

POLICY AND RESOURCES COMMITTEE MEETING

Date: Wednesday 21 July 2021
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Mrs Blackmore, Brice, Burton (Chairman), Cooke, Cox, English, Harper, Hastie, Khadka, Kimmance, Munford, Parfitt-Reid, Perry (Vice-Chairman), Mrs Ring and Round

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.

AGENDA

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1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members
5. Disclosures by Members and Officers
6. Disclosures of Lobbying
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.
8. Minutes of the Meeting Held on 23 June 2021 1 - 10
9. Presentation of Petitions (if any)
10. Questions and answer session for members of the public (if any)
11. Questions from Members to the Chairman (if any)
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Issued on Tuesday 13 July 2021

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

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PART II

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

Head of Schedule 12 A and Brief Description

19. Briefing on legal proceedings	1 – Information relating to any individual	115 - 124
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	6(a) Information which reveals that the authority proposes to give under any enactment a notice under or by virtue of which requirements are imposed on a person	

INFORMATION FOR THE PUBLIC

In order to ask a question at this meeting in person or by remote means, please call **01622 602899** or email committee@maidstone.gov.uk by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Monday 19 July). 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 by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Monday 19 July 2021). You will need to tell us which agenda item you wish to speak on.

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MAIDSTONE BOROUGH COUNCIL

POLICY AND RESOURCES COMMITTEE

MINUTES OF THE MEETING HELD ON WEDNESDAY 23 JUNE 2021

Present: Councillors Mrs Blackmore, Burton (Chairman), Cooke, Cox, English, Garten, Harper, Hastie, Khadka, Kimmance, Munford, Perry, Purle, Mrs Ring and Round

Also Present: Councillors Cooper, Naghi, Perry, J and T Sams

1. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Brice and Parfitt-Reid.

2. **NOTIFICATION OF SUBSTITUTE MEMBERS**

Councillor Garten was present as Substitute for Councillor Brice

Councillor Purle was present as Substitute for Councillor Parfitt-Reid.

3. **ELECTION OF VICE-CHAIRMAN**

RESOLVED: That Councillor Perry be elected as Vice-Chairman of the Committee for the Municipal Year 2021/22.

4. **URGENT ITEMS**

There were no urgent items.

5. **CHANGE TO THE ORDER OF BUSINESS**

Item 15 – Reference from the Licensing Committee – Request to be consulted on matters of Biodiversity and Climate Change within the Licensing Committee’s remit and Item 16 – Biodiversity and Climate Change Action Plan Update would be taken together, due to the related subject matter.

Item 20 – Reference from the Strategic Planning and Infrastructure Committee – Request for the Local Plan Review Budget to be a standing item, would be considered before Item 19 – 4th Quarter Finance, Performance and Risk Monitoring Report 2020-21.

6. **NOTIFICATION OF VISITING MEMBERS**

Councillor Naghi was present as a Visiting Member for Item 13 – Committee Work Programme and Item 15 – Reference from the Licensing

Committee – Request to be consulted on matters of Biodiversity and Climate Change within the Licensing Committee’s remit.

Councillors J and T Sams were present as Visiting Members for Item 18 – Public Sector-Led Garden Community Update.

Councillor Cooper was present as a Visiting Member for Item 20 – Reference from the Strategic Planning and Infrastructure Committee – Request for the Local Plan Budget to be a Standing Item.

7. DISCLOSURES BY MEMBERS AND OFFICERS

Councillor Kimmance stated that he possessed a Hackney Carriage driver’s licence, private hire driver’s licence, private hire vehicle licence and an operator’s licence.

The Monitoring Officer granted Councillor Kimmance a dispensation, in order that he could partake in the debate and vote on the relevant agenda items.

8. DISCLOSURES OF LOBBYING

Councillors Mrs Blackmore, Burton, English, Hastie and Perry had been lobbied on Item 18 – Public Sector-Led Garden Community Update.

Councillor Garten had been lobbied on Item 15 – Reference from the Licensing Committee – Request to be consulted on matters of Biodiversity and Climate Change within the Licensing Committee’s remit.

9. EXEMPT ITEMS

RESOLVED: That all items be taken in public, unless any Member of the Committee wished to refer to Item 21 – Minutes (Part II) of the Meeting held on 24 March 2021.

10. MINUTES OF THE MEETING HELD ON 24 MARCH 2021

RESOLVED: That the Minutes of the Meeting (Parts I and II) held on 24 March 2021, be agreed as a correct record and signed.

11. PRESENTATION OF PETITIONS

There were no petitions.

12. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were four questions from members of the public.

Question from Ms Gail Duff to the Chairman of the Policy and Resources Committee

'Do you think it is right that a third iteration masterplan was completed and submitted by this Council in March, but directly affected residents, who continue to find their homes and land in the centre of the development site, have been denied access to the updated plan to see how it affects their properties?'

The Chairman responded to the question.

Ms Duff asked the following supplementary question:

'The eighteen land owners who have purportedly been obliged in their demands to have their land removed from the masterplan, given that they never gave permission for it to be included in the first place, haven't received any formal notification from the Council, given that they were told by your lawyers that they would expect to see the new masterplan by the end of march. You have just explained that but they have had no formal notification from the council one way or another, to know whether they are included in the Heathlands plan still. They would like to be treated, if possible, with respect and decency and are you going to be able to honour that promise?'

The Chairman responded to the supplementary question.

Question from Ms Sharen Cain to the Chairman of the Policy and Resources Committee

'Can you please confirm how much money has been spent by Maidstone Council and Homes England on this council-led garden community project to date?'

The Chairman responded to the question.

Ms Cain asked the following supplementary question:

'You told the Downs Mail in May that the new administration would ensure tighter control on public money. How are you going to apply tighter financial control to the Heathlands project given ultimately the Council and Homes England are acting as promoter for eight private landowners who could take financial risks to promote their own land, like every other landowner in the borough?'

The Chairman responded to the supplementary question.

Question from Ms Kate Hammond to the Chairman of the Policy and Resources Committee

'The report on the Council-led Heathlands garden community mentions the Council are now going to engage, using taxpayer's money, a PR

company to help with community engagement. Does the Chairman feel the Council has done a good job on community engagement to date?’

The Chairman responded to the question.

Ms Hammond asked the following supplementary question:

‘The fact of the matter is that MBC has treated residents, the Parish Council and even our local Councillors with contempt in relation to this project over the last two years. Mounting a charm offensive now will not overcompensate for bad planning decisions of the past. Is it time to finally call a day on this very sorry project and learn a lesson to not make the mistake again?’

The Chairman responded to the question.

Question from Mr Steve Heeley to the Chairman of the Policy and Resources Committee

As Mr Heeley was unable to be present to ask his question, Ms Hammond was permitted to ask it on his behalf.

‘Tonight’s Committee is receiving an update report on the Council’s Biodiversity & Climate Change Action Plan tonight as well as an update report on the Council-led Garden Community at Lenham Heath. Dumping over 4,000 homes in the middle of the Kent countryside in one of the furthest locations from the borough’s urban centre creating an over-reliance on car travel is not conducive to reducing climate change and improving biodiversity. Can you tell me how the proposed Heathlands development relieves the Council’s declared Biodiversity & Climate Emergency?’

The Chairman responded to the question and permitted Ms Hammond to ask a supplementary question on Mr Heeley’s behalf.

The supplementary question was as follows:

‘You told the Downs Mail in May that the derided concept of modal shift will be canned and that we will not pretend that modal shift is a solution to over development. Will you accept Heathlands to be a predominantly car-based development in an unsustainable location which cannot be made sustainable simply by building a railway station?’

The Chairman responded to the supplementary question.

The full responses were recorded on the webcast and made available to view on the Maidstone Borough Council website. The question and answer session took place between minutes 14:50 to 28:10 of the recording.

To access the webcast, please use the link below:

[\(20\) Policy and Resources Committee - 23/06/2021 - YouTube](#)

13. QUESTIONS FROM MEMBERS TO THE CHAIRMAN

There were no questions from Members to the Chairman.

14. COMMITTEE WORK PROGRAMME

RESOLVED: That the Committee Work Programme be noted.

15. REPORTS OF OUTSIDE BODIES

It was requested that the Council's webpages be updated to reflect Councillors' membership on Outside Bodies.

16. REFERENCE FROM THE LICENSING COMMITTEE - REQUEST TO BE CONSULTED ON MATTERS OF BIODIVERSITY AND CLIMATE CHANGE WITHIN THE LICENSING COMMITTEE'S REMIT.

RESOLVED: That the item be considered alongside Item 16 – Biodiversity and Climate Change Action Plan update, due to the related subject matter.

17. BIODIVERSITY AND CLIMATE CHANGE ACTION PLAN UPDATE

The Head of Commissioning and Business Improvement introduced the report and highlighted Appendix 1 to the report, which outlined the progress made on the individual actions within the Biodiversity and Climate Change Action Plan.

Progress was ongoing to ensure that the Local Plan contained the policies needed to promote Biodiversity and Climate Change.

The Committee were informed that that the Council had been successful in its bid for £452,000 from the Green Home Grant Local Authority Delivery Scheme, which would aid in improving the energy efficiency of housing for those on low incomes and the Council's temporary accommodation.

The 'No Mow May' scheme that was promoted during May 2021 was highlighted, with a report on the tree coverage of Council owned land to be presented to the Communities, Housing and Environment Committee later this year. Further work into the provision of electric vehicle charging infrastructure at the depot and the Council's vehicle replacement plan were noted.

The Committee expressed support for the progress made on the points within the action plan, with the importance of providing various types of transport across the borough highlighted. The principle of the 'No Mow May' campaign was supported, but it was felt that it should have been better advertised to residents.

A date for acquiring new taxi vehicles to have zero tailpipe emissions had not yet been agreed. Further efforts would be made to understand the needs of the local Taxi Industry. In relation to the Licensing Committee referral, concern was expressed over the lack of electric vehicle charging

points across the borough, for both personal and public use. The financial benefits of electric vehicle ownership were noted, alongside the detrimental impact of the Covid-19 pandemic on the taxi trade.

The Director of Finance and Business Improvement confirmed that from 14 July 2021, any Biodiversity and Climate Change implications for each agenda item would be included in the officer reports. The Council's commitment to tackling Biodiversity and Climate Change was reiterated.

RESOLVED: That

1. The Licensing Committee be consulted on any Biodiversity and Climate Change matter that falls within the remit of that Committee;
2. The Biodiversity and Climate Change Action Plan update be noted; and
3. The Communities, Housing and Environment Committee be requested to review the lessons learnt from the 'No Mow May' campaign.

18. RECOVERY AND RENEWAL DISCUSSION PAPER

The Chief Executive introduced the report which aimed to stimulate discussion on the Council's Covid-19 recovery strategy. The all-Member briefing held on 9 June 2021 to that effect was noted.

The profound effects of the pandemic were highlighted, including to the social, economic and environmental wellbeing of the local residents, which the Council aimed to respond to. As it was likely that these effects could be long-term, the Council wished to focus on recovery and renewal, to include building community resilience for possible future emergencies.

Specific attention was drawn to the central government concept of 'Build Back Better' and what actions the Council should take in implementing its recovery and renewal objectives, with suggestions shown in Appendix A to the report. If the Committee wished for the Council to align itself with the 'Build Back Better' approach, this would need to be adapted to suit the Maidstone area. This would lead to a clear understanding of the Council's recovery and renewal strategy and its implementation.

Following receipt of the Committee's feedback, and in consultation with the Chairmen and Vice-Chairmen of the Council's Service Committees, a proposed prioritisation programme would be presented at its next meeting. This would include the allocation of resources to meet each priority.

The Committee expressed support for the principles outlined in Appendix A to the report. Specific attention was drawn to the pandemic's impact on the mental health and wellbeing of all age groups across the borough. In considering community resilience, the importance of sensible actions to

strengthen the relationships and co-operative working arrangements between the Council and other agencies, such as Kent County Council, was highlighted. It was felt that greater co-operation would allow for an improved recovery across the borough and provide the assistance needed for residents.

The importance of strengthening the local economy was raised, with reference made to the Council's ongoing evolution of the Economic Development Strategy. Encouraging residents to shop locally was also mentioned, with an impetus on generating further employment and business opportunities.

RESOLVED: That

1. The principles as outlined in Section 3 of the report be adopted;
2. Officers be requested to consult the Chairs and Vice-Chairs of the Council's Service Committees on the detail, such as that contained in Appendix A to the report, before returning the matter to the Committee in July 2021;
3. Through the use of the capital budget, a piece of work be undertaken to validate the assumption that there is need for business premises in the Borough and consider how the Council could use its capital resources to speculatively build, either with a short-term strategy or a long-term investment strategy.

19. PUBLIC SECTOR-LED GARDEN COMMUNITY UPDATE

Prior to the report's introduction, Councillor John Britt addressed the Committee as the Chairman of Lenham Parish Council.

The Chief Executive introduced the report and stated that the collaboration agreement between the Council and Homes England had been signed and sealed, which signified the latter's belief that the proposal was viable and credible. Homes England were currently leading on the options agreements with the eight principal land owners, with the commercial Heads of Terms agreed. It was likely that the agreements would shortly be entered into.

Progress had been made on the draft Master Plan, with a further submission made at the end of March 2021 to the Local Planning Authority (LPA). The responses received, including those from statutory consultees, were being reviewed by the Council's strategic planning team. A further submission to the LPA that provided greater detail of the proposal would be submitted in the future, to assist in their assessment of the Council's preferred spatial strategy.

A specialist company would be appointed to assist the Council and Homes England in its public engagement for the proposal, due to the importance of public engagement as a whole. This would likely commence from the Summer of 2021.

In response to questions, the Chief Executive confirmed that a response had not yet been received from Network Rail to the Memorandum of Understanding submitted by the Council. At their request, the new Members of the Committee would be invited to a briefing that would summarise the previous work undertaken on the proposal. The motorway junction previously considered as part of the proposal had been removed from the project's scope some time ago as it would not meet the threshold required to trigger engagement from Highways England. It was instead being considered as part of the Council's wider Local Plan Review. The M20 corridor was now being considered alongside the Garden Community due to the cumulative impact of possible developments within that area that could meet the necessary threshold.

It was felt that whilst progress had been made and there was confidence in the proposal, that confidence needed to turn into certainty, for example by the signing of the Options Agreements.

The Committee felt that it would be appropriate to have the next update on the proposal at its September 2021 meeting, rather than the July 2021 meeting, to allow for greater information to be provided rather than a report for noting that summarised the proposal's current position.

RESOLVED: That

1. The report be noted; and
2. The next update provided would be at the 15 September 2021 meeting of the Committee, unless a significant update could be provided in which case an earlier report would be presented.

20. REFERENCE FROM THE STRATEGIC PLANNING AND INFRASTRUCTURE COMMITTEE - REQUEST FOR THE LOCAL PLAN REVIEW BUDGET TO BE A STANDING ITEM.

Councillor Cooper addressed the Committee as the Chairman of the Strategic Planning and Infrastructure Committee, outlining the reasons for the referral and requested further funding for the Local Plan Review (LPR) budget.

Several Members of the Committee expressed support for additional funding for the LPR budget, to focus on non-spatial planning policy development. It was felt that these types of policies had been needed for some time and that appropriate resources should be made available.

However, it was felt that the request should be considered during Item 19 – Fourth Quarter Finance, Performance and Risk Monitoring Report 2020-21.

RESOLVED: That the request of the Strategic Planning and Infrastructure Committee be noted, with further consideration to the request for

additional funding for the Local Plan Review during Item 19 – Fourth Quarter Finance, Performance and Risk Monitoring Report 2020-21.

21. 4TH QUARTER FINANCE, PERFORMANCE AND RISK MONITORING REPORT 2020-21

The Director of Finance and Business Improvement introduced the financial update of the report, reiterating the significant financial pressures that had arisen from the Covid-19 pandemic.

The Council had experienced £1.7 million in additional costs and £4.8 million in lost income due to Covid-19. However, due to the mitigating actions taken across the Council combined with Central Government funding to mitigate Covid-19 financial impacts, there was a one off £1.2 million underspend from 2020/21. The Director of Finance and Business Improvement emphasised that the potential long-term impact of Covid-19 on the Council's financial position needed to be considered, as this could worsen in the future. It was proposed that the £1.2 million underspend be transferred into the Council's reserves, which would not prejudice future decisions on its usage.

The Performance update of the report was introduced, with two of the three strategic Key Performance Indicators (KPIs) having missed their targets. These were Housing Relief Duty and Resident Satisfaction. The former had an ambitious target of 60%, however it was noted that any residents not housed under the relief duty would then fall under the Council's general housing duty. The Covid-19 pandemic had likely affected resident satisfaction.

Eight of the Council's Service Committee KPIs had missed their target by more than 10%, however this was largely due to the impact of the Covid-19 pandemic.

The Deputy Head of Audit introduced the risk management update and stated that the Council had continued its effort to create a more coherent approach to manage risks at strategic, corporate and operational level. There had been no changes to the risk profile and exposure of the 11 risks within the corporate risk register. The Business Rates Volatility and Collection Rates (Pandemic) risk ratings, within the operational risk register, had been reviewed after publication of the report and have since been decreased as the data from the first quarter of the current financial year had reflected a reduction in the pressures faced by the teams responsible for these risks.

The Council's commitment to continually advance and update the risk management process was highlighted.

In response to questions, the Director of Finance and Business Improvement confirmed that the Medium-Term Financial Strategy, as agreed by full Council in February 2021, had allowed for the Council's reserves to be used to produce a balanced budget 2021/22. The £1.2 million underspend was an additional sum of money. It should be noted

that the total amount of general unallocated and earmarked reserves excluding collection fund deficits was £18.2 million.

£860,000 of grant funding provided by Central government for the 2021/22 financial year was intended to aid the Council's response to and recovery from Covid-19. It was likely that no further non-ringfenced funding would be provided to Local Authorities in dealing with Covid-19.

The Committee felt that transferring the £1.2 million underspend to General Fund Reserves was an appropriate action given the ongoing effects of the pandemic. There was support for providing additional funding for the development of non-spatial policies, as part of the Local Plan Review, in light of the underspend. It was felt that the policies had been required for some time and funding them now would allow progress to be made sooner.

RESOLVED: That

1. The Revenue position as at the end of Quarter 4 for 2020/21, including the actions being taken or proposed to improve the position, where significant variances have been identified, be noted;
2. The underspend of £1.222 million be transferred to General Fund Reserves, without prejudice to any future decision of the Committee to earmark some or all of that amount for specific purposes;
3. The Capital position at the end of Quarter 4 be noted;
4. The Performance position as at Quarter 4 for 2020/21, including the actions being taken or proposed to improve the position, where significant issues have been identified, be noted;
5. The Risk Update, attached at Appendix 3 to the report, be noted; and
6. Up to £140,000 be made available for the non-spatial planning policy development, to be overseen by the Interim Local Plan Review Director in consultation with the Chairman and Vice-Chairman of the Strategic Planning and Infrastructure Committee.

22. DURATION OF MEETING

6.30 p.m. to 10.04 p.m.

Note: The Committee adjourned for a short break between 8.34 p.m. to 8.46 p.m. between the end of Item 17 – Recovery and Renewal Discussion Paper and the commencement of Item 18 – Public-Sector-Led Garden Community Update.

2021/22 WORK PROGRAMME

	Committee	Month	Origin	CLT to clear	Lead	Report Author
Maidstone Town Centre Strategy	P&R	29-Jul-21	Officer Update		Alison Broom	John Foster
Maidstone Borough Council Office Accommodation Options	P&R	29-Jul-21	Officer Update	Yes	Mark Green	Georgia Hawkes
Financial Hardship Update	P&R	15-Sep-21	Officer Update	?	Steve McGinnes	Steve McGinnes
Digital Strategy	P&R	15-Sep-21	Strategy Update	Yes	Georgia Hawkes	Gary Hunter
Public Sector Led Garden Community Update	P&R	15-Sep-21	Officer Update	Yes	William Cornall	William Cornall
Q1 Budget, Performance and Risk Monitoring 2021/22	P&R	15-Sep-21	Officer Update	Yes	Mark Green	Ellie Dunnet
Council Tax Reduction Scheme 2021-22	P&R	20-Oct-21	Governance	Yes	Sheila Coburn	Sheila Coburn
Public Sector Led Garden Community Update	P&R	20-Oct-21	Officer Update	Yes	William Cornall	William Cornall
Discretionary Housing Payments	P&R	24-Nov-21	Governance	Yes	Sheila Coburn	Sheila Coburn
Draft Medium Term Financial Strategy 2022/23-2026/27	P&R	24-Nov-21	Governance	Yes	Mark Green	Ellie Dunnet
Q2 Budget, Performance and Risk Monitoring 2021/22	P&R	24-Nov-21	Officer Update	No	Mark Green	Ellie Dunnet
Collection Fund adjustment 2021/22 and Council Tax Base 2022/23	P&R	19-Jan-22	Governance	No	Mark Green	Ellie Dunnet
Medium Term Financial Strategy - Capital Programme 2022/23 - 2026/27	P&R	19-Jan-22	Governance	Yes	Mark Green	Ellie Dunnet
Medium Term Financial Strategy & Budget Proposals 2022/23 - 2026/27	P&R	19-Jan-22	Governance	Yes	Mark Green	Ellie Dunnet
Public Sector Led Garden Community Update	P&R	19-Jan-22	Officer Update	Yes	William Cornall	William Cornall

2021/22 WORK PROGRAMME

	Committee	Month	Origin	CLT to clear	Lead	Report Author
Public Sector Led Garden Community Update	P&R	09-Feb-22	Officer Update	Yes	William Cornall	William Cornall
Medium Term Financial Strategy & Budget Proposals 2022/23 - Final	P&R	09-Feb-22	Governance	No	Mark Green	Ellie Dunnet
Q3 Budget, Performance and Risk Monitoring 2021/22	P&R	09-Feb-22	Officer Update	No	Mark Green	Ellie Dunnet
Asset Management Strategy	P&R	TBC	Strategy Update	Yes	Mark Green	Georgia Hawkes
Commissioning and Procurement Strategy	P&R	TBC	Strategy Update	Yes	Mark Green	Georgia Hawkes
Disposal of Land at Staceys Street (Part II)	P&R	TBC	Officer Update		Mark Green	Deborah Turner

POLICY AND RESOURCES COMMITTEE

21 JULY 2021

Report of Outside Bodies – 2021/22

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service	<i>Angela Woodhouse, Head of Policy, Communications and Governance.</i>
Lead Officer and Report Author	<i>Ryan O’Connell, Democratic and Electoral Services Manager Oliviya Parfitt, Democratic Services Officer</i>
Classification	Public
Wards affected	All

Executive Summary

To provide an update on the Outside Bodies that fall within the remit of this Committee, (as shown below) and to appointment Members to the positions associated with Chairmanship of the Committee, where necessary.

*Kent and Medway Civilian-Military Partnership Board
Kent and Medway Economic Partnership
Kent and Medway Police and Crime Panel
Local Government Association General Assembly
One Maidstone BID Advisory Board
Rochester Bridge Trust
Upper Medway Internal Drainage Board
West Kent Improvement Board Elected Members Forum*

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. That the suggested appointments, as outlined in point 2.4, be agreed.

Timetable

Meeting	Date
Policy and Resources Committee	21 July 2021

Report of Outside Bodies – 2021/22

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p><i>The four Strategic Plan objectives are:</i></p> <ul style="list-style-type: none"> • <i>Embracing Growth and Enabling Infrastructure</i> • <i>Safe, Clean and Green</i> • <i>Homes and Communities</i> • <i>A Thriving Place</i> <p><i>The report ensures that the Strategic Plan objectives are met through the proper administration of Outside Bodies.</i></p>	Democratic and Electoral Services Manager
Cross Cutting Objectives	<p><i>The four cross-cutting objectives are:</i></p> <ul style="list-style-type: none"> • <i>Heritage is Respected</i> • <i>Health Inequalities are Addressed and Reduced</i> • <i>Deprivation is reduced and Social Mobility is Improved</i> • <i>Biodiversity and Environmental Sustainability is respected</i> <p><i>The report ensures that the cross-cutting objectives are met through the proper administration of Outside Bodies.</i></p>	Democratic and Electoral Services Manager
Risk Management	<i>See Section 5 of this report.</i>	Democratic and Electoral Services Manager
Financial	<i>No impact identified.</i>	Democratic and Electoral Services Manager
Staffing	<i>No impact identified.</i>	Democratic and Electoral Services Manager
Legal	<ul style="list-style-type: none"> • Appointment of Members to positions on outside bodies may be made under section 1(1) of the 	Corporate Governance Team Leader

	<p>Localism Act 2011 which allows local authorities to do anything an individual can do, unless prohibited by law (and subject to public law principles).</p> <ul style="list-style-type: none"> • Appointments of Members to outside bodies must be consistent with the provisions of the council's constitution. The terms of reference of this committee provide that the committee is responsible for appointing Members to outside bodies assigned to the committee and listed in Part 5 Schedule 2 of the Constitution. The recommendation of the report is consistent with the Council's constitution. Members appointed outside on outside bodies are required to act in good faith and within the powers and responsibilities of the outside body. 	
Privacy and Data Protection	<i>No impact identified.</i>	Democratic and Electoral Services Manager
Equalities	<i>No impact identified.</i>	Democratic and Electoral Services Manager
Public Health	<i>No impact identified.</i>	Democratic and Electoral Services Manager
Crime and Disorder	<i>No impact identified.</i>	Democratic and Electoral Services Manager
Procurement	<i>No impact identified.</i>	Democratic and Electoral Services Manager

2. INTRODUCTION AND BACKGROUND

2.1 The Outside Bodies which fall under the remit of this Committee are:

Kent and Medway Civilian-Military Partnership Board
Kent and Medway Economic Partnership
Kent and Medway Police and Crime Panel
Local Government Association General Assembly
West Kent Improvement Board Elected Members Forum

One Maidstone BID Advisory Board
Rochester Bridge Trust
Upper Medway Internal Drainage Board

2.2 The positions associated with the Outside Bodies shown in bold, are reserved for the Chairman of the Committee *'unless he/she invites the Committee to delegate to another Member'*. The other outside bodies listed have elected representatives in place.

2.3 The Chairman has been appointed to the Local Government Association General Assembly, Kent and Medway Economic Partnership and the West Kent Improvement Board Elected Members Forum.

2.4 The Committee therefore needs to delegate the positions on the Kent and Medway Civilian-Military Partnership Board and Kent and Medway Police and Crime Panel. Following consultation with the Chairman of the Committee, the preferred appointments are as follows:

Kent and Medway Civilian-Military Partnership Board – Councillor Purle (Deputy Leader of the Council) and the related role of the Council's Armed Forces Champion to be Councillor Munford.

Kent and Medway Police and Crime Panel – Councillor Purle (Deputy Leader of the Council and Vice-Chairman of the Communities, Housing and Environment Committee which acts as the Crime and Disorder Overview and Scrutiny Committee).

2.5 Due to increased interest in Kent and Medway Civilian-Military Partnership Board, this Outside Body has been contacted to see if it is open for more Members to attend meetings, even if not in an official capacity.

3. AVAILABLE OPTIONS

3.1 Option 1 - that appointments to the relevant positions, as outlined in Point 2.4, be made with the relevant Outside Bodies informed. This will ensure Council representation on these bodies.

3.2 Option 2 – do nothing. This is not recommended as these positions should ideally be filled.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 *Option 1, for the reasons outlined in 3.1.*

5. RISK

5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 The Kent and Medway Civilian-Military Partnership has been contacted to see if additional Council representatives can be accommodated, due to increased interest in the body. If this has not been confirmed, then further discussion with the Partnership will occur, with the Committee updated as soon as possible.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 Following any appointments made at the 21 July 2021 meeting, the relevant Outside Bodies will be informed.

8. REPORT APPENDICES

None.

9. BACKGROUND PAPERS

Maidstone Borough Council Constitution:
[\(Public Pack\)Agenda Document for Maidstone Borough Constitution, 11/11/2019 00:00](#)

Agenda Item 14

MAIDSTONE BOROUGH COUNCIL

POLICY AND RESOURCES COMMITTEE

21 JULY 2021

REFERENCE FROM PLANNING COMMITTEE

PLANNING TRAINING

Issue for Decision

To note the training programme agreed by the Planning Committee to enable Members and Substitute Members of that Committee to fulfil their responsibilities under the Council's Constitution and their individual responsibilities to maintain their knowledge and understanding of local and national planning policies and legislation.

AND

To note that:

Unless Members have already undergone Induction training under resolution 2 or are an existing Member as contemplated by resolution 3 of the Planning Committee (as set out below), all Members (including Substitute Members) of Policy and Resources Committee (P&R) must undergo Induction training as outlined in Appendix 1 (as amended) by the end of September 2021 if they are to sit as Members (or Substitute Members) of the Planning Referrals body should P&R be required to sit in that capacity.

If P&R are required to meet prior to Members having completed that training, such training will need to be completed prior to the meeting of the Planning Referrals body. A failure to complete this training will disqualify that Member's participation in the Planning Referrals body until this training has been completed.

