

# CABINET MEETING

Date: Wednesday 20 December 2023  
Time: 6.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Burton (Chairman), Cooper, Garten, Parfitt-Reid, Perry and Russell

*The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.*

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## **AMENDED AGENDA**

Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members or Officers
5. Disclosures of Lobbying
6. To consider whether any items should be considered in private due to the possible disclosure of exempt information
7. Minutes of the Meeting held on 25 October 2023
8. Presentation of Petitions (if any)
9. Questions from Local Residents to the Leader or Individual Cabinet Member (as appropriate)
10. Questions from Members to the Leader or Individual Cabinet Member (as appropriate)
11. Matters Referred to the Cabinet for Reconsideration (if any)
- 12. Issues Arising from Overview and Scrutiny** **177 - 207**
13. Matters Referred to the Executive by another Committee (if any)

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**Issued on Thursday 14 December 2023**  
**Over/:**

**Continued**

*Alison Broom*

**Alison Broom, Chief Executive**

14. Any Matter Relating to a Serious Service Failure or Nuisance (if any)
15. Receipt of Written Representations from Members of the Council (if any)
16. Cabinet Forward Plan
17. Reference from Council - Notice of Motion - KCC's Draft Minerals and Waste Plan - Inclusion of Oaken Wood (Barming Woods) as a Further Extension to Hermitage Quarry
18. Equality, Diversity and Inclusion (EDI) Annual Update
19. Town Centre Strategy Update
- 20. Fees and Charges 2024-25 208 - 209**
- 21. 2nd Quarter Finance, Performance and Risk Monitoring Report 210 - 266**

## **INFORMATION FOR THE PUBLIC**

In order to ask a question at this meeting, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Monday 18 December 2023). You will need to provide the full text in writing.

If your question is accepted, you will be provided with instructions as to how you can access the meeting.

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 4 p.m. one clear working day before the meeting (i.e. by 4 p.m. on Monday 18 December 2023). You will need to tell us which agenda item you wish to speak on.

If you require this information in an alternative format please contact us, call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk).

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## CABINET

20 DECEMBER 2023

### ISSUES ARISING FROM OVERVIEW AND SCRUTINY – COMMENTS IN RESPONSE TO THE SUBMISSION OF CABINET SCRAIP'S

The Council's Constitution states that any comments made by the Overview and Scrutiny Committee (the Committee) in response to a Cabinet SCRAIP, shall be presented to the Cabinet for its consideration.

**Recommendation:** That

1. The Cabinet review the Committee's comments, and:
2. Either
  - a. Confirm approval of the SCRAIPS; or
  - b. Amend and approve the SCRAIPs.

#### (draft) Minute of the Cabinet SCRAIP – Response to the Report of the Overview and Scrutiny Committee – Safety in the Town Centre

The Cabinet Member for Housing and Health introduced the Cabinet SCRAIP to the 'Safety in the Town Centre' Review (the review).

In response to questions, the Community and Strategic Partnerships Manager explained that Members needed to individually sign up to the 'My Community Voice' app due to GDPR regulations and to select their preferences for area updates. The work undertaken by the Community Safety Team was responsive and flexible in approach, for example with Cluster Ward Meetings often leading to follow-up actions for the Task Force at its next meeting. The Horizon plan was highlighted as it outlined the work being taken across 3, 6 and 12 month periods.

The Committee expressed support for the Cabinet's response to the recommendations made from the review. It was stated that it would be helpful for timelines to be included in the responses where relevant, for example when mentioning a future meeting.

The Cabinet Member encouraged all Members to approach her with any Community Safety concerns they may have.

**RESOLVED:** That the Cabinet SCRAIP – Response to the Report of the Overview and Scrutiny Committee – Safety in the Town Centre, be noted.

(draft) Minute of the Water Management Cycle Review – Cabinet Response (SCRAIP)

The Cabinet Member for Planning, Infrastructure and Economic Development introduced the item, with the Cabinet's response to each individual recommendation included in the SCRAIP. Some of the recommendations were not felt to be feasible following discussions with the Strategic Planning Team.

The Chairman stated that the response provided was an improvement upon the draft Cabinet response published in September 2023. It was noted that some of the actions had been agreed, and some had possible future suggestions included, providing an opportunity for the actions to be revisited in future.

**RESOLVED:** That the Water Management Cycle Review - Cabinet Response (SCRAIP) be noted.

**Appendices**

Appendix 1 – Cabinet SCRAIP, Safety in the Town Centre (initially approved by the Cabinet 26 July 2023): [Your Councillors - Maidstone Borough Council](#)


Appendix 2 – Cabinet SCRAIP, Water Management Cycle (initially approved by the Cabinet 25 October 2023): [Your Councillors - Maidstone Borough Council](#)

### Overview and Scrutiny Committee Recommended Action and Implementation Plan (SCRAIP)

The following recommended actions have arisen from the review into Safety in the Town Centre. This SCRAIP provides comments on the recommendations from the relevant Lead Officer/s such as its feasibility and possible method and timeline for implementation.

The recommendations arising from the Safety in the Town Centre Review were thematically grouped in being presented to the Cabinet (then Executive) at the April 2023 meeting. The intended outcomes for each theme can be found at the end of the document.

<b>Review Title: Safety in the Town Centre</b>				
Recommendation & Intended Outcomes	Relevant Cabinet Member	Financial impacts ( <i>'None' or explanation provided as applicable</i> )	Officer Response/s	Lead Officer/s
<p><b>To continue regular meetings with the Kent Police Press Office</b></p> <p>See Greater Communications theme below.</p>	Cabinet Member for Housing and Health	None	The Town Centre Task Force meet monthly, and the partnership Communications Plan is discussed as a standard agenda item. This provides partners, including Kent Police, the opportunity to identify opportunities to publicise work in the Town Centre proactively. The MBC Communications team have a good relationship with both Kent Police and One Maidstone enabling a timely joint response to Town Centre matters as necessary.	Community and Strategic Partnerships Manager

<p><b>To organise an Annual Community Safety Partnership Event, with all partners in attendance.</b></p> <p>See Greater Communications theme below.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">180</p>	<p>Cabinet Member for Housing and Health</p>	<p><i>Explanation provided as applicable</i></p>	<p>The Safer Maidstone Partnership facilitates an annual event where partners are asked to consider the data collated in the Strategic Assessment and to contribute towards the development of action plans and areas of focus for the partnership.</p> <p>A public facing conference has been considered, however it was felt that it would be more impactful to deliver events focussed on more specific areas of Community Safety, such as Violence Against Women and Girls and Youth Safety. Events of this nature have been hosted; publicising of these events can be improved and will be a focus for future events. These will be complemented by regular “pop-up” public engagement events, such as Walk and Talks, which are undertaken by the Town Centre Task Force and focus on contemporary high priority themes, including Safety of Women and Girls, Pride and Knife Crime.</p> 	<p>Community and Strategic Partnerships Manager</p>
<p><b>To circulate the Communications Team’s updated</b></p>	<p>Cabinet Member for Housing and Health</p>		<p>The Community Protection and Safer Streets Communications Plans are regularly updated and are</p>	<p>Communications Manager</p>

Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

<p><b>'Communications Plan' to Members, to outline all elements of the communications works.</b></p> <p>See Greater Communications theme below.</p>			<p>shared with the Lead Cabinet Member for Housing and Health.</p>	
<p><b>To include information on the Overview and Scrutiny Committee's review within the next iteration of the Borough Insight Magazine.</b></p> <p>See Greater Communications theme below.</p>	<p>Cabinet Member for Housing and Health</p>		<p>A reference to the review of the Overview and Scrutiny Committee's review will be included in the next edition of the MBC Borough Insight Magazine which is due to be published in October 2023.</p>	<p>Communications Manager</p>
<p><b>That Kent Police be requested to:</b></p> <p><b>a. Promote the multi-agency work of the Town Centre Task Force; and</b></p>	<p>Cabinet Member for Housing and Health</p>		<p>a) This recommendation was discussed with the District Commander and the Community Safety Unit Inspector at the Safer Maidstone Partnership Executive Group. To improve awareness of policing and specifically the work in the town task force area, the Town Centre officers promoting the take up of their two-way engagement tool, <a href="#">My Community Voice</a> (MCV) by residents and businesses. MCV enables Kent Police to update users with news, alerts, appeals, engagement events and</p>	<p>Community and Strategic Partnerships Manager</p>


<p><b>b. Publicise their community engagement plans, to allow the Council to align its communications actions to this.</b></p> <p>See Greater Communications theme below.</p> <p>182</p>			<p>general policing activities. In Maidstone this has also included updates for collaborative work.</p> <p>Members of the public can choose what information they receive and how they receive it – whether that’s by email, text or voice mail. They can also share or reply to the messages they receive, enabling improved two-way communication, information sharing and problem-solving opportunities for the force. Throughout June there will be an increase in promoting the use of MCV to businesses, with officers distributing information directly into businesses, as well as promotion through both MBC and One Maidstone social media.</p> <p>All elected members are encouraged to promote the use of <a href="#">My Community Voice</a> in their areas and through their surgeries and newsletters as appropriate.</p> <p>The Communications team will promote ‘My Community Voice’ through the MBC Stay Connected ‘Safe Clean and Green’ newsletter.</p>	
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">183</p>			<p>b) As detailed in the response to the first recommendation, the Town Centre Task Force meet monthly, and the partnership Communications Plan is discussed as a standard agenda item. This will extend to the new Neighbourhood Task Force to ensure communications considered for each operation and when developing engagement activities.</p>	
<p><b>That the British Transport Police and Southeastern Railways be reminded that the displacement of anti-social behaviour from the town centre to wider areas would be better managed if train tickets were checked on a regular basis.</b></p>	<p>Cabinet Member for Housing and Health</p>		<p>Links with South-eastern Railway are being developed with new Service Level Agreements are in place for information sharing. Maidstone’s stations are not seen as high priorities, it is therefore unlikely that barriers will be implemented as they would need to be staffed.</p> <p>The work of the District Contextual Safeguarding Meeting has identified groups using the rail network and work has been undertaken with police, partners and BTP to challenge them. With levels of ASB now falling in the Town Centre, work will continue with an intelligence led approach.</p> <p>The Violence Reduction Unit have funded the Switch Youth Café to undertake joint operations with BTP and their Outreach Workers, providing a presence on the trains across the network, to specifically engage with young people.</p>	




Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

<p>See Greater Communications theme below.</p>			<p>BTP have a relatively new Community Safety App and a link will be included in Cluster Contact Sheets when they are updated in June/July. The app is available <a href="#">here</a>.</p> 	
<p><b>To encourage all Members to sign up to the 'My Community Voice' facility provided by Kent Police.</b></p> <p>See Member Engagement theme below.</p>	<p>Cabinet Member for Housing and Health</p>		<p>Details of <a href="#">My Community Voice</a> are included and promoted through Ward Cluster meetings and included on the Cluster Contact sheet and can be shared with the wider community.</p>	
<p><b>To encourage all Members to sign up the 'Stay Connected' online newsletters produced by the Council.</b></p> <p>See Member Engagement theme below.</p>	<p>Cabinet Member for Communities, Leisure and Arts</p>		<p>The Communications Team regularly email all MBC councillors including sending them all of the MBC press releases which include information regarding the 'Stay Connected' newsletters and provides an electronic link for people to use in order to sign-up.</p> <p>In addition, we promote the Stay Connected service via social media and Cabinet Members are actively encouraging their colleagues to sign-up to the service.</p>	<p>Communications Manager</p>

<p><b>To provide Members with the contact details for the various reporting mechanisms outlined in cluster contact sheets.</b></p> <p>See Member Engagement theme below.</p> <p>185</p>	<p>Cabinet Member for Housing and Health</p>		<p>Contact sheets are being updated to reflect the new Sergeants and Beat Officers for Members' use only. The following information is also included for residents. These will be updated to include BTP's App too.</p> <p><b>Information for residents</b></p> <p>MBC and Kent police build processes that support residents. It's important that they use the following to ensure issues are recorded and safeguarding issues can be monitored.</p> <p><b>Police matters:</b></p>  <p><a href="#">My Community Voice</a> (MCV) is a two-way engagement tool set up by Kent Police for residents, businesses and community groups in Kent and Medway. MCV will enable Kent Police to update users with news, alerts, appeals, engagement events and general policing activities. Members of the public can choose what information they receive from us and how they receive it – whether that's by email, text or voice mail. They can also share or reply to the messages they receive, enabling improved two-way communication, information sharing and problem-solving opportunities for the force.</p> <p>Residents should be encouraged to report all crimes and ASB to the police. The easiest way to do this is by calling</p>	<p>Head of Housing and Regulatory Services</p>
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Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

			<p>101 or online <a href="http://www.kent.police.uk/ro/report/">www.kent.police.uk/ro/report/</a>. <b>If an emergency 999.</b> Residents can also report anonymously via <a href="http://www.crimestoppers-uk.org">www.crimestoppers-uk.org</a> or 0800 555 111.</p> <p>Also for young people <a href="http://www.fearless.org">www.fearless.org</a> is a site where young people can access non-judgemental information and advice about crime and criminality. It also allows them to report anonymously issues or concerns.</p> <p><b>Nuisance and community issues:</b> Report via <a href="http://www.maidstone.gov.uk">www.maidstone.gov.uk</a> or <a href="#">here</a></p>	
<p><b>To facilitate a Member representative engaging with the Youth Forum.</b></p> <p>See Member Engagement theme below.</p>	<p>Cabinet Member for Housing and Health/Communities, Leisure and Arts</p>		<p>The Maidstone Youth Forum has been established and operating for nearly a year and is growing in momentum. They have been approached, via the KCC Youth Hub Delivery Manager, regarding whether they would welcome the opportunity to speak to an elected member from Maidstone. This will be raised at their next forum, and we await their response.</p>	<p>Community and Strategic Partnerships Manager</p>
<p><b>To provide Members and Officers with Bystander Training.</b></p> <p>See Member Engagement theme below.</p>	<p>Cabinet Member for Housing and Health</p>		<p>Opportunities to provide training to relevant officers and Members will be sought throughout the Municipal year. This could include invitations to sessions hosted for business and community groups as appropriate. The following leaflet will be distributed shortly to businesses to generate interest as part of the Safer Streets initiative.</p>	<p>Community and Strategic Partnerships Manager</p>




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**Tackling and Managing Male Based Violence Training**

- Have you got what it takes to make a difference for your customers, staff or a stranger?
- Could you be an ambassador against gender based crime?
- Do you want to equip your teams with a new tool kit that will make your business safer at no extra cost? Can you afford not to?

**Places are limited so register your interest and tell us why you are a good candidate by emailing [maidsafer@onemaidstone.com](mailto:maidsafer@onemaidstone.com)**






**Working together to make Maidstone Safer - The Community Bystander Approach**

- Do you want to make Maidstone a safer place?
- Do you wish you knew more about what to do when you see something wrong, but feel powerless to change it?
- Could you play a role in challenging misogyny, prejudice, anti-social behaviour but worry about how to do so safely?

**Places are limited so register your interest and tell us why you are a good candidate by emailing [maidsafer@onemaidstone.com](mailto:maidsafer@onemaidstone.com)**

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<p><b>To encourage continued engagement from Members with Council activities, such as Member Briefings.</b></p> <p>See Member Engagement theme below.</p>	<p>Cabinet Member for Housing and Health/ Communities, Leisure and Arts</p>		<p>Officers welcome this suggestion, to ensure members benefit from the inputs to improve their awareness and understanding of a range of community safety matters.</p>	<p>Community and Strategic Partnerships Manager</p>
<p><b>To circulate the information provided to Town Centre Ward Members at the Town Centre Street Scene Meetings relating to safety in the town centre, to Members of the Overview and Scrutiny Committee acting as the Crime and Disorder Committee.</b></p>	<p>Cabinet Member for Housing and Health</p>		<p>The Street Scene Group is overseen by Our Environment and Public Realm team.</p> <p>**** We are discussing with the team how this information is best shared and will update the response when we have the recommendation from the team ***</p>	<p>Head of Environment and Public Realm</p>

Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

<p>See Member Engagement theme below.</p>				
<p><b>That the questions contained within the annual survey on town centre safety be reviewed, to ensure that the questions contained be used to conduct a benchmarking exercise for future measurement.</b></p> <p>∞ See Future Actions theme below.</p>	<p>Cabinet Member for Housing and Health</p>		<p>We do not undertake an annual survey in the Town Centre. When relevant surveys are undertaken, such as the consultation on the Town Centre Public Space Protection Order and the Residents' Surveys, questions relating to Town Centre Safety and perceptions of crime are kept consistent for this very purpose.</p>	<p>Community and Strategic Partnerships Manager and Head of Housing and Regulatory Services.</p>
<p><b>That a Member be appointed as a rapporteur to conduct a post-review evaluation.</b></p> <p>See Future Actions theme below.</p>	<p>Cabinet Member for Housing and Health</p>		<p>Democratic Services will oversee the relevant appointment at the appropriate time.</p>	

### **Greater Communications Theme**

Overall Outcome: To enable the production of a greater number of positive communications on town centre safety.

The Committee felt that there should be greater communications to publicise the actions taken to improve safety in the town centre, in part as negative press could be inaccurate and often attracted greater public attention than positive communications.

Specific references were made to the below aspects throughout the review in outlining the topics that Council communications should be covering:

- The achievements of the Town Centre Task Force
- Partnership working
- Successful interventions
- Provision of Youth Services
- Contact details for partner organisations and council services, such as Domestic Abuse Support

### **Member Engagement Theme**

Overall Outcome: To provide improved support to Members.

During the review, the Committee and external attendees highlighted the role of Elected Members in reporting incidents of criminal activity, supporting the services provided and engaging with young people, and raising the work undertaken with their respective political groups.

### **Future Actions Theme**

Overall Outcome: Ensure effective monitoring of any actions agreed and ensure that public feedback is considered.

