

EXECUTIVE MEETING

Date: Tuesday 18 April 2023
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Burton (Chairman), Cooper, Parfitt-Reid, Perry, Round, Russell
and S Webb

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.

<u>AGENDA</u>	<u>Page No.</u>
1. Apologies for Absence	
2. Urgent Items	
3. Notification of Visiting Members	
4. Disclosures by Members or Officers	
5. Disclosures of Lobbying	
6. To consider whether any items should be considered in private due to the possible disclosure of exempt information	
7. Minutes of the Meeting Held on 22 March 2023	1 - 5
8. Questions from Local Residents to the Leader or Individual Lead Member (as appropriate)	
9. Questions from Members to the Leader or Individual Lead Member (as appropriate)	
10. Matters Referred to the Executive for Reconsideration (if any)	
11. Report of the Overview and Scrutiny Committee - Safety in the Town Centre	6 - 27
12. Reference from the Communities, Housing and Environment Policy Advisory Committee - Utilisation of Housing	28 - 29
13. Any Matter Relating to a Serious Service Failure or Nuisance (if any)	

Issued on 6 April 2023

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

14. Receipt of Written Representations from Members of the Council (if any)	
15. Executive Forward Plan	30 - 38
16. Town Centre Strategy Update	39 - 49
17. Maidstone Town Centre Business Improvement District Round Two	50 - 70
18. Biodiversity and Climate Change Action Plan Annual Review	71 - 99
19. Heather House and Royal British Legion site	100 - 138
20. Property acquisition for 1,000 affordable homes programme	139 - 146
21. Property Acquisition for 1000 homes programme	147 - 153

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 12A and Brief Description

22. Exempt Appendices to Item 18 - Heather House and Royal British Legion Site	Paragraph 3 – Financial/Business Affairs	154 - 155
23. Exempt Appendices to Item 19 - Property Acquisition for 1,000 Affordable Homes Programme	Paragraph 3 – Financial/Business Affairs	156 - 161
24. Exempt Appendices to Item 20 - Property Acquisition for 1000 Affordable Homes	Paragraph 3 – Financial/Business Affairs	162 - 168

INFORMATION FOR THE PUBLIC

In order to ask a question at this meeting, 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 Friday 14 April 2023). You will need to provide the full text in writing.

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

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email committee@maidstone.gov.uk by 4 p.m. one clear working day before the meeting (i.e. by 4 p.m. on Friday 14 April 2023). You will need to tell us which agenda item you wish to speak on.

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

To find out more about the work of the Committee, please visit www.maidstone.gov.uk

MAIDSTONE BOROUGH COUNCIL

EXECUTIVE

MINUTES OF THE MEETING HELD ON WEDNESDAY 22 MARCH 2023

Present: Councillor Burton (Chairman), Cooper, Parfitt-Reid, Perry, Round, Russell and S Webb

157. APOLOGIES FOR ABSENCE

There were no apologies.

158. URGENT ITEMS

There were four urgent updates to items on the agenda:

- Item 7. Minutes of the Meeting Held on 8 February 2023
- Item 17. Response to the Report of the Overview and Scrutiny Committee – Recommended actions arising from the review into the ‘Council’s Performance against the Waste Strategy, 2018 – 2023’
- Item 20. Response to Kent County Council’s Community Services Consultation – updated consultation response.
- Item 21. Temporary Accommodation Acquisition (Phase 6) and the Local Authority Housing Fund - Draft Minutes of the Communities, Housing and Environment Committee.

159. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

160. DISCLOSURES BY MEMBERS OR OFFICERS

There were no disclosures by Members or Officers.

161. DISCLOSURES OF LOBBYING

All Members disclosed that they had been lobbied on Item 20 - Response to Kent County Council’s Community Services Consultation.

162. EXEMPT ITEMS

RESOLVED: That all items be taken in public as proposed.

163. MINUTES OF THE MEETING HELD ON 8 FEBRUARY 2023

RESOLVED: That the Minutes of the Meeting held on 8 February 2023 be approved as a correct record and signed.

164. PRESENTATION OF PETITIONS

There were none.

165. QUESTIONS FROM LOCAL RESIDENTS TO THE LEADER OR INDIVIDUAL LEAD MEMBER (AS APPROPRIATE)

Question from Mr Mick Summersgill to the Lead Member for Communities and Public Engagement.

Acknowledging the substantial detail provided by the CHE Committee regarding the effects of a possible closure of Marden Children's Centre, including very relevant information on the 2021 Census in relation to the Deprivation in the M&Y Ward, why are there 'no implications' assessed by MBC's Climate Change Officer if Marden residents would have to travel to the Greenfields Centre or out of the Borough, which will involve additional travel (and emissions) compared to having a Centre in Marden that can be accessed by residents on foot?

The Lead Member for Communities and Public Engagement responded to the question.

Mr Summersgill asked the following supplementary question of the Lead Member for Communities and Public Engagement.

I would like to thank you for the change as well and I take on board most of that point and am very pleased to see the process in action. I would just like to perhaps say that Kent County Council will be receiving a residents' petition about this matter as well. Would the Maidstone Borough Council wish to have the results of the residents' petition which is going to be sent to Kent County Council on this aspect?

The Lead Member for Communities and Public Engagement responded to the supplementary question.

To listen to the answers to these questions, please use the link below to access the meeting recording:

[Executive Meeting - 22 March 2023 - YouTube](#)

166. QUESTIONS FROM MEMBERS TO THE LEADER OR INDIVIDUAL LEAD MEMBER (AS APPROPRIATE)

There were none.

167. MATTERS REFERRED TO THE EXECUTIVE FOR RECONSIDERATION

There were none.

168. ISSUES ARISING FROM OVERVIEW AND SCRUTINY

There were none.

169. MATTERS REFERRED TO THE EXECUTIVE BY ANOTHER COMMITTEE

There were none.

170. ANY MATTER RELATING TO A SERIOUS SERVICE FAILURE OR NUISANCE

There were none.

171. RECEIPT OF WRITTEN REPRESENTATIONS FROM MEMBERS OF THE COUNCIL

There were none.

172. EXECUTIVE FORWARD PLAN

RESOLVED: That the Executive Forward plan be noted.

173. RESPONSE TO THE REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE – RECOMMENDED ACTIONS ARISING FROM THE REVIEW INTO THE 'COUNCIL'S PERFORMANCE AGAINST THE WASTE STRATEGY, 2018- 2023'

The Lead Member for Planning and Infrastructure presented the response to the report of the Overview and Scrutiny Committee and set out that the report of the Committee was very useful and would feed into policy areas of the Council. It was felt to be a good example of cross party working and how the scrutiny process could feed into the Executive.

The Executive also noted that the actions were worth carrying out, and some of them were already underway. It was also noted that it was for both the Executive, particularly via portfolio-holders, and the Overview and Scrutiny Committee to monitor the delivery of the actions.

RESOLVED: That the response to the report of the Overview and Scrutiny Committee be agreed.

174. HOUSING STRATEGY 2023-28

RESOLVED: That the draft Housing Strategy 2023-2028 be approved for adoption.

(See Record of Decision)

175. HOUSING RENEWAL POLICY 2023

RESOLVED: That

1. The Housing Renewal Policy 2023 attached as Appendix A to the report be agreed.
2. The increase in the Home Improvement Agency fee from 12% to 15% be agreed.

3. The Head of Housing & Regulatory Services in collaboration with the Lead Member for Housing & Health develops a priority framework to process Disabled Facilities Grants.

(See Record of Decision)

176. RESPONSE TO KENT COUNTY COUNCIL'S COMMUNITY SERVICES CONSULTATION

RESOLVED: That the amended response to Kent County Council's Community Services Consultation, published as an urgent update to the report, be approved and be submitted on behalf of the Council.

(See Record of Decision)

177. TEMPORARY ACCOMMODATION ACQUISITION (PHASE 6) AND THE LOCAL AUTHORITY HOUSING FUND

RESOLVED: That

1. The Director of Regeneration and Place be given delegated authority, in consultation with the Lead Member for Housing and Health, to determine the exact size, quantum and type of temporary accommodation required; and
2. The Director of Finance, Resources and Business Improvement be given delegated authority, in consultation with the Lead Member for Housing and Health, to purchase properties as determined by the Director of Regeneration and Place in Recommendation 1, for use as temporary accommodation up to the total value of £15.8m in 2023/24; and
3. The Council participate in the Local Authority Housing Fund (LAHF) in accordance with its allocation set out in the report, and for the Director of Regeneration and Place to finalise the deployment of these monies in consultation with the portfolio holder for Housing; and
4. The Head of Mid Kent Legal Services be authorised to negotiate and complete all necessary legal documentation and formalities to give effect to these recommendations.

(See Record of Decision)

178. 1000 HOMES UPDATE

The Executive considered the update and asked for policy advice on continuing with the current approach given the changes in the property market. The advice given was that the current operating environment had changed in both positive and negative ways, the market now offered more opportunities for value but construction costs had increased. On balance the advice was therefore to maintain the current approach.

It was also noted that the Medium Term Financial Strategy process included reviewing the Capital Strategy so there would be opportunities to make changes if needed. The Executive were also advised of the need to be flexible and consider opportunities when they arose, for example to take advantage of other parties being interested in Council projects.

The Executive reiterated how ambitious the delivery of the project was and how difficult to deliver but reaffirmed their commitment to it.

RESOLVED: That the report be noted.

179. DURATION OF MEETING

6.30 p.m. to 7.30 p.m.

Agenda Item 11

EXECUTIVE

18 April 2023

Report of the Overview and Scrutiny acting as the Crime and Disorder Committee – Safety in the Town Centre Review

Timetable	
Meeting	Date
Overview and Scrutiny acting as the Crime and Disorder Committee	21 March 2023
Executive	18 April 2023

Will this be a Key Decision?	No
Urgency	Not Applicable
Final Decision-Maker	Executive
Lead Director	Angela Woodhouse, Director of Strategy, Insight & Governance
Lead Officer and Report Author	Oliviya Parfitt, Democratic Services Officer
Classification	Public
Wards affected	All

Executive Summary

This report provides an outline of the Overview and Scrutiny, acting as the Crime and Disorder Committee's review into Safety in the Town Centre, and the recommended actions produced as a result.

Purpose of Report

Decision

This report makes the following recommendations to the Executive: That

1. The report of the Overview and Scrutiny Committee be received; and
2. A substantive response to the report be provided within two months, via the completion of the SCRAIP report.

Report of the Overview and Scrutiny acting as the Crime and Disorder Committee – Safety in the Town Centre Review

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<p>Impact on Corporate Priorities</p>	<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>Accepting the recommendations may materially improve the Council’s ability to achieve all corporate priorities and have been put forward by the Overview and Scrutiny Committee following its review into Safety in the Town Centre.</p> <p>It is expected that an Overview and Scrutiny Recommendation Action and Implementation Plan will be provided to the Executive at a future meeting, which will contain comments from the relevant officers on the recommended actions.</p>	<p>Director of Strategy, Insight & Governance</p>
<p>Cross Cutting Objectives</p>	<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>Accepting the recommendations may materially improve the Council’s ability to achieve all cross-cutting objectives and have been put forward by the Overview and Scrutiny Committee following its review into Safety in the Town Centre.</p>	<p>Director of Strategy, Insight & Governance</p>

	It is expected that an Overview and Scrutiny Recommendation Action and Implementation Plan will be provided to the Executive at a future meeting, which will contain comments from the relevant officers on the recommended actions.	
Risk Management	See Section 5 of the report	Director of Strategy, Insight & Governance
Financial	<p>The recommendations of the Overview and Scrutiny review will need to be delivered within already approved budgetary headings. If any new funding is required for implementation this will need to be addressed as part of the annual budget process.</p> <p>The Overview and Scrutiny Recommendation Action and Implementation Plan will be provided to the Executive at a future meeting, with a 'financial implications' section included to highlight any costs and or savings associated with each recommendation.</p>	Head of Finance
Staffing	<p>The delivery of any of the recommendations produced by the Overview and Scrutiny Committee will be subject to consideration by the relevant Senior Officers for the applicable Service Area.</p> <p>It is expected that an Overview and Scrutiny Recommendation Action and Implementation Plan will be provided to the Executive at a future meeting, which will contain comments from the relevant officers on the recommended actions.</p>	Director of Strategy, Insight & Governance
Legal	In accordance with Part 1A of the Local Government Act 2000 (as amended by the Localism Act 2011) the Council is operating under Executive Arrangements. These arrangements must include provision for the appointment of one or more Overview and Scrutiny Committees to review and scrutinise the Executive Decisions made, or other actions taken relating to the exercise of the	Interim Team Leader (Contentious and Corporate Governance)

	<p>Authority and/or Executive Functions – LGA 2000, Section 9F.</p> <p>The Overview and Scrutiny Committee has exercised this power through its review and associated recommended actions for presentation to the Executive, and has done so as the Council’s Crime and Disorder Committee.</p> <p>It is expected that an Overview and Scrutiny Recommendation Action and Implementation Plan will be provided to the Executive at a future meeting, which will contain comments from the relevant officers on the recommended actions; should further advice be required at a later stage, such as at a future decision-making stage relating to the recommended actions, this would need to be raised by the relevant Senior Officers.</p>	
Information Governance	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes.	Senior Information Governance Officer
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.	Equalities & Communities Officer
Public Health	<p>We recognise that the recommendations will not negatively impact on population health or that of individuals.</p> <p>An update on any further implications arising from public health will be given at the meeting.</p>	Public Health Officer
Crime and Disorder	No impacts identified.	Director of Strategy, Insight & Governance
Procurement	No impacts identified.	Director of Strategy, Insight & Governance

Biodiversity and Climate Change	<p>There are no implications on biodiversity and climate change at this stage of the review.</p> <p>It is expected that an Overview and Scrutiny Recommendation Action and Implementation Plan will be provided to the Executive at a future meeting, which will contain comments from the relevant officers on the recommended actions.</p>	Biodiversity and Climate Change Manager
--	--	---

2. INTRODUCTION AND BACKGROUND

- 2.1 The Overview and Scrutiny Committee (OSC) conducted a review into 'Safety in the Town Centre' between October 2022 to February 2023. These meetings were attended by a variety of internal and external stakeholders, with the agenda papers and minutes accessible through section 9 of this report.
- 2.2 The OSC produced a total of 15 recommended actions from the review, 14 of these are applicable to the Lead Member for Communities and Public Engagement's remit.
- 2.3 The recommended actions are contained within Appendix 1, alongside each action's 'intended outcomes' and relevant Lead Officer/s. This is to provide the Committee's reasoning in putting forward each action, alongside providing a clear record of which Officers and Members have responsibility for the applicable service areas.
- 2.4 The report attached at Appendix 1 for the Executive's consideration was agreed by the OSC at its March 2023 meeting.

3. AVAILABLE OPTIONS

- 3.1 Option 1 – Request further information on the recommendations.

Request further information on the recommended actions from the relevant officers, in the form of an Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP). The completed SCRAIP would then be presented to the Executive at a subsequent meeting, in producing a formal response from the Executive to the OSC.

- 3.2 Option 2 – Amend and/or Agree to implement the recommended actions.

If agreed, the relevant Lead Officers will implement the agreed actions or conduct further work, as appropriate. However, this would involve amending and/or approving the recommendations without having considered advice from the relevant officers.

- 3.3 Option 3 - Reject the recommended actions.

The Executive could choose not to implement the recommended actions however this may mean that an opportunity to improve Safety in the Town Centre, is missed.

- 3.4 The OSC will be formally informed of the Executives of the decision taken by the Executive, with further information outlined below in points XXXX.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 There is no preferred option from an officer perspective, as this report has been produced to support the OSC in presenting its recommended actions to the Executive as the relevant decision-maker. The OSC unanimously agreed the recommended actions for the Executive.
- 4.2 As outlined above in point 2.3, the reasons for the recommended actions are contained within the 'intended outcomes' section for each action.
-

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 This is the first time that this issue has been presented to the Executive, although the Lead Member for Communities and Public Engagement attended the 6 October 2022, to observe the Briefing provided to the Committee.
- 6.2 The actions taken by the OSC in conducting the review are briefly outlined in points 2.1 and 2.2 of this report, with full details provided in appendix 1 to this report.
- 6.3 The outcome of this report's consideration and eventual response will be reported to the OSC at the next appropriate meeting.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The Overview and Scrutiny Committee will be provided with a formal response on behalf of the Executive, which will outline the Executive's consideration of this report and associated appendices and which actions were agreed, if any. This is a legal requirement, where an Overview and Scrutiny Committee has formally published a report to the Executive resulting from a review.

7.2 Consideration could be given as to whether the Overview and Scrutiny Committee receives a further update post-implementation of any agreed actions. However, this would not need to be decided at this point.

8. REPORT APPENDICES

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

- Appendix 1: Report of the Overview and Scrutiny Committee – Safety in the Town Centre Review.
-

9. BACKGROUND PAPERS

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 6 October 2022: [Your Councillors - Maidstone Borough Council](#)

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 18 October 2022: [Your Councillors - Maidstone Borough Council](#)

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 20 December 2022: [Your Councillors - Maidstone Borough Council](#)

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 21 February 2023: [Your Councillors - Maidstone Borough Council](#)

Safety in the Town Centre

March 2023



A review conducted by the Maidstone Borough Council Overview and Scrutiny Committee

Report prepared by Oliviya Parfitt, Democratic Services Officer, on behalf of the Overview and Scrutiny Committee

Report Contents	
Introduction and Rationale	3
Methodology and Approach	3
Recommended Actions and Intended Outcomes	5
Summary of Evidence from Witnesses	8
Appendices	
Appendix 1 – Information relating to the review	11
Appendix 2 – Table of Recommended Actions	12

Introduction and Rationale

In July 2022, the Council's Overview and Scrutiny Committee (the Committee) agreed to review Safety and Enforcement, as a two-stage review to take place across the 2022/23 municipal year. In considering the proposed review topic, the Committee expressed that reviewing Safety in the Town Centre would better inform a future review into Council-wide enforcement.

Due to the Committee's ambitious work programme, the Committee agreed in December 2022 to formally separate the two reviews and focus initially on completing the safety aspect of the review, known as 'Safety in the Town Centre'. The Enforcement review has been scheduled for the 2023/24 municipal year.

This report outlines the review timeline and resulting recommendations produced by the Committee.

The aim of the review was to:

'Review existing [safety] measures to identify any required changes'.

Approach to the Review

As the review topic related to the Committee's function as the Council's Crime and Disorder Committee, the meetings have been held with the Committee acting as the Crime and Disorder Committee. The review has taken place mainly through verbal questioning, supported by written information within the agenda papers and when requested of external stakeholders.

Additional meetings were scheduled to facilitate the review, due to the topic scope and the range of evidence to be provided. The table on the next page outlines the meeting that took place, the respective attendees and evidence provided. Links to the information have been included for each meeting.

Meeting	Attendees	Evidence provided
6 Oct 2022 – Member Briefing	Community and Strategic Partnerships Manager (MBC) Youth Hub Delivery Manager Maidstone (KCC) Partnership Sergeant, Maidstone, Community Safety Partnership (Kent Police)	Community Safety Plan Extract Data extract from the Town Centre Strategy Data Pack Joint presentation from attendees, and Q&A session. Your Councillors - Maidstone Borough Council
18 Oct 2022	Community and Strategic Partnerships Manager (MBC) District Commander (Kent Police) Inspector (Kent Police) Youth Hub Delivery Manager Maidstone (KCC) Bid Manager (One Maidstone) Violence Reduction Unit Co-ordinator (Kent and Medway Violence Reduction Unit)	Themes from Member Briefing. Verbal Q&A Session with attendees. Your Councillors - Maidstone Borough Council
20 Dec 2022	Communications Manager (MBC) Community and Strategic Partnerships Manager (MBC) Head of Housing and Regulatory Services (MBC)	Written responses from: <ul style="list-style-type: none"> • 18 Oct attendees concerning future actions; • Housing Associations within the Town Centre. Safer Streets Communication Plan. Verbal Q&A Session with attendees. Your Councillors - Maidstone Borough Council
21 Feb 2023	Not applicable – Meeting to formulate recommendations	Summary of review evidence and committee sentiments, guidance note on recommendations. Your Councillors - Maidstone Borough Council

Recommended Actions and Intended Outcomes

During the review, the Committee expressed support for the actions being taken to improve town centre safety, through the Town Centre Task Force in of itself, and the general actions taken by the Council and its partner agencies.

The recommendations produced by the Committee focused on greater communications, member involvement and future actions, and these have been grouped into respective sections below.

The Committee's recommendations arising from the review will be directed to the **Lead Member for Communities and Public Engagement**. Where applicable, the Lead Officer for each action has been included.

Greater Communications

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

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

Specific references were made to the below aspects throughout the review in outlining the topics that Council communications should be covering¹:

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

To achieve this, the Committee has put forward the below recommendations:

1. To continue regular meetings with the Kent Police Press Office

Lead Officer: Community and Strategic Partnerships Manager

2. To organise an Annual Community Safety Partnership Event, with all partners in attendance.

Lead Officer: Community and Strategic Partnerships Manager

3. To circulate the Communications Teams updated 'Communications Plan' to Members, to outline all elements of the communications works.

¹ Minutes of the Meetings held 6 & 18 October, 20 December 2022, see page 3 of this report for access links.

Lead Officer: Communications Manager

4. **To include information on the Overview and Scrutiny Committee's review within the next iteration of the Borough Insight Magazine.**

Lead Officer: Communications Manager

5. **That Kent Police be requested to:**
 - a. **Promote the multi-agency work of the Town Centre Task Force; and**
 - b. **Publicise their community engagement plans, to allow the Council to align its communications actions to this.**
6. **That the British Transport Police and Southeastern Railways be reminded that the displacement of anti-social behaviour from the town centre to wider areas would be better managed if train tickets were checked on a regular basis.**

Member Engagement

Overall Outcome: To provide improved support to Members.

During the review, the Committee and external attendees highlighted the role of Elected Members in reporting incidents of criminal activity, supporting the services provided and engaging with young people, and raising the work undertaken with their respective political groups.²

To further support Members in their role, the Committee has put forward the below recommendations:

7. **To encourage all Members to sign up to the 'My Community Voice' facility provided by Kent Police.**

The My Community Voice facility provides updates on live investigations within a pre-set area, such as a postcode area, to those signed up.

8. **To encourage all Members to sign up the 'Stay Connected' online newsletters produced by the Council.**

Lead Officer: Communications Manager

9. **To provide Members with the contact details for the various reporting mechanisms outlined in cluster contact sheets.**

Lead Officer: Head of Housing and Regulatory Services

² Minutes of the Meetings held 6 & 18 October 2022, see page 3 of this report for access links.

10. To facilitate a Member representative engaging with the Youth Forum.

Lead Officer: Community and Strategic Partnerships Manager

11. To provide Members and Officers with Bystander Training.

Bystander training is training on how to de-escalate difficult situations safely and is already being rolled out to others, such as youth workers and local schools.

Lead Officer: Community and Strategic Partnerships Manager

12. To encourage continued engagement from Members with Council activities, such as Member Briefings.

13. To circulate the information provided to Town Centre Ward Members at the Town Centre Street Scene Meetings relating to safety in the town centre, to Members of the Overview and Scrutiny Committee acting as the Crime and Disorder Committee.