Recommendation Made

That the training programme agreed by the Planning Committee and the training required to be undertaken by Members and Substitute Members of the Policy and Resources Committee before the Committee meets to discharge its function as the Planning Referrals body be noted.

Reasons for Recommendation

It is a function of the Policy and Resources Committee to determine planning applications referred to it by the Head of Planning and Development. In accordance with the Council's Constitution, no Member will be able to serve on the Policy and Resources Committee when it is discharging its function as the Planning Referrals body without having agreed to undergo the training required to be undertaken by Members and Substitute Members of the Planning Committee. Such training must be completed before the Policy and Resources Committee meets to discharge its function as the Planning Referrals body and must be refreshed as appropriate.

The Planning Committee has considered the training required to enable Members and Substitute Members of that Committee to fulfil their responsibilities under the Council's Constitution and their individual responsibilities to maintain their knowledge and understanding of local and national planning policies and legislation.

The Committee agreed inter alia:

1. That the planning training programme, attached as Appendix 1, be approved subject to the scope of the session on Ecology being widened to cover Biodiversity; the scope of the session on Section 38(6) and the Development Plan being widened to cover the weight to be given to emerging Local Plan policies; and an additional training session with Sustainability as the topic.
2. That new Planning Committee Members, new Substitute Members and those Planning Committee Members and Substitute Members returning to the Committee after a break must complete the Induction training and Enforcement training as outlined in Appendix 1 (as amended) by the end of September 2021, failing which such Member shall be disqualified from participation in the Planning Committee until this training has been completed.
3. That all other Planning Committee Members and Substitute Members must complete training covering Enforcement and the duty under Section 38(6) of the Planning and Compulsory Purchase Act 2004 together with refresher training on the Development Plan as outlined in Appendix 1 (as amended) by the end of January 2022, failing which such Member shall be disqualified from participation in Planning Committee until this training has been completed.
4. That planning training sessions be delivered virtually.

5. That a reference be sent to the Policy and Resources Committee (P&R) notifying them of the training programme in Appendix 1 (as amended) and advising them that unless Members have already undergone Induction training under resolution 2 above or are an existing Member as contemplated by resolution 3 above, all Members (including Substitute Members) of P&R must undergo Induction training as outlined in Appendix 1 (as amended) by the end of September 2021 if they are to sit as Members (or Substitute Members) of the Planning Referrals body should P&R be required to sit in that capacity. If P&R are required to meet prior to Members having completed that training, such training will need to be completed prior to the meeting of the Planning Referrals body. A failure to complete this training will disqualify that Member's participation in the Planning Referrals body until this training has been completed.

Alternatives Considered and Why Not Recommended

None. This reference is for information only.

Background Documents

None

Appendix

Appendix 1 – Planning Training Programme 2021/22

Appendix 1 - Draft Training Programme 2021/22

Date/Time	Title	Location
Mon - TBC 18:00	Induction Training for New Members and Substitute Member. This will be held over two sessions and cover Development Plan, Planning Policies & Guidance, Legislation, Planning Conditions, Grounds of Refusal, S106 Agreements/CIL and Legal Training including pre-determination and judicial Reviews.	Virtual
Mon - TBC 18:00	Second session on New Member and Substitute Member training	Virtual
Mon - TBC 18:00	Enforcement	Virtual
Mon - TBC 18:00	Section 38(6) and the Development Plan	Virtual
Mon - TBC 18:00	Permitted Development and Prior Notifications	Virtual
Mon - TBC 18:00	Countryside Policy	Virtual
Mon - TBC 18:00	Design	Virtual
Mon - TBC 18:00	Ecology	Virtual
Mon - TBC 18:00	Trees and Heritage	Virtual
Mon - TBC 18.00	Building Regulations - an introduction and changes to be brought about by the Building Safety Bill	Virtual

Agenda Item 15

POLICY AND RESOURCES COMMITTEE

21 July 2021

Recovery and Renewal Actions

Final Decision-Maker	Policy and Resources Committee
Lead Director	Chief Executive
Lead Officers and Report Authors	Angela Woodhouse, Head of Policy, Communications and Governance Anna Collier, Policy and Information Manager
Classification	Public
Wards affected	All

Executive Summary

This report details actions for recovery and renewal from the COVID-19 public health emergency. The actions at **Appendix A** have been developed following Councillor and Officer input, including briefings, workshops and formal debate at this Committee on 23 June 2021.

Purpose of Report

Decision

This report makes the following recommendations to this Committee: That

1. The extensive engagement undertaken over the last 12 months on the council's approach to recovery and renewal arising from the COVID-19 pandemic be noted
2. The projects set out in **Appendix A** be agreed for the purpose of engagement with the service committees concerning a programme of investment to contribute to the objectives and Key Performance Indicators for recovery set out in Appendix B and receives a further report at its October 2021 meeting to enable feedback from committees, strategic oversight and further decision making
3. Reports be received at the next meeting and in September 2021 concerning the potential projects identified with respect to its own specific areas of responsibility.

Timetable

Meeting	Date
Policy and Resources Committee	23 June 2021
Policy and Resources Committee	21 July 2021

Recovery and Renewal Actions

Policy and Resources Committee	29 July 2021
Communities, Housing and Environment Committee	31 st August 2021
Economic Regeneration and Leisure Committee	14 th September 2021
Policy and Resources Committee	15 th September 2021
Strategic Planning and Infrastructure Committee	21 st September 2021
Policy and Resources Committee	20 th October 2021 and 6-monthly until October 2023

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>The actions recommended align with the Council's ambitions set out in our strategic plan including the areas of focus agreed by Full Council in February 2021 for 2021-26-</p>	Head of Policy, Communications and Governance
Cross Cutting Objectives	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The action plan is cross-cutting and will have a positive impact on the Council's cross cutting objectives and in particular that deprivation and social mobility are reduced</p>	Head of Policy, Communications and Governance

Risk Management	The action plan has been put in place to mitigate the risks to our economy and communities and the council.	Head of Policy, Communications and Governance
Financial	<p>In addition to the un-ringfenced grant, the Government has announced the £56 million 'Welcome Back Fund', Maidstone's allocation from this fund is £153,551.</p> <p>Several ringfenced and other grants will continue support specific activities related to the Council's COVID-19 response. These include the Contain Outbreak Management Fund (COMF), from which Maidstone has been allocated £222,043 for 2021-22, in addition to £371,103 devolved from Kent County Council during 2020/21, Test and Trace Grants and New Burdens funding.</p> <p>The Council also has access to other funding streams which may be used to support certain activities linked to recovery planning. These include s106 funding for town centre planning, and income retained through the Kent Business Rates Pool which can be used for activities which support economic development more widely.</p>	
Staffing	Staffing implications have been set out in the action plan where additional staffing resources are needed to deliver the projects.	Head of Policy, Communications and Governance
Legal	<p>The Council has a general power of competence under section 1 of the Localism Act 2011 to do anything an individual can do provided it is not prohibited by other legislation.</p> <p>The Local Government Act 1972, section 111(1) also empowers a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The recommendation and the proposals in this report regarding recovery and renewal from the COVID-19 pandemic are arrangements that can be undertaken under the above legislation.</p>	Head of Mid Kent Legal Partnership

	The Council will also be obliged to comply with relevant legislation, such as the Coronavirus Act 2020, related regulations, the Public Health (Control of Disease) Act 1984 and such other updated legislation required to address the continuing impacts of the Covid-19 pandemic on the recovery proposals being considered by the Council as part of the "Build Back Better" agenda.	
Privacy and Data Protection	Some of the projects may require data protection impact assessments if they involve new activities and/or personal data. These will be completed prior to activities commencing.	Policy and Information Team
Equalities	Some projects may need an EqIA completed.	Policy & Information Manager
Public Health	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Head of Policy, Communications and Governance.
Crime and Disorder	The report includes actions that may have a positive impact in terms of crime and disorder with actions on community responsibility, resilience and levelling up	Head of Policy, Communications and Governance.
Procurement	On accepting the recommendations, the Council will then follow procurement exercises in line with financial procedure rules.	Head of Policy, Communications and Governance.
Biodiversity and Climate Change	The Committee has identified that the green agenda is important in its approval of the build back better principles, the actions will support the Council's Biodiversity and Climate Change Strategy, particularly those set out within the way we work theme.	Head of Policy, Communications and Governance.

2. INTRODUCTION AND BACKGROUND

- 2.1 The Council's consideration of its approach to recovery from the COVID-19 pandemic commenced in June 2020. A framework of objectives and themes was agreed by the Policy and Resources Committee at its meeting on 24 June 2020 following consultation with a politically balanced member group. It was agreed that this group would, amongst other things, provide feedback and suggestions for proposed actions for recovery ahead of these being sent to the relevant committees for decision making where this was required. One example of this was the actions to further strengthen the Council's relationship with parishes and the community and voluntary sector which was reported to the Communities Housing and Environment Committee in November 2020.
- 2.2 The Council's initial consideration of recovery was undertaken in the context of significant budgetary constraints and uncertainties. However, as part of the local government financial settlement for 2021/22 councils across the country received additional resources for addressing COVID-19 and its effects. This was reported to the Policy and Resources Committee on 10 February 2021 where it was noted that Maidstone's share of the un-ringfenced grant was £860,000. In line with government guidance, the first call on this grant was identified as for the immediate COVID-19 response in 2021/22. It was later recognised that it would be appropriate to deploy this funding to support the recovery from COVID-19 and that a further report would be brought to Policy and Resources Committee setting out the recovery strategy and likely funding requirements. As this is a one-off grant, it would not be prudent to use it to offset underlying budget pressures and it was not therefore included within the Strategic Revenue Projection. The revenue outturn for 2020/21 was better than had been feared at times during the year for the reasons set out in the 4th Quarter Finance, Performance and Risk report presented to the Policy and Resources Committee on 23rd June 2021. Given this context consideration could be given to applying the £860,000 grant to projects which would help deliver the recovery objectives, KPIs and updated areas of focus already in place.
- 2.3 Further Councillor engagement took place through a briefing held on 9 June 2021. The briefing covered:
- Updated position on the impact and effect of the pandemic
 - Themes previously agreed by Policy and Resources Committee
 - Project ideas reflecting the objectives and KPIs previously agreed

Following this, a discussion paper was presented to and debated at Policy and Resources Committee on 23 June and a follow up meeting was then held with Service Committee Chairs and Vice Chairs to continue to work on the Council's approach to recovery and renewal including a distilled list of projects.

- 2.4 From the discussions with Councillors, Build Back Better principles for Maidstone have been agreed as follows:

- **Levelling up** – Work should be focussed on communities and individuals who are most vulnerable. Projects that relate to levelling up should be based on geographical locations of communities and not limited by ward boundaries. Levelling Up provides a renewed focus on improving people’s life chances and a healthy recovery including addressing inequalities already present that have been accentuated by the pandemic e.g. for health and wealth/financial precariousness.
- **Community Resilience** – Continuing to build relationships with Parishes, Community and Voluntary Sector and carry out projects to enable people to help themselves and support the community and voluntary sector.
- **Build back greener** – Ensuring our actions are supporting the Council’s ambitions for biodiversity and climate change as set out in our Biodiversity and Climate Change Plan.
- **Building back Faster** – Whilst the Council supports the notion of ensuring we run an efficient and effective planning service as seen by the planned investment in the planning service in our action plan, development should be well planned and appropriate for the Borough.
- **Open for Business** – As the business capital of Kent to be a borough that is supportive of existing business and welcomes inward investment. This is congruent with our new Economic Development Strategy which has a priority to be Open for Business, maximising our economic role at the heart of Kent and a strong public sector base to create a positive and entrepreneurial environment in which businesses can grow and thrive. We want to maximise the opportunities presented by our place in the North Kent Enterprise Zone and the addition of the Kent Medical Campus in our borough.
- **Think Local** using our role as a facilitator and connector in the Borough to ensure our local economy is well supported. For example, work with the Anchor Institutions in our borough on training, skills and recruitment for local people and spending locally when procuring services wherever possible
- **The way we work** – e.g. capturing and sustaining the experience and benefits of the pandemic for agile working

The Action Plan at **Appendix A** sets out how the actions will meet these cross-cutting principles.

- 2.5 As key strategies and plans (e.g. including the Housing Strategy and Economic Development Strategy (EDS)), are renewed they will be updated to ensure they reflect the build back better principles.
- 2.6 On 10 February 2021 Key Performance Indicators (KPIs) and refreshed areas of focus for 2021- 26 were agreed by the Policy and Resources Committee and subsequently approved by Council. The KPIs are attached at **Appendix B** for ease of reference. Service Committees were fully engaged in the process of refreshing our areas of focus, with actions

focused on the long-term ambitions of the Council and the continued need for response to and recovery from the COVID-19 health pandemic. Changes agreed included:

- A focus on delivering those actions in the new Economic Delivery Strategy that will promote economic recovery from COVID-19
- Delivering a sustainable and vibrant leisure and cultural offer
- Working with community groups and parish councils to develop community resilience and pride in our Borough
- Promote inward investment; and
- Identifying opportunities with partners to reduce health inequalities in the Borough.

2.7 It was identified by Councillors at the workshops and at committee that funding whilst from a one-off source should be put to use in ways to ensure legacy and longevity where possible. Actions have been identified that will ensure we maximise the one-off spend to leave a legacy. For example funding our ability to leverage larger sums from key government funds such as the levelling up fund as set out as an action under the Vibrant Economy theme or pump priming projects and initiatives that can continue beyond the initial spend such as the volunteering project under the Resilient Communities theme of the Recovery and Renewal Action Plan.

2.8 Discussion has also been held on how we create greater community resilience in those areas that are unparished and may not have a well-developed or supported community infrastructure. Initiatives such as, 'Love Where you Live – Get Involved' and the community resilience fund, would allow existing community groups to flourish and new ones to be created as people come together to invest in their communities. This follows the success of the winter funding grant of just over £84,000 which was made available to community and voluntary sector organisations to bid for grants to provide access to food and warmth (fuel) for the most vulnerable in the Borough. The scheme allowed a number of community organisations to bid for small grants that they then utilised to provide, clothing, grab and go bags to feed families, equipment to cook hot meals, vouchers for community shops, supermarkets and food parcels as well as funding to pay fuel bills.

2.9 Introducing/encouraging neighbourhood forums had been identified in discussions with Councillors as a way of building resilience in non-parished areas, it was noted that in the past these have proved to be unsuccessful. A governance review is planned in 2023 to consider Parish Council arrangements following the local government boundary review, at this point new Parish Councils in our urban areas may emerge or be identified. We may also see new groups coming together to apply for grants such as "Love where you Live – Get Involved".

2.10 An Action Plan at **Appendix A** has been developed for Recovery and Renewal with the following themes:

- Vibrant Economy
- Community Resilience

- The Way we Work
- Responding to Increased Demands

The plan includes committee responsibility, senior officers and resources required.

- 2.11 As identified in the plan Service Committees will have responsibility for matters that fall within their terms of reference. Policy and Resources Committee will have strategic oversight and progress will be reported six monthly to this Committee.
- 2.12 It should be noted that the Council has existing responsibilities in relation to responding the Pandemic if the current surge continues this may result in an increased demand on support for those affected by COVID-19. The Action Plan is such that not all work will commence at the same time, nor will it require the total resource to be allocated and spent immediately as such if further resources were required to respond to the pandemic, actions and spending could be paused and adjusted and reported to this Committee to ensure the Council remains in a state of readiness to respond.
- 2.13 The Council is currently undertaking a number of initiatives in response to the pandemic including:
- Maintaining a community hub and helpline,
 - Identifying and supporting financially vulnerable people
 - Initiatives to re-open the high street safely including digital campaigns and promotions to encourage visitors
 - Making the best use of the Homelessness Prevention Grant to enable households to remain in their homes.
 - COVID-19 compliance checks
 - Agile working

We have previously reported on our response to the pandemic and these reports are listed as background documents.

3. AVAILABLE OPTIONS

- 3.1 There are four options open to the Committee:

1. Approve the Action Plan at Appendix A with a six monthly reporting process

The Recovery and Renewal Action Plan has been developed collaboratively with Councillors through an iterative process, it builds on the Council's previous work on response, renewal and recovery and the work carried out to refocus our Strategic Plan.

2. Amend and Approve the Action Plan at Appendix A, with a six monthly reporting process

The plan has been developed through an iterative process and can be further refined, developed changed in accordance as deemed appropriate by the Committee

3. Approve the action plan for submission to Service Committees for more detailed review and input prior to decision by this Committee in October 2021

Whilst the plan has been developed collaboratively it may be that the Committee wished for input from each Service Committee on a more formal basis. This would involve a report to each Service Committee on the suggested actions and budget proposals so these can be returned as a series of bids and proposals for Policy and Resources to approve. The next round of meetings for the Service Committees will not conclude until the end of September so proposals will come forward in a single report to Policy and Resources in October.

4. Do not approve the plan

The Committee could in effect decide to take no action, there is however a significant amount of funding to be utilised for recovery and renewal and to do nothing would mean this resource is not utilised and the Council could not as easily take advantage of the opportunities and mitigate the impact as a result of COVID-19.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Recovery and Renewal Action Plan has been developed collaboratively with Councillors through an iterative process, it builds on the Council's previous work on response, renewal and recovery and the work carried out to refocus our Strategic Plan. The Committee are recommended to take forward Option 3 to allow input from the Service Committees.

5. RISK

- 5.1 The Coronavirus Pandemic has had a severe and long-lasting impact on the lives of Maidstone communities and businesses, not responding and effectively planning for recovery and renewal will increase the risk to our communities and businesses as well as the Council. The Council's corporate risk register contains risks relating to the pandemic the actions proposed will mitigate the risks.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 As well as consultation with Councillors through the Member COVID-19 recovery consultative forum, reports were received on a regular basis by Policy and Resources in 2020 and 2021:

24 June 2020: Response to Covid19 Public Health Emergency
Approach to recovery from the Covid19 Pandemic

16 September 2020: Strategic Plan Review – Update on Priority Milestones

20 January 2021: Strategic Plan – Proposed Areas for Focus 2021-2026 and Key Performance Indicators for Covid-19 Recovery

10 February 2021: Strategic Plan Refresh

- 6.2 On the 9 June 2021 a virtual member briefing was held for Members where information was provided on the impact to date of the pandemic, and stimulated discussion on what to 'Build Back Better' would mean for Maidstone, this was followed by a discussion paper on 23 June 2021 and a workshop with the Service Committee Chairs and Vice Chairs all of this feedback has been taken into account in the development of the actions for recovery and renewal.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The next steps are dependent on the option taken forward if an action plan is approved as per options 1 and 2 then the next steps will be for the action plan to be communicated to all staff through all staff briefings. Senior responsible officers will commence work as indicated on the plan. Service Committees will provide oversight and direction as required.
- 7.2 If Option 3 is approved then reports will be developed based on the agreed themes and areas of action to be presented to the next meetings of the Service Committee, with each committee considering and developing the areas as identified in the action plan. Proposals will then be submitted by the Service Committees for consideration by Policy and Resources in October, work will then commence on the actions when approved including communication.

8. REPORT APPENDICES

The following document is to be published with this report and form part of the report:

- Appendix A: Recovery and Renewal Action Plan
- Appendix B: Recovery and Renewal Key Performance Indicators

9. BACKGROUND PAPERS

24 June 2020: Response to Covid19 Public Health Emergency
<http://app07:9080/documents/s71373/Maidstone%20Councils%20Response%20to%20Covid19%20Pandemic.pdf>

24 June 2020: Approach to recovery from the Covid19 Pandemic

<http://app07:9080/documents/s71374/Maidstone%20Councils%20approach%20to%20Recovery%20from%20the%20Covid19%20Pandemic.pdf>

16 September 2020: Strategic Plan Review – Update on Priority Milestones
<http://app07:9080/documents/s72419/Strategic%20Plan%20Review%20-%20Update%20on%20Priority%20Milestones.pdf>

20 January 2021: Strategic Plan – Proposed Areas for Focus 2021-2026 and Key Performance Indicators for Covid-19 Recovery
<http://app07:9080/documents/s74258/Strategic%20Plan%20-%20Proposed%20Areas%20for%20Focus%202021-2026%20and%20KPIs%20for%20Covid19%20Recovery.pdf>

10 February 2021: Strategic Plan Refresh
<http://app07:9080/documents/s75590/Strategic%20Plan%20Refresh.pdf>

23 June 2021: Recovery and Renewal Discussion Paper

<http://app07:9080/ieListDocuments.aspx?CIId=577&MIId=4624&Ver=4>

Recovery and Renewal Action Plan

A Vibrant Economy

Action	Resources	Target start and end	Committee and Senior Responsible Officer	Principles
<p>Establish an Anchor Institution Partnership, the Council acting as a facilitator to lead projects, such as the- Youth Hub focussed on skills and employability for young people with Mid Kent College and increasing spend in the local economy to support businesses in the borough.</p> <p>Anchor Institutions are large, usually non-profit organisations "tethered" to their communities, like local government, education establishments and medical facilities e.g. hospitals. A partnership working on linking job opportunities with local people through a collaborative approach to skills, training, education and employment would respond well to our Build Back Local aspiration and Strategic Plan actions and recognise the council's vital role in place based leadership. Preliminary soundings have been positive</p> <p>The pandemic has seen unemployment levels rise in all age groups but particularly the 18-24 years old. Unemployment is also higher in our deprived wards. The College is proposing a town centre venue to provide</p>	£30,000	September 2021 - (project planning with MKC to identify end)	ERL/AB/ JF	Maidstone Open for Business

<p>accessible training, careers advice, and employability support for all residents, but particularly young people in an informal environment in partnership with others such as DWP, and the Youth Steering Group. MBC's funding would support the staff costs involved in operating the centre. This is an action in the draft Economic Development Strategy under Inclusive Growth.</p>				
<p>Having business ready premises – move in ready kick start/pump prime linked to the Economic Development Strategy</p> <p>This is set out in Priority 1 Open for Business in the draft Economic Development Strategy. "Consider investing in industrial and warehouse premises to help de risk new employment sites coming forward" and the Strategic Plan areas of focus for 2021/26 "Intervening where necessary in the market, to deliver key employment sites"</p> <p>In addition, any such future activity would be required to meet the minimum targets and parameters set out in the Council's Capital Programme Medium Term Financial Strategy Report to Policy and Committee (January 2021). This could extend to further investment opportunities on Kent Medical Campus or at Loc8 Maidstone at Junction 8 M20 or the rural employment sites.</p>	<p>Capital programme</p>	<p>September 2021 and going</p>	<p>P&R/JF</p>	<p>Maidstone's Open for business</p>
<p>Transform the Town Centre through the Development of Maidstone Town Centre Strategy.</p>	<p>£90,000 programme</p>	<p>September 2021 and going</p>	<p>P&R/PC</p>	<p>Cross Cutting</p>

<p>This is a key piece of work given the pivotal role of the town centre for the borough's economy, the significant change occurring, expectations in the Local Plan for significant increases in homes and jobs in the town centre; it is important that there is a clear long term vision, through engagement with the public and stakeholders and a comprehensive approach to planning and delivery. Engagement with members suggests widespread support to creating a town centre strategy in principle, investing in its development and a proactive approach from the council to delivery too.</p> <p>Success will be partly dependent on dedicated programme management resources.</p> <p>A further detailed report would be brought to the Policy and Resources Committee</p>	management plus S106			
<p>Vibrant Visitor Economy – diversify and respond to health and well-being needs through e.g. enhancing arts and culture offer; promotion of destination Maidstone borough to encourage visitors to return and spend.</p> <p>A new area of focus was agreed for 2021/26 by Council in February 2021 to “deliver a sustainable and vibrant leisure and cultural offer for the Borough”</p> <p>The Visitor Economy is worth over £300m to the local economy and directly employs over 5000 people. Retail, Hospitality and Leisure sectors have been hardest hit by COVID-19, lockdowns and social restrictions. Current staff are managing the Welcome Back Fund and</p>	Business Rates Pool	July 2021 to July 2023	ERL/JF	Maidstone's Open for Business/ Levelling Up/ Community resilience

<p>Reopening High Street Fund and updating Visit Maidstone and engaging with the visitor attractions, accommodation providers and event organisers. Competition to capture the staycation market this year will be intense. Critically important to our hotel industry in Maidstone is the return to business travel, conferences, and exhibitions. Funding to support a resource for 1 to 2 years to increase our digital marketing/social media capacity is requested until business as usual can be resumed.</p>				
<p>Capacity to develop projects and bids for bidding e.g. Levelling Up Fund, Future Towns Fund</p> <p>Large capital and revenue bids often require specialised knowledge to support the business case within the application. This fund would enable us to buy in this technical support at the appropriate time and at the speed needed to respond to short deadlines.</p>	Business Rates Pool	September 2021 to September 2025	P&R/JF	Cross Cutting
Total	£120,000			

Resilient Communities

Action	Resources	Target start and end	Committee and Senior Responsible Officer	Principles
Establish Community Compact and working arrangements with VCS – the Voluntary and Community Sector – as agreed by the Communities, Housing and Environment Committee in November 2021.	Funded from Contain Outbreak Management Fund (COMF)	May 2021 – ongoing	CHE/AW	Strengthening Community Resilience
Support and Encourage Volunteering in the Borough. A joint project with the voluntary and community sector to develop a system/approach/support to enable and encourage volunteering. This will then be supported through changes to the Service Level Agreement with Involve.	£25,000	June 2021-June 2022	CHE/AW	Strengthening Community Resilience
Create community participation and involvement space online for real time/dynamic interaction with the public. Online system supply and license to use.	£15,000	September 2021	P&R/AC	Strengthening Community Resilience
Equip Trinity Foyer to be a Community Hub Supply and fit of IT and office equipment to create a hub which will allow training and meetings and other services to be provided.	£30,000	June 2021 – October 2021	CHE/JL	Strengthening Community Resilience

<p>Love Where You Live and Get Involved.</p> <p>Community environmental projects to encourage a sense of civic pride across communities; meeting a desire not only to live in a clean and attractive place but also to actively contribute to transforming, enhancing and maintaining those spaces. Funding at this scale would enable work with up to 8 local groups, providing support to enable them to set up and get going.</p>	£35,000	September 2021-2023	CHE/JE	Strengthening Community Resilience
<p>Financial Hardship projects</p> <p>In February 2020 the Policy and Resources Committee considered a report on Debt recovery and support for low income households. It was agreed that a pilot piece of work be conducted as part of the council's commitment to an inclusive economy and financial inclusion. The pilot was to take a data led approach to identifying low income households in financial difficulty and proactively intervening to provide support e.g. maximising income, and through this to both reduce risks around indebtedness and through this potentially reduce demand for council services or incurring debt with the council.</p> <p>This work has been done within the existing resources of the revenues and benefits team and resulted in significant additional income for our most financially vulnerable families both through our own efforts and working with others including Southern Water. A more detailed report on the outputs of this work will be</p>	Within existing resources		CHE/SMcG	Levelling Up

<p>brought to the Policy and Resources Committee in September 2021 and the learning applied to future strategy for supporting families in financial hardship.</p>				
<p>Community Resilience Fund</p> <p>This proposed scheme responds to the new area of focus for 2021/26 agreed by Full Council in February 2021 – “Working with community groups and parish councils, to develop more sustainable community resilience and to encourage pride in our Borough”; this reflected experience of the impacts of the pandemic expressed by our residents, parishes and the VCS.</p> <p>Before implementation of a grant scheme there would need to be a report to CHE to agree fund criteria and structure of the grant scheme; for context this would be a similar approach to KCC Helping Hands. The purpose of the fund is to provide one-off money to support projects that benefit the residents of Maidstone centred on the impact of the pandemic. This has been developed following the success of the Winter Funding Grant whereby small and large VCS groups bid for money to run initiatives to keep vulnerable people warm and fed. The council set an objective and then assessed bids as to how they met this objective.</p> <p>We conducted a survey of the Voluntary and Community Sector in 2021 which identified that the two areas they had identified a change in demand for services with more demand in relation to Mental Health and Isolation</p>	<p>£150,000</p>	<p>October 2021</p>	<p>CHE/AW</p>	<p>Community Resilience</p>

<p>and Loneliness. Two things that were identified through our community hub work and our own contact with Parish Councils and Community and Voluntary Groups.</p> <p>The amount identified reflects running up to 3 such schemes on the basis that bids could range from £500 to £5000 so looking at 10-15 initiatives per scheme as we experienced with the Winter Funding Grant. The scheme would be open to any voluntary or community organisation operating in the Borough including Parishes. If the amount of funding is reduced we should look at reducing the number of schemes so as not to weaken the impact of the funding through trying to spread funding to thinly.</p>				
<p>Total</p>	<p>£255,000</p>			