In formulating its recommendations, the Committee highlighted the feedback they had received from residents on reporting safety concerns and the importance of ensuring that further information and feedback was provided on the matter following the review.



**Overview and Scrutiny Committee Recommended Action and Implementation Plan (SCRAIP)**

The following recommended actions have arisen from the review into the Water Management Cycle This SCRAIP provides comments on the recommendations from the relevant Lead Officer/s such as its feasibility and possible method and timeline for implementation.

<b>Recommendation &amp; Intended Outcomes</b>	<b>Relevant Cabinet Member</b>	Financial impacts ( <i>'None' or explanation provided</i> )	<b>Cabinet Response</b>  Includes Officer Comments	<b>Lead Officer</b>
<p><b>1. That £100,000 be allocated to developing feasibility studies, to be matched by external providers, to support the progression of schemes designed to improve the water management cycle.</b></p> <p>This would ensure that schemes were readily available for implementation, taking a proactive approach to managing the effects of the water management cycle, as much of the council's work had been reactive. Historically the Council had been successful in obtaining funding where a scheme's need had been demonstrated.<sup>1</sup></p> <p>Feasibility studies would need to respond to an agreed set of</p>	<p>Cabinet Member Environmental Services and/or Planning, Infrastructure and Economic Development dependent on scheme design.</p>		<p><b>Agreed</b></p> <p>The Finance Director has confirmed that there are <b>already</b> adequate monies set aside within the existing Capital Programme (for flood alleviation), <b>that has previously been used in implementing such schemes. The funding available would not be additional funding, with the Council to continue its 'Business as Usual' approach in identifying opportunities and working with partners to deliver flood mitigation measures.</b></p>	<p>Director of Finance, Resources &amp; Business Improvement</p>

<sup>1</sup> See 15 December 2022 Meeting Minutes.

Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

<p>objectives. These might include some or all of the following:</p> <ul style="list-style-type: none"> <li>- Ensure that places and infrastructure are resilient and can adapt to future flooding and coastal risks in a changing climate. Traditionally this has been quantified by assessing whether a scheme gives projection to (eg) a flood event likely to occur every 50 years.</li> <li>- Support the Council’s carbon and sustainability ambitions.</li> <li>- Enhance the environment, e.g. by creating and improving habitat and rivers.</li> <li>- Meet statutory requirements, e.g. complying with Reservoir Act duties.</li> </ul> <p>The Director of Finance, Resources and Business Improvement had advised that feasibility studies would assist in creating suitable schemes, and that there was a source of capital funding available within the Council’s MTFS for such works.<sup>2</sup></p>				
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<sup>2</sup> See 5 December 2022 Meeting Minutes.

Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

<p>Further, conducting feasibility studies could lead to the progression of the joint working and other actions put forward by the Upper Medway Internal Drainage Board, Southeast Rivers Trust and Kent County Council. Please see relevant meeting minutes for further information.<sup>3</sup></p>				
<p><b>2.To increase the number of open spaces in the Borough that enhance wetland biodiversity, flood storage and surface water infiltration.</b></p> <p>To bring benefits to the borough, as similar schemes had elsewhere, and build upon the Biodiversity and Climate Change Manager’s work in producing business cases for numerous schemes to be implemented on single pieces of land. If the work could be linked to the biodiversity net gain, significant biodiversity improvements could be achieved.</p>	<p>(Primary) Cabinet Member for Environmental Services for Council owned estate, and (Secondary) Cabinet Member for Planning, Infrastructure and Economic Development for planning policy work.</p>		<p><b>Agreed</b></p> <p>There is an opportunity to do this at the Heathlands Garden Community, and this requirement will be incorporated into the SPD for Heathlands. More generally, this action can also routinely be taken forward through subsequent local plan reviews.</p>	<p>Biodiversity and Climate Change Manager</p>

<sup>3</sup> Above minutes and 27 January 2023 (external stakeholder consultation) Meeting Minutes.

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<p><b>3.To further explore the creation of managed wetlands, including through the D&amp;S DPD.</b></p> <p>This would provide increased natural flood mitigation measures, reducing surface water run-off, and slowing water flow.</p>	<p>(Primary) Cabinet Member for Environmental Services for Council owned estate, and (Secondary) Cabinet Member for Planning, Infrastructure and Economic Development for planning policy work.</p>		<p><b>Agreed</b></p> <p>There is an opportunity to do this at the Heathlands Garden Community, and this requirement will be incorporated into the SPD for Heathlands. More generally, this action can also routinely be taken forward through subsequent local plan reviews.</p>	<p>Head of Spatial Planning and Economic Development</p>
<p><b>4.That a proposals map outlining the areas within the borough where the biodiversity net gain could be used to secure schemes that deliver holistic improvements to the Water Management Cycle, be attached to the D&amp;S DPD.</b></p> <p>This would support the creation and delivery of improvements to the water management cycle, so that the biodiversity net gain received through new developments could be maximised quickly.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Not Agreed, with possible future suggestion noted</b></p> <p>A proposals map is not appropriate as the Local Plan Review provides the strategic approach to BNG – it contains the Biodiversity Net Gain policy which requires any BNG to first be achieved on the development site itself, where this is possible. It also refers to the Biodiversity Opportunity Areas, for example, which reflect the Kent Biodiversity Strategy – this identifies the areas for focus.</p> <p>The D&amp;S DPD then contains BNG detail, to include Heathlands, Invicta, and Lidsing potentially.</p> <p>There could however be a “call for sites” in the next LPR for BNG receptor sites, that could be the starting point for assessing and then formulating a proposals map.</p>	<p>Head of Spatial Planning and Economic Development</p>

<p><b>5.To promote the separation of roof water from the sewer systems in new build properties and property conversion and extensions, including through the D&amp;S DPD.</b></p> <p>To reduce the burden placed on combined sewer systems and the likelihood of sewerage flooding. Through its review, the Group were informed that in some cases, the majority of liquid within the combined sewer systems is rain and surface water.<sup>4</sup></p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Not Agreed, with possible future suggestion note</b></p> <p>This matter is dealt with in Building Regulations. Realistically, the Council does not have the resources or technical expertise to start to design and then enforce its own suite of enhanced local regulations, nor the evidence suite to support making such changes. The matter could be included in theory within the Design and Sustainability DPD in theory, but realistically, the bar for technical evidence will be the same. Ultimately there should be much more engagement with the local water companies before deciding upon a course of action in this regard.</p>	<p>Head of Spatial Planning and Economic Development</p>
<p><b>6.To encourage developers to consider water usage reductions across development sites and within homes, such as water saving technologies and the use of 'grey water', including through the D&amp;S DPD.</b></p> <p>To promote mechanisms that reduce water consumption and increase water recycling from the point of development as opposed to retrofitting.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Not Agreed</b></p> <p>The LPR imposes the lower quantum of water usage at 110 litres per day per head, in the new LPR policy. This is already below the standard Building Regulations requirement. Anything beyond this, say in terms of grey water, would just be option for developers.</p>	<p>Head of Spatial Planning and Economic Development</p>

<sup>4</sup> See 7 February 2023 Meeting Minutes.

<p>The importance of making developments more water efficient was specifically raised by the Water companies consulted on the 7 February 2023.<sup>5</sup></p>				
<p><b>7. That the policies informing the D&amp;S DPD would be usefully informed if Kent Flood Risk Maps were made available to the Planning and Policy service areas in developing policy documents.</b></p> <p><sup>19</sup> To ensure that the recorded flood risk areas (as included within the maps) are considered when developing policy documents applicable to development.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Not Agreed</b></p> <p>The Council prepares strategic plans in accordance with the national planning requirements which are set out for flood risk in the NPPF and NPPG and planning have access to the Environment Agency Flood Zone Maps, in order to do this.</p> <p>The Local Plan Review also sets out the flood risk assessments that planning applicants are required to undertake.</p> <p>KCC are the Lead Local Flood Authority and they are consulted on strategic plans, as they are prepared i.e. Local Plan Review.</p>	<p>Head of Spatial Planning and Economic Development</p>

<sup>5</sup> As Above.

<p><b>8.To explore further the use and range of policy mechanisms to promote recycling of water and reduce water usage, both in newly built houses and as retrofit in existing properties.</b></p> <p>To promote these mechanisms for use across small- and large-scale developments; At the 22 December 2022 group meeting, the group were informed that further information on water recycling would likely be provided in the D&amp;S DPD, with the group expressing that promoting these mechanisms would prevent costly, time-consuming retrofitting measures (where possible).<sup>6</sup></p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Not Agreed, with possible suggestion noted</b></p> <p>Is this really the role of the Council, and would it be an effective use of our finite resources, especially given that the various water companies are required to perform this task.</p> <p>This could be promoted through the Council’s various media channels, but all we could do is signpost to the other agencies.</p>	<p>Head of Spatial Planning and Economic Development &amp; Biodiversity and Climate Change Manager</p>
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<sup>6</sup> See 22 December 2022 Meeting Minutes.

<p><b>9.To increase the Council’s control over the implementation of planning conditions relating to Sustainable Drainage Schemes (SuDS), through the spatial policy and development management service areas.</b></p> <p>Through the review, the mismanagement of SuD schemes was highlighted, and this action would support the ongoing discussions being had between the Head of Development Management and the Chairman and Vice-Chair of the Planning Committee on how this could be addressed.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Agreed</b></p> <p>Management of SuD schemes can be further reviewed and considered through future local plan reviews.</p>	<p>Head of Spatial Planning and Economic Development &amp; Head of Development Management</p>
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<p><b>10. That the following requests be made to the Development Management Service area, via the Head of Development Management</b></p> <p>a) <b>To review how water companies can be consulted and/or more effectively involved in the planning process.</b></p> <p>To involve water companies in the planning process for a range of reasons including; to promote water efficiency, water recycling and reduced water usage within new developments, as developers may not prioritise this themselves, to improve the water management cycle generally.</p> <p>The group recognised that any comments would carry less weight than those of statutory consultees. The water companies spoke of having greater involvement in the planning process at the 7 February 2023 meeting.<sup>7</sup></p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>B &amp; C – Agreed</b> <b>A &amp; D – Not Agreed</b></p> <p>A) The water companies are consulted during preparation of strategic plans e.g. Local Plan Review at each consultation stage and can comment on any planning applications that they wish to review. The responses tend to be rather generic rather than site specific, and are quite limited.</p> <p>B) The Upper Medway Internal Drainage Board (UMIDB) is a non-statutory consultee on water and flood related planning applications within Maidstone. The Upper Medway Internal Drainage Board (UMIDB) can comment on any planning application they wish to review – members can be circulated with a weblink to the UMIDB website which provides their area map if they wish to review the UMIDB’s information. It is not appropriate to provide other bodies maps alongside a planning application. UMIDB’s role should not be confused with the main statutory consultees like Kent County Council or the Environment Agency. When a new development will be discharging into or affecting UMIDB adopted watercourses, they will need to apply for IDB’s Land Drainage Consent.</p> <p>C) Yes</p>	<p>Head of Development Management</p>
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<sup>7</sup> See 7 February 2023 Meeting Minutes.

<p>b) <b>To include the Upper Medway Internal Drainage Board (UMIDB) district area within the maps provided with major planning applications.</b></p> <p>To highlight if the UMIDB district area overlapped with a proposed development, and if it is in a sensitive area for drainage, as Members have greater knowledge of their ward and any water management cycle related concerns, e.g., flooding.</p> <p>200                  ☉ <b>To advise on whether Surface Water Management Plans can be used as material planning considerations.</b></p> <p>To inform Members of the document's weight, if any, when considering planning applications.</p> <p>d) <b>To review opportunities to the building regulations for water saving, in a similar way to recent updates on</b></p>			<p>D) Building Regulations are required to undertake their work in line with the national requirements.</p> <p><b>General point for information:</b></p> <p>KCC are the Lead Local Flood Authority and they are consulted on surface water drainage on the following:</p> <p>10 or more houses                  Site is over 0.5ha and the number of houses isn't known                  Floorspace over 1000m2                  Site is over 1ha (whatever the development)</p>	
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<p><b>the conservation of fuel and power.</b></p> <p>The group felt that the opportunities available should be reviewed as part of best practice, with any gaps to be actioned as and when they arise through the building control service. In part, this can be linked to the feedback given by the water companies on the 7 February 2023.<sup>8</sup></p>				
<p><b>11. That when developments come forward in the town centre and adjoining areas, obstacles should either be removed or alleviated, to remove unnecessary restrictions on water courses, which reduce the flow rate, nutrient enrichment and wildlife corridors.</b></p> <p>As outlined in the recommendation, to remove unnecessary restrictions on water courses, which reduce the flow rate, nutrient enrichment and wildlife corridors that may impact the area local to the development.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Not Agreed</b></p> <p>This is a matter for the Environment Agency, and they can make these points through their role as a statutory consultee on such applications, if they are in agreement with them. The Council could in theory explore a pilot project at a relevant site where we have an interest, for example the Mill Pond in the town centre.</p>	<p>Head of Development Management</p>

<sup>8</sup> See 7 February 2023 Meeting Minutes.

<p><b>12. That an annual 'roundtable' meeting be established between Parish, District and County Members and Officers (from both authorities), to discuss local issues and knowledge relating to the Water Management Cycle, by geographical area (North, Central &amp; Southern Maidstone)</b></p> <p>To ensure that local knowledge is maintained and 'passed down' to prevent negative impacts to the area, such as flooding and property damage, through the water management cycle. This knowledge is often lost over time, particularly when there are no written records of historic mitigation measures.</p>	<p>Cabinet Member for Environmental Services, Cabinet Member for Planning, Infrastructure and Economic Development and Cabinet Member for Communities, Leisure and Arts.</p>		<p><b>Agreed</b></p> <p>To be led by the Planning Policy team.</p>	<p>Director of Finance, Resources and Business Improvement; Emergency Planning and Resilience Manager Head of Spatial Planning and Economic Development Head of Development Management Biodiversity and Climate Change Manager</p>
<p><b>13. That local 'highway and surface water flooding hotspots' be identified with the Borough and County Members, and meetings organised with Kent County Council, National Highways, and the relevant Water Companies as applicable.</b></p>	<p>Cabinet Member for Environmental Services, Cabinet Member for Planning, Infrastructure and Economic Development and Cabinet Member for Communities, Leisure and Arts.</p>		<p><b>Agreed</b></p> <p>This is already occurring through the work undertaken by Mark Green, who leads on flood resilience for MBC.</p>	<p>Director of Finance, Resources and Business Improvement; Emergency Planning and Resilience Manager Head of Spatial</p>

Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

<p>To proactively manage any impacts from flooding and/or water management cycle related matters, by consulting the relevant parties to seek improvements.</p>				<p>Planning and Economic Development Head of Development Management Biodiversity and Climate Change Manager</p>
<p><b>14. That the Community Protection Team contact local care home providers to remind them of the ability to register as 'priority customers' with the relevant water utilities.</b></p> <p>To ensure that local care homes are able to access water supplies during times of disruption, and that vulnerable residents are suitably supported and prioritised.</p>	<p>Cabinet Member for Housing and Health</p>		<p><b>Agreed</b></p>	<p>Community and Strategic Partnerships Manager</p>
<p><b>15. That the Council proactively identify water management cycle related matters for inclusion at events such as the Local Government Association Conference and Rural Urban Commission</b></p>	<p>(Primary) Cabinet Member for Environmental Services for Council owned estate, and (Secondary) Cabinet Member for Planning, Infrastructure and Economic</p>		<p><b>Agreed</b></p>	

Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

<p>To increase the attention given to the Water Management Cycle nationally as well as locally.</p>	<p>Development for planning policy work.</p>			
<p><b>16. That the contents of the documents provided by Southern Water be endorsed, with the synergy between the company and the group noted.</b></p> <p>To formally note and draw attention to the synergy between Southern Water and the Group during the review.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>		<p><b>Agreed</b></p>	
<p><b>17. That the support expressed from both Southeast and Southern Water to use the Heathlands Garden Community, if agreed, as a showcase to demonstrate innovative and efficient water usage, be supported and noted.</b></p> <p>The group felt that this was important to note formally as part of the review, arising from the group's ambitions to introduce new and innovative measures in the future.</p>	<p>Leader of the Council</p>		<p><b>Agreed</b></p>	

<p><b>18. That any development and/or improvement schemes to the Former Royal Mail Sorting Office demonstrate innovative and efficient water usage mechanisms, be noted.</b></p> <p>As above, particularly as the site is a brownfield site which could lead to alternative mechanisms being used to demonstrate innovative and efficient water usage mechanisms.</p>	<p>To the Cabinet (relevant Cabinet Member would be identified depending on the type of development and/or improvement scheme being implemented)</p> <p>Kent County Council</p>		<p><b>Noted, further action to take place</b></p> <p>The planning application for this site has been submitted prior to Cabinet approving this SCRAIP. However, the application does contain a water strategy document that will be considered by the Planning Committee in due course.</p>	
<p><b>19. That Kent County Council be requested to update the Surface Water Management Plans for Maidstone, including local plans where these have been produced for wards, as a matter of urgency.</b></p> <p>Surface Water Management Plans (SWMP) are studies that aim to understand flood risks arising from local flooding. As this has likely changed since 2013 when the existing Maidstone SWMP was produced, the group felt it was imperative for an updated version to be produced.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development.</p>		<p><b>Agreed</b></p> <p>To be taken forward by Mark Green through his ongoing lead role on this topic.</p>	

<p><b>20. That the Water Companies (Southeast and Southern Water) be consulted on:</b></p> <p><b>a. Whether they would conduct an information campaign, and provide funding for commercial and household schemes, to minimise roof run-off into the sewer system; and</b></p> <p><b>b. Obtaining accurate information on [commercial and household] water consumption, to be linked to educational campaigns to reduce water usage.</b></p> <p><b>c. Investigation of the potential for creation of a new reedbed/wetland at Harrietsham Water Treatment Works to reduce ingress of Phosphates and Nitrates into the River Len.</b></p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development.</p>		<p><b>Agreed</b></p>	
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<p><b>d. Reconsidering the emerging proposal to increase abstraction rates, for example at Hockers Lane Detling and other sites within the borough, to mitigate likely resultant harm to downstream wetlands and to water courses. Where this does take place, monitoring the abstraction increase to take place to ensure the effects are properly understood and can be mitigated if necessary.</b></p> <p>207</p> <p>The provision of funding would encourage individual households to implement schemes to minimise roof run-off and reduce the likelihood of combined sewer flooding. The use of accurate water usage data would enable educational campaigns to be better targeted to achieve results. This was discussed by those companies during the 7 February 2023 meeting, and with Council Officers at the 22 December 2022 meeting.</p>				
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**F&C paper - 2 changes required.**

**1) HHE PAC - Update Waste Crime F&Cs to reflect updated figures. There is no change in budget. (Page 115 Appendix E)**

HHE PAC highlighted that the Waste Crime FPN F&Cs had been considered on 7 September and that these now need to be updated within the F&C paper.