Lead Officer: Community and Strategic Partnerships Manager

Future Actions

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

In formulating its recommendations, the Committee highlighted the feedback they had received from residents on reporting safety concerns and the importance of ensuring that further information and feedback was provided on the matter following the review³.

To achieve this, the Committee has put forward the below recommendations:

14. That the questions contained within the annual survey on town centre safety be reviewed, to ensure that the questions contained be used to conduct a benchmarking exercise for future measurement.

Lead Officer: Community and Strategic Partnerships Manager and Head of Housing and Regulatory Services.

15. That a Member be appointed as a rapporteur to conduct a post-review evaluation.

³ Minutes of the Meeting held on 21 February 2023. See table on page 4 for access links.

Summary of Stakeholder Evidence

Internal Stakeholders

Julie Maddocks, Communications Manager

The Communications Manager contributed to the review through attendance at the 20 December 2022 Committee meeting and the provision of the Safer Streets Communication Plan.

At the meeting, the Committee questioned the Communications Manager for their views on the progress made to town centre safety, and the types of communications produced on the matter over the past 12 months. During the questioning, the importance of building upon the established relationships between the Council and its partner organisations was emphasised.

Martyn Jeynes, Community and Strategic Partnerships Manager

As the relevant Manager to the review, this officer contributed significantly to the review. The Community and Strategic Partnerships Manager attended three of the four meetings held on the topic, provided a member-briefing to the Committee (6 October 2022), and provided written information.

In response to questions from the Committee, the Community and Strategic Partnerships Manager provided a wide range of information relating to the Town Centre Task Force, various training initiatives, partnership working and the relationships between the Council and its partners.

The Community and Strategic Partnerships Manager also liaised with the Council's partner organisations on the review, assisting to facilitate their attendance at various meetings.

John Littlemore, Head of Housing and Regulatory Services

As the relevant Head of Service for the review topic, the Head of Housing and Regulatory Services attended the 20 December 2022 Committee Meeting. The Head of Housing and Regulatory Services answered questions relating to the improvements made to town centre safety, the long-term aspirations of the work being conducted, and the actions of housing providers and other local authorities placing individuals within the borough.

External Stakeholders

Ilsa Butler, Bid Manager (One Maidstone)

The One Maidstone Bid Manager attended the 18 October 2022 Committee Meeting and answered questions on the various actions being taken by One Maidstone to assist in improving town centre safety, the partnership working in place with the examples given being the operation of the Council's CCTV equipment, and the Bid Term 2 Document's production. Written information was also provided for the Committee to consider at its 20 December 2022 meeting.

Ellen Shaw, Youth Hub Delivery Manager (Kent County Council)

The Youth Hub Delivery Manager attended the 6 October 2022 Committee Meeting and assisted in providing a member briefing to the Committee on the Town Centre Task Force.

The Youth Hub Delivery Manager also attended the 18 October 2022 Committee Meeting, and answered questions on the provision of youth services, such as the 326-youth hub, and the Maidstone Youth Forum. Written information was also provided for the Committee to consider at its 20 December 2022 meeting.

Emma Price, Violence Reduction Unit Co-Ordinator (Kent and Medway Violence Reduction Unit)

The Violence Reduction Unit Co-Ordinator attended the 18 October 2022 Committee Meeting and answered questions on the work undertaken by the Kent and Medway Violence Reduction Unit, the various training initiatives and educational programmes being provided and future activities for young people. Written information was also provided for the Committee to consider at its 20 December 2022 meeting.

Mark McLellan, District Commander (Kent Police)

The District Commander attended the 18 October 2022 Committee Meeting and answered questions on the actions being taken by Kent Police to improve safety in the town centre. A variety of examples were given, such as for specific events like the world cup, alongside partnership working. The Committee's wish for increased communications was noted.

Steve Kent, Inspector (Kent Police)

The Inspector attended the 18 October 2022 Committee Meeting, also answering questions on the actions being taken by Kent Police to improve safety in the town centre.

Andrew Stringer, Partnership Sergeant, Maidstone, Community Safety Partnership (Kent Police)

The Partnership Sergeant attended the 6 October 2022 Committee Meeting and assisted in providing a member briefing to the Committee on the Town Centre Task Force.

Housing Providers

Several housing providers operating within the town centre were requested to provide written answers to the below questions:

1 – 'How do you (as an organisation) deal with Anti-Social Behaviour issues in relation to enforcing your tenancy agreements?'

2 – 'Whether they would like to consider setting up a specific email response system for MPs and Councillors'

Of the five providers contacted, responses were received from the Medway Housing Society, Paramount Housing and West Kent Housing Association. These can be accessed using the access links for the 20 December 2022 meeting.

Thanks to Witnesses

The Overview and Scrutiny Committee would like to extend its thanks to the Internal and External stakeholders that supported the review, either through providing written evidence and/or attending a meeting of the Committee, and for the work they have undertaken to improve Town Centre Safety.

APPENDIX 1 – Information Relating To The Review

Written Information

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 6 October 2022: [Your Councillors - Maidstone Borough Council](#)

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 18 October 2022: [Your Councillors - Maidstone Borough Council](#)

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 20 December 2022: [Your Councillors - Maidstone Borough Council](#)

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 21 February 2023: [Your Councillors - Maidstone Borough Council](#)

Committee Membership during the Review

Councillors:

English (Chairman), Cannon (Vice-Chair), Blackmore, Brice, Cleator, Conyard, Garten, Hastie, Hinder, Jeffery, Knatchbull, McKenna and T Wilkinson.

Contact details for the Committee can be found here:

[Your Councillors - Maidstone Borough Council](#)

Recommendation	Relevant Lead Member/Council Officers (as applicable)	Intended outcome
To continue regular meetings with the Kent Police Press Office	Lead Member for Communities and Public Engagement Community and Strategic Partnerships Manager	To support the provision of greater communications on the achievements of the town centre task force.
To organise an Annual Community Safety Partnership Event, with all partners in attendance.	Lead Member for Communities and Public Engagement Community and Strategic Partnerships Manager	To support the provision of greater communications, following specific reference to the below throughout the review: <ul style="list-style-type: none"> • Partnership working • Successful interventions • Provision of Youth Services • Contact details for partner organisations and council services, such as Domestic Abuse Support
To circulate the Communications Teams updated 'Communications Plan' to Members, to outline all elements of the communications works.	Lead Member for Communities and Public Engagement Communications Manager	As above.
To include information on the Overview and Scrutiny Committee's review within the next iteration of the Borough Insight Magazine.	Lead Member for Communities and Public Engagement Communications Manager	To publicise the Committee's review.

<p>That Kent Police be requested to:</p> <ul style="list-style-type: none"> a. Promote the multi-agency work of the Town Centre Task Force; and b. Publicise their community engagement plans, to allow the Council to align its communications actions to this. 	<p>Lead Member for Communities and Public Engagement</p>	<p>To support the provision of greater communications on the achievements of the town centre task force, of which Kent Police is a part of, and support the provision of greater communications on the topic generally.</p>
<p>That the British Transport Police and Southeastern Railways be reminded that the displacement of anti-social behaviour from the town centre to wider areas would be better managed if train tickets were checked on a regular basis.</p>	<p>Lead Member for Communities and Public Engagement</p>	<p>To support communication with partner organisations and highlight the issue caused.</p>
<p>To encourage all Members to sign up to the 'My Community Voice' facility provided by Kent Police.</p>	<p>Lead Member for Communities and Public Engagement</p>	<p>To support members in their role as elected officials.</p>
<p>To encourage all Members to sign up the 'Stay Connected' online newsletters, produced by the Council.</p>	<p>Lead Member for Communities and Public Engagement Communications Manager</p>	<p>To support members in their role as elected officials, supporting the services providing and engaging with young people, and raising the work undertaken with their political groups.</p>
<p>To provide Members with the contact details for the various (crime) reporting mechanisms outlined in cluster contact sheets.</p>	<p>Lead Member for Communities and Public Engagement</p>	<p>To support members in their role as elected officials, with the information able to be re-distributed if needed.</p>

	Community and Strategic Partnerships Manager	
To provide Members and Officers with Bystander Training.	Lead Member for Communities and Public Engagement Community and Strategic Partnerships Manager	To provide Members and Officers with the tools to de-escalate an issue safely.
To encourage continued engagement from Members with Council activities, such as Member Briefings.	Lead Member for Communities and Public Engagement	To support members in their role as elected officials.
To circulate the information provided to Town Centre Ward Members at the Town Centre Street Scene Meetings relating to safety in the town centre, to Members of the Overview and Scrutiny Committee acting as the Crime and Disorder Committee.	Lead Member for Communities and Public Engagement Community and Strategic Partnerships Manager	To support the Committee members in their role as elected officials.
The questions contained within the annual survey on town centre safety be reviewed, to ensure that the questions contained be used to conduct a benchmarking exercise for future measurements.	Lead Member for Communities and Public Engagement	To ensure that public feedback is considered following the reviews conclusion and enable year-on-year benchmarking exercises to be conducted.

That a rapporteur be appointed to conduct a post-review evaluation.	Lead Member for Communities and Public Engagement	To monitor the implementation and progress of any of the above actions, if agreed.
---	---	--

Agenda Item 12

EXECUTIVE

18 APRIL 2023

Reference from Communities, Housing and Environment Committee – Utilisation of Housing

Timetable	
<i>Meeting</i>	<i>Date</i>
CS PAC	18 Jan 2023
CHE PAC	14 March 2023
Executive	18 April 2023

Wards affected	All
-----------------------	-----

Executive Summary

The Communities, Housing and Environment Policy Advisory Committee has requested that the Executive provide a report concerning any further information as to the nature of any unoccupied properties and their future utilisation.

This report makes the following recommendation to the Executive:

1. That a report be produced with any further information as to the nature of any unoccupied properties and their future utilisation.

Reference from Communities, Housing and Environment Committee – Utilisation of Housing

1. REASONS FOR RECOMMENDATION

Please see the (draft) Minute from the CHE PAC Meeting held on 14 March 2023, concerning the matter:

The Democratic Services Officer briefly introduced the referenced received from the Corporate Services Policy Advisory Committee, following that Committee's consideration of the Council Tax Base 2023/24 and Collection Fund Adjustment item at its January 2023 meeting. The relevant Lead Member and Officers were referenced.

RESOLVED: *That the Executive be requested to produce a report with any further information as to the nature of any unoccupied properties and their future utilisation.*

2. ALTERNATIVES CONSIDERED AND WHY NOT RECOMMENDED

2.1 Not applicable.

3. REPORT APPENDICES

3.1 Not applicable.

4. BACKGROUND PAPERS

CHE PAC Minutes: [Your Councillors - Maidstone Borough Council](#)

CS PAC Minutes: [Your Councillors - Maidstone Borough Council](#)

MAIDSTONE BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 APRIL 2023 TO 31 MAY 2023

This Forward Plan sets out the details of the key decisions which the Executive or Lead Members expect to take and the non-Key decisions that the Executive or Lead Members expect to take during the next four-month period. The plan will be updated weekly for the relevant period and a new plan for a new four-month period, published monthly on the last Friday of the month. This Forward Plan covers the period up to the end of the 2022/23 Municipal Year.

A Key Decision is defined as one which:

1. Results in the Council incurring expenditure, or making savings, of more than £250,000; or
2. Is significant in terms of its effects on communities living or working in an area comprising two or more Wards in the Borough

The current members of the Executive are:

30	 Councillor David Burton Leader of the Council DavidBurton@maidstone.gov.uk 07590 229910	 Councillor John Perry Deputy Leader and Lead Member for Corporate Services JohnPerry@Maidstone.gov.uk 07770 734741	 Councillor Lottie Parfitt-Reid Lead Member for Communities and Public Engagement LottieParfittReid@Maidstone.gov.uk 07919 360000	 Councillor Martin Round Lead Member for Environmental Services MartinRound@maidstone.gov.uk 07709 263447
	 Councillor Simon Webb Lead Member for Housing and Health SimonWebb@Maidstone.gov.uk 07878 018997	 Councillor Claudine Russell Lead Member for Leisure and Arts ClaudineRussell@Maidstone.gov.uk	 Councillor Paul Cooper Lead Member for Planning and Infrastructure PaulCooper@Maidstone.gov.uk 01622 244070	

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each decision, within the time period indicated.

Under the Access to Information Procedure Rules set out in the Council's Constitution, a Key Decision or a Part II decision may not be taken, unless it has been published on the forward plan for 28 days or it is classified as urgent:

The law and the Council's Constitution provide for urgent key and part II decisions to be made, even though they have not been included in the Forward Plan.

Copies of the Council's constitution, forward plan, reports and decisions may be inspected at the Maidstone House, King Street, Maidstone, ME15 6JQ or accessed from the Council's website: www.maidstone.gov.uk

Members of the public are welcome to attend meetings of the Executive which are normally held at the Town Hall, High St, Maidstone, ME14 1SY. The dates and times of the meetings are published on www.maidstone.gov.uk or you may contact the Democratic Services Team on telephone number 01622 602899 for further details.

31

David Burton
Leader of the Council

Details of the Decision to be taken	Decision to be taken by	Lead Member	Expected Date of Decision	Key	Exempt	Proposed Consultees / Method of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Local Plan Review Statements of Common Ground Update	Lead Member for Planning and Infrastructure	Lead Member for Planning and Infrastructure	13 Apr 2023	No	No Part exempt	Planning and Infrastructure Policy Advisory Committee 5 Apr 2023	Local Plan Review Statements of Common Ground Update	Tom Gilbert tomgilbert@maidstone.gov.uk
Mote Park kiosk A report on the development of the Mote Park kiosk 32	Lead Member for Leisure and Arts	Lead Member for Leisure and Arts	14 Apr 2023	Yes	No Open	Economic Regeneration and Leisure Policy Advisory Committee 4 Apr 2023	Mote Park kiosk	Mike Evans mikeevans@maidstone.gov.uk
Heather House and Royal British Legion site A report seeking approval to enter into contract with contractors for proposed works to Heather House and Royal British Legion Buildings.	Executive	Lead Member for Housing and Health	18 Apr 2023	Yes	No Part exempt	Communities, Housing and Environment Policy Advisory Committee 11 Apr 2023	Heather House and Royal British Legion site	Andrew Connors, Alison Elliott Housing Enabling Officer, andrewconnors@maidstone.gov.uk, alisonelliott@maidstone.gov.uk
Property acquisition for 1,000 affordable homes programme	Executive	Lead Member for Housing	18 Apr 2023	Yes	No Part exempt	Communities, Housing and Environment Policy	Property acquisition for 1,000 affordable	Shanaz Begum

Details of the Decision to be taken	Decision to be taken by	Lead Member	Expected Date of Decision	Key	Exempt	Proposed Consultees / Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Site Acquisition		and Health				Advisory Committee 11 Apr 2023 Ward Councillor	homes programme	shanazbegum@maidstone.gov.uk
Property Acquisition for 1000 homes programme Report relating to the acquisition of a site for the 1000 affordable homes programme.	Executive	Lead Member for Housing and Health	18 Apr 2023	Yes	No Part exempt	Communities, Housing and Environment Policy Advisory Committee 11 Apr 2023 Notification to ward members. Briefing to executive and Lead Member for PAC	Property Acquisition for 1000 homes programme	Philip Morris philipmorris@maidstone.gov.uk
Town Centre Strategy Update	Executive	Leader of the Council	18 Apr 2023	Yes	No Open	Economic Regeneration and Leisure Policy Advisory Committee 4 Apr 2023	Town Centre Strategy Update	Alison Broom alisonbroom@maidstone.gov.uk
ROUND 2 BID To vote for agreement for the BID round 2 ballot	Executive	Leader of the Council	18 Apr 2023	Yes	No Open	Economic Regeneration and Leisure Policy Advisory Committee	ROUND 2 BID	Chris Inwood chrisinwood@maidstone.gov.uk

Details of the Decision to be taken	Decision to be taken by	Lead Member	Expected Date of Decision	Key	Exempt	Proposed Consultees / Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
						4 Apr 2023 One Maidstone are undertaking a series of business consultations		one.gov.uk
Biodiversity and Climate Change Action Plan Annual Review 34	Executive	Leader of the Council	18 Apr 2023	Yes	No Open	Economic, Regeneration and Leisure Policy Advisory Committee 4 Apr 2023 Planning and Infrastructure Policy Advisory Committee 5 Apr 2023 Communities, Housing and Environment Policy Advisory Committee 11 Apr 2023 Corporate Services Policy Advisory Committee 12 Apr 2023	Report of the Overview and Scrutiny Committee - Safety in the Town Centre	Oliviya Parfitt oliviyparfitt@maidstone.gov.uk

Details of the Decision to be taken	Decision to be taken by	Lead Member	Expected Date of Decision	Key	Exempt	Proposed Consultees / Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Reference from CHE PAC - Utilisation of Housing A reference from the CHE PAC requesting an Executive Report on the utilisation of housing. 35	Executive	Lead Member for Housing and Health	18 Apr 2023	No	No Open	Communities, Housing and Environment Policy Advisory Committee 11 Apr 2023 Matter referred from the CHE PAC, following consideration of the original reference from the CS PAC.	Reference from CHE PAC - Utilisation of Housing	Oliviya Parfitt oliviyparfitt@maidstone.gov.uk
Report of the Overview and Scrutiny Committee - Safety in the Town Centre	Executive	Lead Member for Communities and Public Engagement	18 Apr 2023	No	No	Review conducted by the Council's Overview and Scrutiny Committee between October 2022 to February 2023	Report of the Overview and Scrutiny Committee - Safety in the Town Centre	Oliviya Parfitt oliviyparfitt@maidstone.gov.uk
Design and Sustainability DPD Regulation 18b Report presenting the Design and	Lead Member for Planning and Infrastructure	Lead Member for Planning and Infrastructure	18 Apr 2023	No	No Open	Planning and Infrastructure Policy Advisory Committee 5 Apr 2023	Design and Sustainability DPD Regulation 18b	Mark Egerton, Helen Garnett

Details of the Decision to be taken	Decision to be taken by	Lead Member	Expected Date of Decision	Key	Exempt	Proposed Consultees / Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Sustainability DPD Regulation 18b document in advance of consultation.		e						markegerton@maidstone.gov.uk, helengarnett@maidstone.gov.uk
Declaration of Local Nature Reserves Approval for the final declaration of five Local Nature Reserves following assent from Natural England. 36	Lead Member for Planning and Infrastructure	Lead Member for Planning and Infrastructure	18 Apr 2023	No	No Open	Planning and Infrastructure Policy Advisory Committee 5 Apr 2023 Previous consultation with Communities, Housing and Environment Committee in 2019 and 2021 and consultation with Natural England.	CHE Report - Local Nature Reserves Feasibility Study CHE Report - Declaration of Local Nature Reserves Declaration of Local Nature Reserves	Jennifer Stevens Head of Environmental Services & Public Realm jenniferstevens@maidstone.gov.uk
Shop Fronts Planning Guidance The proposed guidance provides an understanding of the development of shop fronts and introduces the elements that make a	Lead Member for Planning and Infrastructure	Lead Member for Planning and Infrastructure	18 Apr 2023	Yes	No Open	Planning and Infrastructure Policy Advisory Committee 5 Apr 2023 P & I PAC	Shop Fronts Planning Guidance	Janice Gooch JaniceGooch@Maidstone.gov.uk

Details of the Decision to be taken	Decision to be taken by	Lead Member	Expected Date of Decision	Key	Exempt	Proposed Consultees / Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
good shop front with a heritage setting. The guidance also provides initial guidance on the other factors that require consideration, such as planning, building control and licensing.								
Reference from Planning Committee - Housing Mix Policies A referenced from the planning committee that recommends consideration be given to bringing forward housing mix policies within Development Plan Documents.	Lead Member for Planning and Infrastructure	Lead Member for Planning and Infrastructure	18 Apr 2023	No	No Open	Planning and Infrastructure Policy Advisory Committee 5 Apr 2023 Matter referred from Planning Committee.	Reference from Planning Committee - Housing Mix Policies	Oliviya Parfitt, Debbie Snook oliviyparfitt@maidstone.gov.uk, debbiesnook@maidstone.gov.uk
Cobtree Cafe A report on Cobtree Cafe	Cobtree Manor Estate Charity Committee	Leader of the Council	18 Apr 2023	No	No Part exempt		Cobtree Cafe	Mike Evans mikeevans@maidstone.gov.uk

Details of the Decision to be taken	Decision to be taken by	Lead Member	Expected Date of Decision	Key	Exempt	Proposed Consultees / Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Cobtree Manor Park Llama House A report to agree repairs to the llama house at Cobtree Manor Park	Cobtree Manor Estate Charity Committee	Leader of the Council	18 Apr 2023	No	No Part exempt		Cobtree Manor Park Llama House	Mike Evans mikeevans@maidstone.gov.uk

EXECUTIVE

18 April 2023

Town Centre Strategy Update

Timetable	
Meeting	Date
ERLPAC	4 April 2023
Executive	18 April 2023

Will this be a Key Decision?	Yes
Urgency	Not Applicable
Final Decision-Maker	EXECUTIVE
Lead Head of Service	Alison Broom, Chief Executive
Lead Officer and Report Author	Karen Britton, Head of Spatial Planning and Economic Development
Classification	Public
Wards affected	All, with particular impact for Bridge, High Street, East, Fant and North wards

Executive Summary

This report provides an update on the preparation of a Town Centre Strategy for Maidstone and sets out recommendations to the Executive on the proposed seven key areas for focus, proposed higher level spatial framework and missions that have emerged from the initial phase of analytical work. These will be used to inform the preparation of the draft Town Centre Strategy, which is expected will be ready for consultation during the Summer.

Purpose of Report

Decision

This report makes the following recommendations to the Executive:

1. That the update on progress towards producing a Town Centre Strategy for Maidstone town centre be noted; and
2. That the proposed higher level spatial framework, seven key areas of focus and the missions that have emerged from the analytical phase of work be agreed.