The Way We Work

Action	Resources	Target start and end	Committee and Senior Responsible Officer	Principles
Technology to enable new ways of working	Capital Programme	October 2021	P&R/SMcG	New Ways of Working
Desk top equipment (office and home) to enable new ways of working	Capital programme	October 2021	P&R/SMcG	New Ways of Working
Introducing new technology with associated training for staff to support new ways of working and reforming, designing, and implementing accommodation to support new ways of working and reduce future running costs	£150,000	Oct-23	P&R/GH	New Ways of Working
<p>Increase HR capacity to facilitate agile working and new ways of working</p> <p>The objective of the culture change programme will be to review the work undertaken in this area and to gain feedback from our employees on organisational culture, to change and develop the council to meet future workforce requirements.</p>	£50,000	September 21-22	D&GP/BS	New Ways of Working
Total	£200,000			

Responding to Increased Demands Arising from COVID-19				
Action	Resources	Target start and end	Committee and Senior Responsible Officer	Principles
Business Grant Distribution	From COMF	Ongoing	ERL/SMcG	MBC service resilience
Revenues and Benefits	From COMF	Ongoing	ERL/SMcG	MBC service resilience
<p>Planning – Development Control</p> <p>During the pandemic development control workload has increased especially for householder applications; it is difficult to say with confidence that this is a temporary effect but anecdotally this is a response to home improvement and in some cases creating a better home working environment. Fee income doesn't cover the additional costs. The resource identified here would enable a short-term response to the pressure, if this proves to be a longer term trend in demand it can be identified in the Medium Term Financial Strategy</p>	£35,000		SPI/WEC	MBC service resilience
Planning Enforcement	£35,000		SPI/WEC	MBC service resilience

<p>Request for an additional short-term post until March 2022 as enforcement activity has risen during the pandemic:</p> <ul style="list-style-type: none"> • Live enforcement cases in April 2020 standing at 219 and the end of April figures for 2021 standing at 379, an increase of 73% over the April 2020 figures. • Difficulties in carrying out enforcement site inspections over the COVID-19 period due to the need to carry out safe inspections and allowing for shielding has resulted in a backlog of cases which requires investigation and action. <p>The resource identified here would enable a short-term response to the pressure, if this proves to be a longer term trend in demand it can be identified in the Medium Term Financial Strategy</p>				
<p>Planning – Heritage and Landscape</p> <p>Proposals are for a Heritage Officer and an Arboriculture Officer for a short fixed term period. This will help address the increase in the volume of work:</p> <ul style="list-style-type: none"> • Tree applications have increased by 10% on the previous year (from 236 to 260). Alongside this, due to the recently 	£70,000		SPI/WEC	MBC service resilience

<p>identified need for all MBC Tree Preservation Orders to be reported to Planning Committee, case workload has increased significantly.</p> <ul style="list-style-type: none"> • number of 5-day notices have risen from less than 4 per month to 20 per month. • Large volume of TPO requests- current backlog is more than 30 (most arising in 2020/21). • Large number of customer inquiries. <p>It is unknown whether this is temporary if it continues this will need to be taken account of in the medium term financial strategy.</p>				
<p>Data Analytics Support for recovery and renewal projects</p> <p>Fixed term post to provide data analytics and insight to support a number of the actions in the recovery and renewal action plan</p>	£40,000	July 2022-23	P&R/AC	MBC service resilience
Total	£180,000			

Appendix B

Agreed – Covid19 recovery KPIs

Indicator	Reported to Committee	Reason for Monitoring	Level/comparison	What would recovery look like?
ECONOMY				
Unemployment	Quarterly	Economic impact for MBC residents	Kent/SE and GB comparisons	When rates hit March 20 percentage: 2.2%
Youth unemployment	Quarterly	Economic impact for particularly vulnerable MBC residents	Kent/SE and GB comparisons	When rates hit March 20 percentage: 3.7%
Town Centre Footfall	Quarterly	Key measure of town centre and overall MBC economy	Compare with previous month and previous years month.	When footfall figures close on pre covid19 levels
Town Centre vacancy rates	Quarterly	Key measure of town centre and overall MBC economy	Maidstone and National average (collected by One Maidstone)	When figures close on pre-covid19 levels
House prices and sales volumes	Quarterly	Key measure of MBC economy and the construction sector	Maidstone and SE	When figures close on pre-covid19 levels
Number of Business Grants awarded to closed businesses	Quarterly	Indication of businesses that will be at risk		When businesses that qualify have been awarded the grant and no more applications are coming in.
COMMUNITY				
Homelessness prevention – prevention duty ended as applicant	Quarterly	Key measure of the availability of accommodation/success at prevention	Same month in 2019	When figures close on pre-covid19 levels

has suitable accommodation				
Number of households in temporary accommodation (excluding rough sleepers)	Quarterly	Key measure of cumulative need	Same month in 2019	When figures close on pre-covid19 levels
Number of households newly in temporary accommodation broken down by main reason (excluding rough sleepers)	Quarterly	Key measure of pressure within the housing system including loss of tenancy and home ownership	Same month in 2019	When figures close on pre-covid19 levels
Number of rough sleepers in temporary accommodation	Quarterly	Key measure of pressure within the housing system	Same month in 2019	When figures close on pre-covid19 levels
Number of rough sleepers newly engaged	Quarterly	Key measure of the cumulative impacts of economic and other change for our most vulnerable residents	Same month in 2019	When figures close on pre-covid19 levels
Reports of Anti-social behaviour	Quarterly	Indicator of community experience of the impacts of lockdown and other restrictions	Same month in 2019	When figures close on pre-covid19 levels
Reports of noise nuisance	Quarterly	Indicator of community experience of the impacts of lockdown and other restrictions	Same month in 2019	When figures close on pre-covid19 levels
Number of Community Protection warnings and notices	Quarterly	Measure of the council's response to ASB	Same month in 2019	When figures close on pre-covid19 levels

Reports of Domestic Abuse	Quarterly	Relevant measure of risk to vulnerable residents	Same month in 2019	When figures close on pre-covid19 levels
Number of new Council Tax Support (CTS) applications received	Quarterly	Indicative of trends in households in financial difficulty	Same month in 2019	When figures close on pre-covid19 levels
Number of live CTS cases	Quarterly	Indicative of cumulative level of households in financial difficulty	Same month in 2019	When figures close on pre-covid19 levels
CHE decisions on 3rd November for Community Resilience implemented	Quarterly	Indicative of further improvement in partnership working with the voluntary and community sector and parish councils		Implementation of Committee decisions completed
COUNCIL'S FINANCIAL POSITION				
Council Tax collection – percentage in year collection Reduction in cash received compared to this time last year	Quarterly	Measure of financial resources available to MBC	2020/21 budget	When collection returns to projection for 2020/21
Business Rates collection – percentage in year collection	Quarterly	Measure of financial resources available to MBC	2020/21 budget	When collection returns to projection for 2020/21
Council's collection of other income – percentage in year collection	Quarterly	Measure of financial resources available to MBC	2020/21 budget	When collection returns to projection for 2020/21
THE WAY WE WORK – Building on the opportunities and risks created/accentuated by covid19				
Office footprint	Bi annual	Aim to reduce permanently by end of 2023/4	Current floorspace at Maidstone House	New smaller accommodation footprint achieved
Cost of office accommodation	Quarterly	Aim to reduce permanently by end of 2023/4	Current floorspace at Maidstone House	New smaller accommodation footprint achieved

Office running costs (post, print, utilities)	Biannual	Aim to reduce systematically through different ways of working and carbon reduction initiatives	2019/20 running costs	Running costs reduced
Travel costs	Quarterly	Aim to reduce systematically through different ways of working and carbon reduction initiatives	2019/20 travel costs	Mileage costs reduced
Review of contract provisions and Business Continuity for very significant change in circumstances including change in law, force majeure	Annually	Protection for MBC and our customers where outsourced services fail, are no longer fit for purpose or affordable	Existing Business Continuity Plans	Business Continuity Plans updated and exercised

POLICY AND RESOURCES COMMITTEE

21 July 2021

Corporate Planning Timetable

Final Decision-Maker	Policy and Resources Committee
Lead Director	Director of Finance and Business Improvement
Lead Officer and Report Author	Angela Woodhouse, Head of Policy, Communications and Governance
Classification	Public
Wards affected	All

Executive Summary

Every year the Committee is asked to consider whether to update the existing strategic plan, create a new one or leave the current one in place. This report sets out a proposed approach to this and setting the Medium Term Financial Strategy 2022/23 – 2026/27. The report concludes that the existing Strategic Plan continues to provide an appropriate overall framework. Within this, the focus is currently on COVID-19 recovery and renewal, which has culminated in a detailed action plan which complements the Strategic Plan.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. The current Strategic Plan 2019-45 is endorsed.
2. The corporate planning timetable be adopted.

Timetable

Meeting	Date
Policy and Resources Committee	21 July 2021

Corporate Planning Timetable

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The four Strategic Plan sets the Council’s objectives these are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place 	Head of Policy, Communications and Governance
Cross Cutting Objectives	<p>The four cross-cutting objectives in the Strategic Plan are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected 	Head of Policy, Communications and Governance
Risk Management	The Council’s corporate risk strategy includes strategic risks associated with the Strategic Plan.	Head of Policy, Communications and Governance
Financial	The financial implications of the strategic plan are set out in the Council’s five year Medium Term Financial Strategy. The MTFS will be updated and rolled forward to cover the period 2022/23 to 2026/27 as set out in the timetable at paragraph 4.3 of this report	Director of Finance and Business Improvement
Staffing	We will deliver the recommendations with our current staffing.	Head of Policy, Communications and Governance
Legal	The Strategic Plan aligns with the Council’s general duty, as a best value authority, to make arrangements to secure continuous improvement in the way in which its	Head of Policy, Communications and Governance

	functions are exercised, having regard to a combination of economy, efficiency and effectiveness – section 3 of the Local Government Act 1999. If adopted as recommended the corporate planning timetable enables the Council to monitor its performance against the agreed Strategic Plan outcomes.	
Privacy and Data Protection	The decision will have no impact on privacy and data protection	Policy and Information Team
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.	Policy & Information Manager
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Head of Policy, Communications and Governance
Crime and Disorder	The decision will have no direct impact on Crime and disorder	Head of Policy, Communications and Governance
Procurement	Not applicable	Head of Policy, Communications and Governance
Biodiversity and Climate Change	The strategic plan was refreshed in 2020-21 to include biodiversity and climate change as an area of focus for 2021-26	Head of Policy, Communications and Governance

2. INTRODUCTION AND BACKGROUND

- 2.1 The Strategic Plan is a core element of our corporate planning. The priorities and outcomes in the Strategic Plan are developed alongside the Medium Term Financial Strategy (MTFS) to ensure consistency between service delivery and budgets. Service Planning allows the Council to convert high level priorities from the Strategic Plan into actions for each directorate, service or team across the Council, which then feeds into individual staff priorities.
- 2.2 Each year the Policy and Resources Committee are asked to agree whether to refresh the existing Strategic Plan, create a new one or leave it as is. A timetable of activity is then planned around this and the Medium Term Financial Strategy process. The timetable includes a period of public consultation and reports to service committee meetings on the budget.

- 2.3 The current Strategic Plan was adopted in December 2018 and covers the period until 2045. The plan was agreed after careful analysis and consultation, the decision was taken for it to be a 26-year plan to ensure continuity, and a basis on which all other internal plans and strategies could be developed.
- 2.4 The areas of focus under each of the Council's priorities were updated during the course of the last municipal year to incorporate the impact of COVID-19. The main changes to areas of focus agreed for 2021-26 are summarised below:
- A focus on delivering those actions in the new EDS that will promote economic recovery from COVID-19
 - Delivering a sustainable and vibrant leisure and cultural offer
 - Working with community groups and parish councils to develop community resilience and pride in our Borough
 - Promote inward investment; and
 - Identifying opportunities with partners to reduce health inequalities in the Borough.
- 2.5 The Committee has also been considering recovery and renewal from COVID-19 as set out in another report on this agenda, this provides a plan of action aligned to the Strategic Plan and its areas of focus.
-

3. AVAILABLE OPTIONS

- 3.1 The Committee could either choose to create a new Strategic Plan, refresh the current plan or decide that there is no reason to produce either an update or a new plan.
- 3.2 A timetable for corporate planning is outlined in section 4 for the preferred option; the Committee can review and amend this timetable as appropriate.
- Retain Current Plan
- 3.3 This would involve minimum resources and committee time. The current plan was refreshed in 2020-21 in light of the pandemic. The Policy and Resources Committee have spent considerable time and effort over 2020-21 and continue to do so on the council's response to the pandemic and our approach to recovery and renewal which has culminated in a detailed action plan which complements the strategic plan and arguably negates the need to create a new plan or refresh again the current Strategic Plan. Service Planning would be based on the areas of focus refreshed last year and the new Recovery and Renewal Actions as agreed.
- Refresh the Strategic Plan
- 3.4 The current Strategic Plan was developed involving a wide cross section of Councillors, staff and other stakeholders in 2018 before being adopted in December of that year, the vision and priorities are clear and relevant. The

plan was revisited and refreshed last year with the areas of focus for 2019-2024 being updated and revised to areas of focus for 2021 to 2026.

- 3.5 The Committee is in the process of agreeing actions for its approach to recovery and renewal in response to the impact of COVID-19. A refresh could include acknowledging the actions and their alignment with the Council’s Strategic Plan through a revised foreword.

A light-touch refresh of the Strategic Plan would include:

- Refresh of any contextual information in the document such as statistics; and
- Rewriting the foreword.

This would be approved by Policy and Resources Committee alone before being sent to Council. The refreshed Plan would be considered by Policy and Resources in January prior to Submission to Council alongside the Medium Term Financial Strategy.

Create a New Strategic Plan

- 3.6 The Committee could decide that the existing strategic plan is not fit for purpose. It should be noted that creating a new Strategic Plan would have a substantially greater impact on resources. The proposed timetable set out in section 4 would need to be amended to include service committee involvement and other activities to develop a new strategic plan including research, data analysis and opportunities for public member and officer input and engagement.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Committee is recommended to retain the existing plan with no update. This will allow the Committee and Officers to focus on recovery and renewal from COVID-19. Councillors reshaped the areas of focus in 2020-21 so to revisit these again with service committee involvement may not be the best use of time. Time has been taken to develop a new recovery and renewal action plan and this will be a strategic area of focus and activity.

Corporate Planning Timetable

Date	Action
21 July 2021	Consider scope for the Medium Term Financial Strategy (MTFS) – 2022/23 – 2026/27
September 2021	Service Planning Begins
September 2021	Public Consultation on MTFS
November 2021	Draft MTFS to Service Committees and then Policy and Resources

19 January 2022	Medium Term Financial Strategy - Capital Programme 2022/23 - 2026/27 Medium Term Financial Strategy & Budget Proposals 2022/23 - 2026/27
9 February 2022	Medium Term Financial Strategy & Budget Proposals 2022/23 – Final
23 February 2022	MTFS submitted to Council

5. RISK

- 5.1 The risks associated with delivering the Council’s Strategic Plan are set out in the Corporate Risk Register.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Strategic Plan was developed with all Councillors and Service Committee input. The refresh last year saw further input via Service Committees.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 If Committee agree the recommended action, next steps will be followed as set out in the timetable at 4.1. If members request another course of action, officers will need to revise the timetable and review resources as set out in section 3.

8. REPORT APPENDICES

None

9. BACKGROUND PAPERS

None

POLICY AND RESOURCES COMMITTEE

21 July 2021

Medium Term Financial Strategy 2022/23-2026/27 – Initial Scoping and Assumptions

Final Decision-Maker	Council
Lead Head of Service	Director of Finance and Business Improvement
Lead Officer and Report Author	Director of Finance and Business Improvement
Classification	Public
Wards affected	All

Executive Summary

This report sets out the background to be considered in updating the Medium Term Financial Strategy (MTFS) and rolling it forward to cover the five-year period 2022/23 to 2026/27. It describes the issues and risks involved, starting with the Council’s current financial position. It sets out key assumptions to be made in preparing the MTFS.

The report concludes by setting out the subsequent steps involved in developing an updated MTFS and includes a timetable for consideration by Members.

This report makes the following recommendations to this Committee:

1. That the issues and risks associated with updating the Medium Term Financial Strategy are noted.
2. That the assumptions described in this report for planning purposes and to establish the remit for detailed budget development are noted.
3. That members identify any further assumptions that they wish to be modelled.
4. The approach outlined to development of an updated Medium Term Financial Strategy for 2022/23 – 2026/27 and a budget for 2022/23 is agreed.

Timetable

Meeting	Date
Policy and Resources Committee	21 July 2021
All Service Committees	November 2021
Policy and Resources Committee	24 November 2021
Council	8 December 2021
All Service Committees - detailed budget proposals	January 2022

Policy and Resources Committee – final budget proposals	9 February 2022
Council	23 February 2022

Medium Term Financial Strategy 2022/23-2026/27 – Initial Scoping and Assumptions

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Medium Term Financial Strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. They reflect the Council's decisions on the allocation of resources to all objectives of the strategic plan.	Section 151 Officer & Finance Team
Cross Cutting Objectives	The MTFS supports the cross-cutting objectives in the same way that it supports the Council's strategic priorities.	Section 151 Officer & Finance Team
Risk Management	This has been addressed in section 5 of the report.	Section 151 Officer & Finance Team
Financial	The budget strategy and the MTFS impact upon all activities of the Council. The future availability of resources to address specific issues is planned through this process. It is important that the committee gives consideration to the strategic financial consequences of the recommendations in this report.	Section 151 Officer & Finance Team
Staffing	The process of developing the budget strategy will identify the level of resources available for staffing over the medium term.	Section 151 Officer & Finance Team
Legal	The Council has a statutory obligation to set a balanced budget and development of the MTFS and the strategic revenue projection in the ways set out in this report supports achievement of a balanced budget.	Legal Services
Privacy and Data Protection	Privacy and Data Protection is considered as part of the development of new budget proposals. There are no specific implications arising from this report.	Section 151 Officer & Finance Team
Equalities	The MFTS report scopes the possible impact of the Council's future financial position on service delivery. When a policy, service or function is developed, changed or reviewed, an evidence based equalities impact	Equalities and Corporate Policy Officer

	assessment will be undertaken. Should an impact be identified appropriate mitigations will be identified.	
Public Health	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Public Health Officer
Crime and Disorder	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Section 151 Officer & Finance Team
Procurement	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Section 151 Officer & Finance Team

2. INTRODUCTION AND BACKGROUND

2.1 The Medium Term Financial Strategy (MTFS) sets out in financial terms how the Council will deliver its Strategic Plan over the next five years. The Council adopted a Strategic Plan for the period 2021 - 2045 in December 2018; this has been refreshed annually since then and in February 2021 the specific areas of focus for the five year period from 2021/22 to 2025/26 were updated to reflect the significant change in context arising from the Covid19 public health emergency. The existing MTFS for the period 2021/22 to 2025/26 reflects the updated Strategic Plan. The new MTFS will continue to reflect the Strategic Plan priorities.

2.2 A key outcome of the process of updating the MTFS is to set a balanced budget and agree a level of council tax for 2022/23 at the Council meeting on 23 February 2022. This report is the first step towards achieving that objective.

Current Financial Position

2.3 A key element in developing the Medium Term Financial Strategy is a consideration of Maidstone's current financial position. This section sets out the current revenue spending position, given the final outturn for the 2020/21 financial year and the agreed budget for 2021/22.

2.4 As explained when reporting the outturn for 2020/21, Covid-19 had a major impact on the Council's finances. There was additional unbudgeted expenditure and a significant shortfall in income. However, in the end these were more than offset by central government grant and by measures taken by the Council itself to mitigate spend, leading to an underspend of £1.2 million, as shown in the table below.

2.5 The 2021/22 budget included savings of £1.5 million, agreed by Council at its meeting on 24th February 2021. These savings were developed in

anticipation of an ongoing impact from Covid-19, particularly on third party income received by the Council, and recognised that government support during the pandemic would be unlikely to continue indefinitely.

Table 1: 2020/21 Outturn and 2021/22 Budget

Committee	Service	2020/21			2021/22
		Final adjusted budget	Actual outturn for the year	Variance (-Adverse/ Favourable)	Budget
		£000	£000	£000	£000
CHE	Communities & Housing	3,301	3,057	243	2,911
	Environment & Public Realm	5,242	4,871	371	5,272
ERL	Heritage, Culture & Leisure	773	1,798	-1,025	675
	Economic Development	281	362	-80	292
S P I	Planning Services	1,184	1,185	-2	1,041
	Parking & Transportation	-2,243	-1,984	-259	-1,549
P & R	Property & Investment	-599	337	-935	-1,433
	Corporate and Shared Services	13,349	10,439	2,910	12,485
	Total	21,287	20,065	1,222	19,695

Details by service area are set out below.

Communities and Housing

- 2.6 This service area supports the corporate priority 'Housing and Communities'. The Housing Service continues to address homelessness proactively, whilst keeping costs down by making use of the council's own portfolio of temporary accommodation. The service has benefited from government grant funding, so a saving of £190,000 has been built into the 2021/22 budgets in recognition of the fact that central government support can now offset some of the budget growth experienced in this service in recent years arising from the increasing homelessness workload; ; although protections were introduced for tenants during the pandemic the Government's "Everyone In" policy resulted in a significant increase in people presenting to our service for assistance with housing. There is now a risk of a further increase in workload in this area as the protections for tenants introduced during the pandemic are removed and provisions which enable landlords to evict tenants operate again.

Environment & Public Realm

- 2.7 These services support the 'clean and green' agenda, as they include street cleaning, grounds maintenance in parks and open spaces, and household

waste collection. Waste collection is outsourced and the cost of the service is directly linked to inflation indices. The garden waste service has performed strongly, even during the pandemic, and further income growth is built into the budget. However, there are significant budget risks in future years, with costs likely to increase when the service is re-tendered in 2023, and the possibility that government will remove local authorities' ability to charge for garden waste collection. A provision of £1 million (previously £500,000) has been built into the Strategic Revenue Projections to recognise these risks, but more work will be required to quantify the exact likely budget implications.

Heritage, Culture & Leisure

- 2.8 This service area helps to make Maidstone a 'thriving place'. It includes the museum, leisure services and bereavement services. There was a very significant adverse budget variance in this area in 2021/22, owing to Serco exercising their contractual right to recover trading losses arising from the pandemic from the Council. The Serco contract comes to an end in 2024 and work is under way to assess the Council's future options. No budget growth has been assumed.

Economic Development

- 2.9 Economic Development likewise supports the priority of making Maidstone a thriving place. The Council is planning to adopt a new Economic Development Strategy. Revenue budgets in this area are supplemented by funding from the Business Rates Pool, which is potentially at risk from a reset of the business rates baseline (see paragraph 2.33 below) . The service is also responsible for the Business Terrace and the Kent Medical Campus Innovation Centre.

Planning Services

- 2.10 Planning Services provide the essential framework for 'embracing growth and enabling infrastructure'. These services include spatial planning, and specifically the Local Plan review, infrastructure planning, liaison with developers on major applications, and day-to-day development management and processing of planning applications and planning enforcement. We anticipate significant change to this service as a result of changes in approach from the Government; a White Paper is anticipated later this year and pilots are currently being conducted to trial various elements of the changed approach.

Parking & Transportation

- 2.11 Parking and Transportation likewise support growth and infrastructure, as well as serving the priority of making Maidstone a thriving place. The Parking Service was very severely affected by Covid-19 in 2020/21. Recognising that a return to pre-Covid-19 levels of income cannot be expected in 2021/22, budgets have been adjusted downwards. It remains to be seen how soon, if ever, parking income recovers to pre-pandemic levels.

Property & Investment

- 2.12 This service is responsible for the Council's own property and investments. Income was adversely affected in 2021/22 by Covid-19 but the budget for 2021/22 envisages a recovery, with income levels returning to normal from the Council's existing estate and new income coming on stream through Maidstone Property Holdings at Brunswick Street, Union Street and Springfield Mill.

Corporate & Shared Services

- 2.13 Corporate services provide the essential support structure to enable all the corporate priorities to be realised. Shared Services continue to provide resilience and offer the potential for additional income, eg from providing payroll services to other authorities and from our debt collection service. Budget savings of £170,000 are planned in this area in 2021/22. Reviewing office accommodation offers the potential for further savings in the future.

Overall Position

- 2.14 The overall outturn for 2020/21 was an underspend of £1.2 million against the budget, reflecting one-off factors at play during the year. In 2021/22 an ongoing impact from Covid-19 can be expected on Parking in particular. While budgets have been adjusted accordingly, the budget position in 2021/22 remains uncertain, with other services also being heavily dependent on external income (eg Property). Further government support is unlikely and the Council has already earmarked the government's unringfenced Covid-19 grant of £860,000 for expenditure on recovery and renewal.
- 2.15 A separate report to Policy and Resources Committee will address deployment of the unringfenced Covid-19 grant. Note that if there is a resurgence of the pandemic, resources will be required for example to remobilise the community hub.
- 2.16 Generally, it is important to discern the underlying budget position, given the additional grant funding that the government has recently made available. Whilst one-off grants have been extremely valuable, and offer the opportunity to support the recovery, eg through the Future Towns Fund, the UK Renewal Fund/Prosperity Fund and Levelling Up, they cannot be relied to fund core services.

Future Financial Position

Government funding

- 2.17 Maidstone Borough Council was largely self-sufficient financially prior to the pandemic, drawing most of its income from Council Tax and other locally generated sources of income such as Parking. The percentage of revenue raised locally increased from 82% in 2014/15 to 93% in 2019/20.
- 2.18 However, the local authority funding framework set by government remains a crucial determinant of the Council's future financial position. This is

primarily because central government restricts the amount by which Council Tax can be increased and it determines the share of business rates that can be retained locally. Additionally, in 2020/21 central government provided extensive support for local authorities to address Covid-19 pressures.

- 2.19 Local authority funding was subject to a four year settlement between 2016/17 and 2019/20, which provided a degree of certainty about the Council's funding position, even though the amount of central government support for local government fell steadily. The key elements of the settlement were rolled forward in 2020/21 and 2021/22, with Brexit and then Covid-19 limiting the capacity of central government to introduce any major changes. It is likely that there will be a further one year roll-forward in 2022/23.
- 2.20 It should be noted that the four year funding settlement gave no Revenue Support Grant (RSG) to Maidstone Borough Council from 2017/18. It was originally envisaged that the four year funding settlement would incorporate a clawback of £1.6 million from the Council in the form of negative RSG in 2019/20, as the level of central government support for the local authority sector as a whole was gradually reduced. Under pressure from local authorities like Maidstone and our parliamentary representatives, the government withdrew the proposal to levy negative RSG. This concession continued to apply in 2020/21 and 2021/22. However, without an overall increase in recurring funding available to local government, it is not clear how the local government financial settlement will be balanced in future years without the 'lost' negative RSG being recouped in some form.
- 2.21 At this stage it is not known when we will have clarity about the Council Tax referendum limit, the Business Rates baseline, future specific grants or negative RSG for 2022/23. The usual pattern whereby the local government finance settlement is announced just before Christmas suggests that we will not have any definitive figures until late December.
- 2.22 Whilst it is likely that the existing funding regime will be rolled forward in broadly its current form into 2022/23, there will probably be more significant changes in 2023/24. These are likely to include:
- Implementation of a 'Fair Funding Review'
 - Resetting business rates baselines.

Scenario Planning

- 2.23 Given uncertainty about the pace of economic recovery, coupled with the lack of clarity about local government funding, it is proposed that, as in previous years, we model a number of different scenarios when developing the Medium Term Financial Strategy, as follows:

Favourable

There is strong economic growth, with inflation pressures contained within the government's long term target rate of 2%. This allows the Council's external income to recover to pre-Covid levels in 2022/23 and grow strongly thereafter. New house building continues at pre-Covid levels (ie 1.5% - 2%

growth per annum). Cost pressures are contained, allowing scope for budget growth.

Neutral

Growth is slower, with external income returning to pre-Covid levels over a period of 3-4 years. There continues to be growth in the Council Tax base, but constraints in the construction sector mean there is a slow-down for the first 2-3 years of the planning period. The Council maintains existing service levels and is able to fund inflationary increases in expenditure.

Adverse

Government measures to stimulate the economy are constrained by the economy’s capacity to grow and the need to keep public expenditure under control. Capacity constraints and low economic growth compared with other national economies lead to prolonged inflation in excess of the government’s 2% target. As a result, there is minimal growth in Council external income and increased cost pressures lead to spending cuts in order to ensure that statutory services are maintained.

- 2.24 Specific assumptions underlying each of the scenarios will be set out in the Medium Term Financial Strategy.

Strategic Revenue Projection

Council Tax

- 2.25 Council Tax is a product of the tax base and the level of tax set by Council. The tax base is a value derived from the number of chargeable residential properties within the borough and their band, which is based on valuation ranges, adjusted by all discounts and exemptions.
- 2.26 The tax base has increased steadily in recent years, reflecting the number of new housing developments in the borough. See table below:

Table 2: Number of Dwellings in Maidstone

	2016	2017	2018	2019	2020
Number of dwellings	68,519	69,633	70,843	71,917	73,125
% increase compared with previous year	1.18%	1.63%	1.74%	1.52%	1.68%

Note: Number of dwellings is reported each year based on the position shown on the valuation list in September.