*Revised Waste Crime FPN - Fees and Changes*

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Fees and Charges April 2024 - March 2025		* Includes VAT	Statutory Fee Discretionary Fee	Actuals 2022-2023	Current Estimate 2023-24	Current Charges 2023-2024	Proposed Charges 2024-2025	Change	+ / - Income 2023-24	Estimate 2024-2025	Comments
				£	£	£	£	%	£	£	
<b>Waste Crime/Community Protection</b>											
<b>Fixed Penalty Fines</b>				13,540	23,000					23,000	
Littering - Level 1 - Single item e.g. cigarette end		x				120.00	250.00	108.33%			Increased as proposed HHE 7 September
Littering - Level 2 - Repeated offence. Multiple items Rural / high-speed roads (difficult to cleanse).		x				N/A	500.00	N/A			Increased as proposed HHE 7 September
Failure to produce waste documents		x				300.00	300.00	0.00%			
Failure to produce authority to transport waste		x				300.00	300.00	0.00%			
Unauthorised distribution of free printed matter		x				75.00	75.00	0.00%			
Fly Posting		x				80.00	80.00	0.00%			
Abandonment of a vehicle		x				200.00	200.00	0.00%			
Repairing vehicles on a road		x				100.00	100.00	0.00%			
Graffiti		x				75.00	250.00	233.33%			Increased as proposed HHE 7 September
Failure to comply with a waste receptacles notice		x				100.00	100.00	0.00%			
Smoking in a smoke free place			x			50.00	50.00	0.00%			Discounted to £30 for early payment - set by central government
Failure to display no smoking signs			x			200.00	200.00	0.00%			Discounted to £150 for early payment - set by central government
Community Protection Notice Fixed Penalty Notice			x			100.00	100.00	0.00%			Amount shown is the maximum penalty
Public Space Protection Order Fixed Penalty Notice			x			100.00	100.00	0.00%			Amount shown is the maximum penalty
Fly tipping Level 1 - Single Item black sack			x			400.00	600.00	50.00%			Increased as proposed HHE 7 September
Fly tipping Level 1 - Repeated offence Multiple items Rural / high-speed roads (difficult to cleanse)			x			N/A	1,000.00	N/A			Increased as proposed HHE 7 September
Duty of Care (Household Waste)			x			300.00	500.00	66.67%			Increased as proposed HHE 7 September
<b>Waste Crime Total</b>				<b>13,540</b>	<b>23,000</b>				<b>0</b>	<b>23,000</b>	

## 2) CLA PAC – Inclusion of Mooring Fees. There is no change in budget. (Page 89 Appendix C)

### Mooring Fees and Changes included.

<b>Children's Parties</b>	*		0	5,000					5,000	
Per Child minimum charge depending on activity		x			13.00	13.00	0.00%			
<b>Collections enquiries</b>										
QORWK - enquiries (Queen's Own Royal West Kent Regiment)		x	0	500	20.00	20.00	0.00%		500	QORWK enquiry £15 per family history enquiry. The fee is waived for collections based enquiries or where the museum gains research/information
<b>Museum Total</b>			<b>36,580</b>	<b>42,800</b>				<b>0</b>	<b>42,800</b>	
<b>Parks and Open Spaces-Leisure Activities</b>										
<b>Events</b>										
Fairs and circuses - per day (min. charge)	exempt	x			635.00	665.00	4.72%			
<b>Hire of Parks</b>										
Fitness Classes (10-70 participants) - per session (min charge) B904		x	2,860	5,200	19.95	19.95	0.00%		5,200	
<b>All Events</b>										
<b>Event day fee (min charge) per day</b>			52,930	39,430					39,430	
- up to 100 participants	exempt	x			55.00	60.00	9.09%			
100 to 499 participants	exempt	x			105.00	115.00	9.52%			
500 - 899 participants	exempt	x			460.00	485.00	5.43%			
901+ by negotiation	exempt	x								Based on multiplier of participant fees
<b>Plus Booking and disruption fee (min charge) per day on site (including all event days and build days)</b>										
Commercial and charity ticketed events - Mote Park		x			325.00	345.00	6.15%			
Free events - Mote Park		x			70.00	75.00	7.14%			
Additional hire fee for event parking per day (Mote Park only)		x			325.00	345.00	6.15%			Price point should be in multiples of £5 for customer ease.
Commercial and charity ticketed events - All other Parks		x			165.00	175.00	6.06%			
Free events - All other Parks		x			65.00	75.00	15.38%			In line with all free events in parks
<b>Filming companies</b> -(min charge) per day										
- Mote Park	exempt	x			380.00	405.00	6.58%			In line with small one day event
- Brenchley Gardens	exempt	x			230.00	240.00	4.35%			
- others by negotiation										
<b>Commercial medical units</b> - per day		x			145.00	150.00	3.45%			
<b>Mooring Fee - PER VESSEL (20 feet length)</b>										
per Night	*	x			8.00	8.00	0.00%			
per Week	*	x			40.00	40.00	0.00%			
per Month	*	x			140.00	140.00	0.00%			
per Quarter	*	x			350.00	350.00	0.00%			
			<b>55,790</b>	<b>44,630</b>				<b>0</b>	<b>44,630</b>	

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# Agenda Item 21

**CABINET**

**20 December 2023**

## **2<sup>nd</sup> Quarter Finance, Performance & Risk Monitoring Report 2023/24**

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Corporate Services Policy Advisory Committee	13 December 2023
Cabinet	20 December 2023

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Cabinet
<b>Lead Head of Service</b>	Mark Green, Director of Finance, Resources & Business Improvement
<b>Lead Officer and Report Author</b>	Paul Holland, Senior Finance Manager Carly Benville, Senior Information Analyst Orla Sweeney, Senior Policies & Communities Officer Alex Czabaniuk, Economic Development Officer Uche Olufemi, Emergency Planning & Resilience Manager
<b>Classification</b>	Public
<b>Wards affected</b>	All

### **Executive Summary**

This report sets out the 2023/24 financial and performance position for the services reporting into the Corporate Services Policy Advisory Committee (CS PAC) as at 30<sup>th</sup> September 2023 (Quarter 2). The primary focus is on:

- The 2023/24 Revenue and Capital budgets; and
- The 2023/24 Key Performance Indicators (KPIs) that relate to the delivery of the Strategic Plan 2019-2045.
- Corporate Risk Register

The combined reporting of the financial and performance position enables the Committee to consider and comment on the issues raised and actions being taken to address both budget pressures and performance issues in their proper context,

reflecting the fact that the financial and performance-related fortunes of the Council are inextricably linked.

#### Budget Monitoring

At the Quarter 2 stage the Council has incurred net expenditure of £7.554m against the approved profiled budget of £7.168m, representing an overspend of £0.387m. The projected year-end outturn position at this stage is an overspend of £0.298m.

Overall net expenditure at the end of Quarter 2 for the services reporting to CS PAC is £2.665m, compared to the approved profiled budget of £2.726m, representing an underspend of £0.061m.

At the Quarter 2 stage, the Council has incurred overall net expenditure of £7.359m against a budget allocation within the Capital Programme of £54.999m. The projected year-end net expenditure is £38.673m.

Capital expenditure at the end of Quarter 2 for CS PAC was £0.944m against a total budget of £17.605m.

#### Performance Monitoring

50% (1 out of 2) of the Key Performance Indicators for this Policy Advisory Committee achieved their Quarter 1 target. Across the other three Committees a number of targets were missed, mainly due to current issues with the economy, although there were improvements in a number of other areas.

#### Recovery & Renewal Update

Two of the three areas of focus in the Recovery and Renewal Action have now been completed. This is shown in the update at Appendix 3.

#### UK Shared Prosperity Fund Update

An update on progress made against schemes using this funding is shown at Appendix 4.

#### Corporate Risk Update

Appendix 5 outlines all the Council's corporate risks. The corporate risk ratings and scores have remained largely consistent with the last report in September. There have however been significant changes in two corporate risks resulting in their elevation from red to black risks. These are a diminished local retail and leisure sector and the Council not fulfilling residential property health and safety responsibilities.

### **Purpose of Report**

The report enables the Committee to consider and comment on the issues raised and actions being taken to address both budget pressures and performance issues as at 30<sup>th</sup> September 2023.

**This report makes the following recommendations to the Cabinet:**

1. That the Revenue position as at the end of Quarter 2 for 2023/24, including the actions being taken or proposed to improve the position, where significant variances have been identified, be noted;
2. That the Capital position at the end of Quarter 2 for 2023/24 be noted;
3. That the Performance position as at Quarter 2 for 2023/24, including the actions being taken or proposed to improve the position, where significant issues have been identified, be noted.
4. That the Recovery & Renewal Update, attached at Appendix 3 be noted.
5. That the UK Shared Prosperity Fund update, attached at Appendix 4 be noted.
6. That the Risk Update, attached at Appendix 5 be noted.
7. That the uncollectable Business Rates (NNDR) listed at Appendix 6 be approved for write-off.

# 2<sup>nd</sup> Quarter Finance, Performance & Risk Monitoring Report 2023/24

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>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.</p> <p>The Key Performance Indicators and strategic actions are part of the Council’s overarching Strategic Plan 2019-45 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas.</p>	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Cross Cutting Objectives</b>	This report enables any links between performance and financial matters to be identified and addressed at an early stage, thereby reducing the risk of compromising the delivery of the Strategic Plan 2019-2045, including its cross-cutting objectives.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Risk Management</b>	This is addressed in Section 5 of this report.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Financial</b>	<p>Financial implications are the focus of this report through high level budget monitoring. Budget monitoring ensures that services can react quickly enough 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> <p>Performance indicators and targets are closely linked to the allocation of resources and determining good value for money.</p>	Senior Finance Manager (Client)

	The financial implications of any proposed changes are also identified and taken into account in the Council's Medium-Term Financial Strategy and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.	
<b>Staffing</b>	<p>The budget for staffing represents a significant proportion 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> <p>Having a clear set of performance targets enables staff outcomes/objectives to be set and effective action plans to be put in place.</p>	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Legal</b>	<p>The Council has a statutory obligation to maintain a balanced budget and the monitoring process enables the Committee to remain aware of issues and the process to be taken to maintain a balanced budget.</p> <p>There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council services. Regular reports on Council performance help to demonstrate best value and compliance with the statutory duty.</p>	Team Leader (Contentious and Corporate Governance)
<b>Information Governance</b>	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes.	Policy and Information Team
<b>Equalities</b>	There is no impact on Equalities as a result of the recommendations in this report. An EqIA would be carried out as part of a	Equalities and Communities Officer



	policy or service change, should one be identified.	
<b>Public Health</b>	The performance recommendations will not negatively impact on population health or that of individuals.	Senior Finance Manager
<b>Crime and Disorder</b>	There are no specific issues arising.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Biodiversity and Climate Change</b>	Sufficient budget has been allocated for the Council's short to medium term financial commitment to addressing the biodiversity and climate issues stipulated in the Biodiversity and Climate Change Action Plan.	Biodiversity and Climate Change Manager

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Medium-Term Financial Strategy for 2023/24 to 2027/28 - including the budget for 2023/24 - was approved by full Council on 22<sup>nd</sup> February 2023. This report updates the Committee on how its services have performed over the last quarter with regard to revenue and capital expenditure against approved budgets.
- 2.2 This report also includes an update to the Committee on progress against its Key Performance Indicators (KPIs), and an updated covering corporate risks.
- 2.3 Attached at Appendix 1 is a report setting out the revenue and capital spending position at the Quarter 2 stage. Attached at Appendix 2 is a report setting out the position for the KPIs for the corresponding period. Attached at Appendix 3 is an update on progress against the Recovery & Renewal Plan and attached at Appendix 4 is an update on the UK Shared Prosperity Fund. Also attached at Appendix 5 is a report providing an update on corporate risks, in response to the former Policy & Resources Committee's

previous request for regular updates on this subject. Attached at Appendix 6 are the details of the uncollectable Business Rates (NNDR) being requested for approval to write off.

### 3. REVENUE AND CAPITAL BUDGETS

3.1 The tables below summarise the overall position as at 30<sup>th</sup> September 2023. Further details and an explanation of the significant variances are shown in Appendix 1.

#### Revenue Budget

Policy Advisory Committee	Full Year Budget 2023/24	Budget to 30 September 2023	Actual	Variance	Year End Forecast	Year End Variance
	£000	£000	£000	£000	£000	£000
Corporate Services	12,160	2,726	2,665	61	11,345	815
Planning, Infrastructure & Economic Development	676	760	868	-108	768	-92
Housing, Health & Environment	11,468	3,434	3,615	-181	12,050	-582
Communities, Leisure & Arts	1,473	248	407	-158	1,912	-439
<b>Net Revenue Expenditure</b>	<b>25,777</b>	<b>7,168</b>	<b>7,554</b>	<b>-387</b>	<b>26,075</b>	<b>-298</b>

#### Capital Budget

Policy Advisory Committee	Adjusted Estimate 2023/24	Actual to September 2023	Budget Remaining	Projected Total Expenditure	Projected Slippage to 2024/25
	£000	£000	£000	£000	£000
Corporate Services	17,605	944	16,661	4,011	13,594
Planning, Infrastructure & Economic Development	656		656	306	350
Housing, Health & Environment	32,522	6,217	26,304	33,290	-768
Communities, Leisure & Arts	4,216	198	4,018	1,066	3,151
<b>Total</b>	<b>54,999</b>	<b>7,359</b>	<b>47,640</b>	<b>38,673</b>	<b>16,326</b>

### 4. AVAILABLE OPTIONS

- 4.1 There is one matter for decision in this report. The Committee is asked to recommend the approval of the write off the uncollectable Business Rates to Cabinet.
- 4.2 The Committee is asked to note the remaining parts of the report but may choose to comment.

## **5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 5.1 In considering the current position on the Revenue budget, the Capital Programme, and the KPIs at the end of September 2023, the Committee can choose to note this information or could choose to comment.
  - 5.2 In the case of the decision the Committee is asked to recommend this for approval by Cabinet.
  - 5.3 The Committee is requested to note the remaining content of the report.
- 

## **6. RISK**

- 6.1 This report is presented for information only and has no direct risk management implications.
  - 6.2 The Council produced a balanced budget for both revenue and capital income and expenditure for 2023/24. The budget is set against a continuing backdrop of limited resources and the continuation of a 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 the Cabinet the best opportunity to take actions to mitigate such risks.
  - 6.3 Within the adverse variance reported to the Housing, Health and Environment PAC is a projected overspend in excess of £800,000 in relation to the provision of temporary accommodation. Expenditure in this area is unpredictable, and whilst current projections are that this overspend can be mitigated substantially through underspends elsewhere around the Council, this area of spend poses a very significant risk.
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## **7. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 7.1 The KPIs update ("Performance Monitoring") are reported to the Policy Advisory Committees (PAC) quarterly: Communities, Leisure & Arts PAC, Housing, Health & Environment PAC and Planning, Infrastructure & Economic Development PAC. Each committee also receives a report on the relevant priority action areas. The report was also presented to the Corporate Services PAC reporting on the priority areas of "A Thriving Place", "Safe, Clean and Green", "Homes and Communities" and "Embracing Growth and Enabling Infrastructure". The PACs did not make any additional recommendations to the Cabinet.
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## 8. **NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 8.1 The Quarter 2 Budget & Performance Monitoring reports are being considered by the relevant Policy Advisory Committees during November and December 2023.
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## 9. **REPORT APPENDICES**

- Appendix 1: Second Quarter Budget Monitoring 2023/24
  - Appendix 2: Second Quarter Performance Monitoring 2023/24
  - Appendix 3: Recovery & Renewal Update 2023/24
  - Appendix 4: UK Shared Prosperity Fund Update 2023/24
  - Appendix 5: Risk Update 2023/24
  - Appendix 6: Uncollectable Business Rates (NNDR)
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## 10. **BACKGROUND PAPERS**

2<sup>nd</sup> Quarter Finance & Performance Monitoring Report 2023/24, as presented to the Communities, Leisure and Arts PAC, Planning, Infrastructure and Economic Development PAC and the Housing, Health and Environment PAC.