Town Centre Strategy Update

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>• Accepting the recommendations will materially improve the Council's ability to achieve all corporate priorities; embracing growth and enabling infrastructure, Maidstone being a thriving place, safe clean and green and homes and communities.</p>	Chief Executive
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 report recommendations support the achievement of the cross-cutting objectives.</p>	Chief Executive
Risk Management	Already covered in the risk section	Chief Executive
Financial	<ul style="list-style-type: none"> • The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation. 	Section 151 Officer & Finance Team
Staffing	<ul style="list-style-type: none"> • Budget has already been agreed to fund expertise from consultants to assist with preparing the Town Centre 	Chief Executive

	Strategy.	
Legal	<ul style="list-style-type: none"> The Local Government Act 1972, the Local Government Act 2003 and the Localism Act 2011 enable the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The recommendations are in accordance with the powers under the Council's Constitution. 	Interim Team Leader (Contentious and Corporate Governance)
Information Governance	<ul style="list-style-type: none"> The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes. 	Information Governance Team
Equalities	The Town Centre Strategy once produced may impact on service delivery and a judgement will be made about the need for an Equalities Impact Assessment when consideration is given to adopting the Strategy.	Equalities & Communities Officer
Public Health	<ul style="list-style-type: none"> We recognise that the recommendations will have a positive impact on population health or that of individuals. 	Public Health Officer
Crime and Disorder	<ul style="list-style-type: none"> We recognise that the recommendations may ultimately have a positive impact on community safety as the Council endeavours to incorporate a reduction in crime and disorder in all relevant strategies and policies. 	Head of Service or Manager
Procurement	<ul style="list-style-type: none"> The Council has already undertaken procurement and completed that exercise in line with financial procedure rules. 	Head of Service & Section 151 Officer
Biodiversity and Climate Change	<p>The implications of this report on biodiversity and climate change have been considered and;</p> <ul style="list-style-type: none"> There are no implications on biodiversity and climate change, however the Town Centre Strategy will ultimately address these issues. 	Biodiversity and Climate Change Officer

2. INTRODUCTION AND BACKGROUND

- 2.1 Town Centres are always evolving to reflect changing needs and uses. Maidstone Town Centre is the social and economic heart of the Borough. It provides employment, leisure, retail and business/professional services for the Borough and beyond. The town centre is also home to a very significant residential population, therefore it also acts as a local centre to meet residents' daily needs.
- 2.2 In recent years, Maidstone town centre, like many others across the country, has experienced challenges as a result of changing retail patterns and different business needs. These challenges were exacerbated by the COVID 19 pandemic and it has been recognised nationally that town centres need support, in order to thrive and meet the needs of residents, visitors and businesses both now and in the future.
- 2.3 During 2021, Maidstone Borough Council started to consider the preparation of a Town Centre Strategy. The following committees considered the potential scope of the strategy - Strategic Planning and Infrastructure Committee 9th November 2021, Economic Regeneration and Leisure Committee 16th November 2021, Communities, Housing and Environment Committee 30th November 2021 and together these Committees helped to inform the brief for this work. On 23rd March 2022 Policy and Resources Committee approved an updated scope, workstreams, governance and an engagement strategy to inform the procurement of specialist consultants to assist officers with this work.
- 2.4 On 4th October 2022, the Economic, Regeneration and Leisure Policy Advisory Committee supported the procurement of specialist consultants to work alongside officers, members and stakeholders to prepare a member-led Town Centre Strategy. The Executive then approved the procurement on 26th October 2022 and in December 2022 consultants We Made That were appointed.
- 2.5 The consultants are tasked with providing specialist advice, working with officers, members and stakeholders to prepare a member led Town Centre Strategy and Delivery Plan, an Open Space Improvement Plan, a Lighting Plan for Maidstone and an Inward Investment Plan. Once finalised, the Town Centre Strategy will provide a 30 year vision and direction for the town centre. It will provide potential investors with confidence to invest in the area and will support bids to Government and other organisations to lever in funding to assist with delivery, so that Maidstone continues to thrive and provide a vibrant place to live, work, invest and visit.

Progress Update

- 2.6 A number of key challenges and "must get right" issues were identified at the beginning of We Made That's commission:
- i. Political buy-in and cross-party engagement with politicians with short, medium and long term goals; this will be achieved through

engagement with the executive, presence at Policy Advisory Committees and a series of themed stakeholder sessions including town centre organisations such as the Business Improvement District

- ii. Supporting, strengthening and expanding the arts and culture sector including consideration of the twilight economy; this will be achieved through engagement with the arts and culture sector to identify issues and opportunities, reassessment of outdoor spaces, lighting and pedestrian connections to support access and safety
- iii. Consolidating the town centre retail offer to support footfall and the town centre offer, particularly for families; this will be achieved by identifying opportunities for strengthening the town centre retail offer by potentially relocating them closer to each other and re-purposing existing sites to other uses that would support a sustainable, vibrant town centre
- iv. Ensuring Maidstone's role as a county town, a place where existing residents of the borough as well as new planned communities will gravitate towards for a high-quality town centre experience and offer; this will be achieved by creating an offer that competes in quality with other Kent towns, drawing visitors from the borough and beyond. Ensuring good access opportunities and a diversified offer to raise footfall and time spent in the town centre
- v. Rich building heritage with collections of valuable listed buildings, often dis-jointed by infrastructure and other changes that have adversely affected the setting and coherence of the town; this will be achieved by consideration of the different heritage assets as a whole and identification of ways to unify both the assets and the experience of them as one
- vi. Activation of the river and creating a rich, diverse offer alongside it, based on recreation and leisure including an audit of existing green spaces; this will be achieved by developing a deliverable plan for a riverbank culture, including high quality pedestrian routes and destinations; safeguarding the river edges of Opportunity Sites for leisure and recreation and delivering a lighting and green space feasibility study (which will be implemented via the UK Shared Prosperity Fund)
- vii. Good transport policies but a relatively poor track record of delivery and outdated gyratory roads which create severance between different parts of the town centre; this will be addressed by producing a comprehensive movement plan that will support a sustainable and deliverable transport vision

2.7 Since December 2022, officers have worked with the consultants to undertake data collection and analysis to develop a comprehensive, detailed understanding of the town centre. This has included initial scoping of work (stage 1) and a review of social, economic and environmental issues and engagement with key stakeholders (stage 2). This has included two deep dive workshops with stakeholders on 28

February and 1 March 2023 where topics discussed ranged from the need to improve health and wellbeing generally, through to design and technology, housing, town centre uses, access and public transport. Those attending included, for example the NHS, Kent County Council and Clinical Commissioning Group. A walkabout with Cabinet was held on 18 January 2023, followed by a discussion with Cabinet on 22 February 2023 about emerging issues.

2.8 All this fact finding, analysis and discussions have led to proposed **seven key areas for focus:**

- Maidstone's Role as County Town
- Town Centre Diversification
- Nationally Significant Heritage
- Transport Infrastructure
- Public Realm and Green Spaces
- Active Riverside
- Health and Wellbeing

2.9 These key areas for focus recognise that Maidstone town centre needs to:

- Be ambitious for the future
- Be adaptable to change and growth
- Diversify the land uses in the town centre
- Make the most of the town's rich nationally significant heritage
- Create an active riverside, making the most of the river
- Improve and enhance transport infrastructure
- Deliver high quality public realm and green space
- Embed health and wellbeing, the environment and climate change as golden threads that run through all future plans and projects in the town centre.

Proposed Higher Level Spatial Framework and Missions

2.10 From the analysis of information and engagement that has taken place to date, a proposed higher level spatial framework and missions for Maidstone Town Centre have also been developed. The proposed framework can be found at Appendix 1, which provides a synthesis of town centre information identifying key areas and connectivity. This is early work and will be developed further to inform the preparation of the draft Town Centre Strategy. The proposed missions are set out below.

Proposed Missions

2.11 Mission 1 - Maidstone as a County Town for the future:

- Maidstone to be Kent's most prosperous town centre:
 - Being the business capital of Kent
 - Desirable and high quality new mixed-use neighbourhoods
 - A diverse town centre offering which serves residents and attracts visitors
 - Best in county cultural and civic facilities

2.12 Mission 2 - Environmental and Placemaking Excellence:

- Maidstone to be known for its high quality places, heritage and green and blue spaces with:
 - Award-winning heritage areas which are active and easy to access for both residents and visitors
 - Attractive and connected public realm with exemplary environmental performance
 - A safe, connected and active riverside, serving leisure, commercial and environmental purposes

2.13 Mission 3 - High Quality of Life for All:

- Maidstone to be a desirable place to live with:
 - A low crime rate
 - High number of diverse jobs for local people
 - Great travel connections within the town, the surrounding area, and to London and beyond
 - Varied and high-quality leisure and entertainment offering

Next Steps

2.14 Together, the proposed seven key areas for focus, proposed higher level spatial framework and proposed missions provide the basis for further work to be developed, which will take place until Summer 2023 to prepare a draft Town Centre Strategy. Other work will also take place to start preparing an Open Space Improvement Plan, a Lighting Plan for Maidstone and an Inward Investment Plan. This suite of work will include considering the viability of different proposals.

2.15 Maidstone Borough Council have also been successful in securing funding from the Government's UK Shared Prosperity Fund towards town centre improvements. This will include green space and lighting improvements, alongside other town centre initiatives. The preparation of the town centre suite of work and funding will be coordinated to ensure that Maidstone considers all issues and opportunities holistically and maximises the benefits to the town centre, residents, businesses and visitors.

2.16 The draft Town Centre Strategy will be prepared over the coming months and brought back to a future Committee and Executive for approval, before wider public engagement this Summer.

3. AVAILABLE OPTIONS

3.1 **Option 1** – that the recommendations set out in this report are supported; the merit of this option is that the Town Centre Strategy work can be progressed quickly to enable a draft Strategy to be prepared by the summer.

3.2 **Option 2** - that the recommendations set out in the report are supported and agree an alternative approach; the impact of this is that the

recommendations have been developed from the information analysis and discussions that have taken place to date, which has included the input of stakeholders, so any amendments would need very careful consideration to ensure they are supported by the evidence.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Option 1. That the recommendations in this report be supported to enable a draft Town Centre Strategy to be prepared by the summer.
-

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 A number of committees and Executive have considered the preparation of the Town Centre Strategy, along with a walkabout and discussion held with Cabinet and ward members and these are highlighted at paragraphs 2.3 and 2.4. Members have to date supported the preparation of the Town Centre Strategy and suite of work.
- 6.2 Once a draft Town Centre Strategy has been prepared, this will be consulted on (anticipated Summer 2023). The timetable for the preparation of the Town Centre Strategy is set out in Appendix 2.
- 6.3 This issue was considered by the Economic Regeneration and Leisure Policy Advisory Committee at its meeting held on 4 April 2023. It was pointed out that the wards affected also included Bridge ward and that some minor typographical and formatting changes were needed in relation to Missions 2 and 3. The Committee supported the recommendations set out in the report subject to these changes which are accepted and have been incorporated.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 If the recommendations are agreed, work will progress to prepare a Town Centre Strategy
-

8. REPORT APPENDICES

Appendix 1: Proposed higher level spatial framework

Appendix 2: Town Centre Strategy Timetable

9. BACKGROUND PAPERS

None

Proposed High Level Spatial Framework

There are several clear areas within the town centre, these include heritage areas, future development sites and the existing shopping areas.

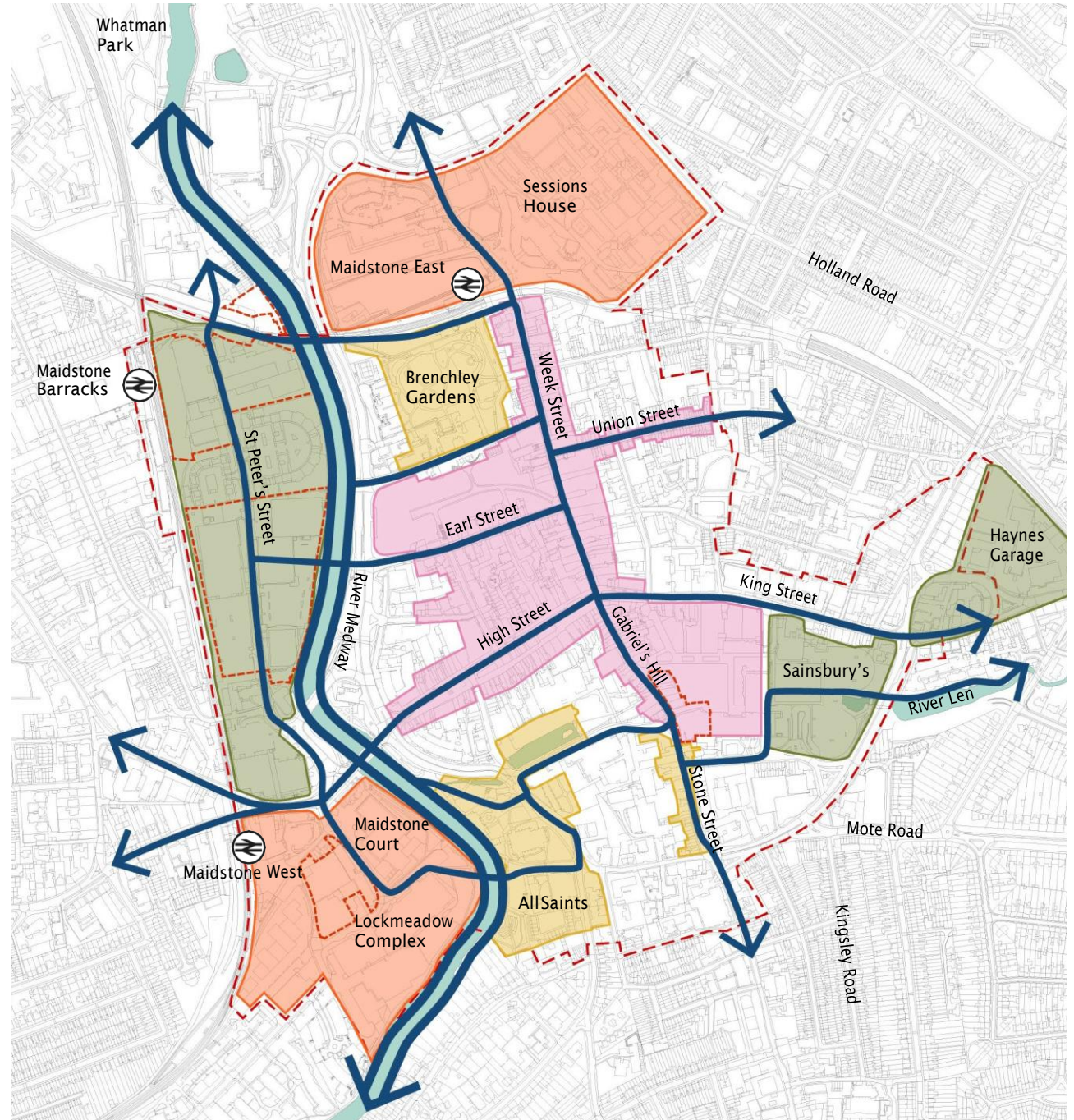
Developing active and strategically coherent connections between, and within, these zones will be vital for the future success of the Town Centre.

Key

- Potential mixed use development zones
- Potential mixed use development zones with civic functions
- Existing commercial centre
- Key heritage areas
- Key connections
- Key connections along the River Medway
- Town centre opportunity sites
- Town centre boundary

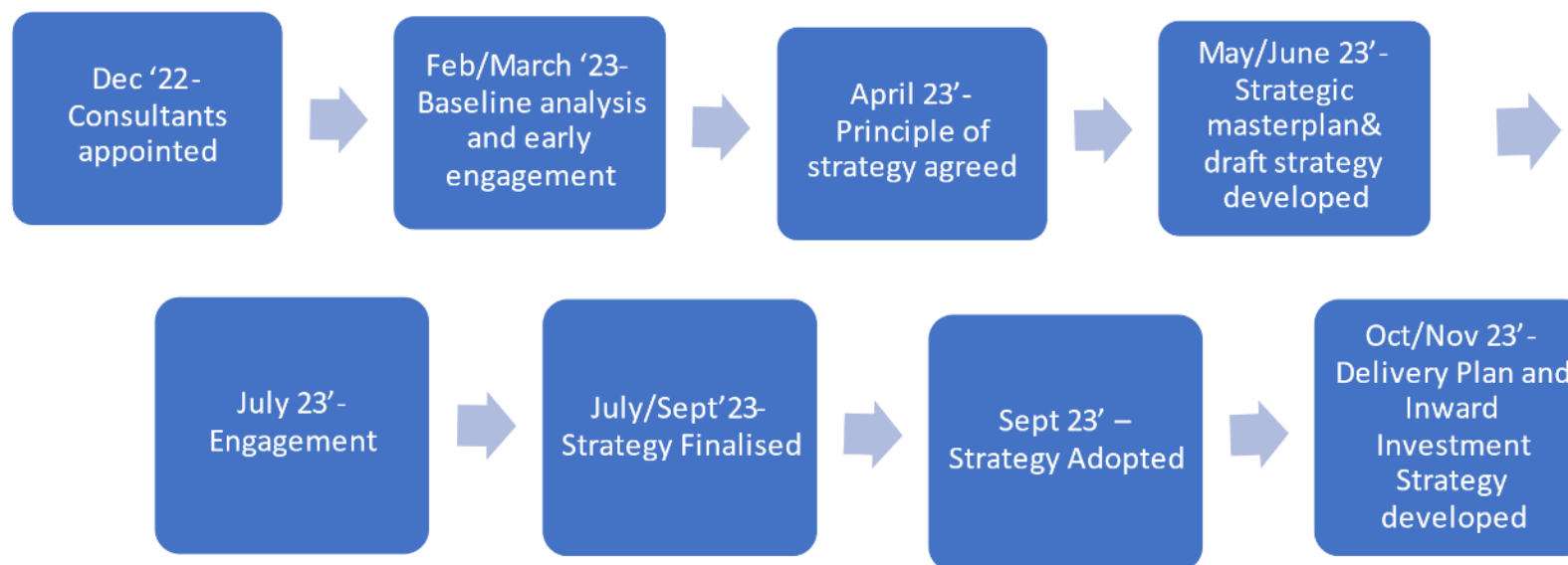


WeMadeThat



Maidstone Town Centre Strategy

Town Centre Strategy



Agenda Item 17

EXECUTIVE

18 April 2023

Maidstone Town Centre Business Improvement District Round Two

Timetable	
Meeting	Date
ERL PAC	4 April 2023
Executive	18 April 2023

Will this be a Key Decision?	Yes
Urgency	No
Final Decision-Maker	EXECUTIVE
Lead Head of Service	William Cornall – Director of Regeneration and Place
Lead Officer and Report Author	Karen Britton, Head of Spatial Planning and Economic Development Manager Chris Inwood, Economic Development Manager
Classification	Public
Wards affected	High Street, North, Fant and East Wards

Executive Summary

This report provides an update on the One Maidstone Business Improvement District Round Two for Maidstone Town Centre and seeks endorsement of the BID.

Purpose of Report

Decision

This report makes the following recommendations to the Executive:

1. That it be noted that One Maidstone has served notice of their intention to seek a renewal ballot to the Secretary of State and Maidstone Borough Council.
2. That the BID be endorsed.

3. That delegated authority be given to the Director of Finance, Resources & Business Improvement to cast the Council's 24 votes in favour of a BID round two.
 4. That £5,000 be paid towards the courier costs for the ballot.
 5. That if the ballot for a second term of the BID is successful, a new operating agreement and a baseline agreement be entered into with the BID organisation, as was undertaken for the first term of the BID.
-

Maidstone Town Centre Business Improvement District Round Two

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<ul style="list-style-type: none"> A Thriving Place <p>Accepting the recommendations will materially improve the Council's ability to achieve its priority of Regenerating the Town Centre and continuing the Town Centre services provided by the BID in round one</p>	Head of Spatial Planning and Economic Development
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 report recommendations support these.</p>	Head of Spatial Planning and Economic Development
Risk Management	Already covered in the risk section	Head of Spatial Planning and Economic Development
Financial	There is provision in existing budgets for the BID levy and the increase from 1.5% to 1.747% can be absorbed within existing budgets. The BID company pays the Council an annual fee for the ongoing annual cost of collecting the BID levy. The levy payable by MBC would be £23,675 per annum.	Section 151 Officer & Finance Team
Staffing	<ul style="list-style-type: none"> We will deliver the recommendations with our current staffing. 	Head of Spatial Planning and Economic Development

Legal	<ul style="list-style-type: none"> • Accepting the recommendations in the report is within the Council's powers in accordance with the Business Improvement Districts (England) Regulations 2004, Part 4 of Local Government Act 2003 and the Business Rate Supplements Act 2009. • The process outlined in the regulations must be followed in administering the ballot and in relation to the Council's participation in the BID. • Acting on the recommendations is within the Council's powers as set out in the Council's Constitution. 	Interim Team Leader (Contentious and Corporate Governance)
Information Governance	The recommendations will impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes. The Information Governance Team have reviewed the processing of personal data affected and the associated documentation has been updated accordingly, including a data protection impact assessment and information sharing agreement.	Information Governance Team
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.	Equalities & Communities Officer
Public Health	<ul style="list-style-type: none"> • We recognise that the recommendations will have a positive impact on population health or that of individuals. 	Public Health Officer
Crime and Disorder	<ul style="list-style-type: none"> • The recommendation could have a positive impact on Crime and Disorder in the Town Centre. 	Head of Spatial Planning and Economic Development
Procurement	On accepting the recommendations, any procurement by the Council will then follow procurement process and will complete those exercises in line with financial procedure rules.	Head of Service & Section 151 Officer

Biodiversity and Climate Change	The implications of this report on biodiversity and climate change have been considered and; <ul style="list-style-type: none"> • There are no implications on biodiversity and climate change. 	Biodiversity and Climate Change Officer
--	--	---

2. INTRODUCTION AND BACKGROUND

2.1 One Maidstone has been operating the Business Improvement District (BID) for Maidstone town centre since a successful ballot to establish the BID in June 2018. The maximum period that a BID can charge a levy enabling it to operate is 5 years and if a BID wants to continue it must hold a new ballot. One Maidstone is reaching the end of their first 5-year period and have requested a ballot for a second term.

What is a BID?

2.2 The Business Improvement Districts (England) Regulations 2004 enabled the formation of BIDs and across England there are now over 300 of them. A BID is a business-led and business funded body that can be formed to undertake activities and projects that the businesses identify as adding value to the area. BIDs usually cover a town or city centre.

2.3 A BID delivers additionality to what is already being provided in an area, so businesses can choose projects and services that they want to invest in. With increasing constraints on local authority budgets, a BID can be a very welcome tool to complement the work of the local authority. This has been the case with One Maidstone, where the BID has funded a variety of different projects, including town centre CCTV monitoring, town centre ambassadors, enhanced town centre cleaning and run many events, such as the wine weekend, dinosaur easter egg hunt, Christmas trail and Christmas lights.

2.4 The main achievements under term one of the Maidstone BID are covered in the term one summary document attached at Appendix 1.

2.5 Benefits of BIDs cited by businesses they represent are wide-ranging and include:

- a) Businesses are represented and have a real voice in the issues affecting the BID area
- b) Levy money is ring-fenced for use only in the BID area by the BID organisation (One Maidstone) – unlike business rates which are paid in to and redistributed by public authorities
- c) area promotion
- d) increased footfall
- e) improved staff retention
- f) business cost reductions
- g) facilitated networking opportunities

- h) assistance in dealing with the Council, Police, and other public bodies.

How does the BID work?

- 2.6 Within the defined BID area, a levy is charged on business rate payers, which is in addition to business rates. The BID body sets out who is liable, the amount to be collected and how it is calculated, for example for One Maidstone the levy is only applicable to properties with a rateable value of £15,000 and above in the BID area. BIDs usually set a levy of between 1% and 4% of rateable value.
- 2.7 To set up or continue to operate a BID, there must be a ballot involving each business entitled to vote in that Business Improvement District defined area. A business receives 1 vote for each property it owns in the defined area or if property is unoccupied but owned by them. If the BID ballot is successful, the levy is then mandatory for the eligible business rate payers in that area.
- 2.8 MBC has 24 properties (hereditaments) in the proposed BID levy area and will therefore have 24 votes in the BID round two ballot and will pay a levy on those properties. This will result in a levy payable by MBC of £23,675 per annum.
- 2.9 The BID body prepare a BID proposal or business plan to set out the priorities for improvements in the area and area services, as well as how the BID will be managed and operated. This document becomes legally binding once a ballot has been won and becomes the framework upon which the BID will operate. One Maidstone are currently preparing a new Business Plan, which will be prepared to sit alongside their campaign launch in mid-April 2023.

