafe and Kent Police on the impact of reducing the hours of monitoring, as agreed by the Committee on the 14 February 2017.

This report makes the following recommendations to this Committee:

1. That the Committee agrees that Option 3 as outlined in paragraph 5.3 is implemented by the Head of Housing & Community Services.

Timetable

Meeting	Date
Corporate Leadership Team	17 October 2017
Communities, Housing & Environment Committee	14 November 2017

1. INTRODUCTION AND BACKGROUND

- 1.1 Following the decision made by the Communities, Housing and Environment Committee on the 14 February 2017 the number of CCTV cameras was reduced to 33 in order to comply with the Surveillance Camera Commissioners' Code of Practice. This has resulted in the decommissioning of over 50 static CCTV cameras.

The Committee granted delegated authority to the Head of Housing & Communities to consult with Kent Police and MaidSafe in order to explore the impact reducing the hours of monitoring may have but with the aim of reducing the live monitoring to 84 hours per week in order to deliver the savings agreed by Members when setting the Medium Term Financial Strategy in March 2017.

1.2 DECOMMISSIONING STATIC CAMERAS

- 1.3 Following the previous report the number of cameras which remain in operation and are being monitored by the Medway Control Group (MCG) has been reduced to 33. This number was achieved in consultation with key partners (e.g. Police) and is comprised of 28 static cameras which use fibre optics circuits to relay a video feed, 4 mobile cameras which use a wireless telemetry system and a single camera that utilises a wireless link.
- 1.4 The decommissioned cameras have not yet been physically removed as the quote received to carry out this work was in the region of £24,400 (£400 per unit). Removing all of the columns in this way is currently cost prohibitive and may not be the preferred solution. In order to comply with best practice it is proposed to use weather proof covers on each of the cameras whilst an alternative use of the columns (e.g. for use by mobile networks) is explored to ascertain whether a viable income could be generated.

2 CONSULTATION ON REDUCTION IN LIVE MONITORING HOURS

- 2.1 During the meeting on the 14th February this Committee agreed to explore reducing the monitoring hours to 84 per week in order to achieve the savings identified in the Medium Term Financial Strategy (MTFS) and to consult with MaidSafe and Kent Police around the potential impact of this reduction.

2.2 MaidSafe Radio Network

MaidSafe provided the Council with the following information as being their main areas of concern (all of the other information provided has been included within Appendix 1);

- 2.2.1 Peak time for shop theft tends to be late mornings.
- 2.2.2 There is some petty crime after school hours.

- 2.2.3 Large groups of juveniles in the town centre between 15.00 and 17.00.
 - 2.2.4 Anti-social behaviour associated with street drinking tends to occur mid to late morning.
 - 2.2.5 There are fewer recorded incidents on a Sunday.
 - 2.2.6 Night time activity takes place on Thursday, Friday and Saturday between 22.00 and 05.00.
 - 2.2.7 Sunday activity increases on Bank Holiday weekends.
 - 2.2.8 Ideally the desk would be manned from 10.00-17.00 Monday to Saturday and 22.00 to 05.00 on Thursday, Friday and Saturday nights. Some flexibility for additional coverage on Sundays on Bank Holiday weekends and key trading times and events such as Halloween and Christmas would be ideal in particular overnight hours.
 - 2.2.9 A reduction in manned hours beyond this would result in a need for the partnership to adapt to operating with a new Control desk; communication between members could continue but without the key Involvement of CCTV having the visual input this would negatively impact the scheme. We would anticipate that some members would be lost and with them useful intelligence for the businesses and Police. Essentially CCTV is seen as the lynch pin of the Maidsafe partnership.
- 2.3 Moving the 'control' function away from MCG and placing it within an alternative setting, such as The Mall's security office, would ensure that the businesses that use the radio would be answered, with any urgent calls being directed to CCTV to be monitored or the Police if it is an emergency. Otherwise business would be advised to call 101/999.

2.4 Kent Police

Discussion has taken place with the local Chief Inspector and Inspector. Whilst they have raised general concerns about the reduction in live monitoring hours, specific comment could not be made about operational effectiveness until the detail of the proposal was known. The local Police Team are keen to continue to be engaged with development of proposals for the public realm CCTV.

2.5 Conclusion

The reduction in monitored hours is a cause for concern for key partners, although the specific concern about the impact on criminality was unable to be evidenced through statistical data. Both sets of partners would prefer to see a reduced monitoring service than no service at all.