# APPENDIX 1 – SECOND QUARTER BUDGET MONITORING

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### **Part A: Second Quarter Revenue Budget 2023/24**

- A1) Revenue Budget: Council
- A2) Revenue Budget: Corporate Services (CS PAC)
- A3) CS PAC Revenue Budget: Significant Variances
- A4) Other Revenue Budgets: Significant Variances
- A5) Virements

### **Part B: Second Quarter Capital Budget 2023/24**

- B1) Capital Budget: Council
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### **Part C: Second Quarter Local Tax Collection 2023/24**

- C1) Collection Fund
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### **Part D: Reserves & Balances 2023/24**

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# Part A - Second Quarter Revenue Budget 2023/24

## A1) Revenue Budget: Council

### Net Expenditure 2023/24 (@ 2<sup>nd</sup> Quarter): Analysis by PAC

Policy Advisory Committee	Full Year Budget 2023/24	Budget to 30 September 2023	Actual	Variance	Year End Forecast	Year End Variance
	£000	£000	£000	£000	£000	£000
Corporate Services	12,160	2,726	2,665	61	11,345	815
Planning, Infrastructure & Economic Development	676	760	868	-108	768	-92
Housing, Health & Environment	11,468	3,434	3,615	-181	12,050	-582
Communities, Leisure & Arts	1,473	248	407	-158	1,912	-439
<b>Net Revenue Expenditure</b>	<b>25,777</b>	<b>7,168</b>	<b>7,554</b>	<b>-387</b>	<b>26,075</b>	<b>-298</b>

### Net Expenditure 2023/24 (@2<sup>nd</sup> Quarter): Analysis by PRIORITY

Priority	Full Year Budget 2023/24	Budget to 30 September 2023	Actual	Variance	Year End Forecast	Year End Variance
	£000	£000	£000	£000	£000	£000
Safe, Clean and Green	9,253	3,991	3,587	404	9,118	135
Homes and Communities	1,839	-696	-216	-480	2,636	-797
Thriving Place	1,556	1,049	1,254	-206	2,165	-609
Embracing Growth and Enabling Infrastructure	209	329	238	91	201	8
Central & Democratic	12,920	2,496	2,692	-197	11,955	965
<b>Net Revenue Expenditure</b>	<b>25,777</b>	<b>7,168</b>	<b>7,554</b>	<b>-387</b>	<b>26,075</b>	<b>-298</b>

**Net Expenditure 2023/24 (@ 2<sup>nd</sup> Quarter): Analysis by SUBJECTIVE SPEND**

Subjective	Full Year Budget 2023/24 £000	Budget to 30 September 2023 £000	Actual £000	Variance £000	Year End Forecast £000	Year End Variance £000
Employees	25,516	12,823	12,433	390	25,256	260
Premises	7,052	4,348	4,729	-381	7,042	10
Transport	554	262	200	62	505	49
Supplies & Services	18,005	6,932	6,709	222	18,412	-408
Agency	8,946	3,633	3,520	113	8,896	50
Transfer Payments	35,270	15,114	16,701	-1,588	35,270	0
Asset Rents	1,892	0	0	0	1,892	0
Income	-71,458	-35,943	-36,737	794	-71,199	-259
<b>Net Revenue Expenditure</b>	<b>25,777</b>	<b>7,168</b>	<b>7,554</b>	<b>-387</b>	<b>26,075</b>	<b>-298</b>

'Transfer payments' include payments of housing benefit, which are falling with the introduction of Universal Credit. The underspend on transfer payments is offset by a reduction in reimbursement income from central government.

**Net Expenditure 2023/24 (@ 2<sup>nd</sup> Quarter): Analysis by CABINET MEMBER**

Cabinet Member	Full Year Budget 2023/24 £000	Budget to 30 September 2023 £000	Actual £000	Variance £000	Year End Forecast £000	Year End Variance £000
Leader of the Council	1,334	761	713	48	1,434	-100
Planning, Infrastructure & Economic Development	-542	59	205	-146	-549	8
Communities, Leisure & Arts	1,473	248	407	-158	1,912	-439
Corporate Services	12,044	2,666	2,614	50	11,229	815
Housing & Health	2,968	-289	292	-580	3,700	-732
Environmental Services	8,500	3,723	3,323	400	8,350	150
<b>Net Revenue Expenditure</b>	<b>25,777</b>	<b>7,168</b>	<b>7,554</b>	<b>-387</b>	<b>26,075</b>	<b>-298</b>

**A2) Revenue Budget: Corporate Services PAC**

- A2.1 The table below provides a detailed summary of the budgeted net expenditure position for the services reporting directly into CS PAC at the end of Quarter 2. The financial figures are presented on an accruals basis (i.e. expenditure for goods and services received, but not yet paid for, is included).
- A2.2 This table now shows the variance split between expenditure and income to give more of an insight into the nature of the variance.
- A2.3 These budget areas are all covered by the Cabinet Member for Corporate Services, with the exception of the two marked \*\* which are covered by the Leader of the Council.

**CS Revenue Budget: NET EXPENDITURE (@ 2<sup>nd</sup> Quarter 2023/24)**

Cost Centre	Approved Budget for Year	Approved Budget to 30 September 2023	Actual as at 30 September 2023	Variance as at 30 September 2023			Forecast March 2024	
	Net £000	Net £000	Net £000	Expenditure £000	Income £000	Net £000	Forecast Net £000	Forecast Variance £000
Maintenance of Closed Churchyards	11	6	0	6	0	6	11	0
Drainage	34	17	6	11	0	11	34	0
Climate change **	14	7	0	3	3	7	14	0
Street Naming & Numbering	-73	-37	-30	0	-7	-7	-73	0
Sandling Road Site	30	15	135	-90	-29	-120	130	-100
Maidstone House - Landlord	-173	-319	-388	49	21	70	-303	130
Civic Occasions	46	34	37	-3	0	-3	46	0
Members Allowances	456	228	239	-12	0	-12	456	0
Members Facilities	18	9	6	3	0	3	18	0
Contingency	1,086	543	-29	543	29	571	1,086	0
Corporate Management	461	129	140	-11	0	-11	461	0
Unapportionable Central Overheads	950	458	429	29	0	29	900	50
Council Tax Collection	68	44	32	9	3	12	68	0
Council Tax Collection - Non Pooled	-331	73	75	-0	-1	-1	-331	0
Council Tax Benefits Administration	-140	24	24	0	-0	-0	-140	0
NNDR Collection	2	1	6	-5	1	-5	2	0
NNDR Collection - Non Pooled	-230	45	52	-6	0	-6	-230	0
MBC- BID	1	-10	-18	7	1	8	1	0
Registration Of Electors	69	57	75	-18	0	-18	69	0
Elections	164	164	242	-87	9	-78	196	-32
KCC Elections	0	0	-17	-54	71	17	0	0
General Elections	0	0	11	0	-11	-11	0	0
Emergency Centre	24	14	8	6	0	6	24	0
Medway Conservancy	134	134	134	-0	0	-0	134	0
External Interest Payable	2,203	135	127	8	0	8	1,801	402
Interest & Investment Income	-150	-75	-371	0	296	296	-950	800
Palace Gatehouse	5	2	5	0	-3	-2	5	0
Archbishops Palace	3	8	84	-55	-21	-76	93	-90
Parkwood Industrial Estate	-318	-164	-172	2	6	8	-318	0
Industrial Starter Units	-40	-42	-43	2	-1	1	-40	0
Parkwood Equilibrium Units	-137	-115	-121	6	-0	6	-137	0
Sundry Corporate Properties	1	11	-29	88	-48	40	76	-75
Phoenix Park Units	-232	-184	-187	1	2	3	-232	0
Granada House - Commercial	-96	-80	-30	-5	-45	-50	-96	0
MPH Residential Properties	-916	-458	-316	-92	-49	-141	-664	-252
Heronden Road Units	-207	-166	-193	-1	28	27	-207	0
Boxmend Industrial Estate	-115	-96	-106	2	8	10	-115	0
Wren Industrial Estate	-133	-117	-131	-17	31	14	-133	0
General Fund Residential Properties	-56	-28	-26	-2	1	-2	-56	0
Pensions Fund Management	2,169	0	0	0	0	0	2,169	0
Non Service Related Government Grants	-4,661	-2,331	-2,317	0	-14	-14	-4,661	0



Second Quarter Financial Update 2023/24

Cost Centre	Approved Budget for Year	Approved Budget to 30 September 2023	Actual as at 30 September 2023	Variance as at 30 September 2023			Forecast March 2024	
	Net £000	Net £000	Net £000	Expenditure £000	Income £000	Net £000	Forecast Net £000	Forecast Variance £000
Rent Allowances	-114	-45	-190	-882	1,028	145	-114	0
Non HRA Rent Rebates	-9	551	935	-384	0	-384	-9	0
Discretionary Housing Payments	0	116	117	-1	0	-1	0	0
Housing Benefits Administration	-315	-163	-149	-4	-11	-14	-315	0
Democratic Services Section	291	147	131	15	0	15	291	0
Mayoral & Civic Services Section	127	63	60	3	0	3	127	0
Chief Executive	196	98	100	-3	0	-3	196	0
Biodiversity & Climate Change **	102	53	50	2	0	2	102	0
Director of Strategy Governance and Insight	134	67	60	7	0	7	134	0
Revenues Section	538	367	370	-12	9	-3	538	0
Registration Services Section	98	50	51	-5	3	-1	98	0
Benefits Section	520	326	330	-6	2	-4	520	0
Fraud Section	42	-15	-39	20	5	24	42	0
Mid Kent Audit Partnership	222	118	65	144	-91	52	184	39
Director of Finance, Resources & Business Imp	146	73	76	-0	-2	-3	146	0
Accountancy Section	901	471	422	49	0	49	856	45
Legal Services Section	659	331	348	3	-20	-18	659	0
Director of Regeneration & Place	154	77	76	1	0	1	154	0
Procurement Section	119	-7	0	0	-7	-7	119	0
Property & Projects Section	487	249	192	53	3	56	437	50
Corporate Support Section	319	159	165	-6	0	-6	319	0
Improvement Section	259	130	183	-40	-14	-54	334	-75
Executive Support Section	101	50	51	-1	0	-1	101	0
Mid Kent ICT Services	636	318	296	72	-50	22	636	0
GIS Section	132	66	64	4	-2	2	132	0
Director of Mid Kent Services	47	-24	-24	0	-0	0	47	0
Mid Kent HR Services Section	428	214	201	20	-7	13	428	0
MBC HR Services Section	104	64	52	12	-0	11	104	0
Head of Revenues & Benefits	66	44	26	23	-5	18	66	0
Revenues & Benefits Business Support	153	90	76	15	-0	14	153	0
Dartford HR Services Section	-16	-8	-9	1	0	1	-16	0
IT Support for Revenues and Benefits	1	0	0	-0	0	-0	1	0
Emergency Planning & Resilience	165	82	66	16	0	16	165	0
Head of Property and Leisure	118	59	55	4	0	4	118	0
Facilities Section	160	80	69	11	0	11	160	0
Town Centre Services Manager	66	33	32	2	0	2	66	0
Salary Slippage 1PR	-279	-140	0	-140	0	-140	-279	0
Town Hall	127	70	23	47	-0	47	127	0
South Maidstone Depot	205	132	181	-52	3	-49	205	0
The Link	57	81	100	-19	-0	-19	57	0
Maidstone House - MBC Tenant	468	389	462	-72	-0	-72	548	-80
Museum Buildings	268	153	153	0	-1	-0	228	40
I.T. Operational Services	664	331	341	-10	0	-10	664	0
Central Telephones	16	8	5	3	0	3	16	0
Apprentices Programme	74	32	13	19	0	19	74	0
Internal Printing	-1	2	-14	20	-4	16	-1	0
Debt Recovery Service	-32	20	-6	44	-18	26	5	-37
Debt Recovery MBC Profit Share	-108	-54	-46	0	-8	-8	-108	0
General Balances	-200	-200	-200	0	0	0	-200	0
Earmarked Balances	4,202	-320	0	-320	0	-320	4,202	0
Appropriation Account	1,892	0	0	0	0	0	1,892	0
Pensions Fund Appropriation	-2,169	0	0	0	0	0	-2,169	0
<b>Totals</b>	<b>12,160</b>	<b>2,726</b>	<b>2,665</b>	<b>-1,032</b>	<b>1,093</b>	<b>61</b>	<b>11,345</b>	<b>815</b>

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### A3) CS Revenue Budget: Significant Variances

A3.1 Within the headline figures, there are a number of both adverse and favourable net expenditure variances for individual cost centres. It is important that the implications of variances are considered at an early stage, so that contingency plans can be put in place and, if necessary, be used to inform future financial planning. Variances will be reported to each of the Policy Advisory Committees on a quarterly basis throughout 2023/24.

A3.2 The tables below highlight and provides further detail on the most significant variances at the end of Quarter 2 for both this and the other PACs.

#### CS PAC Variances (@ 2<sup>nd</sup> Quarter 2023/24)

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
<b>Corporate Services</b>	<b>£000</b>		
<b>Sandling Road Site</b> - Running costs are exceeding the budgets, mainly for utility costs. There is also a shortfall in the rental income that was anticipated. The Council's objective remains to ensure that this site is fully tenanted up to the point where it is handed over for redevelopment as part of the housing capital programme.		-119	-100
<b>Maidstone House (Landlord)</b> – This variance is a combination of projected over and underspends. We are anticipating receiving some additional service charge income and a significant underspend on the electricity budget. However, we are also anticipating additional costs and a shortfall in income in relation to the vacant floors that we are seeking to let out.	70		130
<b>Unapportionable Central Overheads</b> – Pension contributions to the Kent County Council Pension Fund will be lower than forecast, which reflects the level of staff vacancies across the Council.	29		50
<b>External Interest Payable</b> - The variance on this budget relates to the Minimum Revenue Provision (MRP) that is required to be made to cover the cost of borrowing for the capital programme. Slippage in the programme means that we have not borrowed as much as had been anticipated. The profiled budget assumes the MRP figure is charged at the end of the financial year.	8		402
<b>Interest &amp; Investment Income</b> - Due to the slippage in the capital programme and interest rates continuing to be high there is likely to be a significant increase in income received by the end of the financial year.	296		800
<b>Archbishops Palace</b> - Now the lease with Kent County Council has expired liability for the Business Rates now rests with Maidstone BC, but currently there is no budget for this. The profiled budget assumes the rates are due in the first quarter of the year.		-76	-90

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
<b>Corporate Services</b>	<b>£000</b>		
<b>Sundry Corporate Properties</b> – There is a Medium-Term Financial Strategy saving of £88,000 for additional rental income from new properties that is unlikely to be realised as there have been no new additions so far this year.	40		-75
<b>MPH Residential Properties</b> - The majority of the forecast variance relates to the temporary closure of Granada House for refurbishment works.		-141	-252
<b>Rent Allowances/Non-HRA Rent Rebates</b> - The variances are due to the timing of the rent allowances /rebates awarded and the income received from government. These are an estimated cost until the year-end subsidy claim is submitted.		-238	0
<b>Maidstone House (MBC Tenant)</b> – Service charges costs for floors 5 and 6 are likely to be £80,000 greater than forecast.		-72	-80

#### A4) Other Revenue Budgets: Significant Variances

##### Planning, Infrastructure & Economic Development PAC Variances (@ 2<sup>nd</sup> Quarter 2023/24)

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
<b>Planning, Infrastructure &amp; Economic Development</b>	<b>£000</b>		
<b>PLANNING &amp; ECONOMIC DEVELOPMENT</b>			
<b>Development Control Advice</b> – Income from Planning Performance Agreements is significantly down this year as developers are waiting for the new Local Plan to be adopted before progressing with further applications.		-65	-75
<b>Development Control Majors</b> – Income from major applications is significantly down this year, as with the Planning Performance Agreements developers are waiting for the new Local Plan to be adopted before progressing with further applications.		-215	-150
<b>Innovation Centre</b> – Running costs are currently overspent due to Non-Domestic rates bills that are due on the vacant office space. That vacant space is also reflected in the shortfall in income budgets. The adverse variance will be covered by income from Enterprise Zone rates.		-85	0
<b>Business Terrace 1<sup>st</sup> Floor Maidstone House</b> – Service charge costs are significantly higher than forecast, and there are also two units vacant meaning there is a shortfall in income.		-53	-100

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
<b>Planning, Infrastructure &amp; Economic Development</b>	<b>£000</b>		
<b>PARKING SERVICES</b>			
<b>On Street Parking</b> – This variance is a mixture of reduced running costs and increased income. Penalty Charge Notice income is £19,000 up on the profiled budget, On Street Pay & Display income is slightly down.	41		52
<b>Sandling Road Car Park</b> – Running costs are currently underspent and income is in excess of budget. This is forecast to continue for the remainder of the year.	27		56
<b>Former Park &amp; Ride Sites</b> – These are budgets that were used to fund the Business Rates and running costs for the site. They are no longer required and will be removed for 2024/25.	93		100

### Housing, Health & Environment PAC Variances (@ 2<sup>nd</sup> Quarter 2023/24)

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
<b>Housing, Health &amp; Environment</b>	<b>£000</b>		
<b>Playground Maintenance &amp; Improvements</b> – There are vacant posts in the team, and the replacement equipment budget is currently underspend but will be utilised later in the year.	51		31
<b>Housing Temporary Accommodation</b> – This continues to be a significant issue as the demand for the service continues to be high. The cost-of-living crisis and issues with getting people out of temporary accommodation are the main challenges at present. Further properties are being acquired to help alleviate the pressure on this budget.		-457	-779
<b>Homeless Prevention</b> – Expenditure continues to be high on the Homefinder scheme, although there are plans to reduce the level of spend. There have also been unanticipated legal costs of £25,000.		-54	-37
<b>Fleet Workshop &amp; Management</b> – Expenditure on unscheduled vehicle maintenance and vehicle hire is currently lower than forecast.	35		49

**Communities, Leisure & Arts PAC Variances (@ 2<sup>nd</sup> Quarter 2023/24)**

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
<b>Communities, Leisure &amp; Arts</b>	<b>£000</b>		
<b>Leisure Centre</b> – Under the terms of the current contract with the operator the Council is responsible for excess utility costs, and with utility prices continuing to be at a high level this is reflected in this overspend.		-47	-80
<b>Lockmeadow Complex</b> – A number of units at the complex have fallen vacant during the period, leading to a shortfall against budget. However, progress has been made in identifying new tenants. The former David Lloyd unit now operates as the Lockmeadow Health Club, under the same management as the council's leisure centre. A tenant offering virtual reality experiences has moved into another unit. Head of terms have been agreed with a prospective tenant at the former Frankie & Benny's. Note that the business case for the Lockmeadow acquisition anticipated that the end of existing leases there would be a period during which these units would be non-income producing		-240	-350

**A5) Virements**

- A5.1 In accordance with the Council's commitment to transparency and recognised good practice, virements (the transfer of individual budgets between objectives after the overall budget has been agreed by full Council) are reported to the CS PAC on a quarterly basis.
- A5.2 Virements may be temporary, meaning that there has been a one-off transfer of budget to fund a discrete project or purchase, or permanent, meaning that the base budget has been altered and the change will continue to be reflected in the budget for subsequent years.
- A5.3 The virements made in Quarter 2 are presented in the table below.