One Maidstone's BID Round Two

- 2.10 One Maidstone are working with British BIDS, who has allocated Trish Willetts, Membership Relations Manager, to guide them through the round two ballot process.
- 2.11 Following feedback from some businesses, One Maidstone has extended the existing BID area slightly for Round Two to include the Crown Courts, Lockmeadow complex and Market building on the west side of the River Medway. The proposed Round Two BID boundary can be found at Appendix 2.
- 2.12 Businesses within the proposed BID area have been contacted and are being consulted in a variety of ways, face-to-face, email, social media, printed questionnaires and workshops. A microsite has also been produced <https://onemaidstonereview.co.uk/>
- 2.13 The results from this engagement have seen a series of themes emerge of what the businesses want to see:

- Maintain (clean and safe),
- Marketing and Promotions, and
- Signature Events.

- 2.14 Notification to the Secretary of State and the Ballot Holder (the Council's Returning Officer) requesting the Local Authority to hold the ballot have been sent.
- 2.15 One Maidstone have proposed a 1.747% levy rate for all businesses within the BID area with a rateable value of £15,000 and above reducing to 1.164% for those businesses that already pay a service charge to their landlord for example in the three shopping centres and Lockmeadow. This is up from 1.5% and 1% respectively in the first round. This would generate an income of approximately £2,471,312.55 over the next five years. The first round generated income of approximately £2.15m.

When is the Ballot and what is the Council's role?

- 2.16 The ballot will run from 1 June to 29 June 2023. If successful, the round two BID period would start from 1 October 2023 and run for five years.
- 2.17 MBC will conduct the ballot as a postal ballot in June 2023 and will act as the billing body, as it did under the round one BID. Rate payers will have 28 days to vote. The ballot will be determined by a dual key mechanism which means that more than 50% of those who vote by Rateable value and by the number must vote 'yes'.
- 2.18 MBC will enter into a baseline agreement with the BID organisation. This will identify MBC's statutory obligations which will allow the BID to enhance those services where appropriate in line with the business plan. The baseline agreement will include services such as cleansing, community safety and parking services for the car parks MBC owns. This is in line with the round one BID.
- 2.19 MBC will enter into an operating agreement with the BID organisation. This agreement will formalise MBC's clerical role to the round two ballot itself and the ongoing levy collection. It will also identify MBC's role on the BID board. Again this is in line with round one BID.
- 2.20 MBC will have 3 observatory seats on the BID Board for officer representatives and two members, where the BID falls under their portfolio, can attend the advisory board.

3. AVAILABLE OPTIONS

- 3.1 Option 1 - To endorse the Round Two BID and vote in favour for the Council's 24 hereditaments.
- 3.2 Option 2 - MBC could choose to not endorse the Round Two BID. This is not recommended as the Council recognises the additional benefits the BID has brought to the Maidstone Town Centre. One Maidstone have been a key partner in supporting and delivering the Council's ambitions for our

town centre including our local investment funded by the UK Shared Prosperity Fund. One Maidstone has leveraged a significant amount of spending in the town centre through the levy. If the ballot is lost a significant amount of funding, positive activity, promotion and resource for the town centre would be lost.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Option 1 to support the Round Two BID is the preferred option for the reasons set out in this report.
 - 4.2 The Council's continuing support for the BID will demonstrate its continued commitment to the Town Centre and its businesses. This builds on the investments already made in the town centre in public realm, other capital projects, work on the emerging Town Centre Strategy and associated suite of town centre work and the UK Shared Prosperity Fund investment plan.
 - 4.3 Without support, all of the significant work that the BID has achieved under round one will cease.
 - 4.4 There would be significant reputational damage to the Council if we were not seen to support the BID Round Two and it would not send a positive message to potential grant funders and investors in the town centre.
-

5. RISK

- 5.1 The risks associated with this proposal, including the risks to the Council if it does not act as recommended, have been considered in line with the Council's Risk Management Framework and are highlighted in this report. 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 proposal for a round two BID ballot has been discussed at Informal Executive on the 15th March 2023.
- 6.2 Previous Council committees supported the round one BID ballot that was successful.
- 6.3 One Maidstone, the BID organisation, has been and will continue to consult with businesses within the proposed BID area in the development of the business plan and priorities.
- 6.4 This issue was considered by the Economic Regeneration and Leisure Policy Advisory Committee at its meeting held on 4 April 2023. The Committee supported the recommendations set out in the report. It was pointed out that the wards affected also included East ward and the report has been amended to reflect this.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 MBC will conduct the round two ballot (which will be postal) in June 2023 on behalf of the BID organisation and in accordance with the regulations will bear the costs for this including £5,000 for a courier.
- 7.2 MBC will endorse the BID Round Two.
-

8. REPORT APPENDICES

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

- Appendix 1: One Maidstone Achievements 2020-2023
 - Appendix 2: BID extension map
-

9. BACKGROUND PAPERS

None



OneMaidstone Business Improvement District

BID TERM 1

PROJECT REVIEW

2018 - 2022

WELCOME

09



OneMaidstone BID has been delivering town centre services to Maidstone since receiving our **Yes** vote for our first term at the ballot in 2018.

Over the past 5 years, our town centre has faced many unforeseen challenges - lockdown, restrictions, re-opening and cost of living crisis to name a few. Yet when you look out of the windows our high street is still a busy bustling place with so much to offer the community.

OneMaidstone BID is proud to have worked on your behalf during this time and to have delivered what we promised back in 2018.

During 2022 OneMaidstone BID achieved the official accreditation from British BIDs, an industry standard of excellence which has been awarded to less than 10% of all BIDS across the UK.

As a not for profit organisation we are committed to transparency with our levy payers and to this end have compiled this summary of everything we have done to satisfy the objectives set out in our 5 year business plan. With the Term 2 Ballot approaching, we invite you to review our Term 1 summary and use it to help inform your decision for the Term 2 ballot. A 'No' vote in the Term 2 ballot would render all services that were organised and overseen by OneMaidstone BID in the past 5 years to cease.

We thank you for your consideration.

WHAT IS A BUSINESS IMPROVEMENT DISTRICT?

A Business Improvement District, or BID for short, is a collection of businesses that contribute a levy based on their rateable value into an organisation that is dedicated to delivering projects and activities that the businesses themselves have identified as being beneficial for their area.

BIDs are created based on a democratic decision taken by the potential payers by a ballot. Maidstone voted yes for its BID in 2018. BIDs normally operate on a five year term, and Maidstone's first term will conclude in 2023.

Where does the Maidstone BID currently operate?

One Maidstone, the BID for Maidstone town centre, covers a defined boundary that stretches from Sessions House to Knightrider Street, and in the other direction from Wat Tyler Way to Fairmeadow stopping at the riverside.

What sort of services does the BID provide?

One Maidstone provides amongst other things: the town centre business crime reduction partnership, town centre Ambassadors, CCTV monitoring, town centre events,

the Christmas lights scheme, promotional materials including a seasonal magazine, enhanced and responsive cleansing.

Why are these things not provided by my business rates?

Business rates, and their allocation and use, is determined by central Government. Where a BID differs is that the levy can only be used for projects within the boundary, in our case Maidstone town centre, and on the things that have been set out in the business plan against which the businesses have voted in the ballot. Essentially a BID is a joint account, and the BID company delivers projects that Maidstone's own businesses have identified as being beneficial to the whole group.

What would I be paying if I was in the BID?

When the BID was first established the levy was set at 1.5% of rateable value, and 1% for those already subject to a service charge such as within shopping centres. This has increased by CPI each consecutive year so that in year five the businesses have been paid 1.747% and 1.164% respectively. The levy is billed annually.

So for example if your rateable value is £34500 and you were based in The Mall you would pay £395.76.

For this annual payment you would see up to £470k worth of investment made in projects and activities.

Can I pay by instalment?

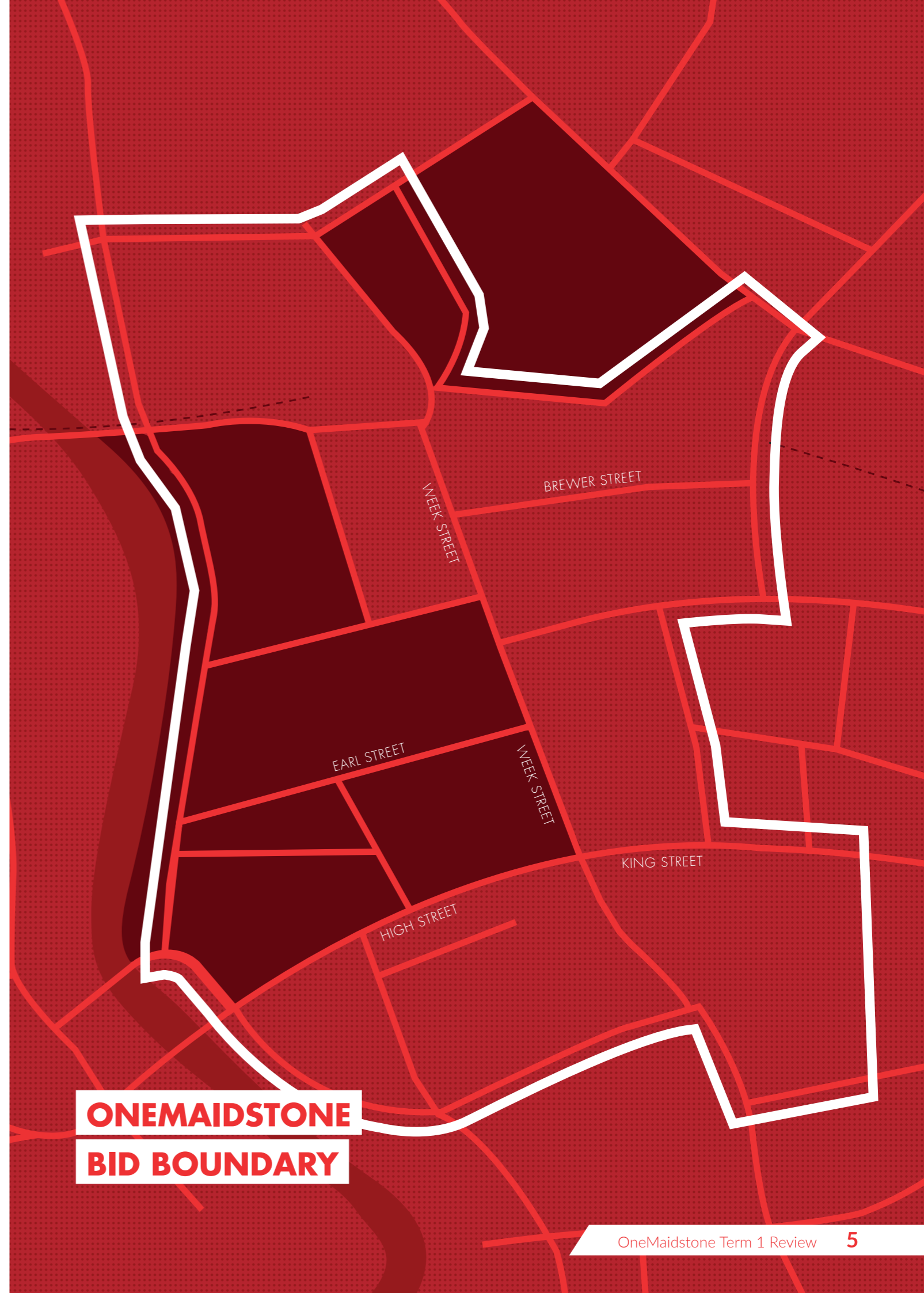
BID levy is normally collected in one instalment annually, however should any business identify a need for support in this regard then we have always been happy to assist where possible.

Can I opt out and are there any exemptions?

If the BID is established then the levy is compulsory. One Maidstone in its first term established a lower threshold of a rateable value of £15000, and business below this valuation would not be subject to the levy. Additionally an upper cap was also created that no business would pay more than £10k per annum (also increasing annually by CPI). We also consider a discount for charities on a case by case basis.

When will the ballot for term two be held?

The ballot for term two will take place in June 2023. Businesses will be notified in several stages of the pending ballot. If any changes to the boundary are made new businesses that are incorporated will be informed and invited to participate in the ballot to determine if the BID should continue into a second term.



WHAT YOU ASKED US TO DELIVER AND HOW WE DELIVERED IT

After consultations with Maidstone Town Centre businesses in 2018, our Term 1 goals were split into two stages of our term duration:



(Direct insert from the Term 1 Business Plan)

The initial focus for delivery will be the 'Manage' projects which focus on improving the experience and appeal of the town centre. The 'Promote' activities will then deliver campaigns to promote the town locally before 'Discover' projects develop campaigns to more widely showcase the town centre offer.

Through the levy contributions, we had a budget of approximately £2.3million to deliver these services.



MAIDSTONE



YOU ASKED US TO DELIVER

A focus for the early stages of One Maidstone BID were to improve the experience and appeal of the town centre by making it safer, cleaner, and brighter. The proposed projects included:

- Street Ambassadors
- Tackling crime and anti-social behaviour
- Promotion and development of MaidSafe
- Street scene improvements

WE DELIVERED:

- A 24-hour CCTV monitoring service throughout town
- An Ambassador team who patrol the streets daily and provide support and security for the town, acting to address anything that may compromise the welcome and vitality of the town centre. The Ambassadors are SIA licenced, CSAS trained and accredited and have been recognised by Kent Police with a Quality-of-Service award
- Ongoing Night Time Economy meetings co-hosted with Kent Police, an opportunity for local night time economy businesses to discuss and share issues, and to open a direct dialogue with the colleagues and partner agencies including the Licensing department
- The pilot of the first town centre wide Emergency Trauma Pack scheme, equipping first responders

- with the necessary kit to tackle serious traumatic injury. The scheme was subsequently adopted by the PCC's office and rolled out County wide
- The Knife Angel sculpture was brought to Maidstone in September 2022 to confront the issues and perceptions of knife crime; this was accompanied by educational workshops for children in the community in partnership with the Hazlitt Theatre
- Regular deep cleans of the town centre, providing a level of detail over and above that brought by the existing day to day Council operations
- Town centre planters have been brought to the town centre both Summer and Winter
- The DA Guardians training programme in 2021, teaching business about signs of domestic violence and how to safely sign post. Participants completed the course became a 'DA Guardian' making their business a safe space for their staff and customers



PROMOTE



Following the delivery of the proposed management works, with the safer, cleaner and brighter town centre to shout about, One Maidstone BID planned to deliver sustained campaigns aimed at changing perceptions of Maidstone and its role as the County Town.

THE PROPOSED PROJECTS INCLUDED:

- Parking, transport, signage and considering ways in which Maidstone can be made more accessible
- Events and promotion
- Marketing promotions and social media
- Christmas lights

WE DELIVERED:

- Marketing promotion for businesses and events in town. On social media and through our magazine.
- Our magazine has a quarterly distribution of 15,000 homes and businesses in Maidstone.
- Our social media reach currently has a following of 7384 followers and our Facebook and Instagram achieved a reach of 119,377 accounts in 2022.
- The Christmas Lights scheme and the associated switch on since 2019.
- We host regular Maidstone Marketing Meetings, roughly every 6 weeks. These meetings are an opportunity for businesses in town to share, network and find opportunities to collaborate
- A range of Halloween themed characters to greet children and the public around town, in conjunction with local business CEP Agency in October 2022

- We facilitated Halloween Walking Scavenger Hunts around Maidstone - 'Take It to the Grave' and 'Stage Managers Secret, in conjunction with local business Hazlitt Theatre in October 2022
- A Dinosaur Egg Easter Trail in conjunction with Maidstone Borough Council and multiple businesses across town in April 2022
- A range of Dinosaur themed characters 'Meet the Dinosaurs' to greet children and the public around town in April 2022
- We provided 2 days Social Media Training to businesses across town hosted by local business Onward Socials in May 2022
- We provided marketing promotion for businesses and events in town, in conjunction with local business Onward Socials
- A range of Jubilee themed characters to greet children and the public around town, in conjunction with local business CEP Agency in 2022
- We've organised multiple competitions, highlighting and increasing awareness of businesses in town - Halloween Giveaway, Christmas Hamper, Valentines Date Night and more
- We facilitated 'Not a Phase' during June 2022 LGBTQ+ Pride month, in conjunction with local business Hazlitt Theatre
- We created, funded, installed, and promoted The Maidstory Big Book Hunt trail in conjunction with multiple businesses across town in August 2022 which included Maidstory character readings in conjunction with local business CEP Agency and the Hazlitt Theatre in August 2022
- We created, funded, installed and promoted The Magic of Christmas Trail in conjunction with Maidstone Borough Council and multiple businesses across town in November-December 2022
- 2023 will see regular networking meetings for businesses within Maidstone town centre
- The introduction of discounted travel with Arriva for BID levy businesses and their staff



DISCOVER

YOU ASKED US TO DELIVER

With people using the town centre more frequently and for longer, the 'Promote' stream was introduced to supplement with campaigns to encourage discovery of the wider town centre targeted primarily at those who will travel further and stay longer, preferably overnight. The proposed projects included:

- Visitor promotions
- Strength of offer (history, range of hospitality etc)
- Promoting uniqueness

WE DELIVERED:

- The Wine Weekend event in Sessions House, increasing footfall in town and putting Maidstone on the map
- We organised and hosted the first Maidfest in July 2022 - bringing many businesses across town together to provide an offers driven retail festival throughout our town centre
- We facilitated the Magic of Christmas Parade, in conjunction with Maidstone Borough Council and local business CEP Agency in November 2022
- We supported the Scarecrow Festival, created by Maidstone Borough Council
- We were the Events Partner for the Elmer Wild in Art Trail around Maidstone in 2021
- Radio adverts and segment sponsorships on KMFM and Global, which promote Maidstone as a hub of retail, hospitality and events
- Our event campaigns have included transport advertising in conjunction with South Eastern Railway and Arriva Buses.
- Through One Maidstone's involvement with the Town Centre Task Force we are working with Maidstone Borough Council and Kent County Council to bring a youth hub to the very centre of the town which will be opening in early 2023.



TERM 2 BALLOT PLANS

How will the ballot work?

All potential levy payers within the boundary will be entitled to a vote. A 28 day postal ballot will be held from 1 June to 29 June 2023. You will receive a ballot paper in the post that can then be completed and posted back.

Can I nominate someone to vote on my behalf?

Yes. You can nominate a proxy for your vote who you are happy to be responsible for voting on behalf of your business/property.

What happens if I lose my voting paper?

A replacement ballot paper can be organised for you if the local authority is notified in time to meet the deadline of the close of the ballot.

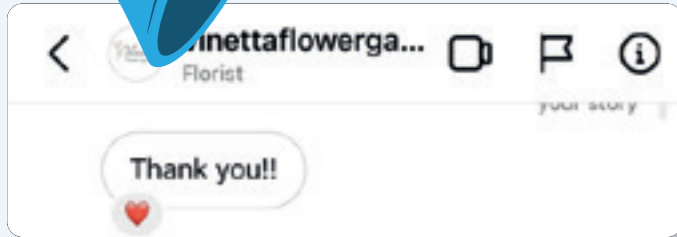
Please see the useful dates section for when you can expect key items of correspondence.

KEY DATES

Notice of ballot This document will give you notice that the ballot is pending – will be posted from	17 May
Ballot packs Will include you voting paper – will be posted from	30 May
Proxy nominations Can be made up to	19 June
Replacement papers Can be requested up to	26 June
Ballot closes at 5pm on	29 June
Count and declaration of result will be made on	30 June



FEEDBACK



67

“
 Caroline provided a really welcoming and well structured social media course! Great for all levels and great opportunity to engage with other local businesses!
 ”
 Tracy, Hazlitt Theatre



EVENTS FEEDBACK



KNIFE ANGEL

It was a very moving night, than you for raising awareness



HALLOWEEN

Halloween My kids had a great time today seeing the Halloween characters x



JUBILEE WEEKEND

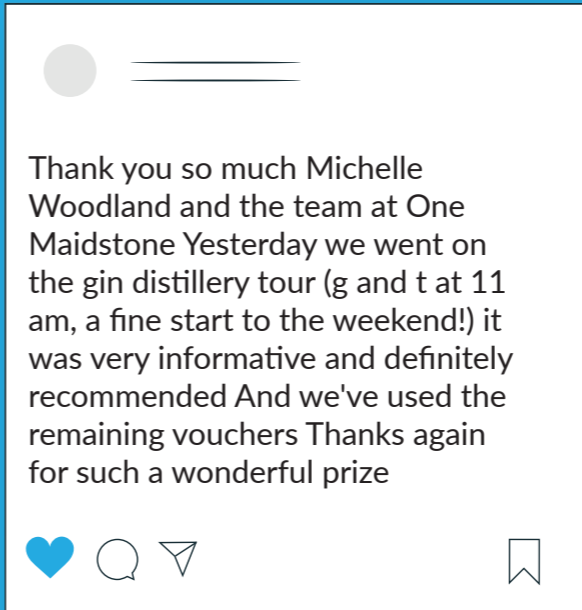
Absolutely fantastic job with this today, my 6 year old daughter absolutely love the still walking tress and high gives them twice, keep up the great events



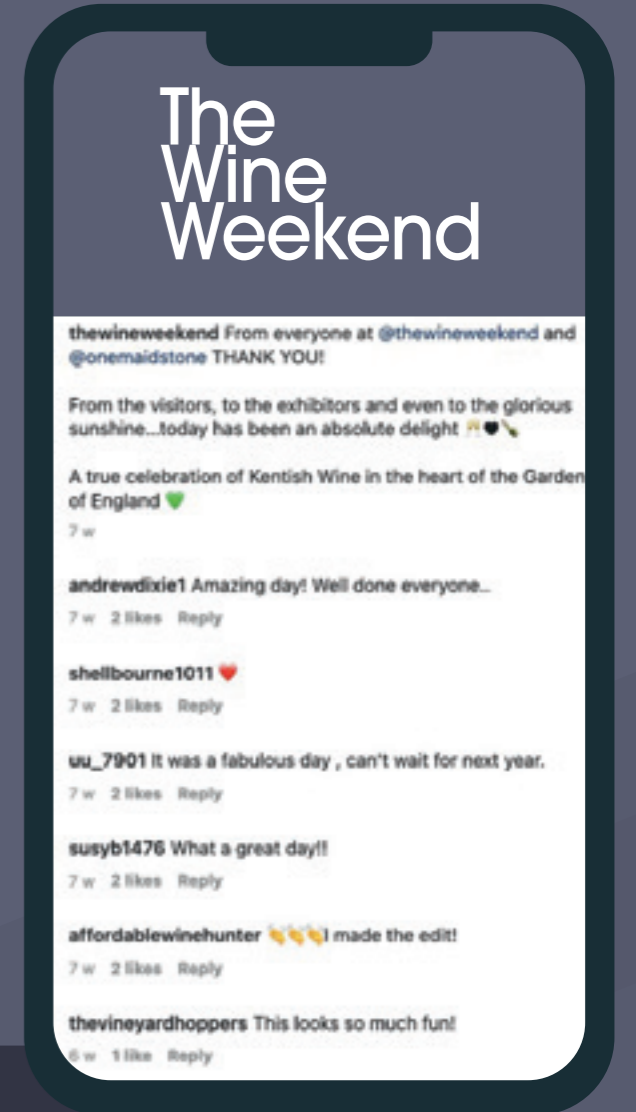
JUBILEE WEEKEND

Such a fantastic weekend!