- 2.27 The level of council tax increase for 2022/23 is a decision that will be made by Council based on a recommendation made by Policy and Resources Committee. In practice, the Council’s ability to increase the level of council tax is limited by the need to hold a referendum for increases over a government set limit. In 2021/22, the limit was 2%. The Council approved the maximum possible increase. The rationale for this approach was that:

- pressures on the Council’s budget mean that even a marginal difference in Council Tax income is of value;
- the referendum limit might revert to a lower level in later years;
- because the starting point for calculating the referendum limit in any given year is the previous year’s Council Tax, agreeing a lower increase reduces the Council’s room for manoeuvre in later years.

2.28 The referendum limit of 2% was intended broadly to reflect the rate of inflation. In the government’s estimates of local government expenditure, it is assumed that councils will increase Council Tax by the maximum amount available. Notwithstanding this, the MTFS projections have been prepared on two bases, ie (a) assuming that Council Tax increases continue to be at the referendum limit, and that this limit will be 2%; and (b) that Council Tax is frozen from 2022/23 onwards.

Retained business rates

2.29 Under the current business rates regime, local government in aggregate retains 50% of business rates income. However, most of the 50% share collected locally is lost to Maidstone, because it is redistributed to other authorities through a system of tariffs and top-ups.

Table 3: Baseline Business Rates Income 2021/22

	£000	%
Baseline Business Rates income	56,923	100
Government share	-28,462	-50
Kent County Council / Kent Fire & Rescue Authority	-5,692	-10
Government tariff	-19,339	-34
Baseline Business Rates income retained by MBC	3,430	-6

2.30 To the extent that business rates income exceeds the baseline, this growth element is retained locally, subject to a levy payable to central government by tariff authorities like Maidstone. The Council has been able to minimise the levy payable on business rates growth through its membership of the Kent Business Rates Pool. This is because the levy payable by some pool members (district councils) is offset against the top-up received by the major preceptors (Kent County Council and Kent Fire and Rescue).

2.31 The Council includes the non-pool element of business rates growth as part of its base budget. Maidstone Council’s 30% share of the growth arising from membership of the pool is allocated to a reserve which is used for specific projects that form part of the Council’s economic development strategy. A further 30% represents a Growth Fund, spent in consultation with Kent County Council. This has been used to support the Maidstone East development. Another 30% goes directly to Kent County Council; the residual 10% is held back to compensate pool members whose business rates income falls below the baseline and would otherwise have benefited from the government’s safety net.

2.32 Total projected business rates income for 2021/22 and the uses to which it will be put are summarised in the table below.

Table 4: Projected Business Rates Income 2021/22

	£000	
Business Rates baseline income	3,430	Included in base budget
Growth in excess of the baseline	620	Included in base budget
Projected income before pooling	4,050	
Pooling gain (MBC share)	349	Earmarked for Economic Development projects
Pooling gain (Growth Fund)	349	Spent in consultation with KCC, eg on Maidstone East
Total	4,748	

- 2.33 Current projections for 2023/24 assume that we will lose the benefit of business rates growth, because of a potential baseline reset.
- 2.34 Projections of business rates income for the years after 2023/24 must, of necessity, take a cautious position on how much business rates income is likely to be retained locally, given that this is the element in our total resources that is most at risk from the vagaries of government policy.

Local income from fees and charges

- 2.35 Fees and charges income is an increasingly important source of funding for the Council. We have a policy that guides officers and councillors to set the appropriate level of fees and charges based on demand, affordability and external factors. The policy is not influenced directly by the MTFS with the exception that charges should be maximised within the limits of the policy.

Revenue Projections

- 2.36 Strategic revenue projections, based on the assumptions set out above, are summarised in table 5 below for the 'neutral' scenario. More detailed projections are included in Appendix A (2% Council Tax increase) and Appendix B (Council Tax freeze).
- 2.37 In light of the many uncertainties around future funding, it is important to note that projections like these can only represent a 'best estimate' of what will happen. These projections will be updated as more information becomes available, prior to a final version of the projections being included in the updated Medium Term Financial Strategy.

Table 5: Current MTFS Revenue Projections 2022/23-2026/27

	22/23	23/24	24/25	25/26	26/27
	£m	£m	£m	£m	£m
Council Tax	17.8	18.4	19.1	19.8	20.5
Retained Business Rates	3.5	3.6	3.6	3.7	3.8
Business Rates Growth	1.2	-	0.2	0.4	0.5
Collection Fund adjustment	-0.8	-0.8	-	-	-
Budget requirement	21.7	21.2	22.9	23.9	24.8

Fees and Charges	21.5	22.0	22.9	23.7	24.0
Total Funding Available	43.2	43.2	45.8	47.6	48.8
Predicted Expenditure	43.2	45.3	46.8	48.5	50.0
Budget Gap	-	-2.1	-1.0	-1.0	-1.2
Existing Planned Savings	0.9	0.7	0.2	-	-
Surplus / (Deficit)	0.9	-1.4	-0.8	-1.0	-1.2
(Surplus Carried Forward) / Surplus Utilised	-0.9	0.9			
Savings Required	-	-0.5	-0.8	-1.0	-1.2

- 2.38 The position in 2022/23 is projected to be balanced, before taking into account existing planned savings. These savings will generate a surplus of £0.9 million, which will however be needed the following year in order to reduce the deficit from £1.4 million to £0.5 million.
- 2.39 The position for 2022/23 is an improvement on that projected when the budget was set for the current year. This is mainly because business rates growth has now been assumed, based on a roll forward of the existing local government finance settlement. This growth is likely to be lost in a reset of the business rates baseline in 2023/24.
- 2.40 The effect of freezing Council Tax would be to reduce the surplus available for carry forward from £0.9 million to £0.5m. If Council Tax were not increased at all over the five year period, the deficit by year 5 would be £3.2 million (see Appendix B).

Updating the Medium Term Financial Strategy

- 2.41 The Council's Strategic Plan sets four key priorities, as follows:

- Embracing Growth and Enabling Infrastructure
- Homes and Communities
- A Thriving Place
- Safe, Clean and Green.

'Embracing growth and enabling infrastructure recognises' the Council's role in leading and shaping the borough as it grows. This means taking an active role in policy and master planning for key sites in the borough, and where appropriate, investing directly ourselves.

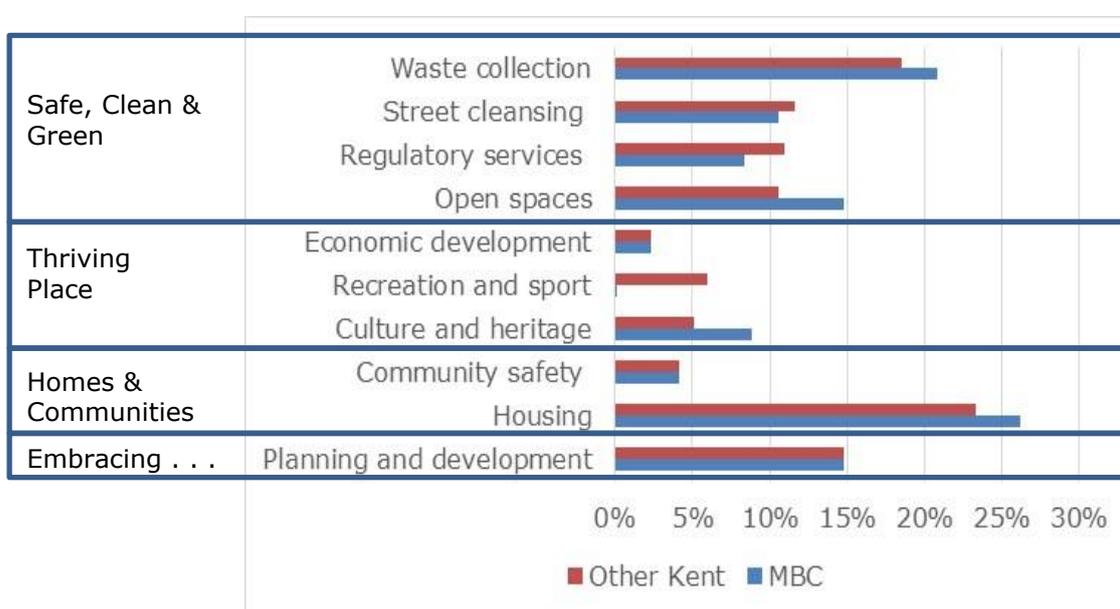
'Homes and communities' expresses the objective of making Maidstone a place where people love to live and can afford to live. This means providing a range of different types of housing, including affordable housing, and meeting our statutory obligations to address homelessness and rough sleeping.

'A thriving place' is a borough that is open for business, attractive for visitors and an enjoyable and prosperous place to live for our residents. We will work to regenerate the County town and rural service centres and will continue to grow our leisure and cultural offer.

A 'safe, clean and green' place is one where the environment is protected and enhanced, where parks, green spaces, streets and public areas are looked after, well-managed and respected, and where people are and feel safe.

2.42 The table below shows how revenue resources are allocated to the different strategic priorities. For comparison purposes, it also shows the relative allocations for the Council's peers – the other district Councils of Kent. This is not to imply that this Council is over-spending or under-spending in particular areas. Rather, it is intended to put our allocation of expenditure against the different priorities in a local context, and it should be recognised that there are other perspectives that may be relevant.

Table 6: Spending priorities as % of service expenditure



2.43 From this it can be seen that MBC spends more than its peers on:

- Waste Collection
- Open Spaces
- Culture and Heritage
- Housing

2.44 It spends less than its peers on:

- Street Cleansing
- Regulatory Services
- Recreation and Sport.

The very low cost of recreation and sport arises because (other than in 2020/21 because of the pandemic) the leisure contractor actually makes a contribution to the Council, as it generates an operating surplus. However, this does not take into account the capital investment that the Council has made in the Leisure Centre.

- 2.45 The next stage in development of the Medium Term Financial Strategy will be to review budgets to assess whether they are aligned with our corporate strategies. Table 5 shows that the overall budget position is broadly balanced, so additional resources for one area will need to be offset by reduced resources in another.
- 2.46 It is envisaged that the outcome of this review will be a set of growth and savings proposals that can be incorporated in an updated Medium Term Financial Strategy.

Capital Programme

- 2.47 The Council sets a capital strategy, linked to the overall Strategic Plan and the Medium Term Financial Strategy, which sets the framework for the capital programme. The capital programme plays a vital part in delivering the Council's Strategic Plan, since it is only through long term investment that our ambitions for the borough can be realised. The capital programme is a rolling five year programme. The existing capital programme was approved by Council at its budget meeting on 24th February 2021. An updated capital strategy and capital programme is due to be considered by this committee in September 2021.
- 2.48 Major schemes include the following:
- Private rented sector housing programme
 - Affordable housing programme
 - Temporary accommodation
 - Gypsy and traveller sites refurbishment
 - Corporate property acquisitions
 - Biodiversity & Climate Change capital projects.
 - Kent Medical Campus Innovation Centre
 - Mall Bus Station Improvements
 - Mote Park Visitor Centre
 - Garden Community preliminary work.
- 2.49 Schemes may be included in the capital programme if they fall within one of the four following categories:
- Required for statutory reasons, eg to ensure that Council property meets health and safety requirements;
 - Self-funding schemes focused on strategic plan priority outcomes;
 - Other schemes focused on strategic plan priority outcomes; and
 - Other priority schemes which will attract significant external funding.
- 2.50 All schemes within the capital programme are subject to appropriate option appraisal. Any appraisal must comply with the requirements of the Prudential Code and the following locally set principles:
- a) Where schemes fit within a specific strategy and resources are available within the capital programme for that strategy, the schemes would also be subject to appraisal and prioritisation against the objectives of that strategy. These schemes must be individually considered and approved by the relevant service committee.

b) Where schemes can be demonstrated to be commercial in nature and require the use of prudential borrowing, a business case must first be prepared.

2.51 The Council started borrowing for the first time to fund its capital programme in 2019/20, having hitherto relied primarily on New Homes Bonus to fund the capital programme. The cost of further borrowing is factored into the MTFS financial projections.

Reserves

2.52 The Council maintains reserves as a safety net to allow for unforeseen circumstances. There is no statutory definition of the minimum level of reserves: the amount required is a matter of judgement. However, the Council has agreed to set £4 million as the minimum unallocated General Fund balance.

2.53 In addition to unallocated General Fund balances, the Council holds reserves that are earmarked for specific purposes. Full details of reserves held are set out below:

Table 6: General Fund balances as at 31 March 2021

	31.3.20 £000	31.3.21 £000
Earmarked Reserves		
Local Plan	309	0
Neighbourhood Plans	75	97
Planning Appeals	286	286
Civil Parking Enforcement	165	169
Housing Prevention & Temporary Accommodation	681	773
Business Rates Earmarked Balances	3,887	3,788
Occupational Health & Safety	31	0
Lockmeadow Complex	335	0
Future Funding Pressures	1,589	969
Trading Accounts	30	30
Future Capital Expenditure	432	1,131
Invest to Save Reserve	0	500
Commercial Risk Reserve	0	500
Funding for future collection fund deficits	0	13,595
Resources carried forward from 2020/21 to 2021/22	0	1,077
Sub-total Earmarked Reserves	7,820	22,915
Unallocated Balances	8,819	8,910
Total General Fund balances	16,639	31,825
Total General Fund balances excluding Collection Fund deficits	16,639	18,230

The unallocated balances exceed the £4 million minimum. They are equivalent to around 20% of the gross revenue budget, which is comfortably in excess of the 10% benchmark that is sometimes cited as a reasonable level. It can therefore be seen that the level of reserves is adequate without being excessive

3. AVAILABLE OPTIONS

- 3.1 Option 1 - The approach outlined to development of an updated Medium Term Financial Strategy for 2022/23 – 2026/27 and a budget for 2022/23 is agreed.
 - 3.2 Option 2 – A decision about the approach is deferred at this stage. A number of factors that influence the annual budget and the MTFS are not yet known. However, the disadvantage of this approach is that it could take some time for full information to emerge, and in the meantime the Council needs to take steps to set a budget for the coming year.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is to proceed with development of an updated MTFS. Whilst there is a considerable amount of uncertainty about the future, this can be addressed through careful consideration of the risks and by building flexibility into our financial plans.
-

5. RISK

- 5.1 The preceding paragraphs have indicated at several points the risks and uncertainty surrounding the Council's financial position. In order to address these in a structured way and to ensure that appropriate mitigations are developed, the Council has developed a budget risk register. This seeks to capture all known budget risks and to present them in a readily comprehensible way. The budget risk register is updated regularly and is reviewed by the Audit, Governance and Standards Committee at each meeting.
 - 5.2 It should be recognised that risks are not usually discrete. There are interrelationships between the risks, such that (for example) inaccurate inflation projections could impact the overall risk of failing to deliver a balanced budget.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Consultation with all relevant stakeholders is an important part of the process of developing the MTFS. A public budget consultation will take place this Autumn, then individual Service Committees will be consulted on the details of the MTFS proposals as they affect the respective Committee portfolios.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 An outline timetable for developing the Medium Term Financial Strategy and budget for 2022/23 is set out below.

<i>Date</i>	<i>Meeting</i>	<i>Action</i>
21 July 2021	Policy and Resources Committee	Agree approach to development of updated MTFS and key assumptions
August - September		Update and roll forward MTFS
September - October		Public Consultation
November	All Service Committees	Consult on draft MTFS
24 November 2021	Policy and Resources Committee	Agree updated MTFS for submission to Council
8 December 2021	Council	Approve updated MTFS
October – December		Develop detailed budget proposals for 2022/23
January 2022	All Service Committees	Consider 22/23 budget proposals
9 February 2022	Policy and Resources Committee	Agree 22/23 budget proposals for recommendation to Council
23 February 2022	Council	Approve 22/23 budget

8. REPORT APPENDICES

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

- Appendix A: Strategic Revenue Projection – Neutral Scenario – 2% Council Tax increase
- Appendix B: Strategic Revenue Projection – Neutral Scenario – 0% Council Tax increase

9. BACKGROUND PAPERS

None.

REVENUE ESTIMATE 2022/23 to 2026/27
STRATEGIC REVENUE PROJECTION - NEUTRAL SCENARIO - 2% COUNCIL TAX INCREASE

2021/22 £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
17,216	COUNCIL TAX	17,820	18,448	19,097	19,769	20,465
3,430	RETAINED BUSINESS RATES	3,498	3,568	3,640	3,713	3,787
620	BUSINESS RATES GROWTH	1,164	0	180	362	546
-114	COLLECTION FUND ADJUSTMENT (COUNCIL TAX)	-164	-164			
-13,243	COLLECTION FUND ADJUSTMENT (BUSINESS RATES)	-585	-585			
11,786	SECTION 31 GRANT					
19,695	PROJECTED NET BUDGET	21,733	21,267	22,917	23,844	24,797
21,924	OTHER INCOME	21,335	21,479	21,985	22,940	23,705
-3,186	FORECAST CHANGE IN INCOME	144	506	954	765	282
84	SALES FEES & CHARGES COMPENSATION					
38,517	TOTAL RESOURCES AVAILABLE	43,212	43,252	45,856	47,548	48,784
42,996	CURRENT SPEND	41,058	42,315	44,594	46,659	48,548
	INFLATION & CONTRACT INCREASES					
850	PAY, NI & INFLATION INCREASES	1,122	1,159	1,196	1,235	1,276
	EXTERNAL BUDGET PRESSURES					
40	PENSION DEFICIT FUNDING	40	150	150	150	150
	LOCAL PRIORITIES					
-10	ADDITIONAL GROWTH AGREED BY P&R LOCAL PLAN REVIEW	135				
	OTHER SERVICE PRESSURES					
221	PROVISION FOR MAJOR CONTRACTS		1,000			
-1,589	REVENUE COSTS OF CAPITAL PROGRAMME	837	630	834	453	
50	CONTINGENCY FOR FUTURE PRESSURES					
	GENERAL GROWTH PROVISION	50	50	50	50	50
42,559	TOTAL PREDICTED REQUIREMENT	43,242	45,304	46,824	48,548	50,024
-4,042	SAVINGS REQUIRED	-30	-2,052	-968	-999	-1,240
1,501	EXISTING SAVINGS	927	710	165	0	0
-2,541	SURPLUS / (DEFICIT)	897	-1,342	-803	-999	-1,240

REVENUE ESTIMATE 2022/23 to 2026/27
STRATEGIC REVENUE PROJECTION - NEUTRAL SCENARIO - 0% COUNCIL TAX INCREASE

2021/22 £000		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
17,216	COUNCIL TAX	17,473	17,735	18,001	18,271	18,545
3,430	RETAINED BUSINESS RATES	3,498	3,568	3,640	3,713	3,787
620	BUSINESS RATES GROWTH	1,164	0	180	362	546
-114	COLLECTION FUND ADJUSTMENT (COUNCIL TAX)	-164	-164			
-13,243	COLLECTION FUND ADJUSTMENT (BUSINESS RATES)	-585	-585			
11,786	SECTION 31 GRANT					
19,695	PROJECTED NET BUDGET	21,386	20,554	21,821	22,345	22,877
21,924	OTHER INCOME	21,335	21,479	21,985	22,940	23,705
-3,186	FORECAST CHANGE IN INCOME	144	506	954	765	282
84	SALES FEES & CHARGES COMPENSATION					
38,517	TOTAL RESOURCES AVAILABLE	42,864	42,539	44,760	46,050	46,864
42,996	CURRENT SPEND	41,058	42,315	44,594	46,659	48,548
	INFLATION & CONTRACT INCREASES					
850	PAY, NI & INFLATION INCREASES	1,122	1,159	1,196	1,235	1,276
	EXTERNAL BUDGET PRESSURES					
40	PENSION DEFICIT FUNDING	40	150	150	150	150
	LOCAL PRIORITIES					
-10	ADDITIONAL GROWTH AGREED BY P&R LOCAL PLAN REVIEW	135				
	OTHER SERVICE PRESSURES					
221	PROVISION FOR MAJOR CONTRACTS		1,000			
-1,589	REVENUE COSTS OF CAPITAL PROGRAMME	837	630	834	453	
50	CONTINGENCY FOR FUTURE PRESSURES					
	GENERAL GROWTH PROVISION	50	50	50	50	50
42,559	TOTAL PREDICTED REQUIREMENT	43,242	45,304	46,824	48,548	50,024
-4,042	SAVINGS REQUIRED	-378	-2,765	-2,064	-2,498	-3,160
1,501	EXISTING SAVINGS	927	710	165	0	0
-2,541	SURPLUS / (DEFICIT)	549	-2,055	-1,899	-2,498	-3,160

POLICY AND RESOURCES COMMITTEE

21 July 2021

Archbishop's Palace Options for Future Use

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service	Mark Green – Director of Finance and Business Improvement
Lead Officer and Report Author	Deborah Turner – Corporate Property
Classification	Public
Wards affected	High Street

Executive Summary

The Archbishop's Palace is currently let to Kent County Council. Possession and responsibility will return to Maidstone Borough Council in 2022. To ensure that the property can continue to be maintained and protected in the future, new uses need to be considered that are both economically viable and are aligned with the overall development of the surrounding area, within the context of the Council's priority of Thriving Place and the emerging Town Centre Strategy.

A feasibility report has identified possible uses and additional work is now required to take forward a preferred and financially viable use.

The Council wish to consult on the proposed options and to seek expressions of interest from parties experienced in developing sensitive heritage buildings to progress plans to the next stage.

This report sets out further information with respect to the scope of works, proposed method of delivery, timescales for delivery and indicative financial commitments.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. That the Committee notes the feasibility report for proposed new uses of the Archbishop Palace shown at Appendix 1.
2. That a Public Consultation is carried out as described in paragraph 2.35 of the Officer Report.
3. That the Director of Finance and Business Improvement is granted delegated authority to invite Expressions of Interest from developers and consultants practised in developing schemes for heritage buildings for the stage 1 project work at Archbishop Palace.

4. That the Director of Finance and Business Improvement is granted delegated authority to enter into an Exclusivity Agreement with a preferred consultant to develop a scheme for works and/or change of use for Archbishop's palace.
5. That the Head of Mid Kent Legal Services is authorised to instruct/appoint the Solicitors required and to complete the necessary contract documentation and agreements associated with the works and consultancy services provided for Archbishop's Palace, on the terms as agreed by the Director of Finance & Business Improvement.

Timetable	
<i>Meeting</i>	<i>Date</i>
Policy and Resources Committee	21 st July 2021
Public Consultation	October 2021
Review of Public Consultation Results	November 2021
Invitations for Expression of Interest	November 2021
Analysis of EOIs and recommended use	January 2022
Policy and Resources Committee for decision to enter into Exclusivity Agreement with preferred consultant	January 2022
Exclusivity Agreement	February 2022

Archbishop Palace

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p><i>The four Strategic Plan objectives are:</i></p> <ul style="list-style-type: none"> • <i>Embracing Growth and Enabling Infrastructure</i> • <i>Safe, Clean and Green</i> • <i>Homes and Communities</i> • <i>A Thriving Place</i> <p>The project described in this report supports the Council's Strategic Plan objectives, most notably A Thriving Place.</p>	Director of Finance and Business Improvement
Cross Cutting Objectives	<p><i>The four cross-cutting objectives are:</i></p> <ul style="list-style-type: none"> • <i>Heritage is Respected</i> • <i>Health Inequalities are Addressed and Reduced</i> • <i>Deprivation is reduced and Social Mobility is Improved</i> • <i>Biodiversity and Environmental Sustainability is respected</i> <p>The report recommendations support the achievements of the cross-cutting objectives by respecting the heritage of the existing building with sensitive design and addressing environmental sustainability by upgrade works to improve the use and condition of the building.</p>	Director of Finance and Business Improvement
Risk Management	Already covered in the risk section.	Director of Finance and Business Improvement
Financial	The initial feasibility studies have been undertaken from the Financial Sustainability Fund PID. Once a scheme is identified the financial impact of that scheme can be fully considered. The running costs of the building are currently	Director of Finance and Business Improvement

	£250k per annum which are at present paid for by the tenant.	
Staffing	We will need access to extra external expertise to deliver the recommendations.	Director of Finance and Business Improvement
Legal	Acting on the recommendations is within the Council's powers as set out in local authority legislation (including the general power of competence under the Localism Act 2011) and the Council's Constitution.	Team Leader Contracts and Commissioning
Privacy and Data Protection	No implications	Policy and Information Team
Equalities	An EqIA will be carried out as part of the project along with public consultation.	Senior Policy and Engagement Officer.
Public Health	No implications	Public Health Officer
Crime and Disorder	No implications	Head of Regeneration and Economic Development
Procurement	<p>The Council will follow the procurement exercises for Expressions of Interest and follow up with an Exclusivity Agreement.</p> <p>On accepting the recommendations, the Council will then follow procurement exercises to appoint the necessary Consultant to facilitate the delivery of the project. We will complete those exercises in line with financial procedure rules and applicable public contracts regulations and principles if required.</p>	Head of Service & Section 151 Officer
Biodiversity & Climate Change	The proposed developments at the Archbishop's Palace provide an opportunity to help ensure that the Council's objectives for carbon emissions from its own estate are met.	Head of Service & Section 151 Officer

2. INTRODUCTION AND BACKGROUND

- 2.1 The Archbishop's Palace is one of a group of medieval buildings of great historical significance, including All Saints Church and the Archbishop's Tithe Barn and Stables (now the Carriage Museum). The Council has owned the Archbishop's Palace since 1904.
- 2.2 The Archbishop's Palace was let in Nov 2005 to Kent County Council (KCC) for use as a Registry Office and Coroners Court. The lease to KCC expired 31st Oct 2020 but KCC have held over under the existing lease and remain in occupation. The intention is for KCC to vacate the building in September 2022 at which point responsibility for the property will pass back to Maidstone Borough Council.
- 2.3 The Archbishop's Palace is a Grade 1 Listed Building and as a result of this requires sensitive and specific care and maintenance. The current annual maintenance costs are in the region of £200,000 per annum (excluding staffing) which are currently recharged to the tenant under the terms of the lease. From September 2022 the Council will become responsible for all costs associated with holding, securing, protecting and running of the building. The Palace is a valuable property asset which will greatly contribute to create a Thriving Place for the town centre.
- 2.4 With the pending return of the building to the Council, a feasibility report to consider future uses of the building, was commissioned with the following objectives:
- Respect the historic fabric of the building
 - Bring the building promptly back into active use
 - Any proposed use should be economically viable
 - Develop linkages to the property with the surrounding area, particularly the River Medway, Lockmeadow and the Town Centre

The scope of the report was to investigate the potential for alternative uses to suit existing internal and external spaces, to consider the existing town centre and heritage setting, to provide plans demonstrating potential layouts and a high-level scope of works from which initial costings could be developed.

Simon Innes Associates were commissioned to carry out the report (November 2019) which is included as an Appendix to this Report.

- 2.5 Work to consider future uses and options for the Palace commenced in 2019, well before the Covid 19 pandemic. The Simon Innes Feasibility Report concluded in November 2019. Soft marketing testing followed for the possible options presented in the report in Jan 2020. Members briefing held 20th February 2020 at the Town Hall to present the feasibility report and its findings. It was agreed that next steps would be for a public consultation on the report options, however this did not proceed due to the national lockdown restrictions.

- 2.6 The Simon Innes Report made recommendations for improvement to the public realm around the Palace and to pedestrian/cycle connectivity with the town centre and Lockmeadow as key to any proposed alternative use. In conjunction with the Lockmeadow development works, a report has been carried out recommending specific improvements that can be undertaken to enhance the signage, lighting, and landscaping between the two sites. A proposal to use some town centre improvement S106 monies for public realm works is being prepared.

Site Description

- 2.5 Archbishop's Palace is a Grade 1 Listed historic building, which the Council has owned since 1904. The Palace was originally used as a stopover for travelling archbishops on the way to Canterbury. The building is a complex structure, a result of many periods of incremental change including the recent minor changes of the late 20th century to enable its current use. Layers of building and alteration overlap and it is considered that all historic periods of the building should be treated as equally important.
- 2.6 The Palace occupies a prominent position on the River Medway with gravelled driveway to the front, accessed from Bishops Way. The Palace setting includes gardens to the east and north, the Norman Undercroft, the adjacent All Saints Church and the Carriage Museum. The Gatehouse sits at the edge of the site and is also currently let, to Logic PM, until January 2025. Bishops Way road severs the Palace from the Carriage Museum and the River Len, making access on foot or cycle difficult between key sites.
- 2.7 Despite the town centre location of the Palace, it has poor connectivity with the town and the River Medway. Bishops Way and the current pedestrian crossing layout into Mill Street mean poor accessibility. The route over the footbridge to Lockmeadow is an established pedestrian access but lacks adequate signposting and lighting. The Palace is located close to the Council owned Palace Avenue Car Park, Mill Street Car Park and College Road Car Park.
- 2.8 The building accommodation itself includes two large function rooms, separate entrances to ground and first floors with limited accessibility to some spaces and a complicated internal layout and levels. The second floor is converted attic space currently used as offices and storage.