## Reportable Virements Quarter 2 2023/24

### Temporary Reportable

Fund post in Policy & Information Section	£32,670
Fund Love where you Live grants	£23,000
Fund community resilience	£54,290
Fund Town Centre Strategy	£76,860
Fund HR officer-1 month	£3,640
From Recovery and Renewal Reserve	-£190,460

This was funding allocated from the Recovery & Renewal Reserve for a number of specific projects that had been identified.

Fund footfall data	£3,000
Fund courier costs to support Bid ballot	£2,240
Annual Subs for website hosting and support	£7,140
Fund Lets do Business Support	£15,000
From Business Rates Growth Earmarked Balances	-£27,380

This was funding allocated from the Business Rates Growth Earmarked Reserve for a number of specific projects that had been identified.

Fund for Eco Hub Project	£7,000
From Contingency	-£7,000

This was funding to partly cover the cost of running the Eco Hub.

### Permanent Reportable Virements

Fund post in Housing Management Section	£46,430
MPH Residential Properties Income	-£46,430

Extra staffing resources are now required as the MPH property portfolio continues to grow.

Fund post in Housing Management Section	£43,430
Homelessness Prevention & TA Reserve	-£43,430

Extra staffing resources are required to deal with the ongoing issues with homeless persons.

# Part B - Second Quarter Capital Budget 2023/24

## B1) Capital Budget 2023/24 (@ 2<sup>nd</sup> Quarter 2023/24)

Capital Programme Heading	Adjusted Estimate 2023/24	Actual to September 2023	Budget Remaining	Q3 Profile	Q4 Profile	Projected Total Expenditure	Projected Slippage to 2024/25
	£000	£000	£000	£000	£000	£000	£000
<b>Housing, Health &amp; Environment</b>							
Private Rented Sector Housing	3,948	1,455	2,494	2,875	1,600	5,930	-1,981
Local Authority Housing Fund - Income		-2,372	2,372			-2,372	2,372
1,000 Homes Affordable Housing Programme - Expenditure	8,618	2,089	6,529	175	6,070	8,334	284
1,000 Homes Affordable Housing Programme - Income	-5,790	-2,110	-3,680			-2,110	-3,680
Temporary Accommodation	15,879	6,259	9,620	6,100	2,700	15,059	820
Commercial Development - Maidstone East	356		356		25	25	331
Heather House Community Centre	319		319		25	25	294
Housing - Disabled Facilities Grants Funding	1,212	509	704	354	350	1,212	
Acquisitions Officer - Social Housing Delivery Partnership	180	31	149	25	25	81	99
Street Scene Investment	50	52	-2			52	-2
Flood Action Plan	618	6	612		40	46	572
Installation of Public Water Fountains	15		15				15
Crematorium & Cemetery Development Plan	9	1	8	8		9	
Continued Improvements to Play Areas	144	3	142		4	7	138
Parks Improvements	69	29	40	39		68	1
Gypsy & Traveller Sites Refurbishment	131	57	75	75		131	
Waste Crime Team - Additional Resources	25		25	25		25	
Section 106 funded works - Open Spaces	517	118	399	200	199	517	
Expansion of Cemetery	80		80	19	10	29	51
Expansion of Crematorium	340	10	330	100	230	340	-0
Purchase of New Waste Collection Vehicles	5,800		5,800	2,000	3,800	5,800	
CCTV Upgrade & Relocation		80	-80			80	-80
<b>Total</b>	<b>32,522</b>	<b>6,217</b>	<b>26,304</b>	<b>11,995</b>	<b>15,078</b>	<b>33,290</b>	<b>-768</b>
<b>Communities, Leisure &amp; Arts</b>							
Mote Park Lake - Dam Works	188	39	149	10		49	139
Museum Development Plan	389	68	321	100	222	390	-1
Leisure Provision	3,100	73	3,027		500	573	2,527
Tennis Courts Upgrade	40	13	26	26		40	
Riverside Walk Works	250		250				250
Mote Park Kiosk Refurbishment & Extension	250	5	245	7	2	14	236
<b>Total</b>	<b>4,216</b>	<b>198</b>	<b>4,018</b>	<b>143</b>	<b>724</b>	<b>1,066</b>	<b>3,151</b>

Capital Programme Heading	Adjusted Estimate 2023/24	Actual to June 2023	Budget Remaining	Q3 Profile	Q4 Profile	Projected Total Expenditure	Projected Slippage to 2024/25
	£000	£000	£000	£000	£000	£000	£000
<b>Corporate Services</b>							
Asset Management / Corporate Property	1,396	86	1,309	267	270	623	772
Corporate Property Acquisitions	5,681		5,681				5,681
Kent Medical Campus - Innovation Centre	73	0	73	25		25	48
Lockmeadow Ongoing Investment	365		365	64	300	364	0
Garden Community	1,633	311	1,322	182	9	502	1,131
Infrastructure Delivery	2,000		2,000				2,000
Other Property Works	596	4	592	10	50	64	532
Biodiversity & Climate Change	2,961	23	2,938		814	837	2,124
Photovoltaic Panels	234		234		214	214	21
Feasibility Studies	81	68	13	13		81	
Digital Projects	28		28		28	28	
Software / PC Replacement	413	152	261	131	130	413	
Maidstone House Works	1,144	200	945	150	200	550	595
Automation Projects	185		185	50	50	100	85
New Ways of Working - Make the Office Fit for Purpose	31		31	31		31	
Fleet Vehicle Replacement Programme	633	69	564			69	564
Automation of Transactional Services	150	30	120	40	40	110	40
<b>Total</b>	<b>17,605</b>	<b>944</b>	<b>16,661</b>	<b>964</b>	<b>2,104</b>	<b>4,011</b>	<b>13,594</b>
<b>Planning, Infrastructure &amp; Economic Development</b>							
Bridges Gyrotory Scheme	206		206		206	206	
Town Centre Strategy	450		450		100	100	350
<b>Total</b>	<b>656</b>		<b>656</b>		<b>306</b>	<b>306</b>	<b>350</b>
<b>TOTAL</b>	<b>54,999</b>	<b>7,359</b>	<b>47,640</b>	<b>13,102</b>	<b>18,211</b>	<b>38,673</b>	<b>16,326</b>



## B2) Capital Budget Variances (@ 2<sup>nd</sup> Quarter 2023/24)

### Corporate Services

**Corporate Property Acquisitions** - This budget is available for Commercial Property acquisition opportunities that may arise during the year. Expenditure therefore depends on whether any suitable acquisitions emerge. So far this year no such opportunities have proved to be worth pursuing further. Even if any opportunities were identified at this stage (November 2023), completion would probably not take place in the current financial year, so no spend is projected.

**Garden Community** – Work continues to develop this project, with any unused funding to be carried forward into 2024/25.

**Biodiversity & Climate Change** – A number of projects have been identified and are being developed, including large scale tree planting, wetland restoration and works around the decarbonisation of the Council property estate. Unused funding will be carried forward to 2024/25 to fund other projects.

**Infrastructure Delivery** - This budget exists to enable major infrastructure schemes to go ahead. It is intended that it will be used where a top-up from MBC can make the difference between a scheme proceeding or not. No requirement to use the budget has been identified so far in 2023/24. Given the time required to work up proposals for suitable schemes, it is unlikely that the budget will be used in the current financial year.

### Communities, Leisure & Arts

**Leisure Provision** – Discussions are ongoing with the current operator regarding this budget, and at present it is anticipated that there will be some initial spend on improvements at the centre in the final quarter of the year. There will be a further update on this in the 3<sup>rd</sup> quarter report.

**Riverside Walk Works** – This project has now been subsumed into the overall plans for Town Centre improvement works, arising out of the emerging Town Centre Strategy. The budget will therefore be carried forward to 2024/25.

## Housing, Health & Environment

**Private Rented Sector Housing/1,000 Homes Affordable Housing Programme** - A number of schemes are at various stages of development at present, and further land/property acquisitions are likely to take place before the end of the financial year. Some schemes will also contain elements of both private rented and affordable housing so the costs may change depending on the mix at the sites where this happens.

The figures also reflect grant funding that we anticipated receiving this year. To date we have received £2.3m from the Local Authority Housing Fund, and £2.1m from the Brownfield Release Fund, which will be used to fund the initial development costs of the Maidstone East scheme. The initial programme does anticipate further funding, but some of that is linked to the development of certain schemes. The projected overspend of £1.981m on Private Rented Sector relates to increased costs for the Granada House scheme and the acquisition of a site that was not included in the initial forecast for this year. This will be covered by the £2.3m Local Authority Housing Fund grant referenced above.

The projected slippage for the Maidstone East Commercial Development and the Heather House Community Scheme reflects that the progress on the wider schemes of which they are a part has not moved on as far as the initial programme anticipated. As part of the budget setting process for 2024/25 and beyond the capital programme is being reviewed, and there will be a revised budget in place for the third quarter financial update report that will more accurately reflect the position of the various schemes.

**Temporary Accommodation** – There have been a significant number of acquisitions to date this year, and the team continue to seek suitable properties, but any purchases agreed in the fourth quarter are unlikely to be completed within this financial year so the unused budget will be rolled forward.

**Continued Improvements to Play Areas** – The projected slippage is a sum set aside for the refurbishment of the Penenden Heath play area, which is scheduled to take place in the first quarter of 2024/25.

**Flood Action Plan** - The flood action plan budget was set up to allow the Council to deliver, or contribute towards, schemes that would mitigate flood risk. At this stage, the only schemes that have been identified have been small scale natural flood management schemes. Officers are discussing with counterparts in the Environment Agency, Kent County Council and the Upper Medway Internal Drainage Board what can be done to promote appropriate and practical schemes in the future.

**CCTV Upgrade & Relocation** – This is an unbudgeted cost relating the scheme which took place in 2020. The contractor contacted the Council and advised us that there was a final payment due. Officers reviewed the position and agreed that this was the case and the payment was made.

## Planning, Infrastructure & Economic Development

**Town Centre Strategy** – The current strategy is being reviewed and updated and is unlikely to be adopted until early 2024, so it is anticipated that there will be some spend in the final quarter of the year.

# Part C – Second Quarter Local Tax Collection 2023/24

## C1) Collection Fund

- C1.1 A large proportion of the Council's income is generated through local taxation (Council Tax and Business Rates), which is accounted for through the Collection Fund.
- C1.2 Due to the risk in this area, including the risk of non-collection and the pooling arrangements in place for Business Rates growth, the Council monitors the Collection Fund very carefully.
- C1.3 There are statutory accounting arrangements in place which minimise the in-year impact of collection fund losses on the general fund revenue budget, however, losses incurred in one year must be repaid in subsequent years so there is a consequential impact on future budgets and the medium-term financial strategy.

## C2) Collection Rates & Reliefs

- C2.1 The collection rates achieved for local taxation are shown in the table below.

### Local Tax Collection Rates (Q2 2023/24)

Description	Target Q2 2023/24	Actual Q2 2023/24
Council Tax	54.93%	54.81%
Business Rates	56.52%	59.26%

- C2.2 The amount of Council Tax collected is marginally lower than the quarter 2 target, whilst Business Rates is showing a higher level of collection compared to their target.

## C3) Kent Business Rates Pool

- C3.1 The council will continue to participate with other Kent authorities during 2023/24 to maximise the proportion of business rates growth it is able to retain. Forecasts from those in the pool have been requested and we will have an update once we receive all Business Rate quarter 2 figures. As in previous years, any funding will be allocated to spending which supports the delivery of the council's Economic Development Strategy.
- C3.2 As part of the pooling arrangements, pool members share the risks, as well as the rewards of pool membership. Business rates retention scheme is extremely difficult to forecast, due to the number of unknowns e.g. the impact of the removal of expanded reliefs to businesses affected by Covid-19, and the longer term impacts on local, national and global economies.

# Part D - Reserves & Balances 2023/24

## D1) Reserves & Balances

D1.1 The combined total of the General Fund balance and Earmarked Reserves as at 1 April 2023 was £30.8 million. This includes £19.3 million set aside for specific purposes in Earmarked Reserves. The makeup of the balance, and the forecast movements during 2023/24 are presented in the table below.

D1.2 The closing balance enables a minimum general fund balance of £4.0 million to be maintained, as agreed by full Council in February 2023.

### Reserves & Balances Quarter 2 2023/24

Earmarked Reserves and Balances	Balance as at 31/03/2023 £000	Contributions to/from Balances 2023/24 £000	Estimated Balance 31/03/2024 £000
Spatial Planning	(558)	558	0
Neighbourhood Planning	(77)	20	(57)
Planning Appeals	(229)	0	(229)
Trading Accounts	(0)	0	(0)
Civil Parking Enforcement	(370)	40	(330)
Future Capital Expenditure	(2,455)	0	(2,455)
Future Funding Pressures	(2,481)	(500)	(2,981)
Homelessness Prevention & Temporary Accommodation	(1,124)	135	(989)
Business Rates Earmarked Balances	(4,305)	451	(3,854)
Funding for Future Collection Fund Deficits	(2,504)	0	(2,504)
Commercial Risk	(500)	0	(500)
Invest to Save	(500)	0	(500)
Recovery and Renewal Reserve	(575)	350	(225)
Renewable Energy	(188)	(50)	(238)
Major Works Sinking Fund	(213)	(200)	(413)
Housing Investment Fund	(3,216)	0	(3,216)
<b>Total Earmarked Reserves</b>	<b>(19,297)</b>	<b>804</b>	<b>(18,493)</b>
Unallocated Balances	(14,832)	(1,325)	(16,157)
Carry Forwards fr 22/23 to 23/24	(200)	200	0
<b>Unallocated Balances</b>	<b>(15,032)</b>	<b>(1,125)</b>	<b>(16,157)</b>
<b>Total General Fund Reserves</b>	<b>(34,329)</b>	<b>(321)</b>	<b>(34,650)</b>

# Part E - Treasury Management 2023/24

## E1) Introduction

The Council has adopted and incorporated into its Financial Regulations, the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code).

The CIPFA Code covers the principles and guidelines relating to borrowing and investment operations. On 22<sup>nd</sup> February 2023, the Council approved a Treasury Management Strategy for 2023/24 that was based on this code. The strategy requires that Corporate Services Policy Advisory Committee should formally be informed of Treasury Management activities quarterly as part of budget monitoring.

## E2) Economic Headlines

During the Quarter ended 30<sup>th</sup> September 2023, the Council's Advisors, Link Asset Services, reported:

- Bank Rate has increased from 5% to 5.25% in August 2023, but the Monetary Policy Committee decided not to increase rates further in September 2023;
- CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7;
- Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
- A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth.

## E3) Interest Rates

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Their advice is set out in this section.

The latest forecast on 25<sup>th</sup> September sets out a view that short, medium and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.

The PWLB interest rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

### Interest Rate Forecast

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
<b>BANK RATE</b>	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

## BANK RATE

In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was “finely balanced”. Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25 basis points hike.

The Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures “further tightening in policy would be required”. Governor Bailey stated, “we’ll be watching closely to see if further increases are needed”. The Bank also retained the hawkish guidance that rates will stay “sufficiently restrictive for sufficiently long”.

The Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November (rates have stayed at 5.25% in November) and raise rates in December.

## PWLB RATES

The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).

## E4) Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2023/24, which includes the Annual Investment Strategy, was approved by the Council on 22nd February 2023. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council’s investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

The council held investments totaling £10.24m in the last quarter have increased to £16.76m on 30<sup>th</sup> September 2023. Average level of funds available for investment during the quarter was £16.242m. All investments were held in either short term notice accounts or money market funds, to be readily available to fund the Council's liabilities, including the capital programme.

A full list of investments held at this time is shown at the table below.

### Short-Term Investments (2<sup>nd</sup> Quarter 2023/24)

Counterparty	Type of Investment	Principal £	Start Date	Maturity Date	Rate of Return	MBC Credit Limits	
						Maximum Term	Maximum Deposit
Aberdeen Standard Liquidity Fund	Money Market Fund	8,790,000			5.29%		£10,000,000
Federated Hermes Short-Term Sterling Prime Fund	Money Market Fund	7,970,000			5.35%		£10,000,000
Total Investments		16,760,000					

The average rate of investments during this quarter is 4.04% accumulating £369k in investment income.

Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 30th September 2023.

### E5) Council Borrowing

The Council held external borrowing amounting has remained at £9m since the last quarter. A breakdown is shown in the table below.

**Council Borrowing (2<sup>nd</sup> Quarter 2023/24)**

Counterparty	Type of Institution	Principal £	Start Date	Maturity Date	Interest Rate
Public Works Loans Board	Central Government	2,000,000	11/11/2021	11/11/2071	1.73%
Public Works Loans Board	Central Government	3,000,000	30/12/2021	30/12/2071	1.56%
North Northamptonshire Council	Local Authority	2,000,000	23/06/2023	23/02/2024	5.32%
Humber Bridge Board – Kingston Upon Hull	Local Authority	2,000,000	03/07/2023	03/10/2023	5.10%
Total Loans		9,000,000			

The Council has also committed to £80m future borrowing to fund the capital programme, currently forecasted at around £200m over the next 5 years. The loans were procured through a tendering process undertaken by Link Asset Service. Details of these can be found in the table below.