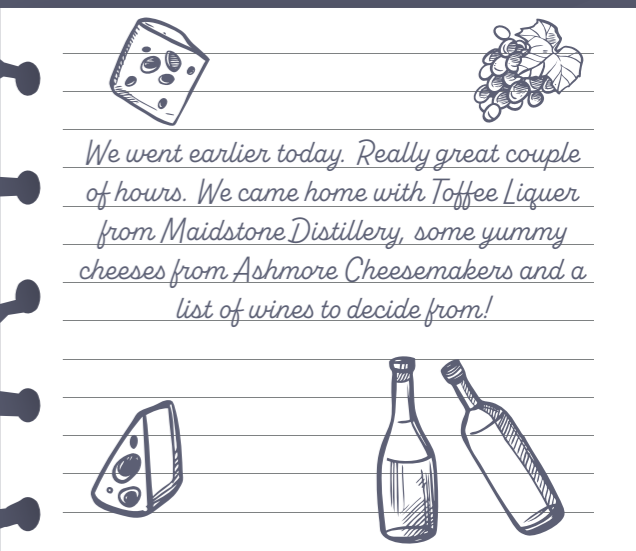
COMPETITION ENTHUSIASM



“
 Oh what a wonderful giveaway!! This would be a very special Christmas treat for our family! We live in one of Maidstones villages so this would be perfect!
 ”
 Fingers crossed



“
 We are having a lovely time sampling all the wines. Thank you for organising. Same again next year please.
 ”





ONE

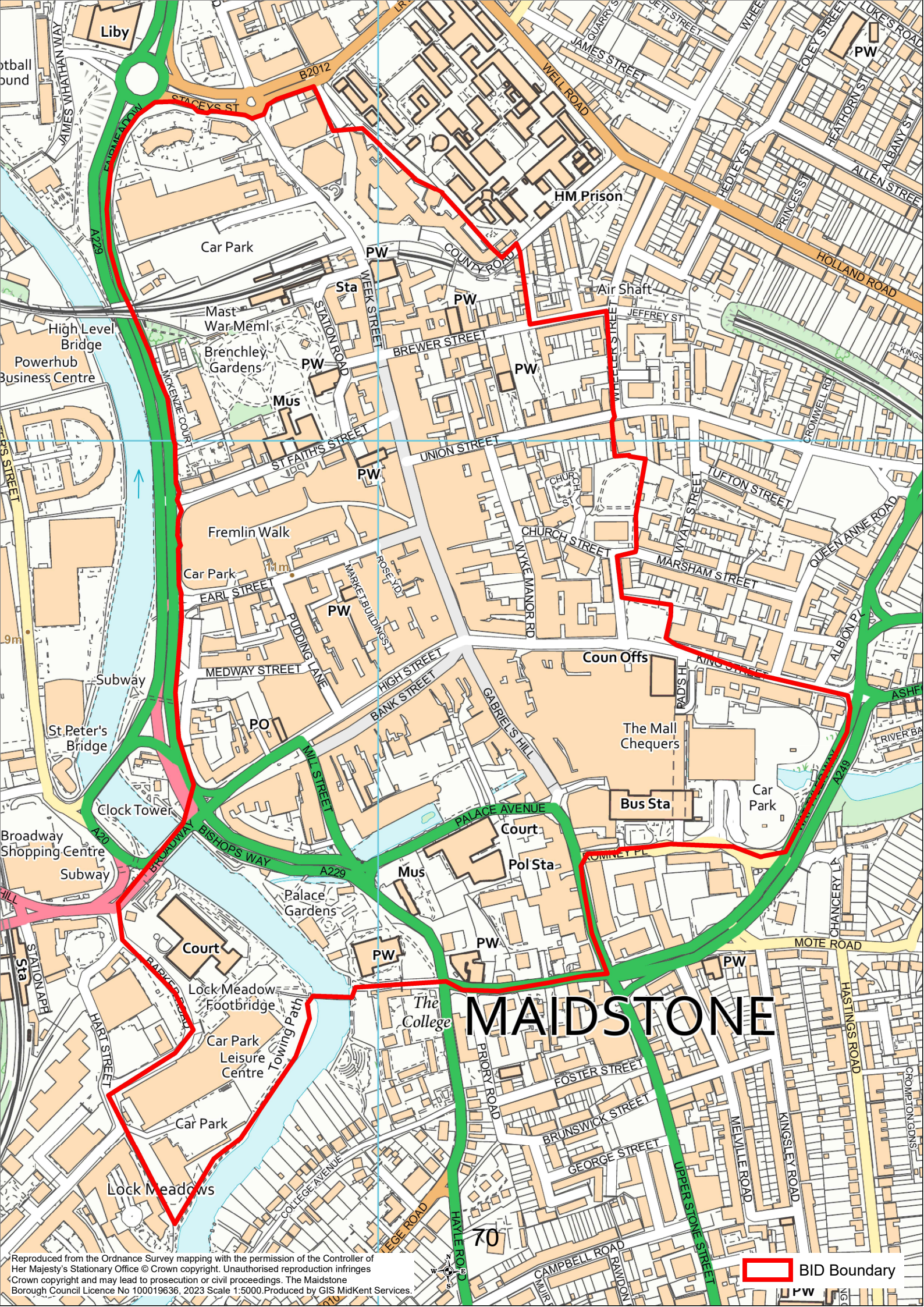
ONE Maidstone
Business Improvement District

KEEP UP-TO-DATE


www.onemairstone.com/events-directory

 [@onemairstonekent](#)   [@onemairstone](#)

One Maidstone BID The Mall Management Suite, Pads Hill, Maidstone, ME15 6AT
Company number 11166750 | VAT number 301029074



MAIDSTONE

 BID Boundary

Reproduced from the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. The Maidstone Borough Council Licence No 100019636, 2023 Scale 1:5000. Produced by GIS MidKent Services.

EXECUTIVE

18 April 2023

Biodiversity and Climate Change Action Plan Annual Review

Timetable	
Meeting	Date
Economic Regeneration and Leisure Policy Advisory Committee	4 April 2023
Planning and Infrastructure Policy Advisory Committee	5 April 2023
Communities, Housing and Environment Policy Advisory Committee	11 April 2023
Corporate Services Policy Advisory Committee (CSPAC)	12 April 2023
Executive	18 April 2023

Will this be a Key Decision?	Yes
Urgency	Not Applicable
Final Decision-Maker	Executive
Lead Head of Service	Angela Woodhouse, Director of Strategy, Insight and Governance
Lead Officer and Report Author	James Wilderspin, Biodiversity and Climate Change Manager
Classification	Public
Wards affected	All

Executive Summary

The Biodiversity and Climate Change Action plan has been reviewed and updated as part of the scheduled annual review. The plan at Appendix 1 has been developed with the executive and the Policy Advisory Committees are asked to review the plan and make recommendations as appropriate.

Purpose of Report

To consider and recommend the revised Biodiversity and Climate Change Action Plan to the Executive.

This report makes the following recommendations to the Executive:

1. That the updated Biodiversity and Climate Change Action Plan be approved.

Biodiversity and Climate Change Action Plan Annual Review

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 • Accepting the recommendations will materially improve the Council's ability to achieve [corporate priority]. 	Anna Collier Insight Communities and Governance Manager
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 report recommendation directly supports the achievement of the Biodiversity and Environmental Sustainability is respected cross cutting objective through the delivery of the Biodiversity and Climate Change Action plan. It also indirectly supports cross cutting objectives of Health Inequalities are Addressed and Reduced Deprivation and Social Mobility is Improved as delivery of actions have the opportunity to improve the health of residents in the longer term and the delivery of communication activities has the ability to reduce residents' energy costs.</p>	Anna Collier Insight Communities and Governance Manager
Risk Management	Already covered in the risk section.	Anna Collier Insight Communities and Governance Manager
Financial	The specific costed proposals will be funded from within existing budgets. Future changes to policies and strategies will need to be	Section 151 Officer &

	assessed to understand the impact to ensure they remain affordable during the year and in future years as part of the Medium Term Financial Strategy.	Finance Team
Staffing	We will deliver the recommendations with our current staffing.	Anna Collier Insight Communities and Governance Manager
Legal	Local authorities have a duty under Section 40 of the Natural Environment and Rural Communities Act 2006 in exercising their functions to have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity. The Council's Biodiversity and Climate Action Plan demonstrates compliance with the statutory duty.	Gary Rowland – Senior Legal Advisor (Corporate Governance)
Information Governance	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council Processes. Some individual actions may have implications in the future and the appropriate review and documentations will be completed as required	Anna Collier Insight Communities and Governance Manager
Equalities	If not already considered, an Equalities Impact Assessment should be completed as part of the recommended work set out in the action plan to ensure they meet the needs of those affected by it.	Equalities & Communities Officer
Public Health	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	No Implications	Anna Collier Insight Communities and Governance Manager
Procurement	Some actions will have implications and the appropriate procurement exercises will be undertaken	Head of Service &

		Section 151 Officer
Biodiversity and Climate Change	The implications of this report on biodiversity and climate change have been considered and are aligns with the annual review process to ensure the Action Plan is relevant and able to be implemented on behalf of the council.	Biodiversity and Climate Change Manager

2. INTRODUCTION AND BACKGROUND

2.1 The annual review of the Biodiversity and Climate Change Action Plan is stipulated as part of the action plan to check if actions are still relevant, if there are new Government approaches or science-based targets, and if actions are progressing. At the last update of the action plan at Communities Housing and Environment PAC on the 15 November 2022 the Leader outlined the proposed annual review process for the actions within the Biodiversity and Climate Change Action Plan to be separated into those within the Council’s direct control and those it can influence. The actions would be aligned to the relevant Lead Member on the Executive and presented to the respective Policy Advisory Committees as part of the annual review process. The Leader of the Council stated that the proposed approach would be manageable and would ensure that the actions were effectively monitored.

2.2 The review included the following steps:

- Officers and the Executive reviewed the wording, clarity, timeline of each of the 68 actions to ensure actions are specific and transparent.
- It was clarified which actions were in direct control of the council and those actions the council can influence.
- Actions were aligned to Portfolio holders and PACs to ensure accountability at an Executive level.
- A streamlined action plan has been developed for consultation and final approval with PACs.

2.3 The revised action plan can be seen at **Appendix 1**. The plan details the action, responsible PAC and officers, the timeline, indicators, and costs. A succinct version of the revised action plan can be found at **Appendix 2**. There are significant cost implications to meeting our challenging net zero ambition, these go beyond the budget available and recognise the need to apply for and make use of grant funding and other opportunities as they are identified.

2.4 The action plan follows 9 themes:

- Active Travel and Green Transportation
- Decarbonising and insulating homes and buildings
- Generating renewable energy
- Reducing waste
- Adapting to climate change
- Enhancing and increasing biodiversity
- Making our estate carbon neutral

- Communications and engagement strategy
- Sustainable decision-making processes and governance

3. AVAILABLE OPTIONS

- 3.1 That the new version of the Biodiversity and Climate Change Action Plan recommend the addition, removal or change of actions within the action plan.
 - 3.2 Alternatively, the original version of the action plan could be retained or that further review is required.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 That Economic Regeneration and Leisure Policy Advisory Committee consider and recommend the updated Biodiversity and Climate Change Action Plan as its adoption ensures greater clarity and monitoring of the actions.
-

5. RISK

- 5.1 Biodiversity and Climate Change is a key corporate risk. In April 2019, the council declared a Biodiversity and Climate Change Emergency, ensuring that the Biodiversity and Climate Change Action Plan is a relevant and actionable document will help to mitigate that risk.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Policy and Resources Committee adopted the Biodiversity and Climate Change Action Plan on 21st October 2020.
- 6.2 On November 15 2022, Communities, Housing and Environment Policy Advisory Committee (PAC) considered an update on the action plan. The PAC was advised by the Leader that the annual review of the action plan would ensure actions were specific, clear and transparent. The results of which would be shared with each PAC prior to sign-off. The Committee expressed support for the proposed review process and welcomed greater Member involvement.
- 6.3 A number of informal meetings have been held with Officers and the Executive to review the plan.
- 6.4 The Economic Regeneration and Leisure and Planning and Infrastructure Policy Advisory Committees considered this report on the 4 and 5 April 2023 and supported the recommendations. The Corporate Services and Communities, Housing and Environment Policy Advisory Committees will be considering this matter on the 11 and 12 April respectively, with any comments to be reported by the 18 April 2023 Executive Meeting. The PI

PAC also recommended that the plan consider the recommended actions from the Overview and Scrutiny Waste Review which are applicable to this plan.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The action plan will be presented to each Policy Advisory Committee for consideration prior to a decision by the Executive on 18 April 2023.
- 7.2 Once approved the website will be updated to show the new actions.
- 7.3 Progress of the implementation of the actions will continue to be monitored and updates given to relevant PACs on a six-monthly basis.

8. REPORT APPENDICES

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

- Appendix 1: Revised Biodiversity and Climate Change Action Plan
 - Appendix 2: Biodiversity and Climate Change Actions Succinct List
-

9. BACKGROUND PAPERS

None

Biodiversity and Climate Change Action Plan

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget	
Active travel and green transportation										
78	<p>Action 1.1 Update the Integrated Transport Strategy, and work towards a Local Cycling and Walking Infrastructure Plan to prioritise walking, cycling, public transport, and electric vehicles.</p>	<p>CLlr Paul Cooper</p> <p>P&IPAC</p>	<p>Alison Broom</p> <p>William Cornall</p> <p>Rob Jarman</p> <p>Phil Coyne</p> <p>Claire Weeks</p> <p>Mark Egerton</p> <p>Helen Garnett</p>	Direct	2023-24	Update the Integrated Transport Strategy	<p>Improvements in Borough Air quality</p> <p>Reduction of CO2e</p> <p>Increase Active Travel</p> <p>Increase Public Transportation usage</p> <p>Reduce Pollution</p> <p>Support transition to EVs</p>	NA	Biannual	Officer Time
	<p>Action 1.2 Deliver policies that enable infrastructure for:</p> <ul style="list-style-type: none"> Low carbon transportation, 	CLlr Paul Cooper	Alison Broom	Direct	2023-24	Update Sustainability DPD as part of	As above	Percentage change of low carbon	Biannual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
<ul style="list-style-type: none"> Active travel, and that Facilitates high quality public transport connectivity in new developments and existing communities. <p style="text-align: center; font-size: 2em;">79</p>	P&IPAC	William Cornall Rob Jarman Phil Coyne Claire Weeks Mark Egerton Helen Garnett			larger Development Plan		transportation, active travel, and public transport	From the Planning Monitoring Report	
Action 1.3 Identify low carbon transportation, active travel, and public transport indicators that align with strategic planning and monitor implementation of sustainable transport policies.	Cllr Paul Cooper P&IPAC	Alison Broom William Cornall Rob Jarman Phil Coyne Claire Weeks	Direct	2023-24	Identify and Align Indicators from Planning to BCC Action Plan	As above	Percentage change of low carbon transportation, active travel, and public transport	Biannual From the Planning Monitoring Report	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
		Mark Egerton Helen Garnett							
Action 1.4 Deliver Policy that ensures sustainable travel, such as bike racks, pool cars, electric vehicle charging, active travel, is integrated into all Maidstone Borough Council construction of new buildings (offices, housing, leisure facilities) and building acquisitions.	Cllr John Perry CSPAC	Mark Green Katie Exon	Direct	When any new building is completed or purchased	Develop and implement Policy	MBC Staff Carbon Footprint Reduced Increase in sustainable travel	NA	Biannual	Officer Time
Action 1.5 Deliver an Electric Vehicle (EV) Strategy for the borough that provides sufficient EV charging infrastructure to support the transition to EVs and reduces range anxiety, with consideration of changing and new emerging technologies.	Cllr Paul Cooper P&IPAC	Jen Stevens Claire Weeks	Direct	2023-24	Deliver an Electric Vehicle (EV) Strategy	Increase confidence in emerging EV market, and reduce range anxiety	Number of Electric Vehicle Charging Points Installed	Biannual From the Planning Monitoring Report	Officer Time
Action 1.6 Facilitate a move to electric taxis by providing nine rapid charge points in total by 2025, and twelve rapid charge points by 2030.	Cllr Paul Cooper P&IPAC And	John Littlemore Lorraine Neale	Influence	2023-25	Work with Taxi trade to find location, support funding, install rapid chargers	Increase in Taxi EVs Reduction in pollution and CO2e	Number of Electric Vehicle Charging Points Installed	Biannual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
	Cllr Lottie Parfitt-Reid CHEPAC								
Action 1.7 Work with the taxi trade to find solutions to licencing that will encourage gradual business led shift to EVs' and promote greener accreditation and campaigns to support taxi trade to move to EVs. 81	Cllr Paul Cooper P&IPAC And Cllr Lottie Parfitt-Reid CHEPAC	John Littlemore Lorraine Neale	Influence	2023-25	Work with Taxi trade to establish accreditation	Increase in Taxi EVs Reduction in pollution and CO2e	Number of EV taxi	Biannual	Officer Time
Action 1.8 Actively participate in Quality Bus Partnership and ensure that the borough's infrastructure is bus friendly.	Cllr Paul Cooper P&IPAC	Rob Jarman Phil Coyne Claire Weeks Mark Egerton Helen Garnett	Influence	2023-25	Deliver bus friendly infrastructure	Lower emission busses Increase in public transportation usage	Improvement in Borough Air Quality	Annual	Officers Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
		Duncan Haynes							
Decarbonising and insulating homes and buildings									
82 Action 2.1 Explore grants schemes for residents, landlords and housing associations, for retrofitting insulation, and low carbon heating systems.	Cllr Simon Webb and Cllr Lottie Parfitt-Reid CHEPAC	John Littlemore Hannah Gaston	Direct	2023-2024	Explore grant scheme potential	Increase in residents' retrofits to low carbon systems Reduced utility bills/costs Improvements in EPC ratings Reductions in CO2e	Number of residents with EPC rating improvements of A-C from D-G	Annual From Central Government Data	Grants if scheme and funding is identified
Action 2.2 Enforce Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.	Cllr Simon Webb CHEPAC	John Littlemore Hannah Gaston	Direct	2023-2024	Enforce Energy Efficiency	As above	As above	Annual	Officer time
Generating renewable energy									
Action 3.1 Ensure Sustainability DPD as part of larger Development Plan requires on-site renewables on all types of new	Cllr Paul Cooper	Rob Jarman Phil Coyne	Direct	2023 onwards	Ensure DPD policy is enacted	Increase in renewable energy	Percentage of onsite renewable	Biannual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
developments and identify indicators that align with strategic planning and monitor implementation.	P&IPAC	Claire Weeks Mark Egerton Helen Garnett				generation in the borough	energy generation in new developments 10% adopted standard	From the Planning Monitoring Report	
Reducing waste									
Action 4.1 Investigate recycling strategies in the Town centre.	Cllr Martin Round CHEPAC	John Edwards	Influence	2023-24	Investigate recycling strategies and budget for additional bins and awareness campaigns in town centre	Increase in recycling	NA	Biannual	Officer Time
Action 4.2 Ensure MBC offices and buildings have recycling facilities.	Cllr Martin Round CHEPAC	Katie Exon	Direct	2023-24	Develop policy and contracts to ensure MBC buildings are able to recycle waste	Increase in recycling	NA	Biannual	Officer Time
Adapting to climate change									
Action 5.1 Deliver policy as part of design and sustainability DPD and future Development Plan evolution for long term climate change adaptation in new	Cllr Paul Cooper P&IPAC	Rob Jarman Mark Egerton	Direct	2023	Deliver policy for long term climate change adaptation in	Flooding, heat and drought impacts of climate	NA	Annual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
developments to flooding, heatwaves, and drought and ensure longer term climate impacts are being considered as part of planning and policy decisions. Identify indicators that align with strategic planning and monitor implementation.		Helen Garnett			new developments Identify indicators	change are considered in planning and long-term development			
Action 5.2 Identify actions to mitigate climate change in existing developments.	Cllr Lottie Parfitt-Reid CHEPAC	James Wilderspin Gemma Bailey	Influence	2023-24	Identify actions	Reductions in climate impacts to existing communities Increase in resilience to impacts of climate change	NA	Biannual	Officer Time
Action 5.3 Conduct Borough Climate Impact Assessment and (i) identify natural flood management (nature-based solutions and sustainable urban drainage), (ii) build local communities' resilience, (iii) support business continuity management, and	Cllr John Perry CSPAC And Cllr Lottie Parfitt-Reid	James Wilderspin Gemma Bailey	Influence	2023-25	Conduct Impact Assessment Work with communities to develop strategies	Reductions in climate impacts to existing communities Increase in resilience to impacts of climate change	NA	Annual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
(iv) priorities and strengthen power and water supply and other critical infrastructure ensuring more resilient communities.	CHEPAC					Reduce impacts on water security and critical infrastructure			
Enhancing and increasing biodiversity									
Action 6.1 Monitor Biodiversity Net Gain (BNG) to adopted 20% standard. 85	Cllr Paul Cooper P&IPAC	Mark Egerton Helen Garnett	Direct	2023-27	Monitor Biodiversity Net Gain	20% increase in Biodiversity as a result of new developments	Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard	Biannual From Planning Monitoring Report	Officer Time
Action 6.2 Ensure sustainable urban drainage schemes (SuDS) maximise biodiversity potential.	Cllr Paul Cooper P&IPAC	Mark Egerton Helen Garnett	Direct	2023-27	Monitor Biodiversity Net Gain	20% increase in Biodiversity as a result of new developments	Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard	Biannual From Planning Monitoring Report	Officer Time
Action 6.3 Develop Supplementary Planning Documents for Garden community and other strategic development sites that ensure are exemplar for biodiversity and deliver semi natural open space.	Cllr Paul Cooper P&IPAC	Mark Egerton Helen Garnett	Direct	2023-27	Develop Supplementary Planning Documents	20% increase in Biodiversity as a result of new developments	NA	Biannual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
Action 6.4 Enhance and expand wetland coverage across the Borough to support nutrient neutrality, flood prevention, and enhance biodiversity. 98	Cllr David Burton Cllr Paul Cooper P&IPAC And Cllr Martin Round CHEPAC	Mark Green Rob Jarman James Wilderspin	Direct	2023-25	Identify wet land development sites integrate with SuDS, BNG, Nutrient Neutrality Develop businesses case for land acquisition for water cycle management and habitat restoration	Increase and restore wetlands Reduce pollution (phosphates and nitrates) Reduce surface water runoff, flow rates and flooding Increase and improve habitats and biodiversity	Water quality	Biannual	Estimated £200,000 over 2 year period on already identified sites
Action 6.5 Implement a Nature Recovery Strategy, linking habitat restoration and creation to improve flood protection and water quality.	Cllr Paul Cooper P&IPAC	Rob Jarman James Wilderspin	Direct	2023-27	Implement a Nature Recovery Strategy	As Above	NA	Biannual	Officer Time
Action 6.6 Work with local farms and landowners to deliver landscape scale biodiversity initiatives Nature Recovery	Cllr Paul Cooper	Rob Jarman	Influence	2023-30	Engage with farmers and landowners	Reconnection of habitats	NA	Biannual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
Strategy – including reconnection of habitats, floodplain restoration, reduced chemical inputs and reintroduction of lost native species.	P&IPAC And Cllr Lottie Parfitt-Reid CHEPAC	James Wilderspin Gemma Bailey				floodplain restoration reduced chemical inputs reintroduction of lost native species			
Action 6.7 Increase borough canopy cover expanding ancient forests and reconnecting of existing woodland including urban woods, and greening town centres.	Cllr David Burton CHEPAC	James Wilderspin Rob Jarman Andrew Williams	Direct	2023-2030	Partner and develop large scale tree planting and rewilding opportunities Develop business case for land acquisition linking BNG, Nutrient Neutrality, social values and green spaces and flood reduction via tree and	borough canopy cover expanded More CO2e sequestered Increased biodiversity	Number of Trees planted / area of land rewilded	Biannual	£200,000