Feasibility Report and Initial Market Testing Brief and Scope of Works

- 2.9 The Report identified four possible uses and provided a brief commentary on the viability of those uses, the uses being:
- OPTION 1 Co-Working and/or Serviced Offices
 - OPTION 2 Training and Seminar Centre
 - OPTION 3 Wedding and Seminar Venue
 - OPTION 4 Boutique Hotel
- 2.10 Following the Report it was considered useful to undertake some soft marketing testing for the four options to gauge local interest. Using local

contacts and in house teams we discussed the options with Co Working Space Operators, Event Planners, Hotel and Venue Operators, Performance Space Operator, Property Managers, KCC Property, MBC Principal Conservation Officer & MBC Planning Officer and Historic England.

- 2.11 The effect of Covid19 on the economy and some of the sector uses previously proposed may mean that some of the previous options may no longer be as viable or attractive to operators.

OPTION 1 - Co-Working and/or Serviced Offices

- 2.12 The report suggested the continuing use of the smaller rooms as offices with the larger function rooms for training and activities, with the variety of room sizes being able to offer flexibility to prospective tenants. The use would require the latest in WiFi and data cabling technology but has the advantage of a phased investment.
- 2.13 However, operators considered the lack of sufficient open plan break out areas which are essential for Co Working success, to be a huge barrier. In addition, lack of onsite parking was considered a big challenge especially where competitors do offer parking.
- 2.14 Serviced offices were considered as a better, more workable option. The variable room sizes of the Palace could attract both start up and growing businesses. Main obstacle again was lack of onsite parking. Office space in the town centre has been in short supply but this demand has been for larger traditional office accommodation with parking, not shared office space. Two new co-working/serviced centres have recently opened in the town centre and operators are reporting low demand.
- 2.15 Use by a single tenant as a HQ/Training Centre has some merit and is attractive because it would mean less structural alterations than some other uses but attracting a tenant of the size and type required to occupy the building is likely to prove difficult especially with restricted onsite parking leading to the likelihood of the building sitting empty while a tenant was found.
- 2.16 The previous advice and comments were obtained pre Covid. Covid 19 has led to a change in the way that businesses work and occupy space. This may create an opportunity for the Palace to be used more flexibly for smaller offices but the demand could be less and the issues with parking remain.

OPTION 2 - Training and Seminar Centre

- 2.17 The Report suggested tapping into the popular market in corporate training, workplace seminars, team building and away days. This would be likely to require the installation of an in-house kitchen, with the variety of room types offering flexible areas for break out and different activities. The Palace would have the flexibility to offer room-only hire rates with refreshments available from the town centre or could still provide a traditional catered offering.

- 2.18 There is a definite lack of meeting rooms in the town centre for both business and training and social gatherings. All larger facilities are out of town and pre Covid had good demand. There are a large number of out of town facilities offering fully catered packages and onsite parking. Whilst charge rates are high, there is a lot of existing competition in the wider Borough.
- 2.19 Use of large meeting spaces could continue to be restricted whilst living with Covid-19.

OPTION 3 - Wedding and Seminar Venue

- 2.20 This use builds on the established current use and extends it for use as the wedding reception and possible overnight stay. The garden offers photo opportunities and the proximity of the All Saints Church could offer additional ceremony choices.
- 2.21 The layout of part of the building is already set up and ready to go with the large function halls. Likely to require installation of a commercial kitchen and significant accessibility works.
- 2.22 There is an existing wedding relationship with local wedding service providers and with the reputation with the residents of Maidstone. Demand for wedding venues is high, most of which at present are out of town but good marketing could drive demand to the town centre location.

OPTION 4 - Boutique Hotel

- 2.23 The Report indicates that the Palace could accommodate 12 rooms, some with river views but also providing restaurant and/or additional function room space. It is likely to require the most alteration to the fabric of the building.
- 2.24 Initial feedback is that the building could make an impressive boutique hotel. The inclusion of an attractive restaurant and good use of the external space would likely be essential for financial stability of this use. The Slatters at Canterbury has been quoted as a working example.
- 2.25 The lack of high-quality hotels in the town centre was not a deterrent for the operators that we spoke to and in fact was seen as an opportunity. The redevelopment of the former Peugeot site and the five town centre sites are likely to drive demand for better quality hotels in the town.
- 2.26 This sector has been badly hit by Covid-19 but interest from a hotel developer in the site remains.

NEW PROPOSAL – OPTION 5

- 2.27 As a result of the market testing a new option was suggested of combining some of the options to spread the commercial risk of the project across several sectors.

- 2.28 This would mean use partly for individual office units to a range of small businesses, whilst also operating a small conference, meeting and seminar centre with occasional public access requirements staging small performance events in the evenings, recitals, readings, comedy/drama performances. A working example of this would be Barham Court.
- 2.29 The most difficult obstacle to overcome would be acoustics, but pairing quieter uses together and having sole use for a noisier event could have potential.
- 2.30 Mixed sector use could be a good way to spread the risk of alternative uses for the building.

POSSIBLE COUNCIL USE

- 2.31 The Council's office accommodation strategy is currently under review in light of the forthcoming expiry in October 2023 of the Council's offices at Maidstone House. The Council's existing property assets including Archbishop Palace are therefore being reviewed for office use.

Next Steps

- 2.32 A Members' briefing was held 20th February 2020 at the Town Hall to present the feasibility report and its findings. The costs of running and maintaining (not including staffing) the Palace building only, are in the region of £200,000 per annum and Members supported the need to agree a use that would as a minimum cover these overheads.
- 2.33 Following the Members' briefing in February 2020 a meeting was arranged between representative of All Saints Church and officers to discuss the wider context of the Palace. The Church is currently developing an action plan to address a range of short, medium and long term issues that it faces with the fabric of the building. The Council is participating in a consultative group established by the Church, in order to ensure that its plans and the Church's align with one another.
- 2.34 As part of the Council's wider Town Centre Strategy, which is subject to a separate report on the Committee's agenda this evening, the potential for the overall development of the surrounding area to form a Heritage Quarter will be considered and funding opportunities explored. Any development of the Archbishop's Palace will be aligned with the emerging Town Centre Strategy, and opportunities created by this Strategy to expand the scope of work on the Archbishop's Palace (eg by including the Norman Undercroft) will be explored.
- 2.35 However, in the meantime, and in view of the likely return of the Archbishop's Palace to Council control in 2022, it is recommended that immediate steps are taken to progress options for the Council's occupancy of the Palace. The first step will be a Public Consultation exercise to obtain support, feedback and additional comment for the proposed options. Each of the five options will be presented with a proposed floor plan and comments invited.

- 2.36 The results of the Public Consultation will be reviewed and should there be overriding support for an option, more work will be undertaken to consider the best procurement route. If all options are considered favourably, a procurement opportunity will follow, seeking Expressions of Interest from consultants who are qualified and experienced to develop a scope of works and/or change of use scheme with financial feasibility for the Palace, with reference to the Council's scope based on the previous feasibility report and guided by the consultation results.
- 2.37 The Expression of Interest (EOI) would require consultants to justify their preferred proposed use of the Palace, a financial assessment, their source of funding, their previous experience of heritage properties, evidence of similar projects/case studies, proposed timescales, methodologies and any proposed partnership arrangements.
- 2.38 Upon receipt of the EOIs, officers will evaluate responses and identify a preferred consultant to take forward a proposed scheme for the Palace. By entering into an Exclusivity Agreement with a preferred expert consultant, the Council can obtain the best flexibility to explore options with planners and English Heritage and develop a scheme that meets the objective of being economically viable whilst protecting the heritage of the building.
- 2.39 The Exclusivity Agreement will define the services that are required of the consultant during that phase, the services the Council will require will include, but not be limited to:
- Contribute to the design process itself;
 - Advise on buildability, sequencing, and construction risk;
 - Advise on the packaging of the works (and the risks of interfaces between packages);
 - Advise on the selection of specialist contractors;
 - Help develop the cost plan and works programme;
 - Undertake surveys and investigations and deal with the submission of any planning application and advising on any related planning matters.
- 2.40 Ongoing discussions are taking place with Planners and Historic England to ensure that any proposals have the support and guidance of the statutory bodies.
- 2.41 The Council can utilise the benefits that the Exclusivity Agreement will bring to the project at pre-planning stage in shaping the scheme to achieve budget, providing buildability advice and input from their supply chain as well as de-risking the scheme as far as foreseeably possible to give cost certainty. Through collaborative working, the Council would have certainty of cost, programme, sequence, buildability and risk for the project to determine if it is an attractive and viable scheme to proceed with.
- 2.42 The Exclusivity Agreement would be subject to the agreement meeting the Council's specific requirements and our own financial considerations and processes. The intention being to continue to work with the preferred

consultant for the second-stage subject to satisfactory performance in stage 1. It is envisaged that further competition can be introduced into the second stage by an open-book approach to the tendering of sub-contracts for any works resultant of the design and planning stage.

Financial Commitments

- 2.43 At this stage we only have very rough guide figures (obtained pre Covid) as to the cost of alterations to the Palace to provide an economically viable use but these could be in the region of £500,000 plus. The Norman Undercroft alongside the Palace was not included within the feasibility report and costs to bring this building into use are likely to greatly exceed the cost of alteration to the Palace.
- 2.44 Kent County Council currently pay the Council rent of £96,000 per annum and KCC are also responsible for the running and maintenance costs, estimated at £200,000 per annum. In addition KCC have their own staff to run and oversee day to day activities on site. From July 2022 the Council will be responsible for all costs of the building.
- 2.45 By seeking EOI and entering into an Exclusivity Agreement the Council can initially keep design and survey costs to a minimum by placing the risk with the consultant.

Proposed Schedule of Events

- 2.46 The proposed schedule of events for the project is given in the table below. The dates should be regarded as indicative at this stage as the Council may need to extend and /or amend the timetable as necessary.

Activity	Finish Date
Public Consultation	October 2021
Review of Public Consultation and Feasibility Report	November 2021
Prepare EOI documentation	November 2021
EOI period	December 2021
Review of EOI Returns	January 2022
P&R Committee for Decision	January 2022
Exclusivity Period	Feb 2022 – July 2022
MBC possession	Sept/October 2022
Submit Planning	Sept/Oct 2022
Enter into Contract for Works	Nov 2022

- 2.47 Pre-application planning advice meetings will also need to be arranged in order to discuss planning policies and understand design and information requirements, and how this might affect proposals.

3. AVAILABLE OPTIONS

- 3.1 The first option is to choose to do nothing on this site. This would however represent a lost opportunity to support Strategic and Local Plan objectives, particularly of creating a Thriving Place, by enhancing a prominent heritage location within the Town Centre. The Council would also be faced with cost of running and maintaining the building in the order of £200,000 plus per annum. The building would become empty from late 2022 leaving a security risk and a reputational risk to the Council having not planned an economically viable use for the site.
 - 3.2 The second option is to market the building now, as ready for occupation from September 2022 in its existing condition on similar terms to those currently offered to KCC. Local agents have advised that demand is low for office use of this type, so this would be a risk and could result in no offers with the resultant empty property in September 2022. Any office use, regardless of zero alterations would also still require a planning application since the existing use is for KCC Registrar office only.
 - 3.3 The third and preferred option is to carry out public consultation, procure the EOIs and enter into an Exclusivity Agreement to get early specialist consultant involvement for the project.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 To carry out public consultation and obtain EOIs from specialist consultants to ensure the best proposal for the future use of the Palace.
 - 4.2 The Committee enters into an Exclusivity Agreement with a specialist consultant to take forward the preferred use
 - 4.3 Early engagement with consultants will reduce the risks of the Palace sitting empty causing a risk to the Council of reputation, security risk of the building and financial risk due to the cost to run and maintain the building.
 - 4.4 The recommendation will enable the Council to collaborate and appoint expert consultants to develop detailed designs and/or to compile specialist tender documents.
-

5. RISK

- 5.1 Empty Building - By commencing the consideration of alternative uses of the premises now, we are reducing the likelihood of the building standing empty when it is returned to MBC from KCC. If the building stood empty it would lead to running costs to keep it safe and secure, it would deteriorate more quickly and there is a risk of reputational damage to the Council to permit a building of its importance to stand empty.

- 5.2 Maintenance and Management Costs - Any decisions as to the future of the building will affect the management and maintenance of the building both in terms of regime, cost and staff. There is a risk of escalating costs, of potentially increased security risk and expertise in the preservation of historic buildings.
- 5.3 Expertise and Resources - The project is likely to require additional expertise and resource from outside of the in-house team. Historic sites require particular attention when considering any form of alteration and/or development.
- 5.4 Communication – Engagement with stakeholders is key to ensure that the best option for the Council and its Strategic Plan Objectives are met.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The decision will lead to the Public Consultation being advertised and invitations sent, followed by the EOI advertised opportunity for consultants.

Upon analysis of the EOI results, a recommendation for a preferred use will be brought to Policy and Resources Committee in Jan 2022 to enable an Exclusivity Agreement to be entered into.

The Exclusivity Agreement would be entered into to enable steady progress with the project to ensure there is little or no period when the Palace is empty after September/October 2022.

7. REPORT APPENDICES

- *Appendix 1: Simon Innes Feasibility Report*
-

8. BACKGROUND PAPERS

None

Feasibility Study into New Uses for the Archbishop's Palace, Maidstone

November 2019

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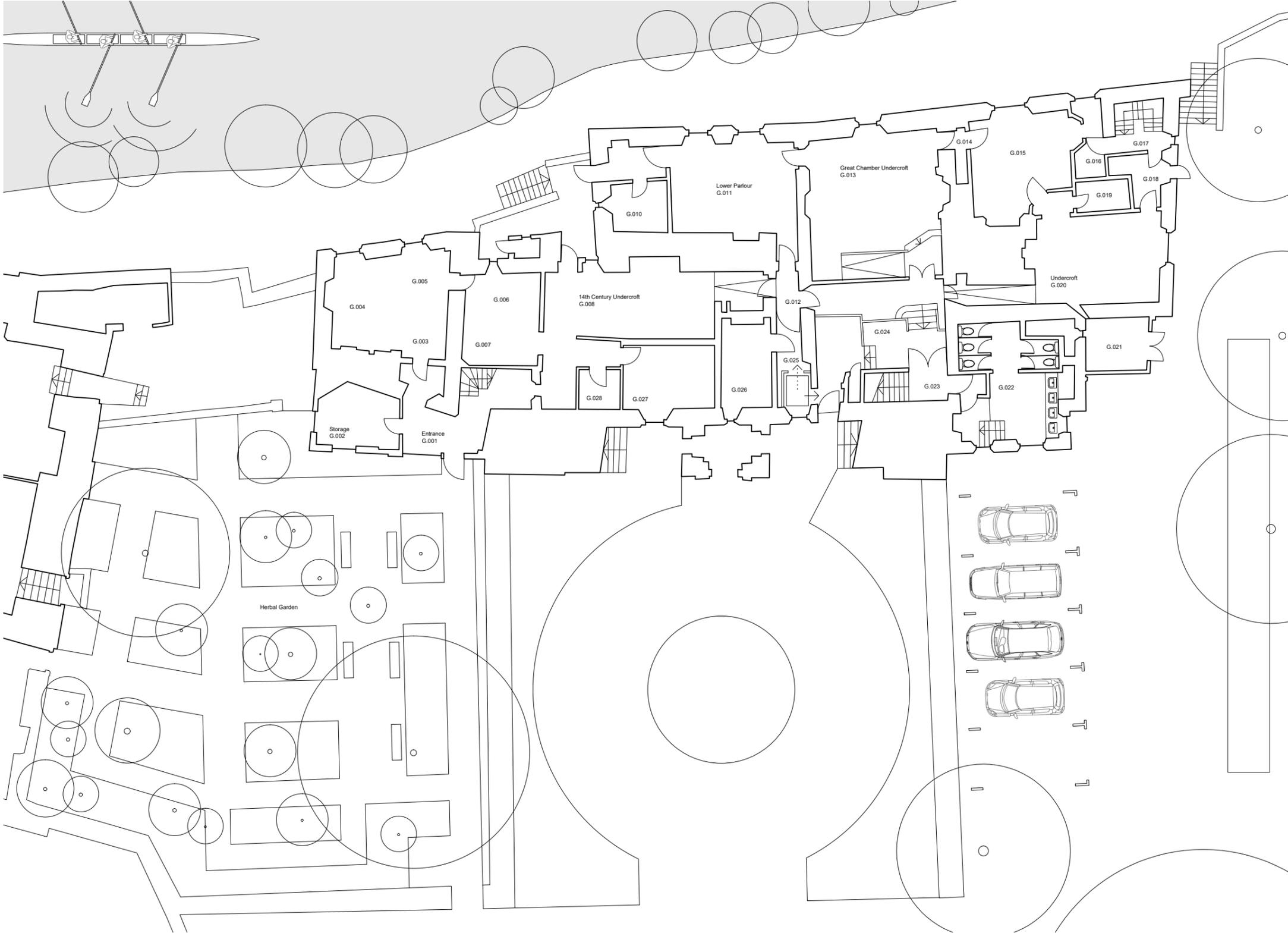
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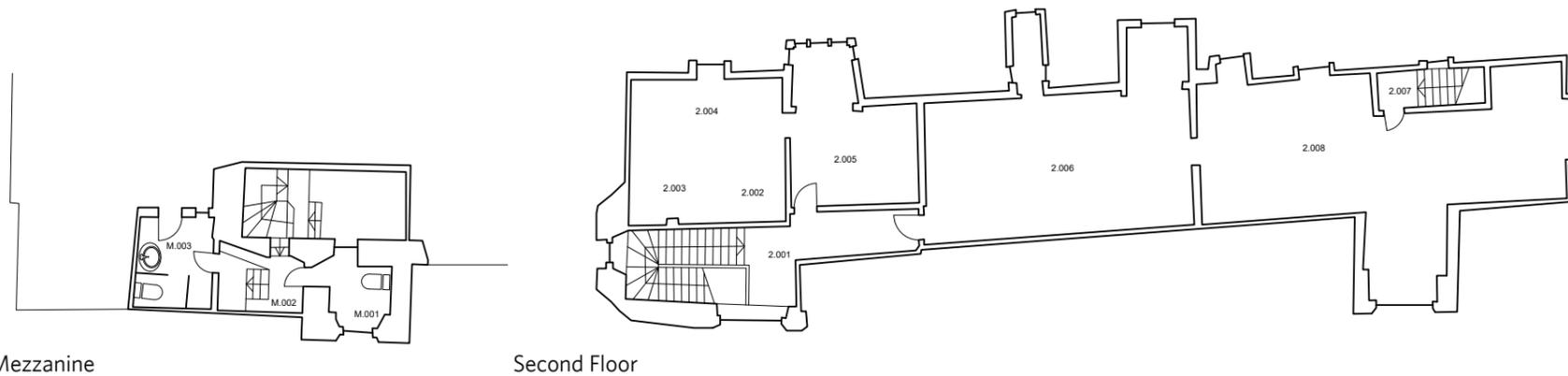


This report is the Feasibility Study to find new uses for the Archbishop's Palace, Maidstone. The study has benefitted from the assistance given by the team at MBC, the former architect of the restoration Tony Tomlin and the team at KCC, and we would like to thank everyone for their time. We trust the contents are clear, but please to ask if you have any questions.

Innes Associates
November 2019



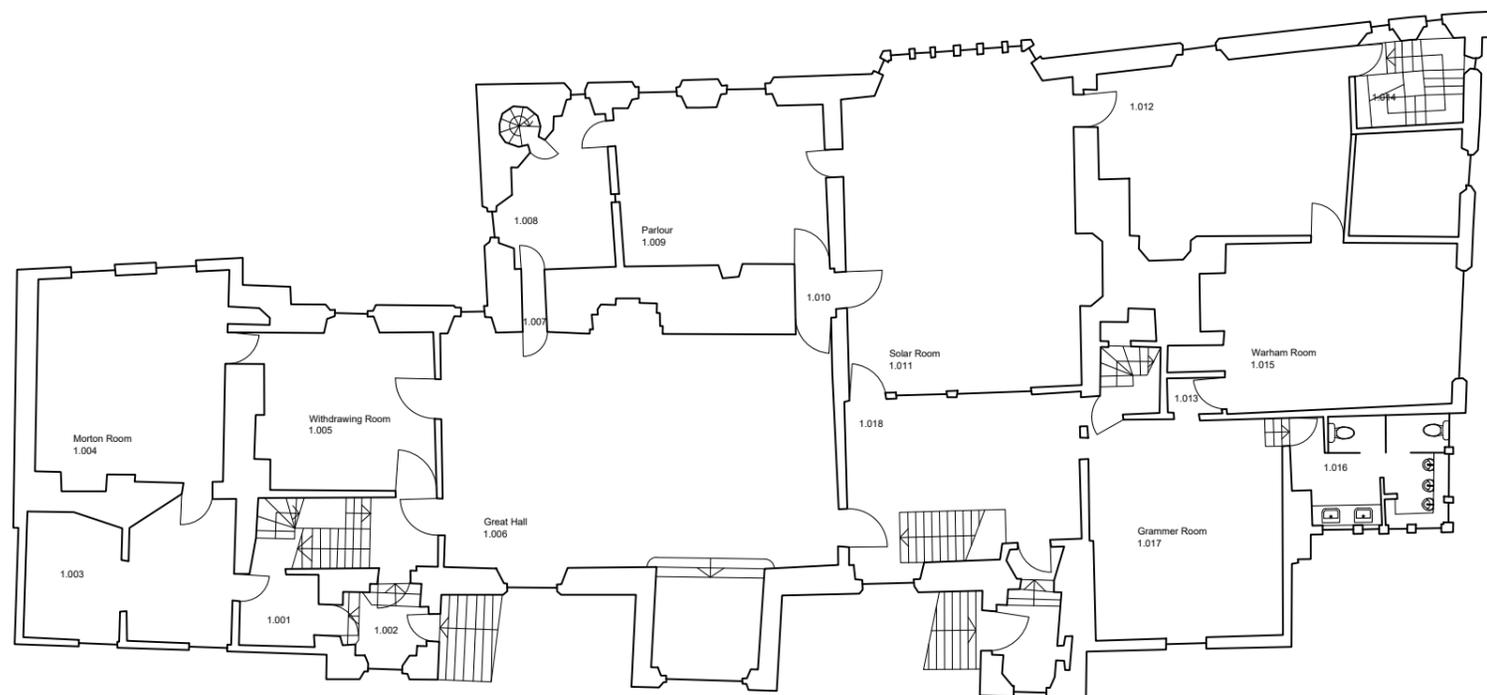
Ground Floor showing Front Gardens



Mezzanine

Second Floor

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First Floor



MBC need to find a new use for the Archbishop's Palace in anticipation of the end of the lease currently held by KCC in October 2019. An extension to that lease is considered likely, but the requirement to plan any changes to the building well in advance of the end of even an extended lease comes from the highly sensitive nature of the building. This feasibility study was commissioned to provide initial ideas for new uses that could provide an economically sustainable activity as well as allowing MBC to discharge its duty as steward since 1904 to this Grade I listed building. "Economically sustainable" is understood in this study to mean capable of generating sufficient income to cover the running costs and maintenance liabilities of the building.

The brief also asked the team to consider briefly the immediate context of the Palace: its gardens to the east and north, All Saint's Church and the Carriage Museum. While no works are planned to these neighbours as a part of the Palace Project, there is a live question about how these heritage assets, and the activities within them, can be better integrated with each other and the Town Centre.

Making Maidstone's heritage accessible is an overarching strategy in the Borough's approach to property and continued [or even enhanced] access for interested parties and, if possible, the public is desirable. Heritage Open Days provide access twice a year under the current lease, and it is suggested new uses should be able to at least match this. However, we think it reasonable to debate the proportion of the building that is open regularly. Some of the internal spaces are more extraordinary than others.

For the sake of economic efficiency and care of heritage it seems obvious that the building should be changed as little as possible in the adaptation to a new use, subject to further detail about the condition and suitability of the building, its services and systems. Some reversal of the minor changes made to support the uses of the late 20th century and after [certain internal dividing partitions, installation of a kitchen and fire escape] would be possible and, from a heritage point of view, desirable. Equally, if they serve a useful purpose for the next intended use there is unlikely to be objections.

The substantial project for the repair and restoration of the Palace was informed and supported by Historic England the the Society for Protection of Ancient Buildings. Consultation with both these organisations will be necessary when specific proposals are being developed.

Archbishop's Estate and Connections to Town Centre



Front of the Archbishop's Palace, showing gardens and turning point for vehicles

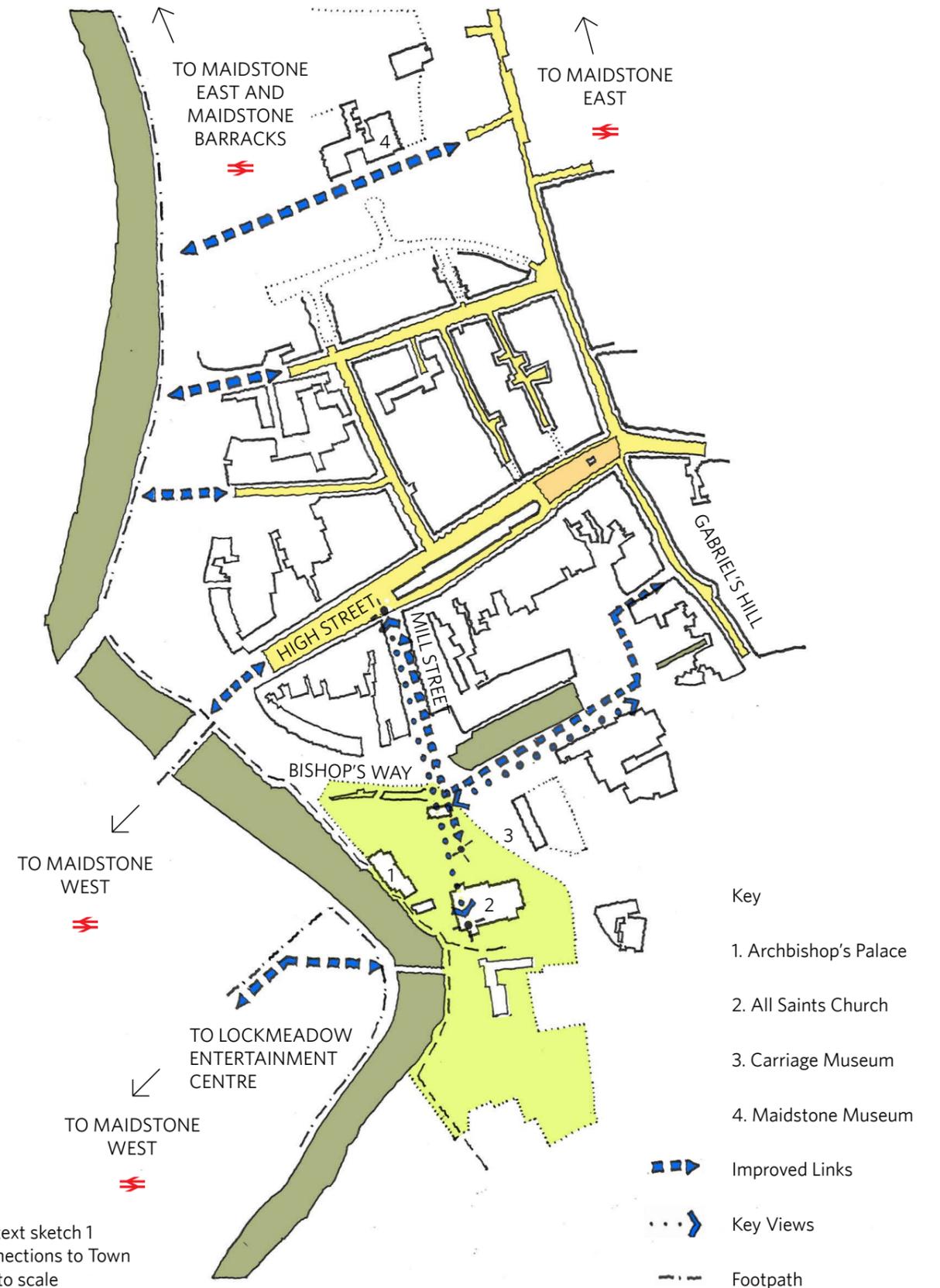


Herbal gardens between the All Saints Church, the Dungeon and the Palace.



Photo of the KARU model reconstruction of the site, circa 14th century

Illustrations: context sketches 1 and 2 [with new keys drawn in InDesign], 2no. site photos + KARU model image



Archbishop's Estate and Connections to Town Centre



The poor connection between Maidstone Town Centre and the Medway is often commented on, but less attention is given to its relationship with the River Len. The historic grouping of buildings next to the Palace included for many centuries a mill deriving its motive power from the Len, and the character of Mill Street [which runs to the east of the Palace Gardens] was in the past much more obviously that of a river crossing. The strong visual connection to the High Street [from where the tower of All Saints is visible straight down Mill Street] remains. However, for a pedestrian or cyclist to reach the Palace and its neighbours he or she must first overcome the daunting prospect of crossing Bishop's Way.