**Committed Borrowing (2<sup>nd</sup> Quarter 2023/24)**

Counterparty	Type of Institution	Principal £	Start Date	Maturity Date	Interest Rate
Aviva Life & Pensions UK Limited	Corporate Lender	20,000,000	13/02/2024	13/02/2064	2.87%
Aviva Life & Pensions UK Limited	Corporate Lender	20,000,000	13/02/2024	13/02/2074	2.87%
Aviva Life & Pensions UK Limited	Corporate Lender	20,000,000	13/02/2025	13/02/2075	2.87%
Aviva Life & Pensions UK Limited	Corporate Lender	20,000,000	13/02/2026	13/02/2076	2.87%
Total		80,000,000			

**E6) Prudential and Treasury Indicators for 2023-24 as of 30th September 2023**

The following table lists the Council's Prudential and Treasury Indicators showing budget for 2023/24 against the actual as at 31<sup>st</sup> March 2023.

Officers can confirm that the approved Treasury and Prudential limits within the Treasury Management Strategy Statement 2023/24 were not breached during the quarter ended 30th September 2023.







## Prudential and Treasury Indicators




Treasury Indicators	2023/24 Budget £'000	31.03.23 Actual £'000
Authorised limit for external debt	60,000	17,473
Operational boundary for external debt	50,000	17,473
Gross external debt	45,000	10,000
Investments	22,882	8,540
Net borrowing	22,118	1,460
<b>Maturity structure of fixed rate borrowing - upper and lower limits</b>		
Under 12 months	4,000	13,500
5 years to 10 years	0	5,000
10 years to 20 years	0	0
20 years to 30 years	0	0
30 years to 40 years	0	0
40 years to 50 years	5,000	5,000
<b>Upper limit for principal sums invested over 365 days</b>		
Year 1	2,000	2,000
Year 2	2,000	2,000
Year 3	2,000	2,000
Total	6,000	6,000

<b>Prudential Indicators</b>	<b>2023/24 Budget £'000</b>	<b>31.03.23 Actual £'000</b>
<b>Capital expenditure</b>	38,994	16,639
<b>Capital Financing Requirement (CFR)</b>	102,373	71,609
<b>Annual change in CFR</b>	30,764	5,406
<b>In year borrowing requirement</b>	30,975	4,000
<b>Ratio of financing costs to net revenue stream</b>	(550.00)	(505.90)

# APPENDIX 2 – SECOND QUARTER PERFORMANCE MONITORING

## Key to performance ratings

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











Direction	
	Performance has improved
	Previous data not captured
	Performance has declined
N/A	No previous data to compare

## Performance Summary

RAG Rating	Green	Amber	Red	N/A <sup>1</sup>	Total
KPIs	1	1	0	3	5
Direction	Up	No Change	Down	N/A	Total
Last Quarter	1	0	2	2	5
Last Year	1	0	2	2	5

- 50% (1) of (2) the targetable quarterly key performance indicators (KPIs) reportable to this Committee achieved their Quarter 2 (Q2) target<sup>1</sup>.
- Compared to last quarter (Q1 2023/24), performance for 33.3% (1) of (3) KPIs have improved, and for 66.7% (2) of (3) KPIs have declined<sup>1</sup>.
- Compared to last year (Q2 2022/23), performance for 33.3% (1) of (3) KPIs have improved, and for 66.7% (2) of (3) KPIs have declined<sup>1</sup>.

## Corporate Services Q2 Performance









Performance Indicator	Q2 2023/24				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Year)
Percentage of households receiving Council Tax Support (CTS)	12.31%				
Maidstone: Percentage of Non-domestic rates collected	59.26%	56.52%			
Maidstone: Percentage of Council Tax collected	54.81%	54.93%			
Percentage of vacant MBC - owned commercial space (excluding property for development)	Annual Indicator				

<sup>1</sup> PIs rated N/A are not included in the summary calculations.

Performance Indicator	Q2 2023/24				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Year)
Percentage Change of Carbon Emissions from MBC Buildings/Fleet (Scope 1 and 2)	Annual Indicator				

The KPI for "**Maidstone: Percentage of Council Tax collected**" fell just short of its target by less than 10%, missing it by only 0.12%. This deviation can be attributed to the ongoing cost of living crisis, which has made it challenging for some residents to meet their Council Tax obligations. In response, the team has proactively initiated arrangements to assist customers in managing their payments and staying on track.

### **KPIs across all Policy Advisory Committees, where targets have been missed by more than 10%**

Performance Indicator	Q2 2023/24				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Year)
<b>Housing, Health &amp; Environment (HHE) PAC</b>					
Percentage of successful Relief Duty outcomes	33.33%	40%			
<b>Planning, Infrastructure &amp; Economic Development (PIED) PAC</b>					
Footfall in the Town Centre	4,213,273	6,187,514			
<b>Communities, Leisure &amp; Arts (CLA) PAC</b>					
Market Hall Occupancy Percentage	56.04%	75.00%			N/A

### **Comments (where targets have been missed)**

#### **Housing Services**

The indicator monitoring the "**Percentage of successful relief duty outcomes**" achieved an outcome of 33.33% against a target of 40%, therefore missing its quarterly target by more than 10%. The most recently released government data is from January to March 2022, at which point the national average was 38.2% and the Kent average was 33.8%. Therefore, our performance is on par with the average in the area, although the data at the point of release is already dated. Anecdotally, we know that the homelessness numbers have increased more recently, therefore, benchmarking against national league tables, which are twelve months ago, can prove difficult.

As previously reported, applicants who are in priority need and unintentionally homeless, can only be owed the relief duty of 56-days, before they become owed the main housing duty, which gives only a short window of opportunity to relieve homelessness. In the quarter, we undertook a project to clear the backlog of relief-duty decisions, with a far higher proportion of cases having a final decision made in this quarter than usual. When recording this final decision, as the 56-days have passed, only a negative outcome can be selected in respect of the H-Clic data returns sent to DLUCH. As a result, the proportion of successful reliefs will have been significantly impacted and this figure is unlikely to indicate the true picture of work which has taken place.

In addition to this, it is recognised that relieving homelessness is more difficult than preventing homelessness, in particular with restricted access to the Private Rented Sector as a result of unaffordable market rents and an increase in demand for private rented accommodation from those who are not economically disadvantaged. Additionally, Via choice-based lettings (CBL), only limited levels of accommodation are available for those in band H (homeless), or via Direct Lets, given the volume of individuals applying for this accommodation.

In order to reduce the number of individuals in interim/temporary accommodation, these final decisions need to be made in a timely manner, further impacting on this statistic.

### **Economic Development**

The KPI monitoring the "**Footfall in the Town Centre**" missed its target by more than 10%, achieving just over 4.2million against its target of 6.1million. Quarter two figures are lower than footfall in quarter one this year, which could be, in part, due the rise in inflation as families and individuals make difficult spending decisions over the summer holidays and the unusually wet summer.

Peak daily footfall for this quarter was on the 14th of July with 60,166 unique visits to the Town Centre. The lowest daily footfall for this quarter was on 31<sup>st</sup> August, with 34,747 unique visits.

### **Market (Leisure)**

The KPI monitoring the "**Market Hall Occupancy Percentage**" achieved 56.04% against its target of 75%. It's important to note that July and August months have consistently experienced lower occupancy rates over the years. These months tend to be less attractive for hosting events due to the summer holiday season, resulting in reduced foot traffic. Additionally, even our reliable auctioneer takes 1-2 weeks off during August, impacting our ability to maintain higher occupancy.

**THE WAY WE WORK**

<p><b>Embedding new ways of working and ensuring the office is fit for purpose</b></p>	<p>£50,000 Recovery Fund £40,000 Capital Programme</p>	<p>Oct-23</p>	<p>TBC</p>	<p><b>Flexible office space that supports the new ways of working with the right technology and facilities.</b></p>	<p>Officers ability to work flexibly continues and remains under review.</p> <p>The M365 element of this work is continuing. Over 371 members of staff have more than 25 files within their OneDrive space already and by the end of Q4 2023 a significant proportion of staff are using OneDrive for Business instead of their "Y:" drive. 190 "Teams" are in use across the MKS partnership with an average of 11 users each and a total of 74 external users, indicating that collaboration is actively being used.</p> <p>Mobile applications have been developed using Total Mobile (Food Hygiene is currently under development), with more in the pipeline as the business looks to provide more use cases.</p>
<p><b>Ensure staff have the right equipment (office and home) to enable new ways of working</b></p>	<p>Capital Programme</p>	<p>Oct-21</p>	<p>TBC</p>	<p><b>Staff able to effectively work anywhere</b></p>	<p>Complete.</p>

Appendix 3 Recovery and Renewal Action Plan

Corporate Services PAC

<b>Increased capacity within Data Analytics to provide support for recovery and renewal projects</b>	£50,000 Recovery Fund	Jul-22	Jul-23	<b>18 dashboards in place by 2023</b>	Complete.
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**UKSPF 2023/4 Quarter 2 Update:**

In July 2023 the Department for Levelling up, Housing & Communities (DLUHC) confirmed that the End of Year Report submitted in May 2023 for the year 2022/23 was approved, this also confirmed our approach to the underspend from Year 1 is accepted. We have also returned the Memorandum of Understanding and received our allocation of funding for Year 2. We will be submitting our 6-monthly report to DLUHC for activities so far this year in November.

Rural Fund: The authority has been allocated £134,932 for this financial year, the first round for submissions was opened in April and closed in June. The submissions were reviewed by a panel in July. A total of four bids were successful with all funds allocated. The Panel have also committed a further £49,438 of 2024/25 funding to support two of the bids received this year. A further £409,358 will be available in the final year of the Rural Fund.

**Year 2 projects and an update:**

Intervention	Project	Detail	2023/24 budget	Amount spent:	£ Committed	Q2 Update:
E6: Local arts, cultural, heritage & creative activities	Project A - Building Pride in Place through promotion of the Town Centre and Events.	Creative communities fund for local organisations and groups to support events	£35,830	£21,000	£0	19 applications were received with 11 bids awarded funding in Round three. Round four is now open and closes November 30 <sup>th</sup> 2023.
		Literature Festival	£15,000	£0	£9,606	The event was held in October. A company has been commissioned to support the delivery of the event.
		Iggy Sculpture Trail	£60,000	£26,410	£49,400	Locations for the sculptures have been agreed. The trail will be supported by a digital trail app which is being populated with information, this is expected to launch in the new year.
		Equipment purchases to support events	£2,751	£3083	£0	Purchases of a set of temporary exhibition walls and 2 microphones have been completed. An underspend in Year 1 has been carried over for purchases this year.
		Arts Carnival	£20,000	£29,000	£606	The Arts Carnival, which was rearranged due to adverse weather, took place on Saturday 9 <sup>th</sup> September. The next Carnival will take place in 2025.



		Partner for Elmer 2	£40,000	£0	£40,000	Contract is in the process of being signed.
	Project C- A Community Arts Hub & Maker Space	Feasibility Study	£5,000	£0	£4,911	The final amended feasibility report was received in August with an MBC working group set up to action the results of the report.
E8: Campaigns to encourage visits and exploring of local area	Project A - Building Pride in Place through promotion of the Town Centre and Events.	Advertising budget to promote events across all channels	£15,000	£4,576	£560	The majority has been allocated to promote events in Q3 such as the illuminations trail and activities in the build up to Christmas.
		Borough Insight Events and Town centre focussed	£30,000	£0	£0	This will be spent on the Autumn 2023 edition of the magazine which was due to be delivered to residents from October 2023.
		Promotional video for business and events in TC	£5,000	£5000	£0	This will be used later in the year to capture footage of events.
E9: Impactful Volunteering and/or Social action Projects	Project B- A Safe and Attractive Town Centre achieved through Greening and Lighting	An externally commissioned green Volunteering Project to Improve Town Centre Green Spaces, Increase Volunteering and Improve Wellbeing.	£60,000	£0	£0	Five sites have been worked with 25 volunteers involved with 59 volunteering events. The sites are Maidstone Community Support Centre, Trinity House, Brenchley Gardens, Fairmeadow and planters in the Town Centre.
Management Overheads			£9,897	£4,949	£4949	
<b>Total:</b>			<b>£298,478</b>	<b>£94,018</b>	<b>£110,032</b>	
				<b>£204,050</b>		



# Second Quarter Risk Update

## 2023/24

November 2023  
Corporate Service PAC  
Report Author: Uche Olufemi  
*(Emergency Planning & Resilience Manager)*

## Introduction

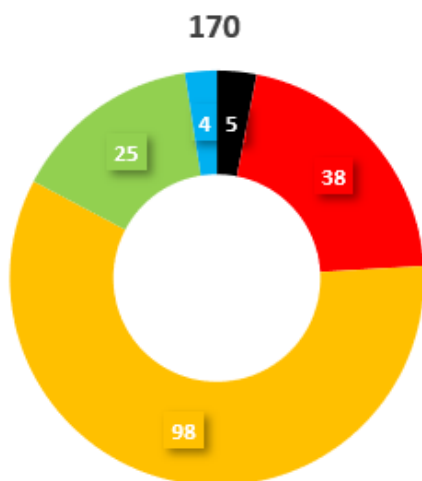
A key principle of good governance is managing the ***effect of uncertainties on the achievement of our objectives***. Having arrangements in place to identify and manage our risks increases the probability of achieving corporate and operational objectives by controlling risks in balance with resources. Good risk management also increases our ability to cope with developing and uncertain events and helps to instil a culture of continuous improvement and optimisation.

The Risk Management Framework sets out how the Council identifies, manages, and monitors risks. This includes the risk appetite statement, which articulates how much risk the Council is comfortable with and able to bear. The Council has recently updated the Risk Management Framework which will be shared with the Corporate Services Portfolio Holder.

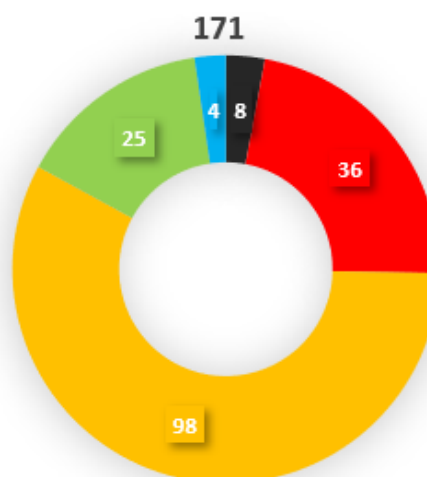
The purpose of this report is to provide an update on the council's risk information considering any changes to existing risk and highlighting emerging ones. This report sets out the Council's corporate risks, describes the risks 'on the horizon' and includes the Council's operational risk profile, detailing the most significant operational risks.

The Council's overall risk profile is pictured in the charts below. These show an increase in the overall number of risks following addition of one black operational risk related to the building control service.

**Current Risk Rating (Aug' 23)**



**Current Risk Profile (Nov' 23)**



## Corporate Risks

The Council's corporate risks are reported quarterly to the Corporate Services Policy Advisory Committee to ensure effective oversight and monitoring. The risks are reviewed and updated by risk owners to include progress against any related risk actions.

The table below summarises the **15** risks on the corporate risk register. Further detail on the corporate risks, including a description of the risk and details of existing and planned controls are included in Appendix A. Appendix B outlines the impact and likelihood scoring criteria.

No	Corporate risk	Aug' 23 Current Risk	Oct' 2023		Corporate Priority			
			Current Risk	Mitigated Risk	✓	✓	✓	✓
1	Financial uncertainty	25	25	16	✓	✓	✓	✓
2	Election failure / challenge	20	20	16	✓	✓	✓	✓
3	Construction costs / contractor insolvency	20	20	16	✓		✓	✓
4	Housing pressures increasing	20	20	16	✓		✓	
5	Diminished local retail and leisure sector	16	20	16	✓			✓
6	Not fulfilling residential property health & safety responsibilities	12	20	12	✓		✓	
7	Environmental damage	16	16	16		✓	✓	✓
8	Cost of Living Crisis	16	16	12		✓	✓	
9	Major unforeseen emergency	15	15	9	✓	✓	✓	✓
10	Major contractor, supplier, or tenant failure	12	12	12	✓	✓	✓	✓
11	IT network failure	12	12	9	✓	✓	✓	✓
12	Ability to access / leverage new funding	12	12	9	✓	✓	✓	✓
13	Loss of workforce cohesion and talent	9	9	9	✓	✓	✓	✓
14	Reduced effectiveness of relationships with strategic partners	9	9	6	✓	✓	✓	✓
15	Governance changes	9	9	6	✓	✓	✓	✓



There have been significant changes in 2 corporate risks resulting in their elevation from red to black risks. The mitigated risk ratings have also been increased to reflect the current situation. Below are the affected risks:

- 1. Diminished local retail and leisure sector:** The increased risk rating from 16 to 20 reflects the continued and increased threat to business rate income as the borough witnesses more closure of businesses.

- 2. Not fulfilling residential property health and safety responsibilities:** The council has new obligations within the new Building Safety Act as a developer, landlord and Building Control Authority. The change in rating for this risk also considers the emerging consumer regulations from the regulator of Social Housing in respect of affordable housing stock. Insufficient awareness of the new regulations or lack of expertise could lead to inability to fulfil residential property responsibilities and health and safety breaches.

**External Threats (horizon scanning)**

Our horizon scanning process identifies external threats over which we have no direct control or ability to manage the impact on delivery of our priorities. Our response to these threats will be an important factor in how we develop our strategies, policies and how we translate that into service delivery.