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
					rewilding planting projects				
Action 6.8 Review Maidstone Borough Council non-operational land to assess potential for enhancing biodiversity including allowing community groups to take responsibility for management.	Cllr John Perry CSPAC	James Wilderspin	Direct	2023	As above	As above Community groups engaged	NA	Biannual	Officer time
Making our estate carbon neutral									
Action 7.1 Deliver Maidstone Borough Council 2030 Net Zero Commitment, by: (i) Decarbonising the councils' buildings through low carbon heating, LEDs, insulation and smart controls, (ii) decarbonising the council's fleet to fully EV, (iii) investing in renewable energy generation, (iv) incorporating energy saving principles into office strategies, and (v) supporting staff to shift to electric/ultra-low emission vehicles, public transportation and more flexible working.	Cllr John Perry CSPAC Cllr Claudine Russell ERLPAC	Mark Green Katie Exon Darren Guess James Wilderspin	Direct	2023-28	Develop Decarbonisation plan and timeline Identify and apply for funding for retrofitting and upgrading MBC buildings heating and insulation Identify renewable energy projects and partnerships	MBC Net Zero 2030	Percentage Change of Carbon Emissions from MBC Buildings, Fleet, Contracts (ie Scope 1, 2)	Biannual	£900,000 to £1,500,000 Seeking match funding from PSDS

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
					Ensure electricity capacity at depot for fleet transition to EV Upgrade Fleet to EVs				
Action 7.2 Measure the Council's carbon footprint each year and report findings to relevant committees and the public.	Cllr David Burton And Cllr John Perry CSPAC	James Wilderspin Katie Exon	Direct	Annually	Calculate Carbon Footprint of Scope 1/2/3	MBC Net Zero Planning and monitoring for 2030	Carbon Footprint Dashboard Percentage Change of Carbon Emissions from MBC Buildings, Fleet, Contracts (ie Scope 1, 2 and 3)	Quarterly	Officer Time
Action 7.3 Purchase 100% renewable energy for our buildings and operations where we control the supply (market dependant with maximum 10% offset) and investigate Public Energy Partnership Power Purchase Agreement (PEPPPA).	Cllr John Perry CSPAC	Mark green James Wilderspin Katie Exon	Direct	2023-24	Move to 100% green tariff Develop and/or pay for offsets	MBC Net Zero 2030	NA	Annually	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
					Investigate renewable energy business cases, purchases, investments and partnerships				
Action 7.4 Identify temporary accommodation assets eligible for insulation and low carbon heating upgrades under funding schemes and arrange installation. Provide top up funding for any measures not fully funded to ensure all homes let by MBC as temporary accommodation are energy efficient and EPC rating improved to requirement.	Cllr Simon Webb CHEPAC	William Cornall	Direct	2023-24	Identify temporary accommodation Upgrade accommodation	Improved EPC ratings Reduced utilities	NA	Annually	Officer Time
Action 7.5 Improve data management on all property including leased buildings and prioritise decarbonisation actions and improve EPC ratings.	Cllr John Perry CSPAC And Cllr Claudine Russell	Katie Exon James Wilderspin	Direct	2023-24	Improve Data Management	Reduce energy bills Improve EPC ratings	Percentage change/reduction in Utility costs/KWh for Gas, Electricity, Water usage at leased assets.	Annually	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
	ERLPAC								
Action 7.6 Deliver 100% LED lighting in MBC carparks.	Cllr Paul Cooper P&IPAC	Jeff Kitson	Direct	2023-24	Upgrade lighting	Reduces costs Improved efficiency	NA	Annually	Estimated £30,000
Communications and engagement strategy									
Action 8.1 Support residents (including adults, women, youths and children, faith groups, minority groups, and marginalised groups), partners, and wider stakeholders (Parish councils, farmers, and landowners) to understand the changes they can make to reduce and prepare for climate change. Including: <ul style="list-style-type: none"> Supporting residents to reduce their individual carbon footprints, upskilling and green job creation, buying local, conserve water, and with sustainable lifestyles and Eatwell guidance. Promote schemes which help residents, landlords and housing associations reduce energy bills and decarbonise their buildings e.g. retrofitting grants and the government domestic and non-domestic renewable heat incentive programme. 	Cllr Lottie Parfitt-Reid CHEPAC	Gemma Bailey Julie Maddocks	Influence	2023-25	Develop engagement events / campaigns Newsletters / social media awareness raising	Informed residents on Climate change and biodiversity loss Increase resilience to the impacts of climate change improved health and well being reduction in household bills	NA	Biannual	£30,000 per annum

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
<ul style="list-style-type: none"> • Support and encourage residents, businesses and the third sector to install renewable energy generation or develop community energy projects, by providing information and promoting grants, shared investment, and savings schemes. • Encourage residents to separate food and recyclables, use appropriate bins, compost at home, avoid contamination and reduce waste production through promoting the circular economy strategy. • Support residents, schools and community groups with biodiversity improvement and protection, promoting relevant schemes, such as tree planting and after care, and encouraging them to enhance biodiversity in their gardens and grounds. 						<p>reduction in household waste</p> <p>increase in public transport and active travel</p>			
<p>Action 8.2 Provide staff awareness information of biodiversity and climate change at induction and provide job specific sustainability training to each service area.</p>	<p>Cllr David Burton</p> <p>CHEPAC</p>	<p>Gemma Bailey</p>	<p>Direct</p>	<p>2023</p>	<p>Implement Carbon Literacy Training and tailor to each service area</p>	<p>Informed staff</p>	<p>Number of Staff carbon literate accredited</p>	<p>Biannual</p>	<p>Officer Time</p>

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
Action 8.3 Enable local businesses to reduce their carbon footprint by providing information on funding opportunities, carbon calculators, localised supply chains and travel plans that promote active travel and public transport, and support businesses to use the Kent Prepare website to raise awareness of how to prepare for flooding.	Cllr David Burton Cllr Lottie Parfitt-Reid CHEPAC	Julie Maddocks Chris Inwood Gemma Bailey	Influence	2023-25	Support businesses with information, funding opportunities and partnerships	Reduction in local business CO2e and associated costs	NA	Biannual	Officer Time
Sustainable decision-making processes and governance									
Action 9.1 Provide briefings and training for councillors and our managers on carbon, climate change, and biodiversity to create a culture change and ensure climate change and biodiversity are integrated into decision making.	Cllr David Burton CHEPAC	Gemma Bailey	Direct	2023	Implement carbon literacy training	Awarded carbon literacy accreditation	Number of Cllr carbon literate accredited	Biannual	Officer Time
Action 9.2 Ensure service plans consider biodiversity and climate change and monitor with performance indicators, so that managers plan their services to ensure opportunities for enhancing biodiversity and mitigating and adapting to climate change are taken.	Cllr John Perry CSPAC	Carly Benville Anna Collier James Wilderspin	Direct	2023	Implement KPIs	Each service area considers climate and biodiversity in decision making and monitoring	NA	Biannual	Officer Time

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
Action 9.3 Deliver Policy that ensures sustainability criteria is used for all Maidstone Borough Council construction of new buildings (offices, housing, leisure facilities) and sustainability criteria is part of decision-making process for all Maidstone Borough Council building acquisitions, to ensure buildings owned by the council are sustainable, future proofed, and align with our net zero commitment.	Cllr John Perry CSPAC	Mark Green Paul Holland	Direct	2023-24	Develop and integrate policy Define sustainable criteria to consider on all new building acquisition and construction	Reduced utilities Future proofed investments	NA	Biannual	Officer Time
Action 9.4 Establish criteria for investment in climate change and biodiversity and invest to save schemes (eg. renewables, heat networks). These will consider relative impact in terms of carbon reduction and ease of delivery, such that expenditure is focused on deliverable, affordable initiatives that maximise impact on the carbon reduction targets.	Cllr David Burton And Cllr John Perry CSPAC	James Wilderspin	Direct	2023-24	Develop business cases / seek partnerships Establish criteria for investment	Carbon emission reductions Invest to save schemes Investments in green projects	NA	Annually	Officer Time
Action 9.5 Deliver corporate policy and sustainable procurement approach to reduce (Scope 3) MBC carbon footprint from contracts and services and ensure a 'carbon cost' is part of procurement and decision making.	Cllr John Perry CSPAC	Dan Hutchins Adrian Lovegrove	Direct	2023-24	Work with services and contracts to reduce CO2e / disclose footprints /	Reduction in MBC scope 3	Carbon footprint dashboard	Biannual	Officer Time £10,000 to £22,000 in

Action	Portfolio Holder and PAC	Responsible Officer	Direct control or under influence	Timescale	Outputs	Outcomes	Key Performance Indicator	Monitoring	Budget
		James Wilderspin			<p>reduce supply chains</p> <p>Reduce spending / triple bottom line using carbon costs as well as financial costs for decision making</p>				consulting fees

Biodiversity and Climate Change Action Plan

Active travel and green transportation

Action 1.1 Update the Integrated Transport Strategy, and work towards a Local Cycling and Walking Infrastructure Plan to prioritise walking, cycling, public transport, and electric vehicles.

Action 1.2 Deliver policies that enable infrastructure for

- i. Low carbon transportation,
- ii. Active travel, and that
- iii. Facilitates high quality public transport connectivity in new developments and existing communities.

Action 1.3 Identify low carbon transportation, active travel, and public transport indicators that align with strategic planning and monitor implementation of sustainable transport policies.

Action 1.4 Deliver Policy that ensures sustainable travel, such as bike racks, pool cars, EV charging, active travel, is integrated into all Maidstone Borough Council construction of new buildings (offices, housing, leisure facilities) and building acquisitions.

Action 1.5 Deliver an EV Strategy for the borough that provides sufficient EV charging infrastructure to support the transition to EVs and reduces range anxiety, with consideration of changing and new emerging technologies.

Action 1.6 Facilitate a move to electric taxis by providing nine rapid charge points in total by 2025, and twelve rapid charge points by 2030.

Action 1.7 Work with the taxi trade to find solutions to licencing that will encourage gradual business led shift to EVs' and promote greener accreditation and campaigns to support taxi trade to move to EVs.

Action 1.8 Actively participate in Quality Bus Partnership and ensure that the borough's infrastructure is bus friendly.

Decarbonising and insulating homes and buildings

Action 2.1 Explore grants schemes for residents, landlords and housing associations, for retrofitting insulation, and low carbon heating systems.

Action 2.2 Enforce Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.

Generating renewable energy

Action 3.1 Ensure Sustainability DPD as part of larger Development Plan requires on-site renewables on all types of new developments and identify indicators that align with strategic planning and monitor implementation.

Reducing waste

Action 4.1 Investigate recycling strategies in the Town centre.

Action 4.2 Ensure MBC offices and buildings have recycling facilities.

Adapting to climate change

Action 5.1 Deliver policy as part of design and sustainability DPD and future Development Plan evolution for long term climate change adaptation in new developments to flooding, heatwaves, and drought and ensure longer term climate impacts are being considered as part of planning and policy decisions. Identify indicators that align with strategic planning and monitor implementation.

Action 5.2 Identify actions to mitigate climate change in existing developments.

Action 5.3 Conduct Borough Climate Impact Assessment and (i) identify natural flood management (nature-based solutions and sustainable urban drainage), (ii) build local communities' resilience, (iii) support business continuity management, and (iv) priorities and strengthen power and water supply and other critical infrastructure ensuring more resilient communities.

Enhancing and increasing biodiversity

Action 6.1 Monitor Biodiversity Net Gain to adopted standard.

Action 6.2 Ensure sustainable urban drainage schemes (SuDS) maximise biodiversity potential.

Action 6.3 Develop Supplementary Planning Documents for Garden community and other strategic development sites that ensure are exemplar for biodiversity and deliver semi natural open space.

Action 6.4 Enhance and expand wetland coverage across the Borough to support nutrient neutrality, flood prevention, and enhance biodiversity.

Action 6.5 Implement a Nature Recovery Strategy, linking habitat restoration and creation to improve flood protection and water quality.

Action 6.6 Work with local farms and landowners to deliver landscape scale biodiversity initiatives Nature Recovery Strategy – including reconnection of habitats, floodplain restoration, reduced chemical inputs and reintroduction of lost native species.

Action 6.7 Increase borough canopy cover expanding ancient forests and reconnecting of existing woodland including urban woods, and greening town centres.

Action 6.8 Review Maidstone Borough Council non-operational land to assess potential for enhancing biodiversity including allowing community groups to take responsibility for management.

Making our estate carbon neutral

Action 7.1 Deliver Maidstone Borough Council 2030 Net Zero Commitment, by (i) Decarbonising the councils' buildings through low carbon heating, LEDs, insulation and smart controls, (ii) decarbonising the council's fleet to fully EV, (iii) investing in renewable energy generation, (iv) incorporate energy saving principles into office strategies, and (v) support staff to shift to electric/ultra-low emission vehicles, public transportation and more flexible working.

Action 7.2 Measure the Council's carbon footprint each year and report findings to relevant committees and the public.

Action 7.3 Purchase 100% renewable energy for our buildings and operations where we control the supply (market dependant with maximum 10% offset) and investigate Public Energy Partnership Power Purchase Agreement (PEPPPA).

Action 7.4 Identify temporary accommodation assets eligible for insulation and low carbon heating upgrades under funding schemes and arrange installation. Provide top up funding for any measures not fully funded to ensure all homes let by MBC as temporary accommodation are energy efficient and EPC rating improved to requirement.

Action 7.5 Improve data management on all property including leased buildings and prioritise decarbonisation actions and improve EPC ratings.

Action 7.6 Deliver 100% LED lighting in MBC carparks.

Communications and engagement strategy

Action 8.1 Support residents (including adults, women, youths and children, faith groups, minority groups, and marginalised groups), partners, and wider stakeholders (Parish councils, farmers, and landowners) to understand the changes they can make to reduce and prepare for climate change. Including:

- Supporting residents to reduce their individual carbon footprints, upskilling and green job creation, buying local, conserve water, and with sustainable lifestyles and Eatwell guidance.
- Promote schemes which help residents, landlords and housing associations reduce energy bills and decarbonise their buildings e.g. retrofitting grants and

the government domestic and non-domestic renewable heat incentive programme.

- Support and encourage residents, businesses and the third sector to install renewable energy generation or develop community energy projects, by providing information and promoting grants, shared investment, and savings schemes.
- Encourage residents to separate food and recyclables, use appropriate bins, compost at home, avoid contamination and reduce waste production through promoting the circular economy strategy.
- Support residents, schools and community groups with biodiversity improvement and protection, promoting relevant schemes, such as tree planting and after care, and encouraging them to enhance biodiversity in their gardens and grounds.

Action 8.2 Provide staff awareness information of biodiversity and climate change at induction and provide job specific sustainability training to each service area.

Action 8.3 Enable local businesses to reduce their carbon footprint by providing information on funding opportunities, carbon calculators, localised supply chains and travel plans that promote active travel and public transport, and support businesses to use the Kent Prepare website to raise awareness of how to prepare for flooding.

Sustainable decision-making processes and governance

Action 9.1 Provide briefings and training for councillors and our managers on carbon, climate change, and biodiversity to create a culture change and ensure climate change and biodiversity are integrated into decision making.

Action 9.2 Ensure service plans consider biodiversity and climate change and monitor with performance indicators, so that managers plan their services to ensure opportunities for enhancing biodiversity and mitigating and adapting to climate change are taken.

Action 9.3 Deliver Policy that ensures sustainability criteria is used for all Maidstone Borough Council construction of new buildings (offices, housing, leisure facilities) and sustainability criteria is part of decision-making process for all Maidstone Borough Council building acquisitions, to ensure buildings owned by the council are sustainable, future proofed, and align with our net zero commitment.

Action 9.4 Establish criteria for investment in climate change and biodiversity and invest to save schemes (eg. renewables, heat networks). These will consider relative impact in terms of carbon reduction and ease of delivery, such that expenditure is focused on deliverable, affordable initiatives that maximise impact on the carbon reduction targets.

Action 9.5 Deliver corporate policy and sustainable procurement approach to reduce (Scope 3) MBC carbon footprint from contracts and services and ensure a 'carbon cost' is part of procurement and decision making.

Agenda Item 19

EXECUTIVE

18 April 2023

Heather House and Royal British Legion site

Timetable	
Meeting	Date
Communities, Housing & Environment Policy Advisory Committee	11 th April 2023
Executive	18 th April 2023

Will this be a Key Decision?	Yes
Urgency	Not Applicable
Final Decision-Maker	EXECUTIVE
Lead Head of Service	Phillip Morris, Head of New Business & Development
Lead Officer and Report Author	Alison Elliott, Development Project Manager
Classification	<p>Public Report with Exempt Appendices (1&2) – The information contained within those appendices has been considered exempt under the following paragraph of part 1 of schedule 12A to the Local Government Act 1972:-</p> <p>3 = Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Public Interest Test</p> <p>It is in the public interest that the report and appendices be taken in private because it relates to commercially sensitive information and releasing the information could jeopardise the financial position of the Council and third parties.</p>
Wards affected	Parkwood

Executive Summary

In 2021, the Policy & Resources Committee approved the Council pursuing a comprehensive redevelopment of the site (including Heather House and the Pavilion Building). This has led to a successful planning application for a new community centre on the Heather House site and a new-build residential scheme of 11 dwellings on the Pavilion Building site.

To help finance the new community centre, Officers are seeking approval for a CIL Community Contribution of £956,420.

The scheme is included in the capital programme, Officers are seeking approval for the works cost and to appoint the contractor to deliver the scheme, as per the planning application.

Officers are also seeking approval to proceed with a tender exercise to procure a management provider for the proposed new community centre.

Purpose of Report

Decision

This report makes the following recommendations to the Executive:

1. That the works costs for Heather House and the Pavilion building sites be approved, in accordance with the approved planning application.
2. That the Head of Mid Kent Legal Services, in consultation with the Lead Member, be authorised to negotiate and complete all necessary deeds and agreements arising from or ancillary to the application for planning permission.
3. That the Director of Finance, Resources and Business Improvement, be given delegated authority, to appoint a contractor to carry out the necessary building works for the community centre and residential units.
4. That the Director of Finance, Resources and Business Improvement, be given delegated authority, to approve the tender exercise for the procurement and appointment of an operator of the new community centre.

Heather House and Royal British Legion site

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve: <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure; • Homes and Communities. 	Head of New Business & Development
Cross Cutting Objectives	The project will support the cross-cutting objectives: <ul style="list-style-type: none"> • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected. 	Head of New Business & Development
Risk Management	Already covered in the risk section.	Head of New Business & Development
Financial	Funding for this project is included within the capital programme.	Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing within the New Business & Development Team and Mid-Kent Legal Services.	Head of New Business & Development
Legal	Accepting the recommendations will fulfil the Council's duties including under the Public Contract Regulations 2015. Acting on the recommendations is within the Council's powers.	Team Leader Contracts & Commissioning

Information Governance	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council Processes.	Information Governance Team.
Equalities	We recognise the recommendations may have varying impacts on different communities within Maidstone. Therefore, we have completed an Equalities Impact Assessment responding to the needs of the community.	Equalities & Communities Officer
Public Health	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	No implications	Head of New Business & Development
Procurement	On accepting the recommendations, the Council will then follow a standard procurement & appointment exercise. We will complete that exercise in line with financial procedure rules.	Head of Service & Section 151 Officer
Biodiversity and Climate Change	The implications of this report on biodiversity and climate change have been considered and; <ul style="list-style-type: none"> This aligns with action(s) (number and quote action) of the Biodiversity and Climate Change Action Plan 	Biodiversity and Climate Change Officer

2. INTRODUCTION AND BACKGROUND

- 2.1 Heather House is the only community facility still owned and directly managed by the Council. It is located on Bicknor Road backing onto the Parkwood Recreation Ground, providing facilities to enable indoor sports and leisure activities. It is currently only used by Maidstone Boxing Club. Adjacent is the Pavilion Building, currently on a short short-term lease to the Weaving Warriors Rugby Club, that can be ended at any time, by either party, on giving two months' notice.
- 2.2 Planning permission has been agreed for a new community centre on the Heather House site, and a new-build residential scheme of 11 houses on the Pavilion Building site. Comprising of 4 First Homes and 7 private

rented houses, giving the best financial return. Whilst the initial approval is for 7 x private rented houses, Officers will use best endeavours to secure grant from Homes England in due course, at a level that would allow the delivery of those homes for Affordable Rent.

- 2.3 First Homes are discounted market sale housing, meeting the definition of 'affordable housing'. These units must be discounted by a minimum of 30% against the market value. After the discount the First Sale price must be no higher than £250,000. First Homes are the government's preferred discounted tenure and should account for at least 25% of all affordable housing delivered.
- 2.4 The proposal for the Pavilion Building site is a mixed tenure scheme of 11 houses (7 for private market rent and 4 for First Home). The following table shows the schedule of new accommodation:

Type of Unit	Unit Size	Number	First Home Market Sale per unit	Market Rent per unit (PCM)	Market Rent per unit (annually)
3 Bed 5 Person	93m ³	4	£250,000	-	-
3 Bed 5 Person	99m ²	3	-	£1500	£18,000
3 Bed 5 Person	93m ²	1	-	£1325	£15,900
4 Bed 7 Person	121m ²	3	-	£1850	£22,200
Totals	1125m²	11	1,043,000	£8225	£136,500

The Scheme

- 2.5 Full scheme information is detailed within the Design and Access Statement that was submitted with the Planning Application. Appendix 4.
- 2.6 This project will significantly improve the image, visual appearance and public perception of the community centre and contribute towards the regeneration of the area. This scheme will see the delivery of much needed new, high-quality housing and a new modern multi-purpose community facility within the existing footprint of the Heather House & Pavilion sites.
- 2.7 The new 580m² community centre, is designed to accord with the latest accessibility and energy efficiency standards, resulting in lower long-term maintenance and running costs. The facility will appeal to many clubs and organisations, providing opportunity for local community involvement of all ages. It will include one court sports/community social use hall, the height of which will be capable of accommodating badminton, a kitchen, storage, bar and social lounge area, as well as further ancillary areas that will provide for field-based sports. The community centre has been designed in accordance with guidance produced by Sports England for

community halls, together with Rugby Football Union design guide for changing rooms and clubhouses. The scheme will increase more usable open space provision by repositioning the new community centre further away from the area of ancient woodland on the southern/western boundary. Establishing the required buffer zone of 15m and giving back areas of existing small underused open space taken up on the Pavilion Building development site area.

- 2.8 The housing is within close proximity of local facilities and transport services. The development will contribute to the surrounding built environment. The high-quality family homes all meet Nationally Described Space Standards, providing well-designed active frontage with plenty of green spaces, private parking and rear gardens. Natural daylight has been a key consideration, which has informed the orientation of the homes, position of the gardens and location of glazing. An energy consultant was appointed to provide guidance on achieving the necessary thermal requirements and energy efficiency measures. The residential scheme will benefit from 4 photovoltaic panels per home, these will provide renewable energy from sunlight.