Recent examples of pedestrian-centred design shows how the connections across Bishop's Way might be improved without such substantial changes as proposed in the major 1985 highway scheme. Improvement of the urban realm for pedestrians, removal of redundant street furniture and better crossings could, over time, make a significant improvement to the context for property at the southern end of the northern part of Mill Street, close to Len House, connectivity between the Palace and the Town Centre, and between the Palace and its neighbours. It is not suggested these improvements are necessary for the uses proposed in this study, but over the longer term they can help to realise for Maidstone the value inherent in the Palace and its neighbouring buildings.

The route over the footbridge to Lockmeadow is an established pedestrian connection, and potentially an important one for future uses of the Palace. It is an enjoyable route to take, but wayfinding and the quality of the route on the Lockmeadow side could be better. An enhanced connection here could be made from Maidstone West station and along the Entertainment Centre with benefits to all the sites on the way.

Notes made on the parksandgardens.org site mention the grove of trees by the River Len to the north of the Palace having special interest. The mainly hard landscape layout between the Palace and Bishop's Way, although well-kept, appears to have less significance as a historic asset, and it is suggested might server better the new use adopted.

Building Phases Plan



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Illustrations: building phases plan with key



G.024 Reception corridor



G.013 Great Chamber Undercroft



G.008 14th Century Undercroft



1.011 Solar Room



1.006 Great Hall



2.008 Attic

The visible structure of the Palace is the result of many periods of incremental building since the 13th-century*. Extensive research and restoration work was carried out at the end of the 1980's with a dedicated project team that included MBC, Historic England and SPAB. In a write-up of the project by Tony Tomlin, Architect for MBC and the restoration project, credit is given to the team who undertook the detailed investigations and construction, and a series of plans provided dating the components of the remaining structure. From this we have created a single, colour-coded plan giving approximate dating to the structure. As the building is a complex structure, and layers of building overlap, we should point out this drawing is a simplification and should not be treated as an accurate record; but it gives a helpfully abbreviated illustration. Tomlin points out the restoration team concluded that all historic periods of the building, with the exception of the late 20th-century amendments, should be treated with equal respect. We have no reason to take a different view when considering changes to a new use, and so we recommend as few changes as possible to the historic fabric.

For all future uses we can see the following value in the building:

1. striking historic building with associated narrative, set in attractive gardens and occupying prominent position on the River Medway and adjacent River Len
2. two large attractive spaces: the Solar and Great Hall
3. separate entrances and escapes to ground and first floors
4. good connections to Maidstone West station, bus services and regional road networks

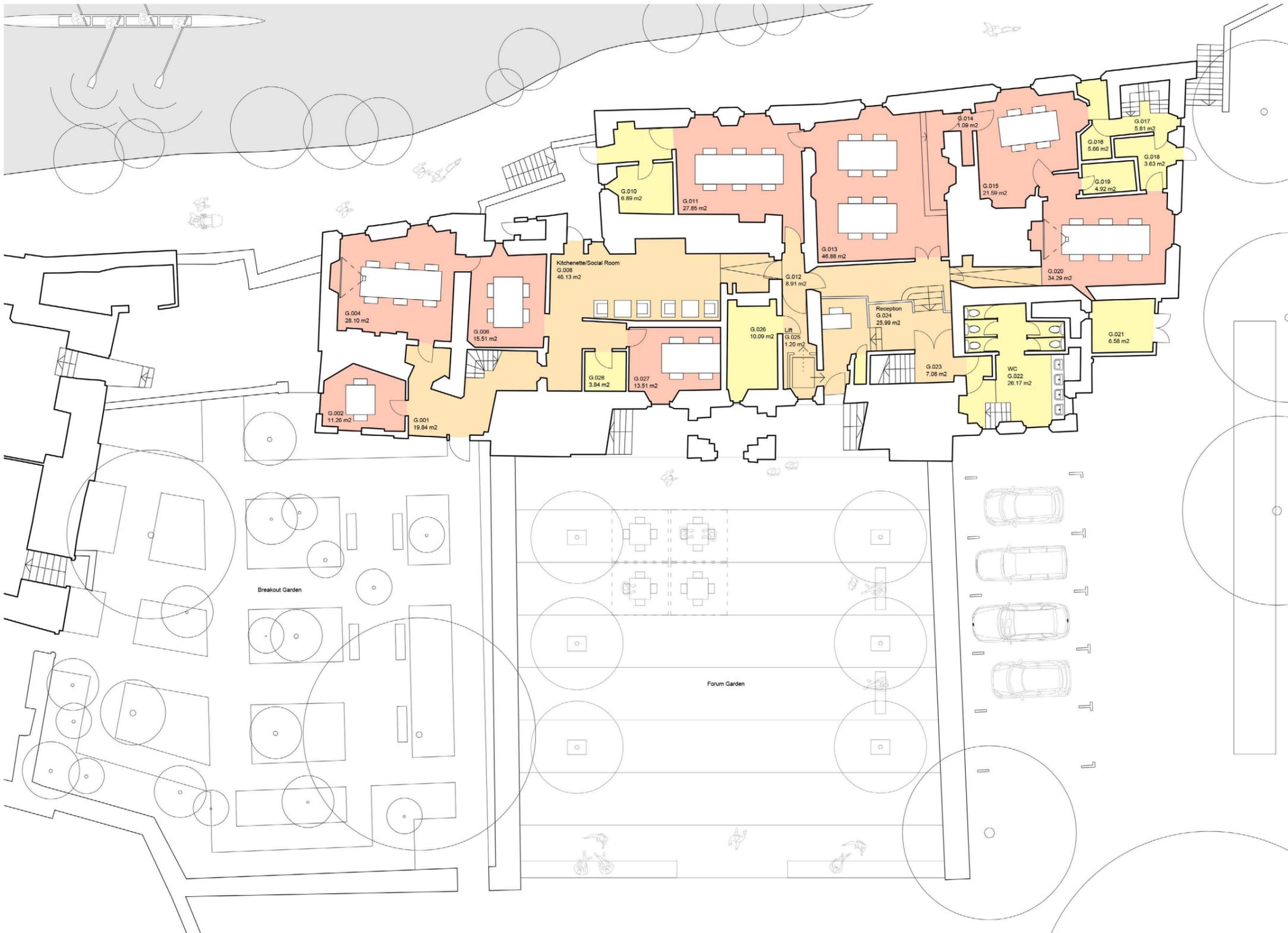
In any transition to a new use the following challenges will need to be met:

1. highly constrained heritage asset [Grade I listed] for which consultation and listed buildings consent will be required
2. complicated internal layout and levels, with limited accessibility to some spaces
3. acoustic separation between spaces on same floor, and between different floors, is limited

It is a natural desire to maintain a level of public access to the building. At the same time the Palace has been used as a working office, Registry and Courthouse for many years. It should be

The Archbishop's Palace, Maidstone, Evans and Langford, The Structural Engineer, Vo. 70, no.19, October 1992

Option 1 for Proposed Use: Co-Working Office



Ground Floor Layout
1:200 @ A3

- Key
- Offices
 - Services
 - Back-of-house

Option 1 for Proposed Use: Co-Working Office

Four potential uses of the Palace were considered and developed as part of the study. They were: co-working office, training and seminar centre, wedding and seminar centre and a boutique hotel. Other potential uses that were considered, but not developed, were a headquarters office and a commercial art gallery. In the first case, this was not because such a use was not conceivable, but because the value and nature of the building changes are very dependent on a specific market offer. Typically, companies looking to lease a headquarters building will want to design their own works and layouts. Such an offer can still be sought after this study if still thought worth pursuing. In the case of the commercial art gallery, such a use was thought potentially attractive but the chances of finding a paying tenant for the whole building slim.

The following pages set out proposed floor plans and a brief explanation of the proposal.

Option 1: Co-Working Office

Continuing the use of many of the smaller rooms, but following the current market for providing for small businesses, this use proposes the furnishing of the smaller rooms on each level for a Co-Working Office. The Solar and Great Hall have a special function for hosting seminars, training and other activities interesting to small and start-up businesses. The historic character and opportunities to meet other businesses during the day, as well as the proximity to the Town Centre, are potential attractions. Variety of room sizes allows businesses to hire one, two or more desks or a whole room or suite of rooms. A new Wi-Fi enabled landscape to the front of the building with spaces for meeting, sitting and working outside sets a professional and creative tone, and advertises to visitors and passers-by that this is a building full of business energy and activity.

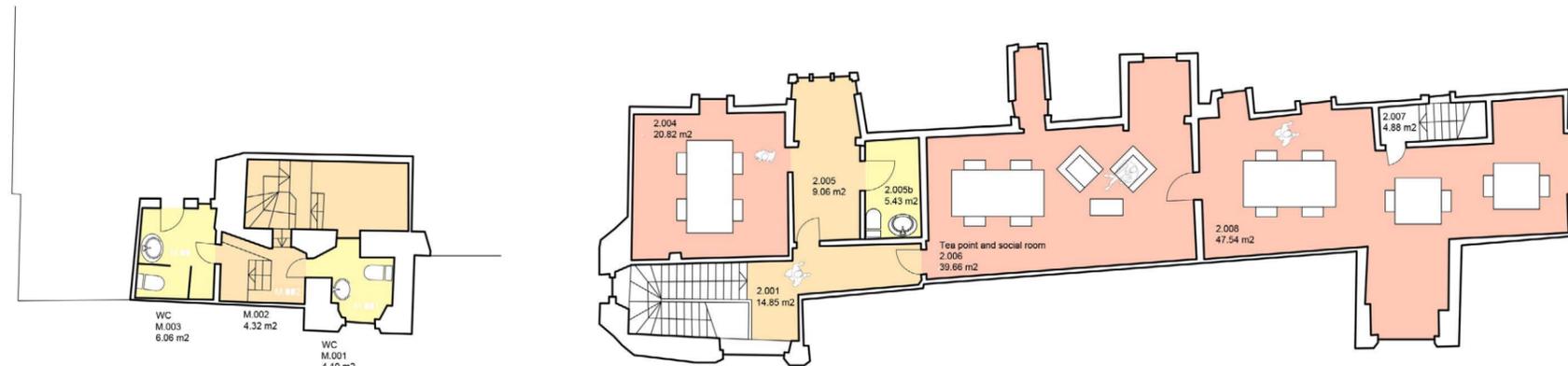
A significant advantage of this option is the investment could be phased, with the spaces and facilities building as the number of tenants grow.



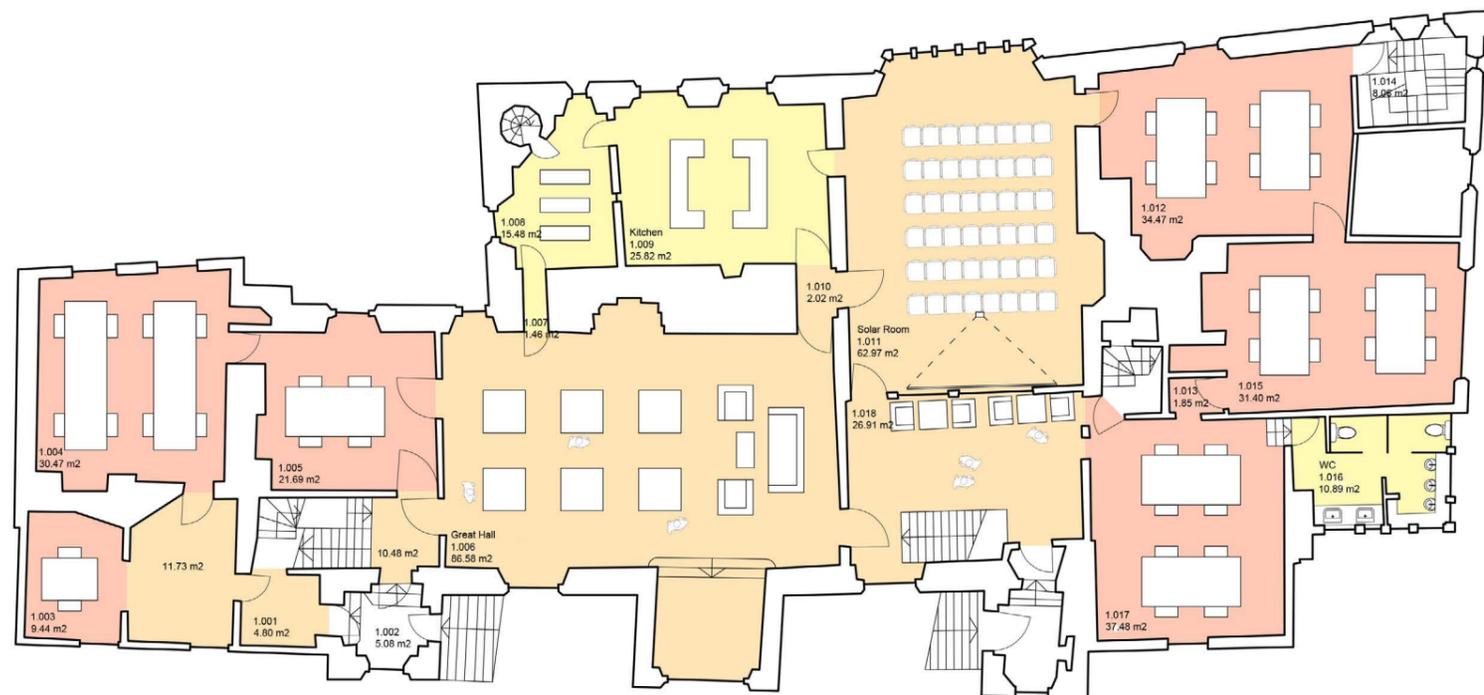
The Business Centre Maidstone
Flexible workspace offering:
private meeting rooms, 6pp, 6 £ per hour
desk for hire, 10 £ per day
virtual office 29 £ per month
seminar rooms, 18-36pp, 70 £ per half-day



The House Tunbridge Wells
Affordable and flexible shared offices offering:
offices for 650-1350 £ per month
dedicated desks 225 £ per month
co-working desk 145 £ per person per month



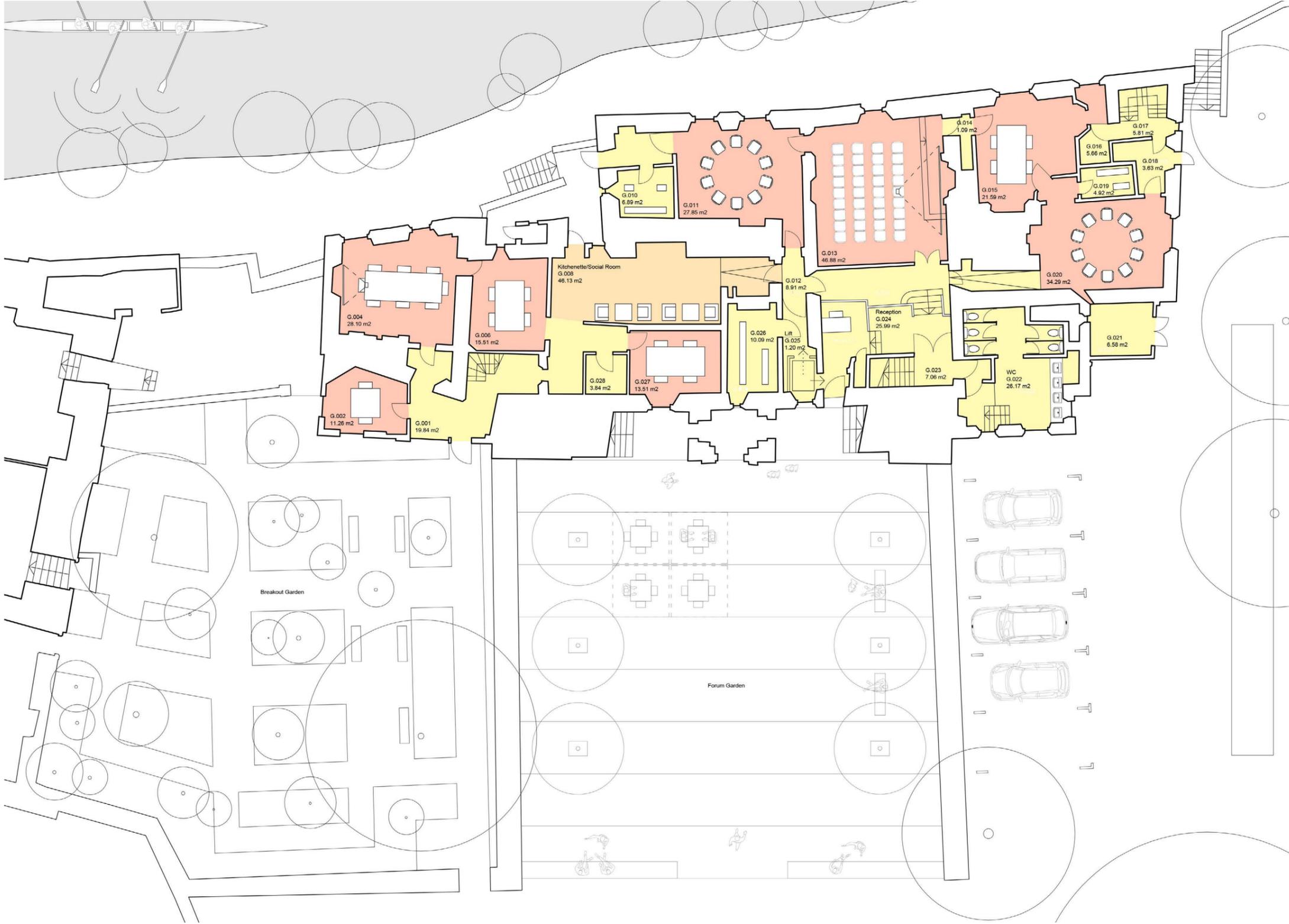
Mezzanine and Second Floor Layout
1:200 @ A3



First Floor Layout
1:200 @ A3



Option 2 for Proposed Use: Training and Seminar Centre



Ground Floor Layout
1:200 @ A3

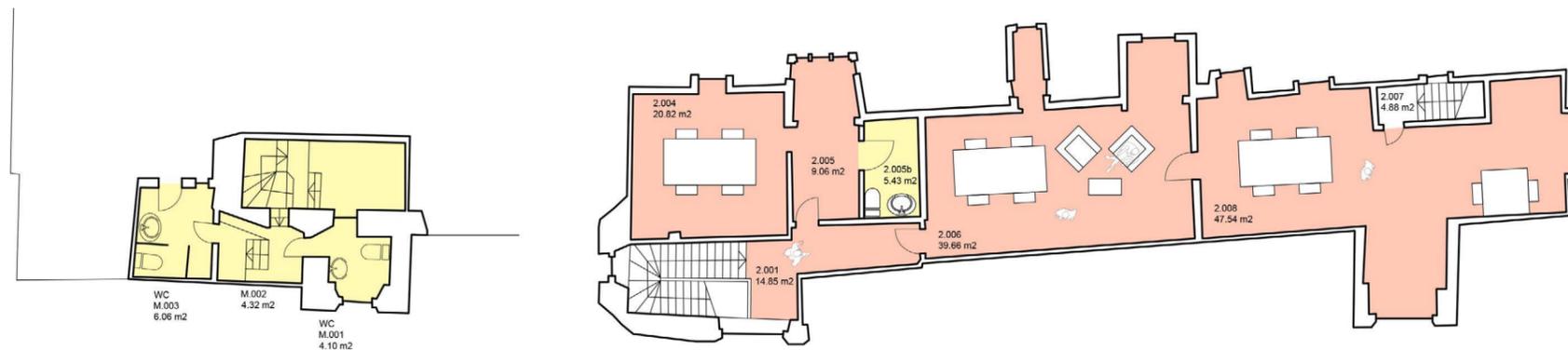
- Key
- Offices
 - Communal Spaces
 - Back-of-house

Option 2 for Proposed Use: Training and Seminar Centre

Option 2: Training and Seminar Centre

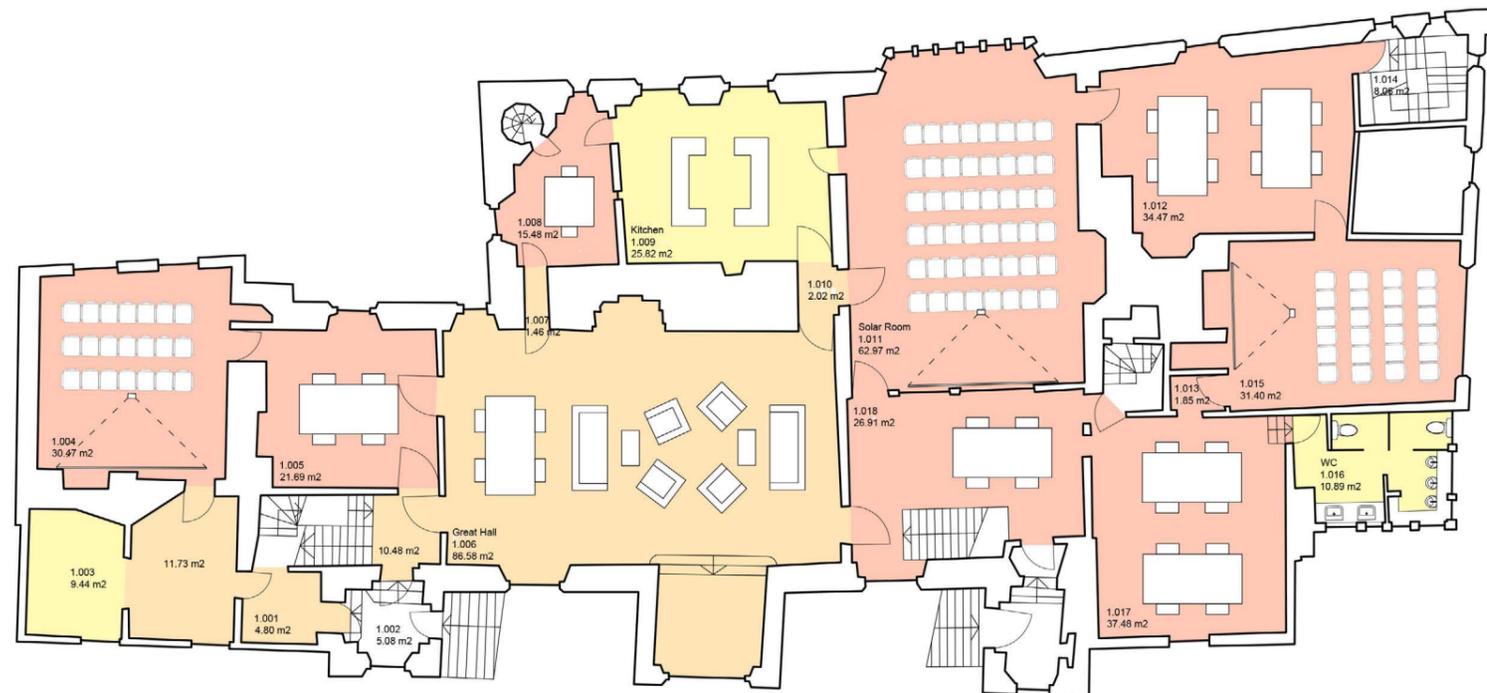
In this use a variety of spaces and facilities is provided to cater for the popular market in corporate training, workplace seminars, team-building and away-days. With its attractive setting, the Palace offers groups and companies the chance to learn something new in a unique environment. The Great Hall and Solar rooms provide large capacity spaces for seminars, talks and activities, and smaller spaces the opportunity for break-out spaced and individual meetings. A production kitchen could be included for on-site catering. As for the Co-Working Office, a new front landscape creates a social, creative space with a business-like tone. The Apothecary Garden gives a secluded space for reflection and individual activities.

This proposal can also be phased, although it can be imagined a minimum initial investment is necessary to create a facility that can reach its target market from the start.



Mezzanine and Second Floor Layout
1:200 @ A3

66



First Floor Layout
1:200 @ A3



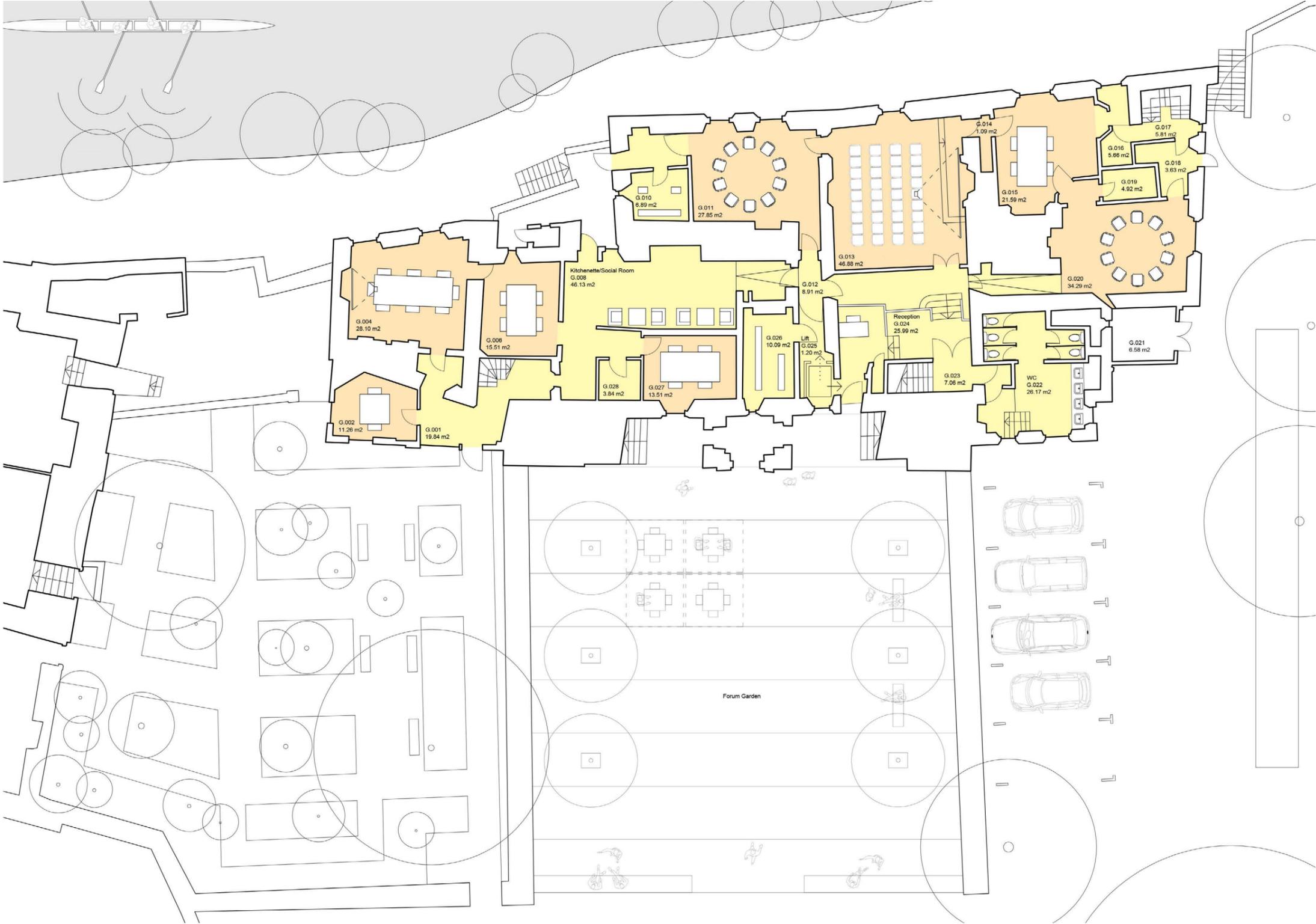
Oakwood House
Maidstone
Conference rooms for
4-300 guests
Small and large
meeting rooms
Bar and hotel services



Cathedral Lodge
Canterbury
Hotel and conference
venue
Auditorium for 250pp
Small and medium size
meeting rooms
49 £ per person, per
day for conferences

Option 3 for Proposed Use: Wedding and Seminar Venue

100



Ground Floor Layout
1:200 @ A3

- Key
- Wedding events
 - Seminar events
 - Communal spaces, services

Option 3 for Proposed Use: Wedding and Seminar Venue

Option 3: Wedding and Seminar Venue

Building on an established and current use, this proposal extends the idea of a ceremony into the wedding reception and even overnight accommodation for a small number of guests all in the same building. The Great Hall and Solar Rooms provide enough space for dining and reception, and support spaces for a kitchen, stores and dressing rooms are available. Apothecary Garden is ideal for taking some of the photos, and the proximity to the river gives the opportunity for some more imaginative modes of transport. All Saint's Church offers a possible twin booking for both facilities.