We will run a horizon scanning workshop in the first half of 2024 to further explore global risk reports and the latest thinking on emerging risks. This workshop will be aimed at inspiring conversations about emerging risks so the council can continue to build resilience.

We will keep monitoring these threats and continue to provide updates as part of the quarterly audit report.

The diagram below summarises the current external threats aligned to each of our priorities.

Embracing Growth & Enabling Infrastructure

Stakeholder Engagement  
 Community Skills and Expertise  
 Economic Instability  
 Political Changes following general election  
 The growth of Generative Artificial Intelligence

Safe Clean & Green

Climate Change Unknowns  
 Rising health inequalities  
 Utilities Resilience

Changing Demographics  
 Consumer Regulations Standard  
 Local Government Reform

Renewal Funding Uncertainty  
 Worsening Town Centre and Retail Instability

Homes & Communities

Thriving Place

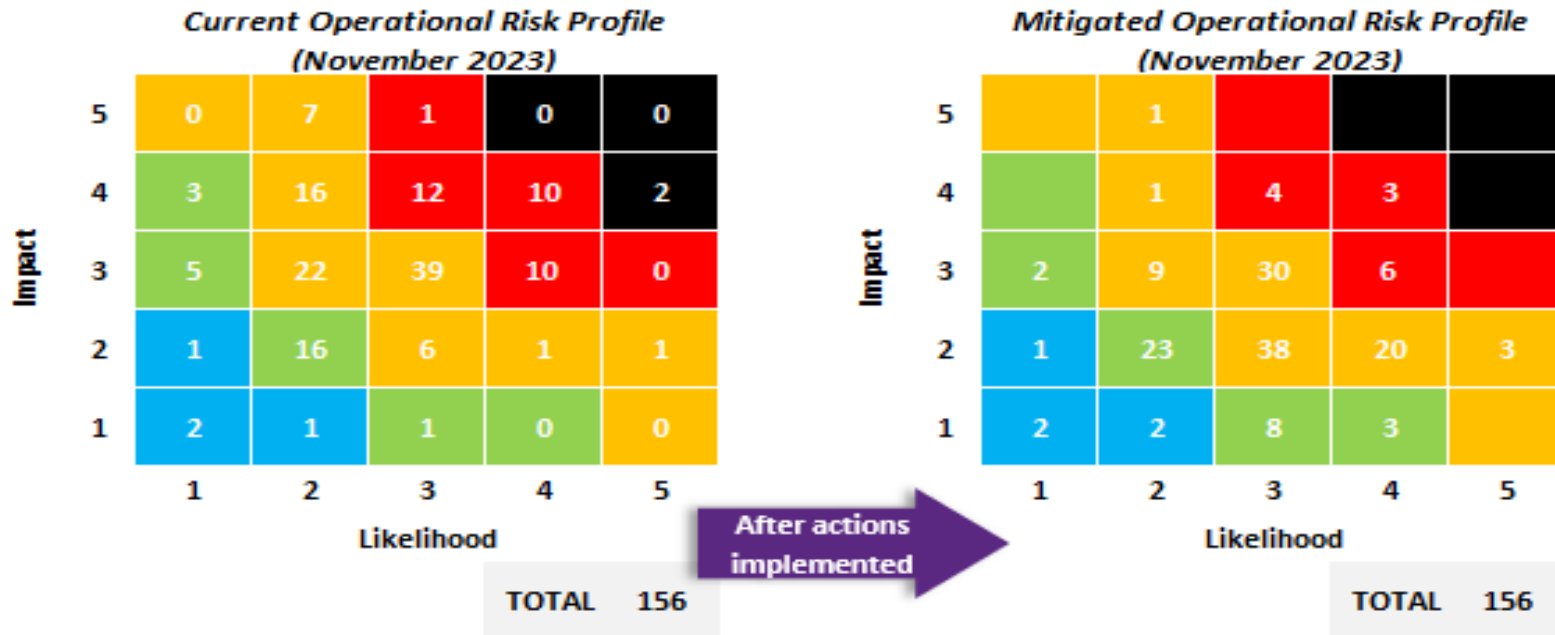
The following points provide some more detail on the threats outlined in the diagram above:

1. **Changing Demographics** – changes in local demographics as local residential development expands and census results become clearer, changes predicted to service provision.
2. **Climate change unknowns** – some of the implications of climate change are already captured within the corporate risk register. This reflects the possibility of other yet unknown implications from climate change.
3. **Community skills and expertise** – decline in diversity of skills and expertise within communities.
4. **Economic Instability** – uncertainty around employment rates, interest rates and inflation increase, and the affect this will have on the local economy, residents’ financial position and our operational and contractual costs and wage bill.
5. **Political Changes following general election** – uncertainty around the changes that could result from the general election.
6. **The growth of generative Artificial Intelligence** – the growing interest in the use of AI comes with potential threats. A team is in the process of exploring this further and developing an AI policy for the council.
7. **Rising health inequalities** – increasing inequality in access to health care provisions.
8. **Stakeholder engagement** – heightened sensitivity to Council plans leading to increased intolerance and complaints.
9. **Utilities Resilience** – loss of water, electricity, or telecoms over a wide area in the Borough.
10. **Worsening Town Centre and Retail Instability** – Uncertainty around how many more major retailers could potentially leave the town centre and the resulting impact.
11. **Consumer Regulations Standard** - As the council pursues the 1,000 affordable homes programme, there will come a point where we will be a registered provider and subject to the new consumer standards. New consumer standards will go live in April 2024.
12. **Local Government Reform** – the potential implications of implementing local government reforms.

## Operational Risks

The following matrix sets out the operational risk profile of the Council including shared service risks. It shows the 'business as usual' position (**current risk**) and the position once all planned actions are implemented (**mitigated risk**). Compared to May 2023, the overall number of operational risks has increased from 147 to 155.

253



The two black operational risks are detailed below:

**1. Waste Collection Contract costs increase. Annual contract financial review could result in increase in costs associated with the contract, or contract not being viable for the contractor.**

Service Area: <b>Environmental Services &amp; Public Realm</b>		Ownership: <b>Jen Stevens</b>		Current Score: <b>15 x L4</b>	<b>20</b>
<p><b>Causes</b></p> <p>National HGV driver shortage is having impact on collection costs due to substantial pay increases to attract and retain staff</p> <p>New contract from 2023 could be financially unviable given the requirements set out in the specification and if the full extent of the carbon reduction requirements are to be realised e.g. full electric RCV fleet</p> <p><b>Consequences</b></p> <p>Financial burden on the council. Potential reconsideration of how the service is provided.</p>		<p><b>Existing Controls</b></p> <ul style="list-style-type: none"> <li>• Agreed waste contract and T&amp;Cs around termination of contract and changes to the contract</li> <li>• Opportunities to review fees and charges to residents in line with costs</li> <li>• Quarterly monitoring of property growth and estimation of growth included in budget</li> <li>• Budget set aside from fees and changes to cover garden waste increases</li> <li>• Monitoring with finance on financial position</li> <li>• Income from Council tax growth to cover increase in service</li> <li>• Updated MTFS with likely increases in contract costs</li> </ul>		<p><b>Risk Response</b></p> <ul style="list-style-type: none"> <li>• New waste collection contract awarded</li> </ul>	
Next Risk review: <b>December 2023</b>		Risk direction over time: Reduced mitigated risk profile from 12		Mitigated Score: <b>14x L2</b>	<b>8</b>

**2. Unable to provide Building Control Service if staff are not licensed with the HSE by 1<sup>st</sup> April 2024 in accordance with the new Building Safety Act.**

Service Area: <b>Building Control</b>		Ownership: <b>Robert Wiseman</b>		Current Score: <b>15 x L4</b>	<b>20</b>
<p><b>Causes</b></p> <p>Insufficient number of licensed surveyors to carry out the operational duties.</p> <p><b>Consequences</b></p> <p>Inability to deliver the service or train staff A need for agency staff leading to increased costs Inability to carry out statutory functions.</p>		<p><b>Existing Controls</b></p> <ul style="list-style-type: none"> <li>• All staff being supported and working towards attaining accreditation by April 2024</li> <li>• Arrangements in place to recruit agency staff if needed</li> <li>• Trainee/ Apprenticeship programme to recruit and train new staff</li> </ul>		<p><b>Risk Response</b></p> <ul style="list-style-type: none"> <li>• New waste collection contract awarded</li> </ul>	
Next Risk review: <b>September 2023</b>		Risk direction over time: Reduced mitigated risk profile from 12		Mitigated Score: <b>13x L4</b>	<b>12</b>



## Appendix A Corporate Risk Register

The following table shows details of the Council’s Corporate Risks including the current rating and the rating after the introduction of planned controls (the mitigated rating).

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>General <b>financial uncertainty</b>. Unexpected changes to government funding, failure to achieve income or savings targets, and increases in inflation and contractor costs and deteriorating economic environment places further financial restrictions on the Council resulting in difficulty maintaining standards or meeting aims.</p>	Mark Green	<ul style="list-style-type: none"> <li>• Agreed work programmes in transformation and commissioning</li> <li>• Budget monitoring in place</li> <li>• MTFS in place and monitored</li> <li>• Scenario planning in budget setting</li> <li>• Strategies for maintaining income (e.g. pricing policies and proactive management of property portfolio)</li> <li>• Holding reserves to mitigate impact of financial restrictions</li> <li>• Robust risk assessment of new business opportunities</li> <li>• Cost recovery through bidding for additional government support for one-off costs and strategic investments</li> <li>• Maximise Council Tax to referendum limit</li> <li>• Early start to budgetary process for 24-25 to agree key areas</li> </ul>	(5 x 5) 25	<ul style="list-style-type: none"> <li>• Lobbying to avoid unfavourable financial changes to government funding</li> <li>• Identifying measures to address future budget gaps</li> </ul>	(4 x 4) 16
<p>Elections Act 2022 implications in terms of Voter ID, Postal Votes and Overseas Voters could lead to <b>greater challenge or failure for a general election in the next three years</b></p>	Angela Woodhouse	<ul style="list-style-type: none"> <li>• All usual election risk mitigations are in place including project planning, contingency planning, and risk assessments.</li> <li>• DES Manager on DLUHC BCN group working on Elections Act 2022 implementation and liaising with AEA.</li> <li>• Several actions completed around increasing the number of elections staff (including having staff on standby) and more targeted training.</li> <li>• Targeted communication plans and training for staff plus increasing the number of staff with electoral administration knowledge</li> </ul>	(5 x 4) 20	Contingency planning for post-election challenge impacts.	(4 x 4) 16

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>Changes to national shopping patterns and other economic impacts leading to <b>Diminished local retail and leisure sector</b>, limiting the appeal of Maidstone town centre threatening business rates income.</p>	<p>William Cornall</p>	<ul style="list-style-type: none"> <li>• Working with Key stakeholders including One Maidstone to safely reopen the High Street.</li> <li>• Regular network meetings with town centre retailers</li> <li>• Public realm improvement work</li> <li>• Supporting One Maidstone Business Improvement District</li> <li>• Work commissioned to promote Maidstone as business destination</li> <li>• Planning Guidelines documents have now been approved by SPI for the Five town Centre Opportunity sites. Planning permissions have now been granted on two of these and pre-application advice given in respect of land parcels on Maidstone Riverside.</li> <li>• Active management of Lockmeadow to enhance the local economy</li> <li>• Support delivered to the sector through Business Rates grants and assistance grants</li> <li>• Town Centre Opportunity guidance published and actively being used</li> </ul>	<p>(4 x 5) 20</p>	<ul style="list-style-type: none"> <li>• Development of a Town Centre strategy to guide the reallocation of land uses within the Town Centre (including retail).</li> <li>• The Council has now received a circa £1.2m Shared Prosperity Fund allocation for the next three years. Officers are in the process of preparing a draft investment plan for the monies for consideration by Members</li> </ul>	<p>(4 x 4) 16</p>
<p><b>256</b> Inflation continues to rise and a significant economic event (e.g. further pandemic impacts, BREXIT, supply chain issues) causes <b>significant changes in construction costs which may also result in a contractor insolvency, as they are generally locked into delivering schemes at a fixed price, and so need to manage their exposure to rising costs in their supply chain.</b> For the Council, this leads to a narrowing gap between build price and end of property values, increased costs to the Council and a possible time lag in delivery of 1000 affordable new homes, owing to a lack of capacity in the construction sector.</p>	<p>William Cornall</p>	<ul style="list-style-type: none"> <li>• Use of "off-site" and other Modern Methods of Construction where possible to ensure schemes are delivered efficiently</li> <li>• Designing buildable efficient schemes</li> <li>• Financial stability and overall exposure checks for contractor</li> <li>• Performance bonds and quality monitoring</li> <li>• Realistically set financial scheme approval hurdle rates</li> <li>• Appointment of a single architect, employers agent and development management specialist as a consistent professional team to support the Council in it delivery of the 1,000 homes programme</li> <li>• Internal team has been strengthened by the creation of three new roles</li> </ul>	<p>(4 x 5) 20</p>	<ul style="list-style-type: none"> <li>• Exploration of suitable contractor frameworks to access.</li> <li>• Managing exposure levels to different contractors as the programme gathers momentum.</li> <li>• Delaying the letting of key contracts if tendering does not yield VFM proposals that are financially robust.</li> <li>• Careful scheme design evolution to enhance the "buildability" of new projects.</li> </ul>	<p>(4 x 4) 16</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>Increased impacts from climate change (including flooding, severe storms, heatwaves and drought) causes <b>environmental damage</b> reducing residents' quality of life and increasing adaptation support required from the Council.</p> <p>257</p>	<p>Angela Woodhouse</p>	<ul style="list-style-type: none"> <li>• Air Quality Action Plan in place</li> <li>• Emergency planning arrangements</li> <li>• Parks and open spaces strategy to reduce risk of damage from trees and nature based mitigation of climate impacts</li> <li>• Budget available to deliver actions and additional funding allocated</li> <li>• Communication / engagement activities to increase resilience and awareness of residents and businesses for adverse weather events</li> <li>• Use of Severe Weather Impacts Monitoring System (SWIMS) to understand impacts of severe weather in borough</li> <li>• Member of the Kent Climate Change Network</li> <li>• Permanent Biodiversity and Climate Change Manager in post</li> <li>• Permanent Biodiversity and Climate Change engagement officer in post to support public and business adaptation to climate change</li> <li>• Part of Medway Flood Partnership and Kent Resilience Forum</li> <li>• Strong governance arrangements in place with operational board chaired by Director of Strategy Insight and Governance, Fortnightly oversight meetings with the Leader and quarterly reports to Corporate Leadership Team, Policy Advisory Committee, and the Executive</li> <li>• KPIs in place and a dashboard of performance has also been developed</li> </ul>	<p>(4 x 4) 16</p>	<ul style="list-style-type: none"> <li>• Implementation of the B&amp;CC strategy and action plan to engage with public and businesses to adapt to and mitigate impacts of climate change</li> <li>• Review of our own estate in line with ambition to be carbon neutral by 2030, and work with partners to reduce carbon, reduce surface run off and increase natural solutions to mitigate impacts of climate change and pollution</li> <li>• Partner with KCC, other Kent districts and private landowners on widescale tree planting and nature recovery to mitigate impacts of climate change</li> <li>• Work with Medway Flood Partnership to identify and develop actions, including natural flood management (nature-based solutions and sustainable urban drainage), which can help to reduce flooding.</li> <li>• Ensure Local Plan review considers level of current and future projected flood/drought risk and that new developments are planned accordingly.</li> <li>• Work with the Kent Resilience Forum, spatial planners and other partners to enhance adaptation and emergency planning contingencies for severe weather and other climate impacts. 'Strengthening' of power and water supply and other critical infrastructure should be a priority alongside ensuring more resilient settlements</li> </ul>	<p>(4 x 4) 16</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>The broader housing and cost-of-living crisis leads to <b>housing pressures increasing</b> on the Council, affecting both costs associated with homelessness and ability to meet wider housing needs in the borough.</p>	<p>William Cornall</p>	<ul style="list-style-type: none"> <li>• Homelessness prevention team in place with increased resource</li> <li>• Access to our own housing stock to use for temporary accommodation &amp; market rented housing (within Maidstone Property Holdings)</li> <li>• Closer working with private sector &amp; housing associations</li> <li>• Key policies are in place: Temporary Accommodation Strategy</li> <li>• Implementation of Housing Management Team</li> <li>• Council approval in place for MBC to develop up to 1000 affordable homes of its own</li> <li>• We work closely with the voluntary sector and community partners</li> <li>• Home Finders scheme in place and supported through Government funding</li> <li>• New Housing Strategy adopted</li> <li>• Undertaking roadshows with colleagues from Revs &amp; Bens and other stakeholders to support those in financial/housing difficulty</li> <li>• Use of government grants specifically to support households in financial difficulty because of cost-of-living crisis               <ul style="list-style-type: none"> <li>• Maximise use of government grants to assist those in financial difficulty</li> <li>• Increase the use of OneView to identify households who may become homeless</li> </ul> </li> <li>• Trinity now open offering Mon-Fri services for immediate intervention and support/guidance</li> <li>• capital programme for 23/24 allows for c30 TA units to be acquired this year</li> <li>• Officers have appointed BEAM to help secure move-on accommodation in the PRS</li> </ul>	<p>(4 x 5) 20</p>	<ul style="list-style-type: none"> <li>• Leader of Council ambition to build 1000 new Council homes as soon as possible and plans to meet this aspiration have been approved and the programme is underway with the second major new land acquisition. Around 40% of the required plots are now either acquired or approved by the Executive.</li> <li>• Improve access to private rented sector through the MBC incentive scheme</li> <li>• The Council continues to work with Homes England to promote the 5,000 home Heathlands garden community through the Local Plan Review, with a view to the project delivering new homes from the late 2020's.</li> <li>• Review of the Home Finder Scheme offer to landlords to increase the supply of stock at our disposal.</li> </ul>	<p>(4 x 4) 16</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">259</p> <p><b>Major unforeseen emergency</b> with national / international impact (e.g. new pandemic, environmental disaster)</p>	Alison Broom	<ul style="list-style-type: none"> <li>• Strong existing emergency planning framework</li> <li>• Active engagement with Local Resilience Forum</li> <li>• Flexible, committed and appropriately trained workforce</li> <li>• Quarterly oversight &amp; monitoring through the Emergency Planning Group (EPG)</li> <li>• Some financial reserves</li> <li>• Good partnership working as demonstrated during Covid-19 pandemic</li> <li>• Continued update to Business Continuity Plans and arrangements</li> <li>• Ongoing considerations of financial reserves which have been increased</li> <li>• Regular reports to CLT on improvements to the business continuity arrangements</li> <li>• Embedded arrangements over the quarterly review of emergency threats and risks through the Emergency Planning Group including horizon scanning and early warnings</li> <li>• Plans in place for dealing with different types of major emergencies, including water supply interruptions</li> </ul>	<p><b>(5 x 3)</b> <b>15</b></p>	<ul style="list-style-type: none"> <li>• Review and update of the Council's IT Disaster Recovery</li> <li>• Recovery and renewal funding allocated to strengthen work on community resilience</li> </ul>	<p><b>(3 x 3)</b> <b>9</b></p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>Security breach or system weakness leading to <b>IT network failure</b> results in wide-spread system unavailability, increased legal and financial liability and reputational damage.</p> <p>260</p>	Georgia Hawkes	<ul style="list-style-type: none"> <li>• Regular backup programmes</li> <li>• External testing of IT security by specialists –resulting findings and actions are implemented and tested</li> <li>• ICT policies &amp; staff training, including disaster recovery plan</li> <li>• Mandatory cyber security training was rolled out and completed</li> <li>• CLT monitoring of performance indicators, including ICT incidents</li> <li>• Nessus scanning software reporting daily on system vulnerabilities</li> <li>• New firewall tested and installed</li> <li>• Ongoing programme of awareness raising through Cyber events, training, and tests</li> <li>• Ongoing programme of IT campaigns including phishing</li> <li>• IT Business Continuity Plan which prioritises the systems that need to be brought back online.</li> <li>• Bulk messaging system to ensure adequate communication lines available. Gov.notify used and an awareness campaign run to encourage staff to sign up.</li> <li>• Cyber Security Incident BC Exercise undertaken in November 2022</li> <li>• New role of Security manager is now in post to support the implementation of the Zurich Cyber Security report.</li> <li>• Business Impact Assessments have been reviewed and updated. These are being used to update all BC Plans</li> </ul>	<p>(4 x 3) 12</p>	<ul style="list-style-type: none"> <li>• Consider how to implement the recommendations from Zurich Cyber security report .</li> </ul>	<p>(3 x 3) 9</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>Insufficient awareness / expertise leads to <b>not fulfilling residential property and health and safety responsibilities</b> resulting in possible health &amp; safety breaches.</p> <p>261</p>	William Cornall	<ul style="list-style-type: none"> <li>• New Contractors appointed DMS (repairs and voids) and Clareglow (gas) to deliver a more tailored service for the Council</li> <li>• Faithfull Farrell &amp; Timms have been retained as a critical friend to allow the new housing management function to up skill.</li> <li>• The whole MBC residential portfolio is now being managed by a single team within Housing &amp; Communities, where previously it was split between Housing &amp; Property.</li> <li>• H&amp;S KPIs are now recorded and reported through a permanent software solution.</li> <li>• The H&amp;S KPIs are reported monthly to Corporate Leadership Team.</li> <li>• Good level of awareness from officers around H&amp;S obligations and compliance</li> <li>• Excellent levels of compliance being reported to the CLT monthly.</li> <li>• New Residential Portfolio Manager, and associated team appointed and in place since Sept 22, working exclusively on housing management and compliance.</li> </ul>	(4 x 5) 20	<ul style="list-style-type: none"> <li>• Eventual goal of real time reporting in terms of gas safety</li> <li>• Review of existing resources and skills underway to support the housing portfolio and management of properties.</li> <li>• Implementation of new specialist housing management software to support the growing portfolio.</li> <li>• The Council has almost completed a significant re-investment package of works of its two publicly owned G&amp;T sites and works nearing completion</li> </ul>	(4 x 3) 12
<p><b>Failure of a major contractors, suppliers or tenants:</b> As a result of market pressures one of the Councils contractors goes into liquidation / administration or seeks to negotiate an increase in the cost of the contract. Leading to disruption and increased costs.</p>	Mark Green	<ul style="list-style-type: none"> <li>• Regular contract monitoring and communication with contractors</li> <li>• Procurement expertise made available through the Partnership with Tunbridge Wells</li> <li>• Financial performance and sustainability embedded into the procurement process</li> <li>• Contractor business continuity plans in place and alternative contractors may be available</li> <li>• 'Exit plan' included as a requirement in the ITT document for all relevant contracts</li> </ul>	(4 x 3) 12	<ul style="list-style-type: none"> <li>• Ongoing financial performance and resilience checks of our suppliers and contractors</li> <li>• Risk register work being completed for each of the Council's strategic contracts</li> <li>• Increased consideration of in-house provision or alternative commissioning routes</li> </ul>	(4 x 3) 12