Financial Commitments

- 2.9 The financial summaries for both sites are shown at Exempt Appendix 1 & 2. There is a negative NPV of -£756,223 on the new community centre, however a high NPV of £1,412,927 on the residential element of the scheme. The amalgamated scheme for both the community centre and residential site is positive, based on a private market rent and First Homes sale. This demonstrates a financially viable scheme and meets our minimum financial criteria.
- 2.10 The procurement exercise has provided a scheme cost for the entire development, details of the costs from the preferred contractor are detailed in the exempt appendix.
- 2.11 The Council have submitted a successful bid for Land Release Funding, for the proposed redevelopment of the entire site totalling £100,000. This will go towards the demolition costs of both buildings. The Land Release Fund is a cross-government initiative between the Ministry of Housing, Communities and Local Government and One Public Estate which is delivered in partnership by the Local Government Association and the Cabinet Office.
- 2.12 The financial model assumes a successful CIL bid of £956,420; that won't be determined until the summer. In the event that this is unsuccessful, monies from the £5m Infrastructure funding in the recently adopted capital program, will be utilised to provide subsidy to the community centre.
- 2.13 The Policy & Resources Committee report from February 2021 (attached background paper) detailed that income from the new housing, could provide cross-subsidy for the new community centre. However, this will no longer be the case as the profitability of market sale has been eroded by build cost inflation. Meaning that private sale is no longer the most attractive tenure for the non-First Homes units.

Contract Procurement

- 2.14 A procurement exercise has been undertaken to source a single contractor, to enable maximum efficiency to be gained from running the community centre and residential builds concurrently.
- 2.15 The tender documentation was issued via the Kent Business Portal as an open tender invitation on 31 October 2023. Completed tender documentation was returned by three contractors. The final analysis of the tender return was carried out by FFT in February.
- 2.16 Based on the tender submission, Officers have a preferred contractor they believe is the most competitive and advantageous of the three tenders received.
- 2.17 The preferred contractor submitted a build programme estimating start on site in November 2023, completion of the new community centre in November 2024 and houses in June 2025.
- 2.18 A tender exercise to procure an operator for the community centre is the next step. Officers are looking to grant a 25-year lease (contracted out of the landlord and tenant act 1954) on a fully repairing and insuring basis, to an organisation to operate and manage the facility, for the benefit of the local community. The Council would expect that the facility would be available to hire at reasonable rates to the wider community, for example private parties through to community activity groups.
- 2.19 Officers intend to proceed via a formal tender approach, contacting potential interested parties to inform them of the tender exercise and encouraging them to make an application. The tender exercise would seek interest from suitably experienced organisations who can manage and maintain the building in a way that will benefit the whole community. Officers will require that the tender bids show detailed information regarding the day-to-day operation of the building, planned activities / use and included details of opening hours. The submissions will need to show an understanding of compliance with Health and Safety and all other statutory regulations. It is anticipated that the tender pack will be published on the Kent Business Portal in the summer of 2023, with an estimated period of eight weeks from tender start to the lease being awarded.

3. AVAILABLE OPTIONS

- 3.1 Option 1: the preferred option, to appoint a contractor to build out the entire scheme, comprising of the new community centre and 11 houses, as per the planning application and to procure a managing agent for the operation of the community facility.
- 3.2 Option 2: Do nothing, leave Heather House community centre and the Pavilion building site to slowly decay. Whilst keeping the Rugby club on a

short-term lease. This is not recommended as there would continue to be uncertainty as to the future of the building and site.

- 3.3 Option 3: Demolish both Heather House and the Pavilion building. The potential loss of a community centre could impose a significant and negative impact on the existing users and surrounding neighbourhood and lose the opportunity to bring about social change and improve the quality of life in the local area
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is Option 1, outlined above in paragraph 3.1. This option will see the delivery of 11 new-build residential houses and new community centre fit for purpose, operated by a managing agent.
-

5. RISK

- 5.1 Maidstone Boxing Club currently operates from Reed Hall (the existing smaller hall within Heather House). The loss of the existing community provision could be viewed negatively, as the new facility cannot cater for their future space needs. The Pavilion Building is currently on a short short-term lease to the Weaving Warriors Rugby Club.
- 5.2 Officers will need to terminate the leases of both the afore-mentioned clubs to enable the development. Both clubs are aware of the Councils plans and that they will have no alternative accommodation whilst the new facility is built. There is currently no budget provision to provide temporary accommodation or changing facilities, for the clubs that will be displaced by the redevelopment.
- 5.3 It is the intention of the Council to make these clubs (along with others) aware of the tender exercise and encourage them that if they feel it suitable, to prepare and submit an tender response.
- 5.4 The Council could struggle to gain support from the local community. However, Officers will ensure appropriate and effective community engagement throughout the project.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Ward Councillors have been consulted and are supportive of the scheme design proposals and consultation has already taken place with stakeholders and residents of which their feedback has been incorporated into the scheme design proposals
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The Executive will be informed by the Communities, Housing & Environment Policy Advisory Committee consideration of this report at its meeting on the

11 April 2023, the Executive will make the final decision regarding the recommendations.

- 7.2 The approval of the recommendations will enable the project team to appoint the contractor to commence works. Also, to proceed with the tendering for the management/operator for the new community centre.
-

8. REPORT APPENDICES

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

- *Exempt Appendix 1: Heather House - Financial Summary*
 - *Exempt Appendix 2: RBL Housing – Financial Summary*
 - *Appendix 3: Design & Access Statement – Written by Calfordseaden, submitted with the Planning Application, October 2021*
-

9. BACKGROUND PAPERS

Heather House and Pavilion building, Policy and Resources Committee February 2021. (Please note that this report is restricted. To view the report, please contact Democratic Services)



109

AMENDED

Design & Access Statement

Heather House, Parkwood,
Maidstone, ME15 9PL

[K190434](#)

[October 2021](#)



Contents

1.0	Introduction	4
2.0	Context	5
3.0	Identity	6
4.0	Assessment	7
5.0	Evaluation	12
6.0	Involvement	14
7.0	Design	16
8.0	Uses	17
9.0	Homes & Buildings	18
10.0	Amount	19
11.0	Layout	20
12.0	Resources	22
13.0	Scale	23
14.0	Landscaping & Nature	24
15.0	Appearance	25
16.0	Access & Movement	26
17.0	Life Span	27
18.0	Summary	28



112

Aerial view of site - Google Earth

1.0 Introduction

This Design and Access Statement forms part of the planning submission for detailed planning consent to redevelop two existing facilities known respectively as Heather House Community Centre and The Pavilion Building. Both premises are located in close proximity to one another and border the Parkwood Recreation Ground.

The development sites are formed from two individual parcels of land, separated by various play park facilities with frontages onto Bicknor Road, Parkwood, Maidstone.

The developer of both sites is Maidstone Borough Council, whom play an active role in the regeneration of the borough through the provision of affordable housing, homes for private rent and private sale development schemes.

It is proposed that the sites be redeveloped to provide a new community centre on the Heather House site and a residential housing scheme on the Pavilion site. The development proposals for the residential site are for the introduction of 11 properties, providing a mix of 3 & 4 bedroomed homes with associated parking.

The homes will be developed for market rent and market sale, with the funds generated from the sale of the private units used towards the cost of constructing the new community centre.

Due to the age and construction of Heather House it has now reached the end of its useful life. As well as its general poor condition, the buildings layout and internal structure remains dated and therefore limits its use and ability to attract new users. Following the results of the Condition Survey and Resident and Stakeholder Survey of Heather House, the Communities Housing and Environment Committee approved the Council pursuing a comprehensive redevelopment of the site (including Heather House and the Pavilion Building). The Council's approach to the redevelopment of both the Heather House and the Pavilion Building sites has been to find the most cost effective, viable and long-term option that would allow for long-term future sustainability.



Site plan

2.0 Context

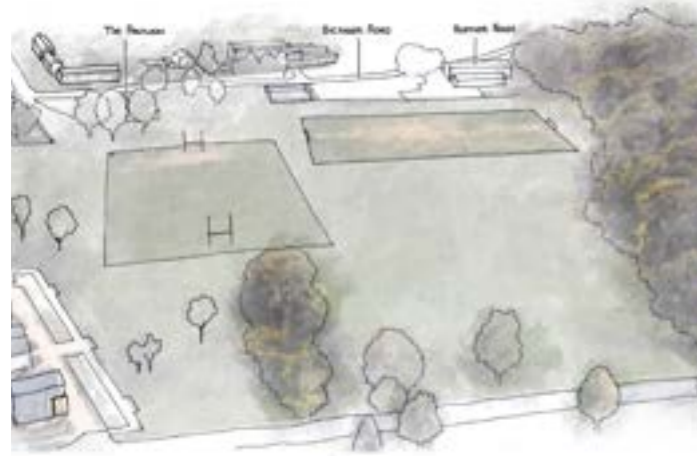
The sites are located to the southeast of Maidstone Town Centre and are within easy walking distance of a range of local facilities and services.

The surrounding area has a mixed use but the predominant theme combines 2 storey dwelling constructed in terraced rows and adjoining single storey retirement bungalows (Rosemary Gardens) formed around a central courtyard.

Materials used in the construction of the immediate surroundings include interlocking concrete roof tiles, buff brickwork and UPVC windows. Features include chimneys, render, timber cladding and mono-pitched roofs.

The land form for both sites is best described as level plains, the topography across the Heather House site changes by approx 100mm (East-West) and the level change for the Pavilion site is approx 300mm (North - South). The geological survey indicates that the site is underlain by solid deposits of the Hythe Formation, which have a thickness of 18m to 100m and expected to comprise inter bedded clays, silts and sands.

The application sites are not located within a conservation area and are defined by the governments website 'Flood map for planning' as being located in Flood Zone 1. "An area with a low probability of flooding". The phase 1 desk study identifies drain covers in the car park and assumes that both sites are connected to normal drainage facilities, there are no reports of surface water flooding on these sites.



Open space
114



Ancient woodland boundary



Repeated terrace row



Street scene



Typical house type



Grid pattern of development

3.0 Identity

The abundance of mature trees and significant area of green open space are strong recognisable features of this location. The designated Ancient Woodland provides a boundary to the edge of the recreation ground and residential housing developments beyond.

The composition of the street scene features a predominant 2 storey house type that has been repeated in straight rows. Constructed either side of wide estate roads, there is little distinction or individuality between this 1970's housing and as such the appearance offers little variety or character to define one road from another.

The existing properties use a standard design and materials that were cheap and readily available at the time. The roofs are pitched front-to-back and covered in interlocking concrete tiles, buff coloured brickwork and UPVC windows. The only noteworthy detailing is the hanging tile feature to the 1st floor and the chimney.

The pattern of development follows a typical 1970's precedent for large housing schemes to be arranged in grids of terraces, set back from the road with generous front gardens, as such the estate housing represents an urban arrangement but suburban spacing, where land was not considered as precious as it is today.



3D Aerial plan indicating sites and surroundings

4.0 Assessment

4.1 Physical

The application sites total approximately 0.46 hectares and are both located within the settlement confines; Parkwood is a neighbourhood in the southeast of Maidstone, which is formed predominantly of social and other types of housing.

At the north end of Bicknor Road is the local centre, providing a variety of community facilities including retail and convenience shopping. A school & church can be found directly opposite the site.

The site is situated on the South East boundary of Parkwood recreational ground along Bicknor road. The topography of the site is relatively flat and is situated 100m above sea level.

4.2 Social

The following demographical and social characteristics of the area have been taken from the 2011 census and identify:-

- A higher than average level of social housing at 75% contrasting with a national average of 18%.
- The majority of dwellings in the area are occupied by only 1 or 2 people.
- Records indicate the majority of people from this area are semi-skilled and unskilled manual workers; those on state benefit/unemployed and lowest grade workers.

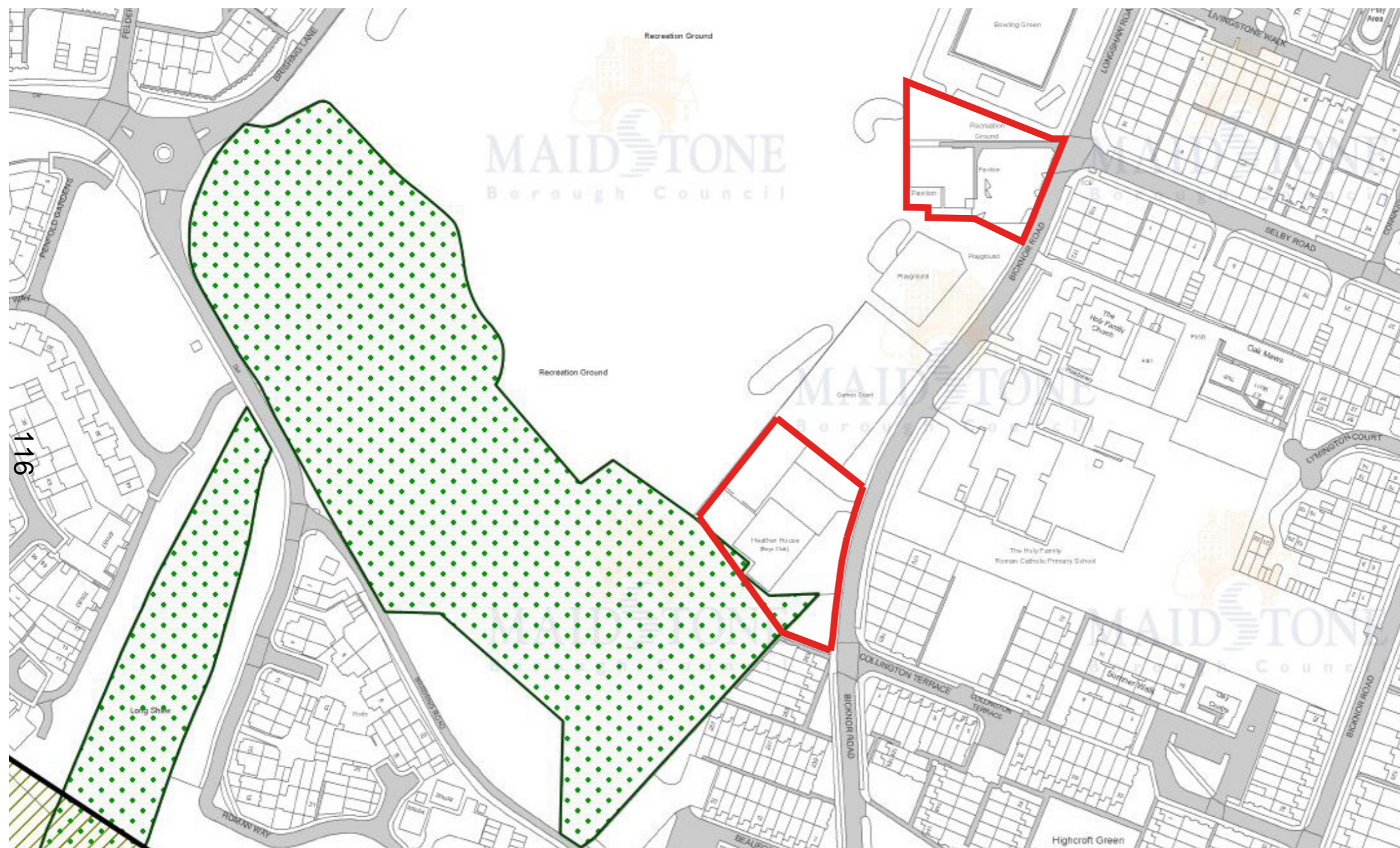
- The highest recorded age group for this area is between 30-44 and the majority are identified as married.
- Bicknor Rd and the surrounding area has a higher than average concentration of residents having no qualifications (43%).
- This area can be considered less ethnically diverse than the UK average.
- The health of residents from this area is lower than the UK average.
- There were 103 reported crimes in October 2020 which covers an area within half a mile of the site(s) post code.

4.3 Economic

Due to the value of land attributed to residential development in this area, it is considered that few alternative solutions are available that would generate sufficient funding to subsidise the construction of a new community centre.

The decision to pursue residential development is supported by the prevailing character of the area with the proposal representing long term sustainable and cost effective solution to replacing the community centre as well as providing new accommodation to assist in addressing the pressing requirement for new housing within the borough.

The financial model and cost analysis for the scheme has been continually updated as the project has developed and is included as part of the planning submission.



Maidstone Borough Council- Proposals Map

4.4 Planning Policy

Due to the sites current uses, the land is considered a previously developed brown field site, which in planning terms has a priority for redevelopment.

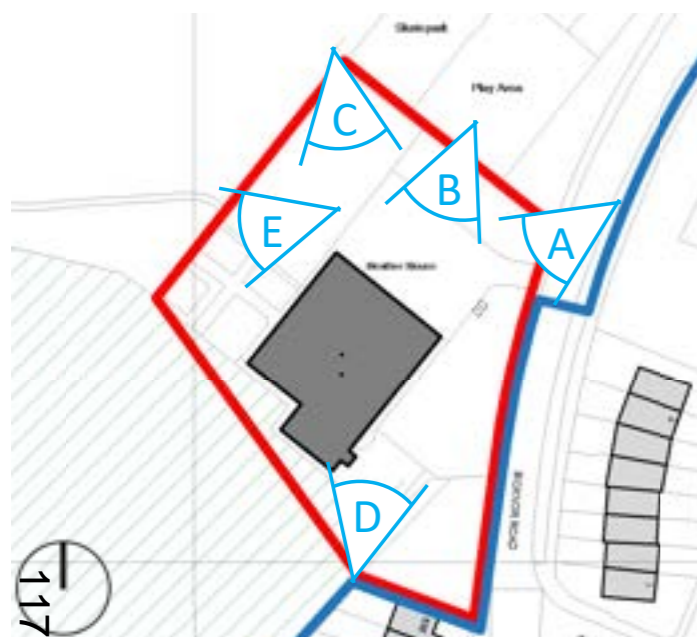
Located within the Maidstone Borough Council parks site is a Ancient Woodland area, the location of this woodland area adjoins the boundary of Heather House. Under planning legislation any proposed development is to be no closer than 15 meters from the Ancient Woodland boundary.

A specialist consultant has been appointed to provide a planning statement to accompany the application, he has identified the following planning policies as being pertinent to this application site:-

- National Planning Policy Framework (NPPF) 2019.
- Section 38(6) of the Planning and Compulsory Purchase Act 2004.
- Maidstone Borough Local Plan 2011-2031

Specific Maidstone Local Plan Policies include:-

- SS1: Maidstone borough spacial strategy
- SP1: Maidstone urban area
- ID1: Infrastructure Delivery
- DM1: Principles of good design
- DM3: Natural environment
- DM6: Air Quality
- DM12: Density of housing development
- DM19: Open space and recreation
- DM20: Community facilities
- DM21: Transport impacts
- DM23: Parking standards
- SP20: Affordable Housing
- SP 19: Housing mix



Key Image- Heather House Site



Image A



Image B



Image C



Image D



Image E

4.5 Site images - Heather House

Images shown on this page were taken during a site visit in November 2019. The image key indicates the position from which the pictures were taken.

Image A
Shows the vehicle entrance to Heather House from Bicknor Rd with the building in the background. The building has minimal street presence.

Image B
Shows the entrance and bulk of the main building together with the parking area to the front of the Heather House- The main entrance is not welcoming or immediately obvious to new visitors.

Image C
Shows the main building in relation to the single storey hall, together with a secondary parking area located to the side of the building- The valley gutter between the two buildings is an area prone to maintenance issues.

Image D
Shows the blank asbestos clad elevation to the side of the main building which faces onto Bicknor Rd, together with a fenced off garden area - Little relationship or engagement with the surroundings.

Image E
Shows the relationship between the car park and recreation ground together with the track that leads into the wooded area - Parking is split between different areas and spaces are not clearly identified.

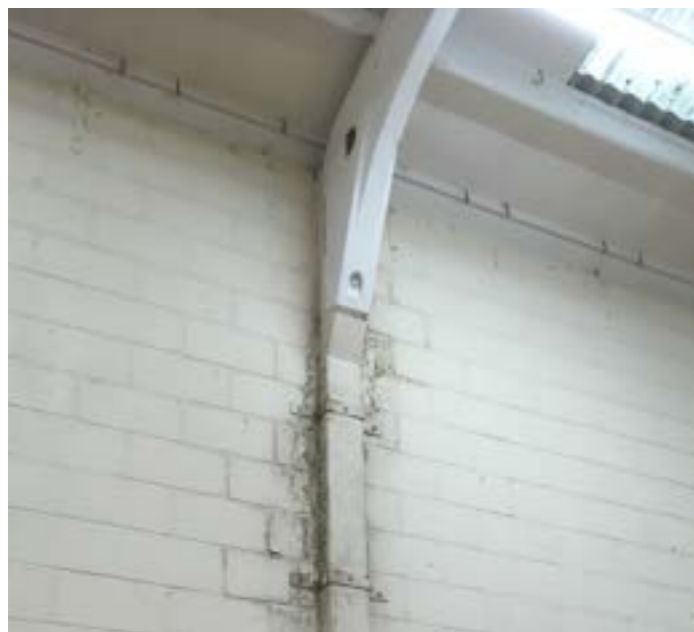


Image F- Evidence of leaking internal rainwater pipes

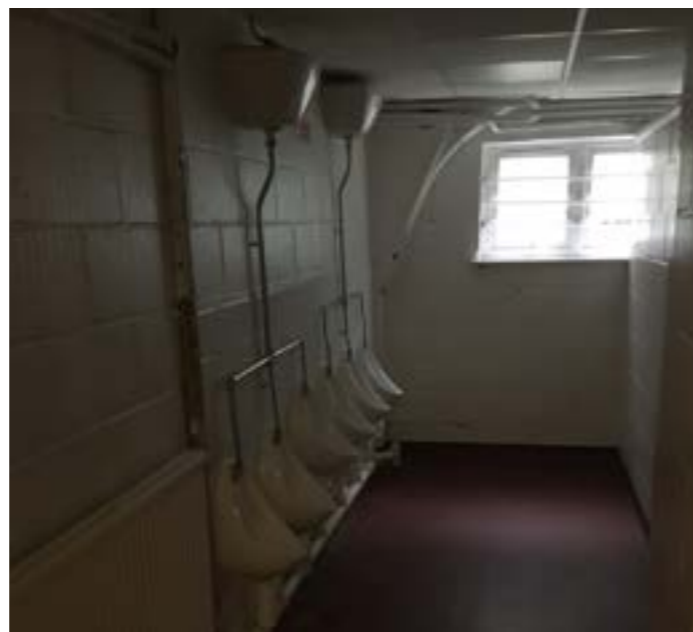


Image G- Dark and dated toilet facilities

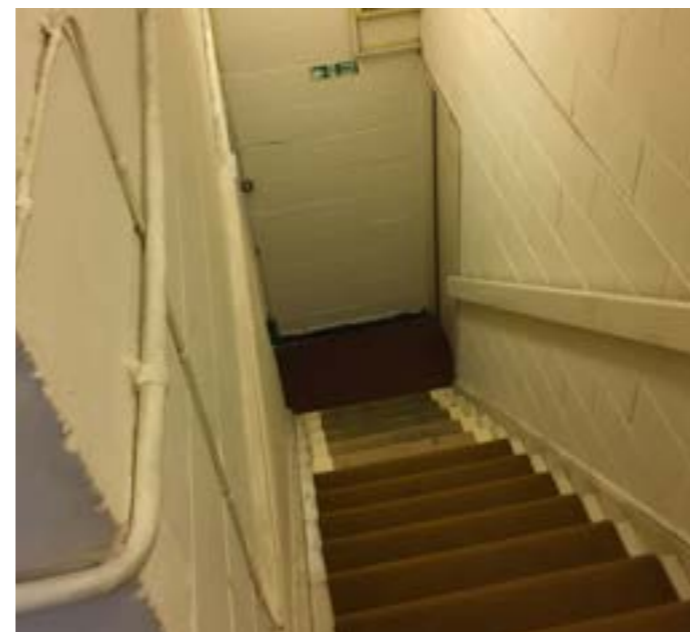


Image H- Narrow inappropriate access to first floor



Image I- Changes in floor level



Image J- Unused first floor storage area



Image K- Security measures to prevent access to roof

4.6 Existing Building - Heather House

The existing building was constructed in the early 1970's and comprises two large concrete portal framed structures forming one building, the main structure houses the sports hall, offices and storage (Image J). The second smaller structure accommodates a boxing gym together with toilets (Image G) and shower facilities.