4. NEGOTIATIONS WITH MEDWAY CONTROL GROUP

- 4.1 MCG were unable to provide a solution that would achieve the savings envisaged by the Council's MTFs. MCG's position is that the Local Authority Partnership that exists to provide the CCTV monitoring service from MCG's base is predicated on sharing management resources monitoring CCTV on a 24 hour basis. Should one of the partners decide to withdraw or reduce their monitoring requirement from the Partnership it would potentially put the Partnership's business model at risk.
- 4.2 An alternative model was proposed by MCG that continues to provide 24 hour monitoring but through a shared desk arrangement. This would result in a reduced cost of £156,747, giving MBC annual savings of £75,688. However, to achieve this new operational model would require the Council to cover the cost of the new infrastructure, which is in the region of £25,000. This model does not achieve the £150,000 saving required over the next 3 years.
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5 AVAILABLE OPTIONS

- 5.1 Option 1. Retain the current 24 hour Maidstone-dedicated monitored service for the remaining static cameras – this option is not recommended, as the proposal is not affordable.
- 5.2 Option 2. Accept MCG's proposal for a merged desk approach as outlined in section 4 above – this option is not recommended as the proposal would not achieve the required saving identified in the MTFs and requires a capital investment that may not be returned on an "invest to save" basis over the period of a rolling contract.
- 5.3 Option 3. Retender for the CCTV Service for a new 5-year term, setting out as a requirement that the service be delivered within the agreed MTFs budget.
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6 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 6.1 Option 3 is the preferred option, as this permits the Council to go out to the market and seek proposals that may enable other providers of a CCTV monitoring service to come forward with innovative solutions to providing a limited live-monitoring service for the remaining 33 cameras. During the tendering period negotiations will continue with MCG to identify whether an alternative delivery model could be provided through the existing partnership on new terms.

7 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The previous 5 year contract expired on 31 March 2017 and a clause within the agreement to proceed with an annual rolling agreement was triggered by all of the Local Authority Partners. To enable the tendering of

a new service; and to allow discussions to continue with MCG, an extension to the current rolling agreement may be required for an additional period of between 6 and 12 months. This proposal will need to be communicated to our partners and MCG, together with a newly drafted agreement.

8 RISK

- 8.1 There is a risk that if the preferred recommendation in the report is not followed the saving identified in the MTFs will not be achieved.

9 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Impact on Corporate objectives were reviewed in the previous report and no empirical evidence exists to demonstrate that the reduction in monitoring hours would have a detrimental impact on keeping Maidstone a clean and safe place.	Head of Housing & Community Services
Risk Management	Included within the report	Head of Housing & Community Services
Financial	£150,000 of savings are included in the Medium Term Financial Strategy for the CCTV service. The recommended option sets out a route for delivering these savings.	Section 151 Officer
Staffing		
Legal	A new agreement is required should the current agreement need to be extended	
Privacy and Data Protection		
Equalities		[Policy & Information Manager]

Crime and Disorder	Contained within the report	Head of Housing & Community Services
Procurement		

10 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: MaidSafe – Information provided as part of the consultation.

11 BACKGROUND PAPERS

Provision of a Public Realm CCTV Service – CHE Committee 14 Feb 2017

MaidSafe – Background

- 1.1 MaidSafe is well established having been in operation since the 1990's. It has 111 day time businesses and 37 night time business members. Primarily members to the scheme are within the town centre.
- 1.2 MaidSafe operates a network of security radios that link members to each other, the Police and CCTV. A BCRP is intended to enable businesses to work collaboratively to reduce crime and the impact it has on the businesses, by sharing information about known offenders in order to prevent shoplifting and other crimes.
- 1.3 As BCRP schemes have developed they have come to rely on the link CCTV provides and the information the operators are able to provide about known offenders who are in the vicinity of the town centre, the fact that CCTV have a direct line to the police's force control room is an added benefit as the operators can notify the police of an incident and provide real time information to anyone at the scene, either Police Officers, door security staff or Maidstone Borough Council staff.
- 1.4 Maidstone Borough Council's CCTV control room has always operated as 'control' for the MaidSafe partnership radio network; as stated above, a common thread for many BCRP partnerships in the County, but not all. Other areas, like Dartford, use the security hubs within large shopping centres in the town centre who answer the radio and act as 'control' for the radio traffic, they then direct key requests to CCTV operators.
- 1.5 Our CCTV operator's involvement is both in terms of communicating with the members and the Police, helping to identify offenders and having a visual overview of the town, has been crucial to the success of the MaidSafe scheme.
- 1.6 Because of this 'control' arrangement, any changes to the hours of monitoring are likely to have an impact on this relationship. If there is no operator to monitor the cameras, there will be nobody present to answer the radio either; the same would apply should the Police Force Control room request that an area or an offender is monitored.
- 1.7 However since Police policy on not attending shoplifting incidents has changed the businesses that are part of MaidSafe have not been using the radio to report crimes to the CCTV operators in order to get the police to attend. Businesses now have to report instances via 999 or 101 depending on the circumstances.
- 1.8 It could be suggested that this change has led to many business moving from reactively dealing with offenders to proactively preventing them from shoplifting in the first place.

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

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