To use all the space in the building this proposal suggests pairing a Seminar Centre on the ground floor together with the Wedding facilities on the first. Quieter uses can run concurrently, and noisier ones could run on the same day although potentially [because of the limited acoustic separation] not at the same time. Separate entrances to the ground and first floors facilitate potential for multiple lettings.

Spaces and facilities in this option are in the most part interchangeable: larger seminars and smaller weddings could operate in the most size-appropriate spaces. To maximise income, it would be the intention to build flexibility into the design. Options 2 and 3 are likely to share many similar features.

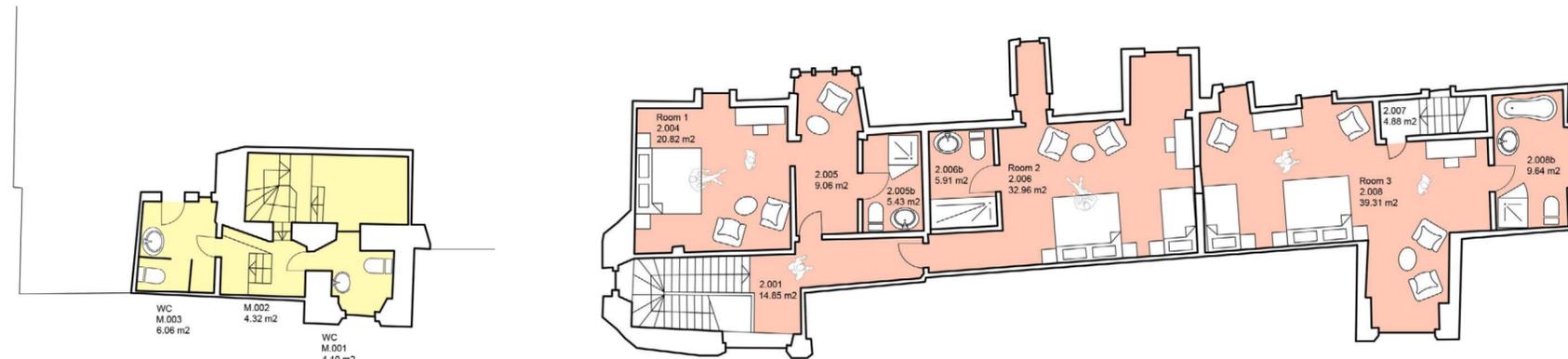
As for Option 2, this proposal can also be phased, although it can be imagined a minimum initial investment is necessary to create a facility that can reach its target market from the start.



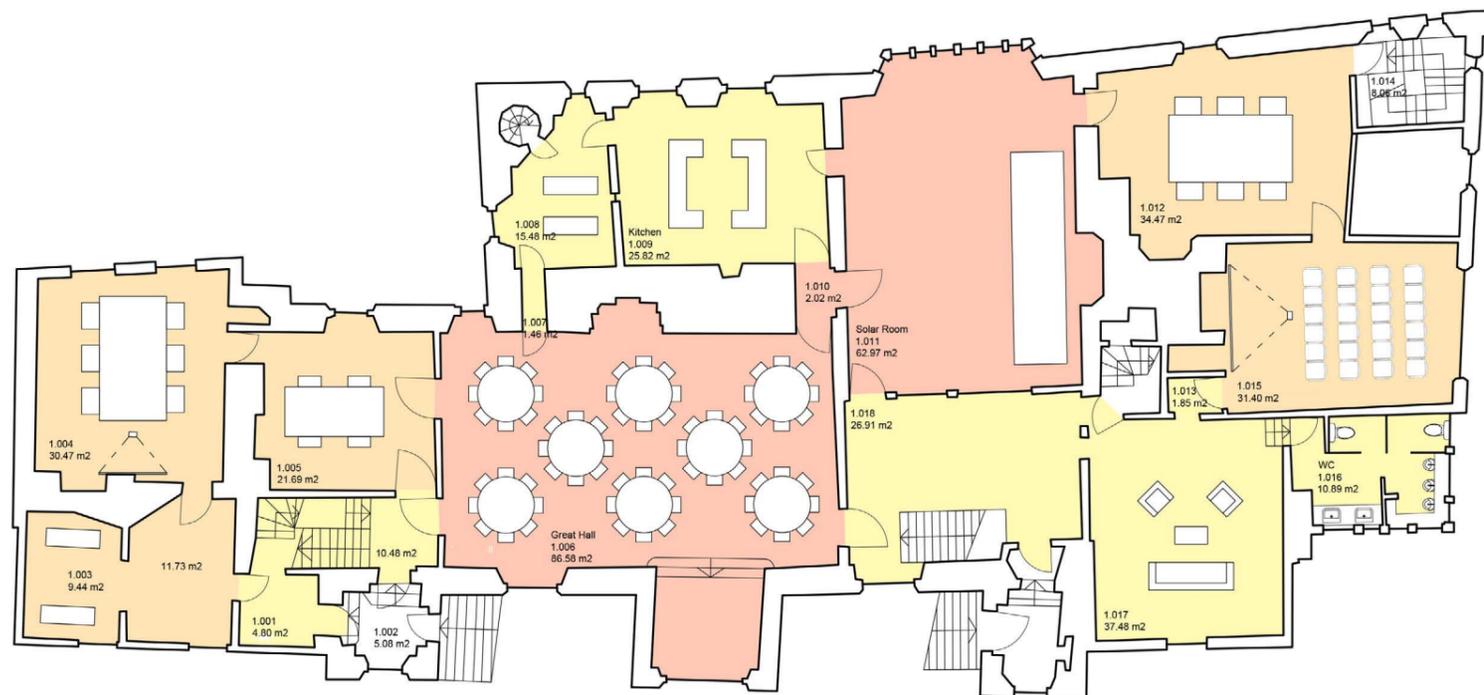
Cathedral Lodge
Canterbury
Sit-down meals for up to 120pp
Prices ranging from 80-110 £ per person
Venue hire for 1000-3000 £



Leeds Castle
Packages for small and large events for 30-70 day guests and 60-120 evening guests
Banqueting hall for 100-200pp
Packages from 5000-20 000 £



Mezzanine and Second Floor Layout
1:200 @ A3



First Floor Layout
1:200 @ A3



101

Option 4 for Proposed Use: Boutique Hotel



102

Ground Floor Layout
1:200 @ A3

Key

- Rooms
- Communal spaces
- Services

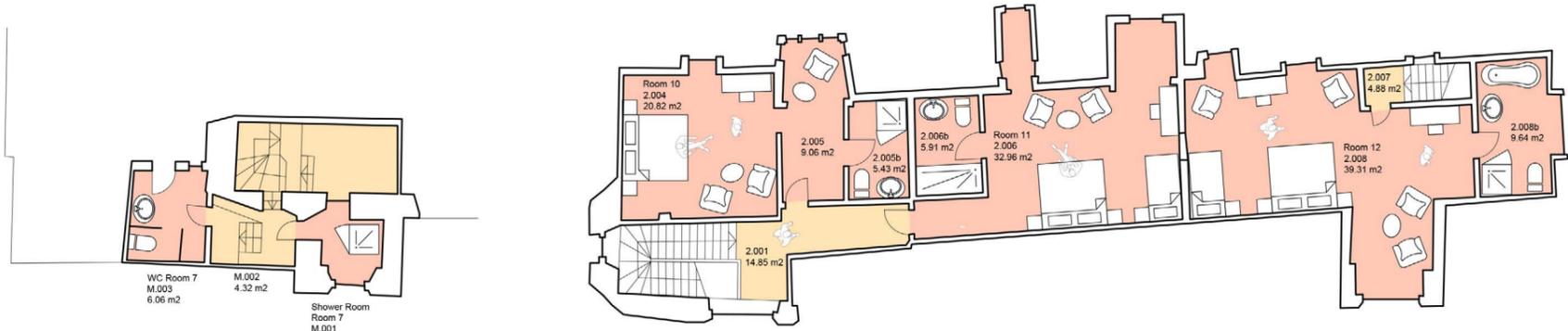
Option 4 for Proposed Use: Boutique Hotel

Option 4: Boutique Hotel

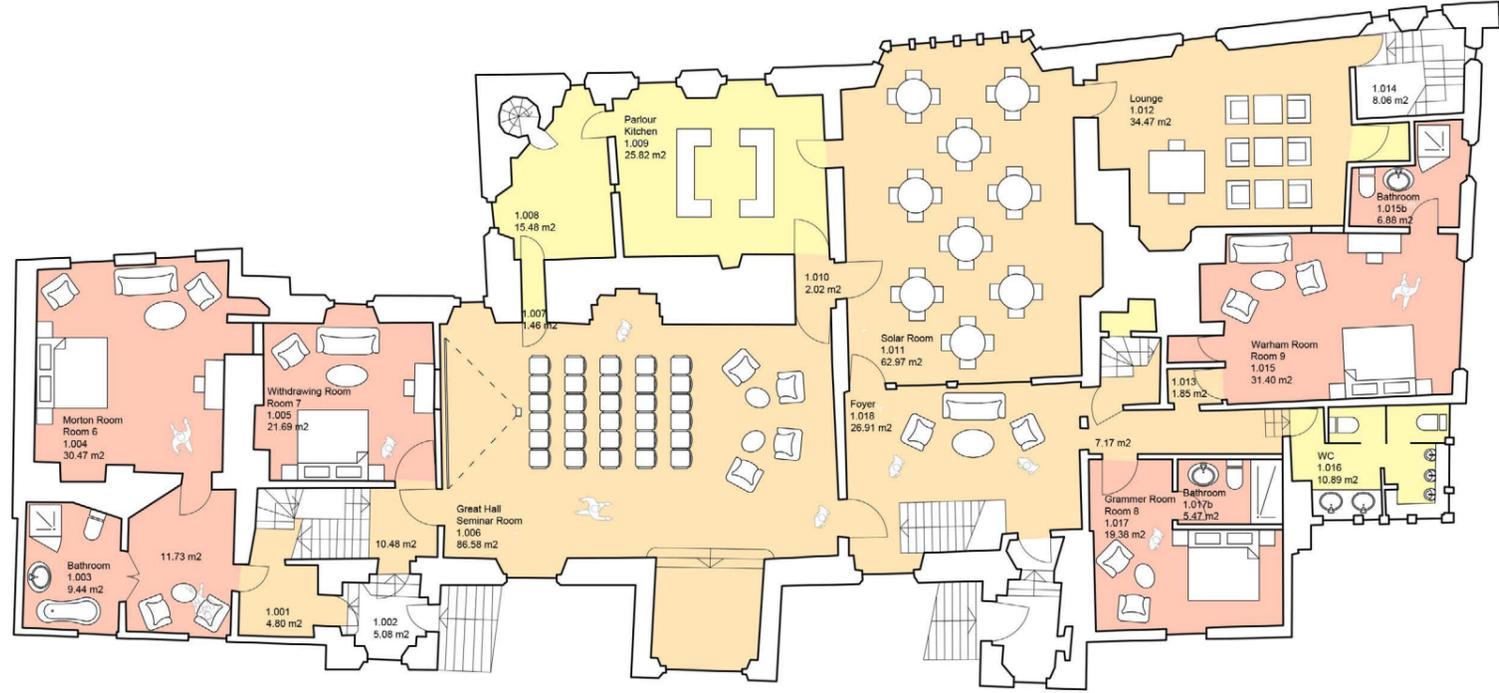
Travellers interested in the heritage of Maidstone, or attending a seminar or event running in the Great Hall or Solar, could be accommodated in style in a highly unusual hotel. Arguably the original Palace use had something of the character of a hotel for the Archbishop, and up to approximately a dozen rooms could provide comfort, some with a river view and all with historic character.

While an attractive picture of this use can be built up, we must say this proposal has the potential to require the most significant level of intervention into the historic fabric. En-suite bathrooms require wet services and management of damp and we feel the challenges to achieve consent to build could be significant.

Phasing this development would not be impossible, but it could be argued it would be hard to achieve a sustainable income with only a partially complete building, and the costs of the fit-out would increase with a longer period of remodelling.



Mezzanine and Second Floor Layout
1:200 @ A3



First Floor Layout
1:200 @ A3



103



Fox Club, Mayfair London
High end private rooms with ensuite bathrooms 200 £ - 300 £ per night
Common rooms, networking rooms, bar and restaurant



Abode Canterbury Boutique hotel experience in central Canterbury
70 - 250 £ per night depending on season
Restaurant, bar and rooftop terrace

Indication of Initial Costs

In preparing these initial costs, note should be taken of the following assumptions:

- costs have been prepared without any detailed schedule of current repair and maintenance liabilities inherent in the internal or external building fabric. There is a Condition Survey with a repair and maintenance budget prepared by MBC Property Team, which is very useful, but it is important that MBC check this represents the latest position. Liabilities arising from internal condition, we understand, are the responsibility of the current tenant, so any such costs will not appear in this Survey.
- many parts of the building are not accessible, and a healthy contingency should be maintained until the hidden conditions have been inspected.
- all costs are subject to design development and dialogue with the appropriate consultees [especially Historic England, SPAB and MBC Conservation Team].
- cost estimates for Option 4 Boutique Hotel should be viewed as significantly lower estimates. Due to the hotel typology and the unknown nature of the listed building, considerable internal changes might be necessary to the existing building.

Scope of Works / Archbishop's Palace Feasibility Study
191119 / 140 / 05.05

This Scope of Works provides an initial cost allocation for the option studies for new uses for the Archbishop's Palace, Maidstone. It should be read together with the feasibility study drawings. Please note the cost allowances have been made without the benefit of surveys or detailed inspections, they are preliminary only and subject to significant change as a result of new survey information and design development. Please note also the allowances are also subject to the requirements of the listed building status, and additional funding may be necessary to deal with unforeseen conditions.

Innes Associates November 2019

WARNING
On the quantity surveyor's advice, Option 4 cost should be seen as potentially significant underestimates due to the unknown nature of works for hotel refurbishments in listed buildings

General Works to Building		Option 1	Option 2	Option 3	Option 4
<i>External Envelope: Repairs</i>					
EX 1	Foundations/DPCs/Tanking				
EX 2	External Walls				
EX 3	Roof and Roofing				
EX 4	Superstructure [incl. floors]				
EX 5	Windows				
EX 6	External Doors				
EX 7	Rainwater Goods				
EX 8	Lightning Protection				
EX 9	Acoustic Treatments	80,000	80,000	80,000	60,000
<i>Fire Systems</i>					
EX 10	Fire Doors	40,000	40,000	40,000	40,000
EX 11	Final Exits	20,000	20,000	20,000	20,000
EX 12	Fire Stopping	10,000	10,000	15,000	40,000
EX 13	Fire Signage [excl. lights]	5,000	5,000	7,000	10,000
<i>Electrical</i>					
EX 14	Small Power	110,000	110,000	110,000	110,000
EX 15	Electrical Systems				
EX 16	Fire Alarm Systems	40,000	40,000	50,000	60,000
EX 17	Security Alarm Systems	30,000	25,000	25,000	25,000
EX 18	Lighting Systems				
EX 19	WiFi / Broadband / Fibre provision	60,000	60,000	60,000	60,000
<i>Mechanical</i>					
EX 20	Heating	60,000	60,000	65,000	80,000
EX 21	Ventilation Fans, Extracts and Ducts	20,000	20,000	30,000	40,000
EX 22	Cooling systems	60,000	60,000	60,000	60,000
EX 23	Water systems	20,000	20,000	40,000	80,000
EX 24	Foul drainage	30,000	30,000	30,000	40,000
	BWIC	43,000	43,000	45,000	60,000
External Works					
EX 100	Front Garden	80,000	80,000	80,000	80,000
EX 101	Apothecary [side] Garden	50,000	50,000	50,000	50,000
EX 102	Parking Spaces	6,000	6,000	6,000	6,000
Sub-Total		764,000	759,000	813,000	921,000
Option Costs From Following Sheets		350,650	381,690	505,990	660,650
Sub-Total		1,114,650	1,140,690	1,318,990	1,581,650
Preliminaries (15%)		160,000	164,000	180,000	210,000
Contingency (10%)		122,000	125,000	138,000	160,000
Total Works Cost Excluding Professional Fees, VAT, FF&E		1,396,650	1,429,690	1,636,990	1,951,650

Conclusions and Next Steps

At the end of this Feasibility it is hoped MBC have sufficient information to decide they have the full range of potential uses worth considering at this stage, and those options out of the four that look most attractive. Our view is that options 1 to 3 are viable from a historic building point of view, but Option 4 [Hotel] is less feasible than the others because of the level of intervention it requires.

We understand the intention is to take the options to committee in January for discussion and resolution. To assist in that debate we have provided an approximate, outline, programme in anticipation of a vacant possession Spring 2021. In our programme we have set out the following processes:

1. consider the viability of the uses in general terms and the constraints of the heritage context, shortlist most favourable options
2. engage property agent expertise to provide initial indication of market values and revenue
3. decide on strategy for use and development
4. consider the programme and the steps required to engage a design team, leading to construction

Complete internal re-decoration

Floor by Floor	Room	Existing Condition	Proposed Use of Space	Proposed Works	COST	Room Area	AREA RELATED COSTS				Total £/m2	Room Area x Total £/m2	LUMP SUM COSTS			Comment		
							Floor Finish (£/m2)	Lighting (£/m2)	Decoration (£/m2)	Sundry Minor Works (£/m2)			Windows/Ext Doors &Blinds/Curtains	Wall Removal	Other		Total Lump Sum	
Ground Floor	G.001		Circulation	Re-conditioned timber flooring, new lighting	£5,750	20 m2	50	30	25	20	125	2500	750		2500	3250	Barrier Mat; Stair Finishes	
	G.002	(room not accessible on site visit)	Office	New carpet flooring with exposed timber edges, new lighting, new window dressing	£2,950	10 m2	80	50	25	40	195	1950	1000			1000	Storage to Office	
	G.003			Wall removal, see G.004	£0	m2					0	0				0		
	G.004	W: painted plaster F: carpet, no floor power C: plaster with oak beams L: strip fluorescent	Meeting room with projector	Wall removal, new carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£10,960	28 m2	80	50	25	40	195	5460	1000	1500	3000	5500	Partition wall only removed. AV Indicated	
	G.005			Wall removal, see G.004	£0	m2					0	0				0		
	G.006	(room not accessible on site visit)	Office	Wall removal, new timber flooring with exposed timber edges, new lighting, floor power (3 boxes)	£4,225	15 m2	80	50	25	40	195	2925	300	1000		1300	Partition wall only removed	
	G.007	(room not accessible on site visit)		Wall removal, see G.006	£0	m2					0	0				0		
	G.008	W: painted plaster F: carpet C: oak beams with plaster infill L: chandelier + some other	Kitchenette and social space	New non-slip-vinyl flooring, new lighting, floor power (5 boxes), wall removal (making good)	£14,930	46 m2	90	50	25	40	205	9430	500		5000	5500	Kitchenette	
	G.010	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,035	7 m2	40	20	25	20	105	735	300			300		
	G.011	W: painted plaster F: carpet with floor boxes C: oak beams with plaster infill L: strip see G.024	Office with tea point	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes), window dressing	£8,460	28 m2	80	50	25	40	195	5460	1000		2000	3000	Tea Point	
	G.012		Circulation	Re-conditioned timber flooring, new lighting	£1,125	9 m2	50	30	25	20	125	1125				0		
	G.013	W: painted plaster F: carpet (+ ramp, general slope) + couple of floor boxes C: oak beams with plaster between	Office with tea point	New raised carpet floor, ramp and stair removal, steps added from passage G.014, new lighting, floor power (5 boxes) and new window dressing	£13,665	47 m2	80	50	25	40	195	9165	500		4000	4500	Tea Point; Works to Floor Level	
	G.014	(room not accessible on site visit)	Circulation	Re-conditioned timber flooring	£250	2 m2	50	30	25	20	125	250				0		
	G.015	(room not accessible on site visit)	Office	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes) and new window dressing	£4,790	22 m2	80	50	25	40	195	4290	500			500		
	G.016	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£930	6 m2	40	20	25	20	105	630	300			300		
	G.017	(room not accessible on site visit)	Circulation (stairwell)		£2,750	6 m2	50	30	25	20	125	750		2000		2000	Stair Finishes etc	
	G.018	(room not accessible on site visit)	Circulation	Re-conditioned timber flooring	£800	4 m2	50	30	25	20	125	500	300			300		
	G.019	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£525	5 m2	40	20	25	20	105	525				0		
	G.020	W: painted plaster C: painted plaster with oak beams F: carpet with a few floor boxes L: chandelier	Meeting room with projector	New carpet flooring with exposed timber edges, new lighting, redecorating and window dressing	£7,325	35 m2	80	50	25	40	195	6825	500			500		
G.021	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,035	7 m2	40	20	25	20	105	735	300			300			
G.022	(room not accessible on site visit)	Toilets	New non-slip-vinyl flooring	£5,685	27 m2	60	30	25	40	155	4185	1500			1500			
G.023	see G.024	Circulation	see G.024	£2,875	7 m2	50	30	25	20	125	875		2000		2000	Stair Finishes etc		
G.024	W: painted plaster F: carpet C: oak beams with painted plaster L: ceiling mounted + chandelier	Reception	Re-conditioned timber flooring, new lighting	£16,350	26 m2	40	50	25	60	175	4550	300		11500	11800	Reception. Various Level Changes, Barrier Matting etc		
G.025	Platform lift	Circulation (with platform)	see G.012	£125	1 m2	50	30	25	20	125	125				0			
G.026	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,050	10 m2	40	20	25	20	105	1050				0			
G.027	see G.008	Office	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£3,230	14 m2	80	50	25	40	195	2730	500			500			
G.028	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£315	3 m2	40	20	25	20	105	315				0			
First Floor	1.001		Circulation	Re-conditioned timber flooring, new lighting	£2,625	5 m2	50	30	25	20	125	625		2000		2000	Stair finishes etc	
	1.002		Circulation	Re-conditioned timber flooring, new lighting	£2,125	5 m2	50	30	25	20	125	625	1000		500		1500	Various level changes
	1.003	W: painted plaster F: carpet C: painted plaster L: very poor wall + ceiling mounted	Office	Re-conditioned timber flooring, new lighting, floor power (3 boxes)	£4,900	20 m2	80	50	25	40	195	3900	1000			1000		
	1.004	W: painted plaster F: carpet w. floor boxes C: oak panel L: wall uplighters, suspended bar	Office with tea point	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£9,045	31 m2	80	50	25	40	195	6045	1000		2000	3000	Tea point	
	1.005	W: painted plaster + painted panelling F: carpet L: suspended (new) chandelier	Office	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£4,790	22 m2	80	50	25	40	195	4290	500			500		
	1.006	W: painted plaster F: carpet C: painted plaster L: chandelier (new)	Social space with tea point	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£22,965	87 m2	80	50	25	40	195	16965	1000		5000	6000	Kitchenette	
	1.007		Circulation	Re-conditioned timber flooring	£250	2 m2	50	30	25	20	125	250				0		
	1.008		Storage space	Re-conditioned timber flooring, new lighting	£2,210	2 m2	40	20	25	20	105	210	1000		1000		2000	Spiral stairs
	1.009	W: oak panels F: carpet C: oak panels L: brass wall lights + chandelier	Kitchen	New non-slip-vinyl flooring, new lighting, floor power (5 boxes) and ventilation for kitchen units. Commercial kitchen with associated services for group sizes up to 100, serving doors and fire safety upgrades included.	£81,200	26 m2	90	50	0	60	200	5200	1000		75000	76000	Commercial kitchen & associated works (For 100 Group Size)	

Appendix: Cost Plan

	1.010		Circulation	Re-conditioned timber flooring	£625	5 m2	50	30	25	20	125	625			0	
Solar Room	1.011	As for the foyer, through lighting could be retained + new window dressings	Seminar room	New carpet flooring with exposed timber edges new lighting, floor power (5 boxes)	£20,285	63 m2	80	50	25	40	195	12285	3000	5000	8000 AV for Seminar Room	
	1.012	W: pvc-lined F: non-slip-vynil C: painted plaster board L: strip fluorescent	Office with tea point	Strip out of existing internal wall, new carpet flooring with exposed timber edges, new lighting	£9,325	35 m2	80	50	25	40	195	6825	500	2000	2500 Tea point	
	1.013		Circulation	see 1.015	£250	2 m2	50	30	25	20	125	250			0	
	1.014	(room not accessible on site visit)	Circulation (stairwell)	Re-conditioned timber flooring	£4,000	8 m2	50	30	25	20	125	1000	1000	2000	3000 Stair finishes etc	
Warham Room	1.015	W: oak paneling from 2.4, painted plaster above F: carpet C: painted plaster with oak beams L: chandeliers, only perimeter power	Office with tea point	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£9,045	31 m2	80	50	25	40	195	6045	1000	2000	3000 Tea point	
	1.016		Toilets	New non-slip-vinyl flooring	£2,705	11 m2	60	30	25	40	155	1705	1000		1000	
Grammer Room	1.017	W: oak paneling to 2.4, painted plaster above F: oak boards C: painted plaster L: chandelier + 1 power box	Office with tea point	New carpet flooring with exposed timber edges new lighting	£9,325	35 m2	80	50	25	40	195	6825	500	2000	2500 Tea point	
Foyer	1.018	W: painted plaster with oak beams F: carpet C: painted plaster with expanded timber L: chandelier	Social space/lounge	Re-conditioned timber flooring, new lighting	£6,265	27 m2	80	50	25	40	195	5265	1000		1000	
Mezzanine					£0	m2					0	0			0	
	M.001		Toilet	New non-slip-vinyl flooring, new lighting	£620	4 m2	60	30	25	40	155	620			0	
	M.002		Circulation	Re-conditioned timber flooring, new lighting	£2,500	4 m2	50	30	25	20	125	500	1000	1000	2000 Various level changes	
	M.003		Toilet	New non-slip-vinyl flooring, new lighting	£930	6 m2	60	30	25	40	155	930			0	
Second Floor					£0	m2					0	0			0	
	2.001	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Circulation	Re-conditioned timber flooring, new lighting	£3,375	15 m2	50	30	25	20	125	1875	1500		1500	
	2.002	W: painted plaster F: carpet C: painted plaster		see 2.004	£0	m2					0	0			0	
	2.003	W: painted plaster F: carpet C: painted plaster	Office	see 2.004	£0	m2					0	0			0	
	2.004	W: painted plaster F: carpet C: painted plaster		Internal walls removed, new carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£6,095	21 m2	80	50	25	40	195	4095	500	1500	2000	
	2.005	W: painted plaster F: carpet C: painted plaster	Circulation with tea point and new bathroom	Re-conditioned timber flooring, new lighting, new partitions for proposed bathroom 2.005b with new non-slip-vinyl floor	£11,275	15 m2	80	60	25	20	185	2775	1500	7000	8500 Tea point and form new WC	
	2.006	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Office/lounge	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£9,300	40 m2	80	50	25	40	195	7800	1500		1500	
	2.007		Circulation	Re-conditioned timber flooring	£1,125	5 m2	50	30	25	20	125	625	500		500	
	2.008	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Office with tea point	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£12,360	48 m2	80	50	25	40	195	9360	1000	2000	3000 Tea point	
Order of Cost Estimate					£350,650											