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>Difficulties in recruiting and retaining the right skills and adapting to hybrid working leads to a <b>loss of workforce cohesion and talent</b>. This results in a loss of productivity.</p>	Georgia Hawkes	<ul style="list-style-type: none"> <li>• Workforce strategy monitoring &amp; reporting</li> <li>• Training &amp; development programme (including hybrid working skills)</li> <li>• Occupational health, employee support and HSE Stress Survey</li> <li>• Recruitment process that includes ability to adjust pay and market supplement for hard to recruit jobs</li> <li>• Rewards package reviewed regularly</li> <li>• Commissioning specialist external support as required</li> <li>• Online onboarding of new staff</li> <li>• Use of ClearReview to encourage continuous conversations and clear objectives</li> <li>• Hybrid Policy and service review of hybrid working arrangements</li> <li>• Market Supplement Policy reviewed and updated</li> <li>• graduate microsite has been created to allow the council to recruit graduates in less skilled roles to provide the training to increase skill levels to progress in the role</li> <li>• SmartPath was used last year to offer additional support to managers</li> </ul>	<p>(3 x 3) 9</p>	<ul style="list-style-type: none"> <li>• Review potential for different approaches to recruitment</li> </ul>	<p>(3 x 3) 9</p>
<p>Uncertainties relating to the Council's ability to access new funding and availability of PWLB loans. <b>Increases difficulty securing and leveraging funding</b> to help stabilise and support the delivery of our capital programme.</p>	Mark Green	<ul style="list-style-type: none"> <li>• Access to professional networks to identify opportunities for funding</li> <li>• Experienced officer capacity</li> <li>• Good relationships with funding partners, e.g. Homes England</li> <li>• Obtaining forward borrowing</li> <li>• Maintaining good financial standing to ensure the council has good credit rating</li> </ul>	<p>(3 x 4) 12</p>	<ul style="list-style-type: none"> <li>• Investment of one-off resources for putting together funding bids</li> </ul>	<p>(3 x 3) 9</p>

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Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>As a result of significant changes to the Councils' governance (including moving to executive model and the boundary review) <b>sound governance processes may not be maintained during the change or poor processes may be introduced.</b> Leading to delays in decision making, reputational damage or legal implications.</p>	<p>Angela Woodhouse</p>	<ul style="list-style-type: none"> <li>Monitoring Officer in place to oversee Council activities and provide advice</li> <li>Code of Conduct</li> <li>Timeline agreed for the Local Government Boundary Commission review and work overseen by the Director of Finance and Business Improvement</li> <li>Software to facilitate consultation on ward boundaries</li> <li>Templates and system for agendas and decision publication updated</li> <li>New constitution agreed and in place</li> <li>Training carried out with Officers and Members on the new governance arrangements</li> </ul>	<p>(3 x 3) 9</p>	<ul style="list-style-type: none"> <li>Recruit two additional officers into Democratic Services to support the new model</li> <li>Log of issues kept by Democratic Services – contributed to by the Monitoring Officer, Democratic Services and Director of Strategy, Insight and Governance</li> </ul>	<p>(3 x 2) 6</p>
<p><b>203</b> <b>Reduced effectiveness of relationships with strategic partners</b> Financial constraints and requirements from Government or regulators change the priorities or commitments of our strategic partners or their capacity to work with us. This causes a dislocation with our work and increases Member pressure to highlight concerns.</p>	<p>Alison Broom</p>	<ul style="list-style-type: none"> <li>The Community Safety Partnership with the Police and other key parties</li> <li>The West Kent Health and Care Partnership Board which includes Executive Board (officers) and Elected Members Forum with</li> <li>Participation in Kent One Public Estate Board</li> <li>Maidstone Health and Well-being Partnership Group</li> <li>Maidstone Inclusion Board</li> <li>Survey of all voluntary and community sector to understand changes in community need and demand for services</li> <li>Good integration with County-wide networks</li> <li>Anchor Institutions engaged in various projects including UK Shared Prosperity Fund Local Investment Plan</li> <li>Strengthened processes for continued horizon scanning with partners to understand changes in priorities and formulate an overview of all key partners</li> <li>Regular programme of Anchor Institutions and stakeholder meetings.</li> </ul>	<p>(3 x 3) 9</p>	<ul style="list-style-type: none"> <li>Continue to explore ways to develop, grow and strengthen partner relationships</li> </ul>	<p>(3 x 2) 6</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>More residents moving from comfortable and making ends meet into financial crisis. If the current <b>cost of living crisis</b> continues and potentially intensifies there will be an increase in the need for support and demand for services. Leading to Increased financial pressures for residents of the Borough; Homelessness increased; Resident debt increased; Increased stress and mental health problems; Increased demand for support from us and the voluntary and community sector</p>	<p>Angela Woodhouse</p>	<ul style="list-style-type: none"> <li>Anchor Institutions Partnership established and meeting regularly</li> <li>Project to increase engagement in volunteering underway</li> <li>Investment has been made in Trinity Foyer and it has opened as a Community Hub</li> <li>Love Where You Live &amp; Get Involved project has been launched and continues to be delivered</li> <li>Financial Inclusive Strategy has been agreed</li> <li>The Community resilience fund first round of funding has been distributed across a range of VCS groups across the borough</li> <li>Agreed part funding with the Citizens Advice Bureau for a Debt Management post</li> <li>Community Sector newsletter established</li> <li>VCS repository is live and under review to ensure it is kept up to date</li> </ul>	<p>(4 x 4) 16</p>	<ul style="list-style-type: none"> <li>Currently we have a financial inclusion strategy and a number of other initiatives focussed on prevention, sign posting and advice as well as reactive measures through the use of Household Support Fund and our Community Resilience Grant. Plan is to bring this work together under a new strategy and action plan, with identified and coordinated resourcing</li> <li>An action plan is in place, a welfare post has been appointed to and a hardship fund created. Several other actions are planned</li> <li>Review Financial Inclusion Strategy in light of cost-of-living crisis - Portfolio Holder cited, work underway including roadshows and webpages and the creation of a hardship fund. Full strategy review planned</li> </ul>	<p>(4 x 3) 12</p>

## Appendix B Impact and Likelihood Definitions

Risks are assessed for impact and likelihood. So that we achieve a consistent level of understanding when assessing risks, the following definitions were agreed and have been used to inform the assessment of risks on the risk register.

### RISK IMPACT

Level	Service	Reputation	H&S	Legal	Financial	Environment
<b>Catastrophic (5)</b>	Ongoing failure to provide an adequate service	Perceived as a failing authority requiring intervention	Responsible for death	Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment	Uncontrollable financial loss or overspend over £500k	Permanent, major environmental or public health damage
<b>Major (4)</b>	Failure to deliver Council priorities Poor Service, 5+ days disruption	Significant adverse national publicity	Fails to prevent death, causes extensive permanent injuries or long term sick	Litigation expected and uncertain if defensible Breaches of law punishable by significant fines	Financial loss or overspend greater than £250k	Long term major public health or environmental incident (1+ yrs)
<b>Moderate (3)</b>	Unsatisfactory performance Service disrupted 3-5 days	Adverse national publicity of significant adverse local publicity	Fails to prevent extensive permanent injuries or long term sick	Litigation expected but defensible Breaches of law punishable by fines	Financial loss or overspend greater than £50k	Medium term major public health or environmental incident (up to 1 yr)
<b>Minor (2)</b>	Marginal reduction in performance Service disrupted 1-2 days	Minor adverse local publicity	Medical treatment required Long term injuries or sickness	Complaint or litigation possible Breaches of regulations or standards	Financial loss or overspend greater than £10k	Short term public health or environmental incident (weeks)
<b>Minimal (1)</b>	No performance reduction Service disruption up to 1 day	Unlikely to cause adverse publicity	First aid level injuries	Unlikely to cause complaint Breaches of local procedures	Financial loss or overspend under £10k	Environmental incident with no lasting detrimental effect

### RISK LIKELIHOOD

Level	Probability	Description
<b>Almost Certain (5)</b>	90% +	Without action is likely to occur; frequent similar occurrences in local government / Council history
<b>Probable (4)</b>	60% - 90%	Strong possibility; similar occurrences known often in local government / Council history
<b>Possible (3)</b>	40% - 60%	Might occur; similar occurrences experienced in local government / Council history
<b>Unlikely (2)</b>	10% - 40%	Not expected; rare but no unheard of occurrence in local government / Council history
<b>Rare (1)</b>	0% - 10%	Very unlikely to occur; no recent similar instances in local government / Council history

## BUSINESS RATES WRITE-OFFS - QUARTER 2 2023/24

Appendix 6

Business Name	Property Address	A/C ref	Fin. Year	O/S debt	Costs	Total to be written off	Reason for write off	Action taken
MODERN CUISINE LTD	SPICE FUSION 452 TONBRIDGE ROAD MAIDSTONE ME16 9LW	3299184	2018/19 2019/20 2021/22	£2,880.99 £15,589.25 £2,346.54	£200.00 £0.00 £200.00	<b>£21,216.78</b>	Dissolved	Debt was with Enforcement Agents, company now dissolved.
ECOBUROTIC UK LIMITED	SCOTTISH LIFE ASSURANCE PART 8TH  FLOOR COLMAN HOUSE KING STREET MAIDSTONE ME14 1DN	3221009	2020/21  2021/22	£10,472.00  £9,781.83	£200.00  £200.00	<b>£20,453.83</b>	Dissolved	Companies House show dissolved 06.09.2022 compulsory strike off no chance of dividend. Brought back from bailiff.
TWILIGHT MANAGEMENT LIMITED	DUSK 2 DAWN 14 KING STREET MAIDSTONE ME14 1DE	3265690	2017/18 2018/19 2019/20	£6,269.82 £12,000.00 £6,204.58		<b>£24,474.40</b>	Dissolved	Companies House confirms company dissolved 12.07.2016 had sublet to Twos Company Leisure Limited which dissolved on 08.01.2019 no chance of dividend.
PROPERTY SUPPLY LTD	PT 17 & STORE MAIDSTONE ME15 6HR	3312790	2021/22 2022/23	£15,671.09 £5,107.91	£200.00	<b>£20,979.00</b>	In liquidation.	On Companies House shows order of court Buckingham Council petitioning creditor . Order of Court went before judge 31.01.2023. Bailiff returned as no realistic chance of recovery or dividend.
PROPERTY SUPPLY LTD	6TH - 7TH FLRS MEDVALE HOUSE MOTE ROAD MAIDSTONE ME15 6EP	3309862	2020/21 2021/22	£52,080.78 £26,750.58	£400.00	<b>£79,231.36</b>	In liquidation	On Companies House shows order of court Buckingham Council petitioning creditor . Order of Court went before judge 31.01.2023. Bailiff returned as no realistic chance of recovery or dividend.
RIVERDENE VENTURES LTD	15-17 KING STREET MAIDSTONE ME14 1BA	3265233	2017/18 2018/19 2019/20	£5,686.00 £25,143.00 £25,704.00	£200.00 £200.00	<b>£56,933.00</b>	In liquidation	Went into liquidation 12.11.2020 returned from bailiff no chance of dividend.
WILSON'S EXPRESS SAMEDAY LTD	UNIT 1 SPECTRUM BUSINESS BIRCHOLT ROAD PARKWOOD MAIDSTONE, KENT ME15 9YP	3291930	2020/21 2021/22	£27,241.00 £10,139.62		<b>£37,380.62</b>	In Administration	Administrator appointed 03.03.2022 no realistic chance of dividend.
BLUE INC (UK) LTD	304-306 (UNIT 307-310) DUKES WALK, CHEQUERS CENTRE MAIDSTONE ME15 6AS	3269469	2016/17	£36,175.18	£200.00	<b>£36,375.18</b>	Dissolved	Entered CVA 22.03.2017 then in administration 18.01.2019 notice of move from administration to dissolution 10.12.2020 no dividend for unsecured creditors. Dissolved following liquidation 05.09.2021.
PANACHE THREADING COMPANY LTD COMPANY LTD	GND FLR 61-63 WEEK STREET MAIDSTONE ME14 1QU	3293109	2018/19 2019/20	£12,323.06 £37,465.21		<b>£49,788.27</b>	Dissolved	Went into liquidation 11.02.2020 then dissolved following liquidation 01.07.2022. Confirmed no dividend for unsecured creditor.
ESQUIRE RETAIL LIMITED	8 FREMLIN WALK MAIDSTONE ME14 1QP	3304023	2023/24	£14,558.00	£0.00	<b>£14,558.00</b>	Restructure Plan	Restructure Plan approved by court, reduced payments agreed by the order.

Total

**£361,390.44**