Complete internal re-decoration

Floor by Floor	Room	Existing Condition	Proposed Use of Space	Proposed Works	COST	Room Area	Floor Finish (£/m2)	Lighting (£/m2)	Decoration (£/m2)	Sundry Minor Works (£/m2)	Total £/m2	Room Area x Total £/m2	Windows/Ext Doors	Wall Removal	Other	Total Lump Sum	Comment
Ground Floor	G.001		Circulation	Re-conditioned timber flooring, new lighting	£5,750	20 m2	50	30	25	20	125	2500	750		2500	3250	Barrier Mat; Stair Finishes etc
	G.002	(room not accessible on site visit)	Meeting/training room	New carpet flooring with exposed timber edges, new lighting, new window dressing	£3,150	10 m2	90	60	25	40	215	2150	1000			1000	Storage to Office
	G.003			Wall removal, see G.004	£0	m2					0	0				0	
	G.004	W: painted plaster F: carpet, no floor power C: plaster with oak beams L: strip fluorescent	Meeting/training room with projector	Wall removal, new carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£11,520	28 m2	90	60	25	40	215	6020	1000	1500	3000	5500	Partition wall only removed. AV Indicated
	G.005			Wall removal, see G.004	£0	m2					0	0				0	
	G.006	(room not accessible on site visit)	Meeting/training room	Wall removal, new timber flooring with exposed timber edges, new lighting, floor power (3 boxes)	£4,525	15 m2	90	60	25	40	215	3225	300	1000		1300	Partition wall only removed
	G.007	(room not accessible on site visit)		Wall removal, see G.006	£0	m2					0	0				0	
14th century undercroft	G.008	W: painted plaster F: carpet C: oak beams with plaster infil L: chandelier + some other	Kitchenette and social space	New non-slip-vinyl flooring, new lighting, floor power (5 boxes), wall removal (making good)	£14,930	46 m2	90	50	25	40	205	9430	500		5000	5500	Kitchenette
	G.010	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,035	7 m2	40	20	25	20	105	735	300			300	
Lower Parlour	G.011	W: painted plaster F: carpet with floor boxes C: oak beams with plaster infill L: strip see G.024	Seminar room	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes), window dressing	£7,020	28 m2	90	60	25	40	215	6020	1000			1000	
	G.012		Circulation	Re-conditioned timber flooring, new lighting	£1,125	9 m2	50	30	25	20	125	1125				0	
Great Chamber Undercroft	G.013	W: painted plaster F: carpet (+ ramp, general slope) + couple of floor boxes C: oak beams with plaster between	Seminar room	New raised carpet floor, ramp and stair removal, steps added from passage G.014, new lighting, floor power (5 boxes) and new window dressing	£17,605	47 m2	90	60	25	40	215	10105	500		7000	7500	Works to Floor Level; AV to Seminar Room
	G.014	(room not accessible on site visit)	Circulation	Re-conditioned timber flooring	£250	2 m2	50	30	25	20	125	250				0	
	G.015	(room not accessible on site visit)	Meeting/training room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes) and new window dressing	£5,230	22 m2	90	60	25	40	215	4730	500			500	
	G.016	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£930	6 m2	40	20	25	20	105	630	300			300	
	G.017	(room not accessible on site visit)	Circulation (stairwell)		£2,750	6 m2	50	30	25	20	125	750			2000	2000	Stair Finishes etc
	G.018	(room not accessible on site visit)	Circulation	Re-conditioned timber flooring	£800	4 m2	50	30	25	20	125	500	300			300	
	G.019	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£525	5 m2	40	20	25	20	105	525				0	
Undercroft	G.020	W: painted plaster C: painted plaster with oak beams F: carpet with a few floor boxes L: chandelier	Seminar room	New carpet flooring with exposed timber edges, new lighting, redecorating and window dressing	£8,025	35 m2	90	60	25	40	215	7525	500			500	
	G.021	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,035	7 m2	40	20	25	20	105	735	300			300	
	G.022	(room not accessible on site visit)	Toilets	New non-slip-vinyl flooring	£5,685	27 m2	60	30	25	40	155	4185	1500			1500	
	G.023	see G.024	Circulation	see G.024	£2,875	7 m2	50	30	25	20	125	875			2000	2000	Stair Finishes etc
Reception	G.024	W: painted plaster F: carpet C: oak beams with painted plaster L: ceiling mounted + chandelier	Reception	Re-conditioned timber flooring, new lighting	£16,350	26 m2	40	50	25	60	175	4550	300		11500	11800	Reception. Various Level Changes, Barrier Matting etc
	G.025	Platform lift	Circulation (with platform)	see G.012	£125	1 m2	50	30	25	20	125	125				0	
	G.026	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,050	10 m2	40	20	25	20	105	1050				0	
	G.027	see G.008	Meeting/training room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£3,510	14 m2	90	60	25	40	215	3010	500			500	
	G.028	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£315	3 m2	40	20	25	20	105	315				0	
First Floor	1.001		Circulation	Re-conditioned timber flooring, new lighting	£2,625	5 m2	50	30	25	20	125	625			2000	2000	Stair finishes etc
	1.002		Circulation	Re-conditioned timber flooring, new lighting	£2,125	5 m2	50	30	25	20	125	625	1000		500	1500	Various level changes
	1.003	W: painted plaster F: carpet C: painted plaster L: very poor wall + ceiling mounted	Storage space	Re-conditioned timber flooring, new lighting, floor power (3 boxes)	£3,900	20 m2	50	50	25	20	145	2900	1000			1000	
Morton Room	1.004	W: painted plaster F: carpet w. floor boxes C: oak panel L: wall uplighters, suspended bar	Meeting/training room (with projector)	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£12,665	31 m2	90	60	25	40	215	6665	1000		5000	6000	AV to Seminar Room
Withdrawing Room	1.005	W: painted plaster + painted panelling F: carpet L: suspended (new) chandelier	Meeting/training room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£5,230	22 m2	90	60	25	40	215	4730	500			500	
Great Hall	1.006	W: painted plaster F: carpet C: painted plaster L: chandelier (new)	Main social space	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£22,965	87 m2	80	50	25	40	195	16965	1000		5000	6000	Kitchenette
	1.007		Circulation	Re-conditioned timber flooring	£250	2 m2	50	30	25	20	125	250				0	
	1.008		Meeting/training room	Re-conditioned timber flooring, new lighting	£2,210	2 m2	40	20	25	20	105	210	1000		1000	2000	Spiral stairs

Appendix: Cost Plan

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Parlor	1.009	W: oak panels F: carpet C: oak panels L: brass wall lights + chandelier	Kitchen	New non-slip-vinyl flooring, new lighting, floor power (5 boxes) and ventilation for kitchen units. Commercial kitchen with associated services for group sizes up to 150, serving doors and fire safety upgrades included.	£101,200	26 m2	90	50	0	60	200	5200	1000	95000	96000	Commercial kitchen & associated works (For 150 Group Size)
	1.010		Circulation	Re-conditioned timber flooring	£625	5 m2	50	30	25	20	125	625			0	
Solar Room	1.011	As for the foyer, through lighting could be retained + new window dressings	Seminar room	New carpet flooring with exposed timber edges new lighting, floor power (5 boxes)	£21,545	63 m2	90	60	25	40	215	13545	3000	5000	8000	AV for Seminar Room
	1.012	W: pvc-lined F: non-slip-vinyl C: painted plaster board L: strip fluorescent	Meeting/training room	Strip out of existing internal wall, new carpet flooring with exposed timber edges, new lighting	£8,025	35 m2	90	60	25	40	215	7525	500	0	500	
	1.013		Circulation	see 1.015	£250	2 m2	50	30	25	20	125	250			0	
	1.014	(room not accessible on site visit)	Circulation (stairwell)	Re-conditioned timber flooring	£4,000	8 m2	50	30	25	20	125	1000	1000	2000	3000	Stair finishes etc
Warham Room	1.015	W: oak paneling from 2.4, painted plaster above F: carpet C: painted plaster with oak beams L: chandeliers, only perimeter power	Seminar room	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£12,665	31 m2	90	60	25	40	215	6665	1000	5000	6000	AV to Seminar Room
	1.016		Toilets	New non-slip-vinyl flooring	£2,705	11 m2	60	30	25	40	155	1705	1000		1000	
Grammer Room	1.017	W: oak paneling to 2.4, painted plaster above F: oak boards C: painted plaster L: chandelier + 1 power box	Meeting/training room	New carpet flooring with exposed timber edges new lighting	£8,025	35 m2	90	60	25	40	215	7525	500		500	
Foyer	1.018	W: painted plaster with oak beams F: carpet C: painted plaster with expanded timber L: chandelier	Meeting/training room	Re-conditioned timber flooring, new lighting	£6,805	27 m2	90	60	25	40	215	5805	1000		1000	
Mezzanine						m2						0	0		0	
	M.001		Toilet	New non-slip-vinyl flooring, new lighting	£620	4 m2	60	30	25	40	155	620			0	
	M.002		Circulation	Re-conditioned timber flooring, new lighting	£2,500	4 m2	50	30	25	20	125	500	1000	1000	2000	Various level changes
	M.003		Toilet	New non-slip-vinyl flooring, new lighting	£930	6 m2	60	30	25	40	155	930			0	
Second Floor						m2						0	0		0	
	2.001	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Circulation	Re-conditioned timber flooring, new lighting	£3,375	15 m2	50	30	25	20	125	1875	1500		1500	
	2.002	W: painted plaster F: carpet C: painted plaster		see 2.004	£0	m2						0	0		0	
	2.003	W: painted plaster F: carpet C: painted plaster	Meeting/training room	see 2.004	£0	m2						0	0		0	
	2.004	W: painted plaster F: carpet C: painted plaster		Internal walls removed, new carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£6,515	21 m2	90	60	25	40	215	4515	500	1500	2000	
	2.005	W: painted plaster F: carpet C: painted plaster	Circulation (with new bathroom)	Re-conditioned timber flooring, new lighting, new partitions for proposed bathroom 2.005b with new non-slip-vinyl floor	£11,275	15 m2	80	60	25	20	185	2775	1500	7000	8500	Form new WC in part of room
	2.006	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Meeting/training room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£10,100	40 m2	90	60	25	40	215	8600	1500		1500	
	2.007		Circulation	Re-conditioned timber flooring	£1,125	5 m2	50	30	25	20	125	625	500		500	
	2.008	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Meeting/training room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£11,320	48 m2	90	60	25	40	215	10320	1000		1000	
Order of Cost Estimate					£381,690											

Complete internal re-decoration

Floor by Floor	Room	Existing Condition	Proposed Use of Space	Proposed Works	COST	Room Area	Floor Finish (£/m2)	Lighting (£/m2)	Decoration (£/m2)	Sundry Minor Works (£/m2)	Total £/m2	Room Area x Total £/m2	Windows/Ext Doors	Wall Removal	Other	Total Lump Sum	Comment	
Ground Floor																		
	G.001		Circulation	Re-conditioned timber flooring, new lighting	£5,750	20 m2	50	30	25	20	125	2500	750		2500	3250	Barrier Mat; Stair Finishes etc	
	G.002	(room not accessible on site visit)	Meeting room	New carpet flooring with exposed timber edges, new lighting, new window dressing	£3,150	10 m2	90	60	25	40	215	2150	1000			1000	Storage to Office	
	G.003	W: painted plaster F: carpet, no floor power C: plaster with oak beams L: strip fluorescent		Wall removal, see G.004	£0	m2					0	0				0		
	G.004		Meeting room with projector	Wall removal, new carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£11,520	28 m2	90	60	25	40	215	6020	1000	1500	3000	5500	Partition wall only removed. AV Indicated	
	G.005			Wall removal, see G.004	£0	m2					0	0				0		
	G.006	(room not accessible on site visit)	Meeting room	Wall removal, new timber flooring with exposed timber edges, new lighting, floor power (3 boxes)	£4,525	15 m2	90	60	25	40	215	3225	300	1000		1300	Partition wall only removed	
	G.007	(room not accessible on site visit)		Wall removal, see G.006	£0	m2					0	0				0		
14th century undercroft	G.008	W: painted plaster F: carpet C: oak beams with plaster infill L: chandelier + some other	Kitchenette and social space	New non-slip-vinyl flooring, new lighting, floor power (5 boxes), wall removal (making good)	£14,930	46 m2	90	50	25	40	205	9430	500		5000	5500	Kitchenette	
	G.010	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,035	7 m2	40	20	25	20	105	735	300			300		
Lower Parlour	G.011	W: painted plaster F: carpet with floor boxes C: oak beams with plaster infill L: strip	Seminar room	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes), window dressing	£7,020	28 m2	90	60	25	40	215	6020	1000			1000		
	G.012	see G.024	Circulation	Re-conditioned timber flooring, new lighting	£1,125	9 m2	50	30	25	20	125	1125				0		
Great Chamber Undercroft	G.013	W: painted plaster F: carpet (+ ramp, general slope) + couple of floor boxes C: oak beams with plaster between	Seminar room	New raised carpet floor, ramp and stair removal, steps added from passage G.014, new lighting , floor power (5 boxes) and new window dressing	£16,605	47 m2	90	60	25	40	215	10105	500		6000	6500	Works to Floor Level; AV to Seminar Room	
	G.014	(room not accessible on site visit)	Circulation	Re-conditioned timber flooring	£250	2 m2	50	30	25	20	125	250				0		
	G.015	(room not accessible on site visit)	Meeting room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes) and new window dressing	£5,230	22 m2	90	60	25	40	215	4730	500			500		
	G.016	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£930	6 m2	40	20	25	20	105	630	300			300		
	G.017	(room not accessible on site visit)	Circulation (stairwell)		£2,750	6 m2	50	30	25	20	125	750			2000	2000	Stair Finishes etc	
	G.018	(room not accessible on site visit)	Circulation	Re-conditioned timber flooring	£800	4 m2	50	30	25	20	125	500	300			300		
	G.019	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£525	5 m2	40	20	25	20	105	525				0		
Undercroft	G.020	W: painted plaster C: painted plaster with oak beams F: carpet with a few floor boxes L: chandelier	Seminar room	New carpet flooring with exposed timber edges, new lighting, redecorating and window dressing	£8,025	35 m2	90	60	25	40	215	7525	500			500		
	G.021	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,035	7 m2	40	20	25	20	105	735	300			300		
	G.022	(room not accessible on site visit)	Toilets	New non-slip-vinyl flooring	£5,685	27 m2	60	30	25	40	155	4185	1500			1500		
	G.023	see G.024	Circulation	see G.024	£2,875	7 m2	50	30	25	20	125	875			2000	2000	Stair Finishes etc	
Reception	G.024	W: painted plaster F: carpet C: oak beams with painted plaster L: ceiling mounted + chandelier	Reception	Re-conditioned timber flooring, new lighting	£21,350	26 m2	40	50	25	60	175	4550	300		16500	16800	Reception. Various Level Changes, Barrier Matting etc	
	G.025	Platform lift	Circulation (with platform)	see G.012	£125	1 m2	50	30	25	20	125	125				0		
	G.026	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£1,050	10 m2	40	20	25	20	105	1050				0		
	G.027	see G.008	Meeting room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£3,510	14 m2	90	60	25	40	215	3010	500			500		
	G.028	(room not accessible on site visit)	Storage space	Re-conditioned timber flooring	£315	3 m2	40	20	25	20	105	315				0		
First Floor																		
	1.001		Circulation	Re-conditioned timber flooring, new lighting	£2,625	5 m2	50	30	25	20	125	625			2000	2000	Stair finishes etc	
	1.002		Circulation	Re-conditioned timber flooring, new lighting	£2,125	5 m2	50	30	25	20	125	625	1000		500	1500	Various level changes	
	1.003	W: painted plaster F: carpet C: painted plaster L: very poor wall + ceiling mounted	Storage space	Re-conditioned timber flooring, new lighting, floor power (3 boxes)	£3,900	20 m2	50	50	25	20	145	2900	1000			1000		
Morton Room	1.004	W: painted plaster F: carpet w. floor boxes C: oak panel L: wall uplighters, suspended bar	Meeting room (with projector)	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£12,665	31 m2	90	60	25	40	215	6665	1000		5000	6000	AV to Seminar Room	
Withdrawing Room	1.005	W: painted plaster + painted panelling F: carpet L: suspended (new) chandelier	Meeting room	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£5,230	22 m2	90	60	25	40	215	4730	500			500		
Great Hall	1.006	W: painted plaster F: carpet C: painted plaster L: chandelier (new)	Banquet hall	New carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£24,055	87 m2	100	80	45	40	265	23055	1000			1000		
	1.007		Circulation	Re-conditioned timber flooring	£250	2 m2	50	30	25	20	125	250				0		
	1.008		Storage space	Re-conditioned timber flooring, new lighting	£2,210	2 m2	40	20	25	20	105	210	1000		1000	2000	Spiral stairs	
Parlor	1.009	W: oak panels F: carpet C: oak panels L: brass wall lights + chandelier	Kitchen	New non-slip-vinyl flooring, new lighting, floor power (5 boxes) and ventilation for kitchen units. New non-slip-vinyl flooring, new lighting, floor power (5 boxes) and ventilation for kitchen units. Commercial kitchen with associated services for group sizes up to 200, serving doors and fire safety upgrades included.	£116,200	26 m2	90	50	0	60	200	5200	1000		110000	111000	Commercial kitchen & associated works including allowance for bar storage (For 200 Group Size)	
	1.010		Circulation	Re-conditioned timber flooring	£625	5 m2	50	30	25	20	125	625				0		

Appendix: Cost Plan

Solar Room	1.011	As for the foyer, through lighting could be retained + new window dressings	Party room	New carpet flooring with exposed timber edges new lighting	£39,695	63 m2	100	80	45	40	265	16695	3000	20000	23000	AV for Party Room. Bar Facility?
	1.012	W: pvc-lined F: non-slip-vynil C: painted plaster board L: strip fluorescent	Meeting room	Strip out of existing internal wall, new carpet flooring with exposed timber edges, new lighting	£8,025	35 m2	90	60	25	40	215	7525	500		500	
	1.013		Circulation	see 1.015	£250	2 m2	50	30	25	20	125	250			0	
Warham Room	1.014	(room not accessible on site visit)	Circulation (stairwell)	Re-conditioned timber flooring	£4,000	8 m2	50	30	25	20	125	1000	1000	2000	3000	Stair finishes etc
	1.015	W: oak paneling from 2.4, painted plaster above F: carpet C: painted plaster with oak beams L: chandeliers, only perimeter power	Seminar room	New carpet flooring with exposed timber edges, new lighting, floor power (5 boxes)	£12,665	31 m2	90	60	25	40	215	6665	1000	5000	6000	AV to Seminar Room
	1.016		Toilets	New non-slip-vinyl flooring	£2,925	11 m2	60	30	45	40	175	1925	1000		1000	
Grammer Room	1.017	W: oak paneling to 2.4, painted plaster above F: oak boards C: painted plaster L: chandelier + 1 power box	Social space	New carpet flooring with exposed timber edges new lighting	£9,425	35 m2	100	70	45	40	255	8925	500		500	
Foyer	1.018	W: painted plaster with oak beams F: carpet C: painted plaster with expanded timber L: chandelier	Reception room	Re-conditioned timber flooring, new lighting	£7,345	27 m2	100	70	25	40	235	6345	1000		1000	
Mezzanine						m2						0			0	
	M.001		Toilet	New non-slip-vinyl flooring, new lighting	£620	4 m2	60	30	25	40	155	620			0	
	M.002		Circulation	Re-conditioned timber flooring, new lighting	£2,500	4 m2	50	30	25	20	125	500	1000	1000	2000	Various level changes
	M.003		Toilet	New non-slip-vinyl flooring, new lighting	£930	6 m2	60	30	25	40	155	930			0	
Second Floor						m2						0			0	
	2.001	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Circulation	Re-conditioned timber flooring, new lighting	£4,425	15 m2	80	60	35	20	195	2925	1500		1500	
	2.002	W: painted plaster F: carpet C: painted plaster		see 2.004	£0	m2					0	0			0	
	2.003	W: painted plaster F: carpet C: painted plaster	Bedroom (accommodation)	see 2.004	£0	m2					0	0			0	
	2.004	W: painted plaster F: carpet C: painted plaster		Internal walls removed, new carpet flooring with exposed timber edges, new lighting, floor power (3 boxes)	£6,725	21 m2	90	60	35	40	225	4725	500	1500	2000	
	2.005	W: painted plaster F: carpet C: painted plaster	Room circulation with new bathroom	Re-conditioned timber flooring, new lighting, new partitions for proposed bathroom 2.005b with new non-slip-vinyl floor	£33,165	9 m2	80	60	25	20	185	1665	1500	30000	31500	En-Suite Bathroom & possibly some additional fire escape provision for use as bedrooms
	2.006	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Bedroom (accommodation)	New carpet flooring with exposed timber edges, new lighting, new partitions for proposed bathroom 2.006b (new non-slip-vinyl floor)	£40,500	40 m2	90	60	35	40	225	9000	1500	30000	31500	En-Suite Bathroom & possibly some additional fire escape provision for use as bedrooms
	2.007		Circulation	Re-conditioned timber flooring	£1,475	5 m2	80	60	35	20	195	975	500		500	
	2.008	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Bedroom (accommodation) with new bathroom	New carpet flooring with exposed timber edges, new lighting, new partitions for proposed bathroom 2.008b (new non-slip-vinyl floor)	£41,320	48 m2	90	60	25	40	215	10320	1000	30000	31000	En-Suite Bathroom & possibly some additional fire escape provision for use as bedrooms
Order of Cost Estimate					£505,990											

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Complete internal re-decoration

Floor by Floor	Room	Existing Condition	Proposed Use of Space	Proposed Works	COST	Room Area	Floor Finish (£/m2)	Lighting (£/m2)	Decoration (£/m2)	Sundry Minor	Total £/m2	Room Area x Total £/m2	Windows/Ext Doors & Blinds/Curtains	Wall Removal	Other	Total Lump Sum	Comment	
Ground Floor																		
	G.001		Circulation		£6,350	20 m2	50	50	35	20	155	3100						
	G.002	(room not accessible on site visit)	Storage space		£2,050	10 m2	40	20	25	20	105	1050	750		2500			Barrier Mat; Stair Finishes etc
	G.003	W: painted plaster F: carpet, no floor			£0	m2					0	0	1000					Storage to Office
	G.004	power C: plaster with oak beams L: strip fluorescent	Bedroom 1		£9,640	28 m2	90	60	45	60	255	7140	1000	1500				Partition wall only removed. AV Indicated
	G.005				£0	m2					0	0						
	G.006	(room not accessible on site visit)	Bathroom 1		£25,725	15 m2	150	60	25	60	295	4425	300	1000	20000			Partition wall only removed; bathroom fit out
	G.007	(room not accessible on site visit)			£0	m2					0	0						
14th century undercroft	G.008	W: painted plaster F: carpet C: oak beams with plaster infil L: chandelier + some other	Bedroom 2		£12,230	46 m2	90	60	45	60	255	11730	500					
	G.010	(room not accessible on site visit)	Bathroom 3		£14,365	7 m2	150	60	25	60	295	2065	300		12000			Bathroom fit out
Lower Parlour	G.011	W: painted plaster F: carpet with floor boxes C: oak beams with plaster infill L: strip	Bedroom 3		£33,140	28 m2	90	60	45	60	255	7140	1000		25000			New bathroom in room
	G.012	see G.024	Circulation		£1,395	9 m2	50	50	35	20	155	1395						
Great Chamber Undercroft	G.013	W: painted plaster F: carpet (+ ramp, general slope) + couple of floor boxes C: oak beams with plaster between	Bedroom 4 (with new bathroom G.013b)		£37,485	47 m2	90	60	45	60	255	11985	500		25000			New bathroom in room
	G.014	(room not accessible on site visit)	Circulation		£310	2 m2	50	50	35	20	155	310						
	G.015	(room not accessible on site visit)	Storage space		£9,790	22 m2	90	40	25	40	195	4290	500		5000			Storage racking
	G.016	(room not accessible on site visit)	Storage space		£930	6 m2	40	20	25	20	105	630	300					
	G.017	(room not accessible on site visit)	Circulation (stairwell)		£2,930	6 m2	50	50	35	20	155	930			2000			Stair Finishes etc
	G.018	(room not accessible on site visit)	Circulation		£920	4 m2	50	50	35	20	155	620	300					
	G.019	(room not accessible on site visit)	Storage space		£525	5 m2	40	20	25	20	105	525						
Undercroft	G.020	W: painted plaster C: painted plaster with oak beams F: carpet with a few floor boxes L: chandelier	Laundry room		£27,325	35 m2	90	40	25	40	195	6825	500		20000			Storage racking, laundry fittings
	G.021	(room not accessible on site visit)	Storage space		£1,035	7 m2	40	20	25	20	105	735	300					
	G.022	(room not accessible on site visit)	Bedroom 5 (with new bathroom G.022b)		£33,385	27 m2	90	60	45	60	255	6885	1500		25000			New bathroom in room
	G.023	see G.024	Circulation		£3,085	7 m2	50	50	35	20	155	1085			2000			Stair Finishes etc
Reception	G.024	W: painted plaster F: carpet C: oak beams with painted plaster L: ceiling mounted + chandelier	Reception		£22,130	26 m2	40	60	45	60	205	5330	300		16500			Reception. Various Level Changes, Barrier Matting etc
	G.025	Platform lift	Circulation (with platform)		£155	1 m2	50	50	35	20	155	155						
	G.026	(room not accessible on site visit)	Storage space		£1,050	10 m2	40	20	25	20	105	1050						
	G.027	see G.008	Bathroom 2		£29,630	14 m2	150	60	25	60	295	4130	500		25000			New bathroom in room
	G.028	(room not accessible on site visit)	Closet		£765	3 m2	90	60	45	60	255	765						
First Floor																		
	1.001		Circulation		£2,775	5 m2	50	50	35	20	155	775			2000			Stair finishes etc
	1.002		Circulation		£2,275	5 m2	50	50	35	20	155	775	1000		500			Various level changes
	1.003	W: painted plaster F: carpet C: painted plaster L: very poor wall + ceiling mounted	Bathroom 6		£31,900	20 m2	150	60	25	60	295	5900	1000		25000			New bathroom in room
Morton Room	1.004	W: painted plaster F: carpet w. floor boxes C: oak panel L: wall uplighters, suspended bar	Bedroom 6		£8,905	31 m2	90	60	45	60	255	7905	1000					
Withdrawing Room	1.005	W: painted plaster + painted panelling F: carpet L: suspended (new) chandelier	Bedrom 5		£6,110	22 m2	90	60	45	60	255	5610	500					
Great Hall	1.006	W: painted plaster F: carpet C: painted plaster L: chandelier (new)	Seminar room	PLEASE REFER TO GA01 AND GA02 FOR INTERNAL CHANGES	£29,055	87 m2	100	80	45	40	265	23055	1000		5000			AV to Seminar Room
	1.007		Circulation		£310	2 m2	50	50	35	20	155	310						
	1.008		Storage space		£2,210	2 m2	40	20	25	20	105	210	1000		1000			Spiral stairs
Parlor	1.009	W: oak panels F: carpet C: oak panels L: brass wall lights + chandelier	Kitchen		£81,200	26 m2	90	50	0	60	200	5200	1000		75000			Commercial kitchen & associated works (For 100 Group Size)
	1.010		Circulation		£775	5 m2	50	50	35	20	155	775						
Solar Room	1.011	As for the foyer, through lighting could be retained + new window dressings	Breakfast/dining room		£34,695	63 m2	100	80	45	40	265	16695	3000		15000			Servery/Bar
	1.012	W: pvc-lined F: non-slip-vynil C: painted plaster board L: strip fluorescent	Lounge		£9,425	35 m2	90	60	45	60	255	8925	500					
	1.013		Circulation		£310	2 m2	50	50	35	20	155	310						
	1.014	(room not accessible on site visit)	Circulation (stairwell)		£4,240	8 m2	50	50	35	20	155	1240	1000		2000			Stair finishes etc

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Warham Room	1.015	W: oak paneling from 2.4, painted plaster above F: carpet C: painted plaster with oak beams L: chandeliers, only perimeter power	Bedroom 9	£7,665	31 m2	90	60	25	40	215	6665	1000	1000		
	1.016		Toilets	£2,925	11 m2	60	30	45	40	175	1925	1000	1000		
Grammer Room	1.017	W: oak paneling to 2.4, painted plaster above F: oak boards C: painted plaster L: chandelier + 1 power box	Bedroom 8 (with new bathroom 1.017b)	£9,425	35 m2	90	60	45	60	255	8925	500	500		
Foyer	1.018	W: painted plaster with oak beams F: carpet C: painted plaster with expanded timber L: chandelier	Dining reception/lounge	£7,885	27 m2	100	70	45	40	255	6885	1000	1000		
					m2					0	0		0		
Mezzanine					m2					0	0		0		
	M.001		Shower room 7	£11,180	4 m2	150	60	25	60	295	1180		10000	10000	Shower room fit out
	M.002		Circulation	£2,500	4 m2	50	30	25	20	125	500	1000	1000	2000	Various level changes
	M.003		WC	£930	6 m2	60	30	25	40	155	930			0	
					m2					0	0			0	
Second Floor					m2					0	0			0	
	2.001	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Circulation	£4,425	15 m2	80	60	35	20	195	2925	1500	1500		
	2.002	W: painted plaster F: carpet C: painted plaster		£0	m2					0	0			0	
	2.003	W: painted plaster F: carpet C: painted plaster	Bedroom 10	£0	m2					0	0			0	
	2.004	W: painted plaster F: carpet C: painted plaster		£6,725	21 m2	90	60	35	40	225	4725	500	1500	2000	
	2.005	W: painted plaster F: carpet C: painted plaster	Circulation (with new bathroom 2.005b)	£33,165	9 m2	80	60	25	20	185	1665	1500	30000	31500	En-Suite Bathroom & possibly some additional fire escape provision for use as bedrooms
	2.006	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Bedroom 11 (2.006b)	£40,500	40 m2	90	60	35	40	225	9000	1500	30000	31500	En-Suite Bathroom & possibly some additional fire escape provision for use as bedrooms
	2.007		Circulation	£1,475	5 m2	80	60	35	20	195	975	500		500	
	2.008	W: painted plaster F: carpet C: exposed timber beams of pitched roof, painted plaster L: strip	Bedroom 12 (with new bathroom 2.008b)	£41,320	48 m2	90	60	25	40	215	10320	1000	30000	31000	En-Suite Bathroom & possibly some additional fire escape provision for use as bedrooms
Order of Cost Estimate				£660,650											

WARNING
 On the quantity surveyor's advice, Option 4 cost should be seen as potentially significant underestimates due to the unknown nature of works for hotel refurbishments in listed buildings

By virtue of paragraph(s) 1, 2, 5, 6a of Part 1 of Schedule 12A of the Local Government Act 1972.

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