The building has been constructed from standard materials readily and cheaply available at the time and finished to a very basic level internally (Image I). The ground floor is traditional cavity construction with brick outer skin and painted block work inner skin. The first floors and roof are clad with corrugated asbestos cement sheets.

The assessment of the building concludes that the asbestos cladding, roofs, windows and doors have all reached the end of their useful life and should be considered for replacement, these measures alone would not deal with the unaffordable ongoing maintenance issues (Image F), dated/inefficient heating system, the uninsulated floor slab, the de-funked showers and the poor layout of the existing building (Image H).

It was suggested that instead of spending a considerable amount of public money to upgrade an essentially old building, a better decision would be to demolish and replace the building with a modern purpose built community facility that would provide for current and future needs whilst being sustainable and economical to run and efficient to maintain.

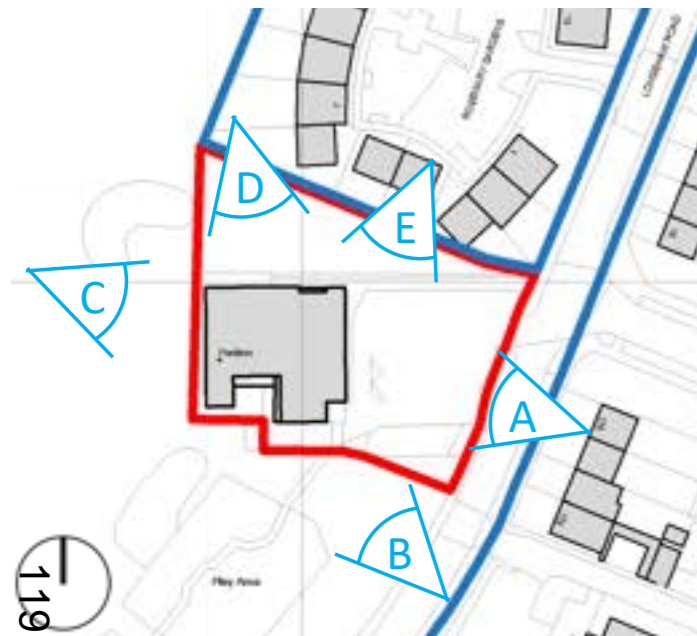


Image Key- Pavilion Building



Image A



Image B



Image C



Image D



Image E

4.7 Site images - Pavilion Building

Images shown in this page were taken during a site visit in November 2019. The image key indicates the position from which the pictures were taken.

Image A

Shows the bland main elevation of the Pavilion building which fronts onto Bicknor Rd- Its difficult to determine the location of the main entrance.

Image B

The side elevation which identifies the flat roof of the original building and the pitched roofs of the later addition- The building height is relatively low and the building has obviously suffered from unauthorised access to the roof areas in the past.

Image C

Shows the rear of the Pavilion building which overlooks the recreation ground - Barbed wire fencing and security grilles to windows present a building that is not visually appealing.

Image D

The side elevation which identifies the flat roof of the original building and the pitched roofs of the later addition which are pitched to form a valley gutter - These gutters are notorious for maintenance issues.

Image E

The front/side elevation of the building which is dominated by the enhanced security measures to prevent unauthorised access onto the flat roof - The building is devoid of any curb appeal.

5.0 Evaluation

It is evident that there are a number of constraints and opportunities associated with the development of the sites, in terms of their physical and social characteristics:-

Constraints

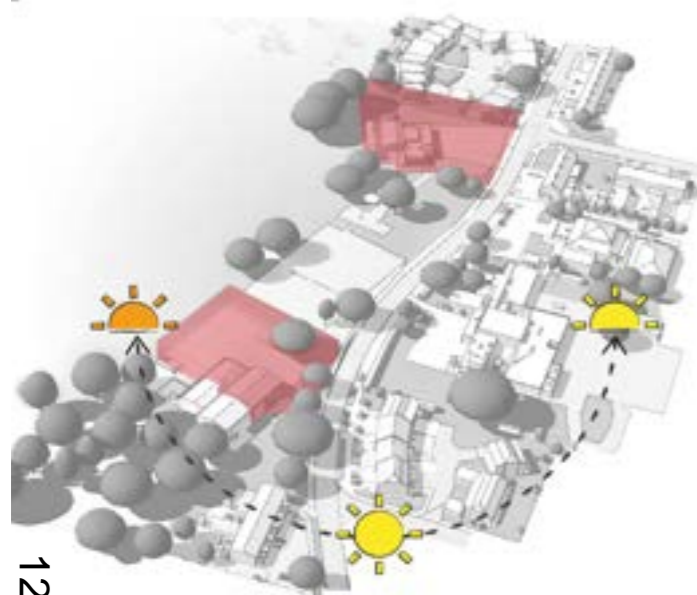
- Concern regarding impact upon the open space.
- Influence of the trees/woodland on any proposals.
- Producing a scheme that provides the necessary funding to rebuild the community centre.
- Satisfying the requirements of many different stakeholders.

Opportunities

- The provision of much needed housing and a new community building on previously developed land (brownfield site) within an existing settlement.
- The redevelopment of an under used site to provide a new high quality residential development.
- To provide a comprehensive scheme on a self contained site.
- To significantly improve the image, visual appearance and public perception of the community centre and contribute towards the regeneration of the area.
- To provide a new modern multi-purpose community facility to accord with the latest accessibility and energy efficiency standards, resulting in lower long term maintenance and running costs.
- To introduce a community facility that will appeal to other clubs and organisations, providing opportunity for local community involvement of all ages.
- The ability to increase more usable open space provision by repositioning the new community centre further away from the area of ancient woodland on the southern/western boundary. Establishing the required buffer zone of 15m and giving back areas of existing small underused open space taken up on the Pavilion Building development site area.



Existing Site Analysis



121

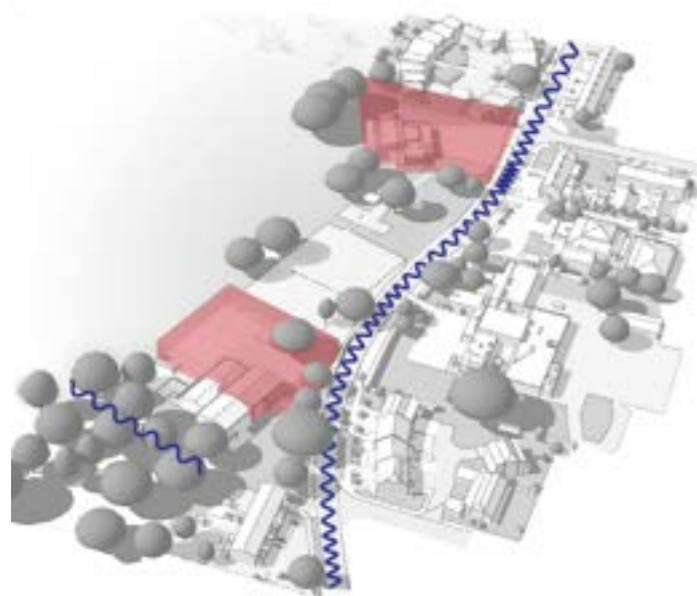
Sun Path



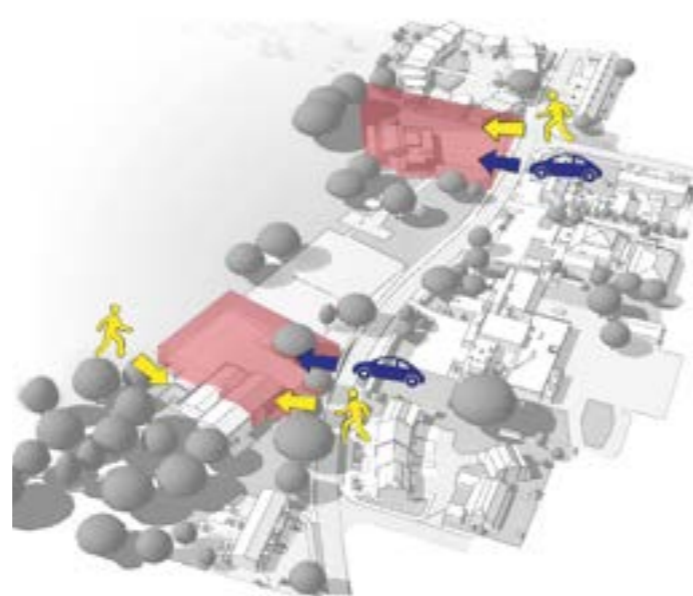
Green Spaces



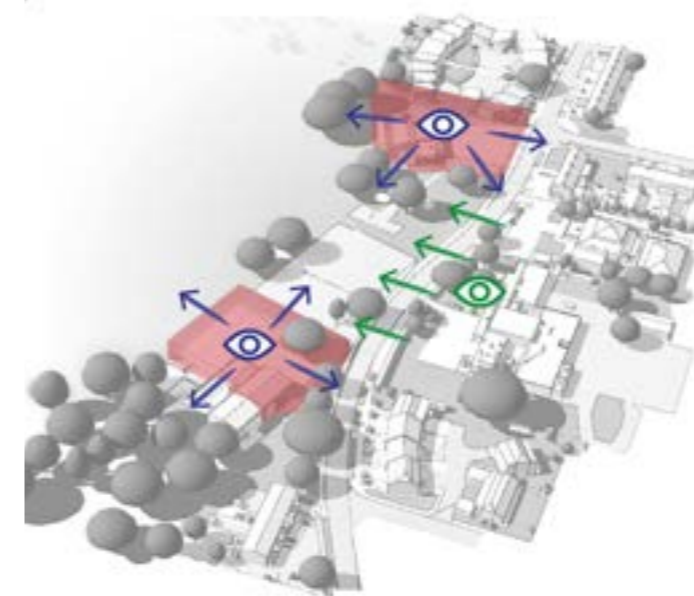
Active Frontages



Barriers



Access



Views

Design Principles

The following design principles have been adopted:

- A proposal that has been designed to respect the existing topography;
- The provision of a scheme that brings back into use an underused site;
- A development that provides housing in a sustainable location (on brownfield land within the confines of an existing settlement);
- The provision of a development that has regard to the location of the site and optimises upon the close proximity of local facilities and transport services;
- The provision of a development that will respond positively and contribute to the surrounding built environment. Continuing to enhance an area of deprivation that has recently benefited from major regeneration programmes by Golding Homes and new developments in the surrounding areas.
- Providing high quality family homes that meet Nationally Described Space Standards
- A development that rationalises the two dated buildings situated on Bicknor Road to create a better combined community resource that could provide a wider range of activity and potential outreach work to serve the local community.
- A proposal that will not involve the loss of any existing open space amenity land or the alteration of the existing play areas within the middle of the site of which are already benefiting from upgrade and improvement works that are not part of this application.



1st Pre Application 04/06/2020- Community Centre



1st Pre Application 04/06/2020- Housing Scheme



2nd Pre Application 12/10/2020

6.0 Involvement

Specialist consultants were instructed at an early stage to provide expert assessments/reports which have been used to inform and develop the design. The following documents are included in support of the planning submission:

- **Acoustic Assessment** (Able Acoustics)
- **Tree Survey to BS 5837:2012** (Down to Earth)
- **Arboricultural Implications Assessment** (Down to Earth)
- **Asbestos Demolition Surveys** (Alpha Surveys Ltd)
- **Geotech Phase 1&2 Reports** (JOMAS)
- **Daylight Study** (calfordseaden)
- **Air Quality Assessment** (Aether)
- **Transport Assessment** (GTA Civils)
- **Energy Consultant** (Energy Test)
- **Ecological Appraisal** (Greengage)
- **Archaeological Assessment** (SWAT Archaeology)
- **Planning Statement** (KLW Ltd)

In accordance with good practice guidance, the design team engaged in pre-application discussions with the planning department during the course of developing site proposals.

Three formal pre-application meetings have been held with the planning department during the evolution of the project. The first meeting was held on 04/06/2020 (20/502204/PAMEET) where sketch proposals were tabled to identify how the land could be developed to provide a 435sq.m Community Centre and a residential scheme comprising 12 houses.

The feedback from the planning officer highlighted the following issues:

- Quantitative loss of community facilities.
- Sustainable range of house sizes, types and tenures is required.
- Affordable housing @ 30% will be required.
- Cramped layout due to over provision of on plot parking.
- High Density scheme @ 49 dph
- Improve the street scene and pedestrian environment.
- Concerns over privacy and outlook.

The scheme was developed further in light of the issues raised and a revised set of drawings were shared at a second meeting held on 12/10/2020 (20/503946/PAMEET). The written advice from the planning officer highlighted the following issues:

- Open book financial viability assessment required due to no affordable housing provision being proposed.
- The application will need to provide assurance that the Community Centre will be built.
- A new wall is required to protect the neighbouring residents from unacceptable disturbance.
- Home zone softened with more landscaping.
- Tracking diagram for a refuse vehicle.

A third meeting was held on 08.10.2021 (21/505059/PAMEET). The written advice from the planner:

- Community centre area increased to 580sqm to include communal area with viewing to hall and field and to meet the needs of the current stakeholders.
- Increased the number of larger residential units types and tenure to meet local needs SP19.
- Further open book financial viability assessment due to no affordable housing provision being proposed.



Stakeholder Engagement 02/11/2020



Public Consultation 22/06/2021

6.0 Involvement - continued

Stakeholder Engagement

The proposal was refined to address the latest planning advice and on 2/11/2020 a revised scheme was presented to stakeholders from Heather House and members of the Weaving Warriors and Invicta Panthers Rugby Club as well as the Parkwood Junior Running Club who use the toilet and changing room facilities within the Pavilion Building. The feedback included:

- 4 Changing rooms are required.
- Separate storage for rugby club equipment.
- Additional space to accommodate more referee changing.
- Bar area.
- Physiotherapy room.

Again, the design team worked to develop the scheme to respond to the issues raised in both pre-application meetings and from stakeholder engagement. A new proposal was developed taking forward the most favourable elements and combining these with analysis from the specialist reports.

In response to stakeholder needs the client instructed that the community centre be extended by 87sq.m, at this point the scheme provided a 522sq.m Community Centre and a residential scheme comprising 11 houses.

Secured By Design

Drawings were issued to the local Designing Out Crime Officer (DOCO) at various stages of the project. The scheme has been developed to address the officers

comments for both the residential development and the community centre.

Due to the two different use classes the residential scheme will be assessed against (SBD) Homes 2019 and the community centre against (SBD) Commercial 2015. It is anticipated that both developments will achieve the 'Silver Award' and be accessed under SBD ref. MA-466/PRE/SBD/AF1.

Resident and Stakeholder Survey

A Parkwood Resident and Stakeholder survey was carried out in February and March 2019. Both consultations sought to establish how the Heather House Community Centre facility is used, its importance to the local community and to understand what support stakeholders and residents are willing to give to the project going forward. The results of this feedback have been fed into the evolution of the design proposals going forward.

Further Stakeholder Engagement

On the 14/06/2021 a further consultation event was held with representatives from the Weaving Warriors Rugby Club. The meeting focused on the financial impact that the club would experience from the lack of a bar/lounge area.

Further to this final stakeholder meeting the client instructed the design team to extend the building for a second time by an additional 60sq.m. In the latest proposal the Community Centre now provides 580sq.m.

A further financial viability assessment was undertaken by RedLoft in December 2021 to include additional 60sqm.



Proposed CGI- Aerial view of site development

7.0 Design

The Local Authorities intention to improve the Heather House facility and provide new residential accommodation has been in the making for a number of years, initially the proposal was to demolish the Pavilion building and construct a stepped block providing 36 flats with rear courtyard parking. The subsidy generated from the residential development would be used to fund the refurbishment and possible extension of Heather House.

After much consideration, it was felt that Heather House had reached the end of its useful life and a new facility would be the best option in terms of providing for current and future needs of the local community.

The proposed block of flats to be constructed on the pavilion site was also called into question, as it was felt that the area had seen an influx of flats originating from the Golding Homes (Wallis Fields) development, which is only 250 meters away, a better proposal would be to investigate family homes.

The design team have explored many options to reach a proposal that is not only acceptable in planning terms but will also fit comfortably within the urban grain of the surrounding built environment, whilst responding to a local housing need. Every proposal had to be evaluated to ensure it was financially viable and would provide the necessary funds to cross-subsidise the construction of a new community facility.

Pavilion Site

The submitted scheme seeks to demolish the Pavilion building and introduce 11 dwelling incorporating private parking spaces and parking court, together with semi-public landscaped spaces, private rear gardens and home zone.

The proposed properties include a row of 5 terrace homes which face onto Bicknor road and mirror the rhythm of surrounding properties. Towards the rear of the site are 6 detached homes formed around an informal cul-de-sac, with each property benefiting from a view over the recreation ground.

To make best use of the site whilst respecting the amenities of adjoining neighbours we have used the access road and parking areas to provide the necessary separation we have also carefully considered the location of window & door openings to control overlooking and protect resident privacy.

Heather House

The submitted application includes the demolition and re-provision of the community centre which has been designed to accord with guidance produced by Sports England for community/village halls, together with RFU design guide to changing rooms and clubhouses.

We have consulted with all necessary stakeholders to ensure their current and future needs are provided for and incorporated in the design where possible to do so taking into account the site space and financial viability constraints.



125
Holy Family Catholic Church- 0.14 mile (3 minute walk)



Wallis Avenue Surgery - 0.26 mile (6 minute walk)



McColl's Convenience Store - 0.28 mile (7 minute walk)



Primary School- Tree Tops Primary Academy- 0.30 mile (7 minute walk)



Secondary School - New Line Learning Academy - 1.6 miles (38 minute walk)



Maidstone West Railway Station - 2.8 mile (1hr 7 minute walk)

8.0 Uses

The proposal is for the introduction of 11No. Properties together with a new community centre, both developments will provide off street parking provision.

The location of the site is within a long established residential neighbourhood resulting in a broad range of existing facilities within a 300m radius. It is therefore considered that the proposed dwellings are ideally located to provide residents with the ability to walk to a range of essential facilities.

The new community centre will replace the existing building that has surpassed its life expectancy. The current building was well used by a small number of clubs and societies prior to its closure due to COVID and staff caretaker changes. It is expected that all the existing clubs can make use of the new facility together with the local rugby club (Weaving Warriors) with the exception of the Maidstone Boxing Club, of whom the Council are trying to assist in finding an alternative venue to support their future activities'

Residents will benefit from easy access to alternative means of transport, due to the proximity of bus stops and access to the dedicated cycle network, these existing facilities will provide a feasible alternative to using a motor car.

The location of the site is within an established community, adjoining the playground, MUGA and skate park and close to schools, recreation grounds, shops and public transport nodes are positive characteristics, with obvious advantages to residents and supporting local facilities.



Balconies included on plots 6- 11



Office/Study incorporated on plots 6- 11



Community centre- Circulation space



Community centre - Changing places toilet

9.0 Homes & Buildings

The Covid-19 pandemic has emerged during the course of this project and the designs have evolved to address a shift in the dynamic of the housing market.

Data collected from national bodies has identified a change in the requirements from house hunters in response to spending more time at home. Top of the 'Must haves' as reported in 2020 include:

- An extra bedroom/study
- A Garden, roof terrace or balcony
- Proximity to green space

9.1 Functional

The homes are designed to meet the needs of a diverse range of users, providing for the current and future needs of an ageing population and cultural differences.

The properties accord with the nationally described space standards (NDSS), they are fit for purpose and provide flexibility to respond to the changing needs of their occupants over time.

The community centre has been designed to include a central circulation space which provides access to all areas within the centre, this was the most economic use of space to cater for the changing needs of the stakeholders.

9.2 Healthy

The proposals are high quality designs that will promote quality of life for the occupants and users. A 'changing places' facility has been incorporated into the community centre to encourage inclusion and cater for a diverse range of specific needs.

For the residential development, natural daylight has been a key consideration which has informed the orientation of the homes, the position of the gardens and the location and size of all glazing.

9.3 Sustainable

The sites are well located for access to a frequent bus service and within easy walking distance to local services and facilities, this ensures the development is sustainable in terms of reduced dependency upon motor vehicles.

An energy consultant has been appointed to provide guidance on achieving the necessary thermal requirements and energy efficiency measures across both schemes.

The residential scheme will benefit from 4 photovoltaic panels per home, these will provide renewable energy from sunlight.

The new community building will incorporate a waste water heat recovery system.



Heather House Site- Proposed Community Development



Pavilion Site- Proposed Residential Development

10.0 Amount

All dwellings have been designed to accord with the Technical Housing Standard- Nationally Described Space Standard, the gross internal area (GIA) of each type of dwelling is identified below:

3 Bed 5 Person (Terrace House) 2 Storey	93m ²
3 Bed 5 Person (Detached House) 2.5 Storey	99m ²
4 Bed 7 Person (Detached House) 2.5 Storey	121m ²

The two storey row of terrace homes are representational of the surrounding properties and the three storey homes make economic use of the land, with the second story contained within the roof space.

A total of 22 parking spaces are proposed to serve the new residential development, 8 will be unallocated within the parking court, 2 will be visitor spaces and the remaining 12 will be allocated to specific plots.

With an application site area of approximately 0.46 hectares, the introduction of 11 new dwellings on the site would equate to a density of 33.3 dwellings per hectare.

The new community centre will provide a GIA of 580m² and includes a one court sports/community social use hall, the height of which will be capable of accommodating badminton, a kitchen, storage, bar and social lounge area, as well as further ancillary areas that will provide for field based sports'.

The car park will provide parking for 28 vehicles and include appropriate spaces for 3 disabled drivers which are located in close proximity to the entrance.



Pavilion Site- Proposed Residential Development



Heather House Site- Proposed Community Centre



Site Development Plan

11.0 Layout

Pavilion Site

The proposed layout identifies that the new dwellings will be positioned in close proximity to the back edge of the footpath, the development will therefore replicate the traditional street scene without feeling out of place or overbearing, the orientation of the dwellings provide an active street frontage with entrance doors clearly visible from the road.

The 2 storey properties will accord with the heights of existing properties in the surrounding area. The proposal is set back from Bicknor Road to allow sufficient space for a well-considered landscaping scheme; this will enhance the development and integrate with the neighbouring green space.

Proposed parking for this development has been provided in accordance with the Kent vehicle parking standards, 10 of these residential parking spaces are located in a courtyard type arrangement so as not to clutter the street scene, the remaining spaces are located within the demise of each detached property where they benefit from passive supervision.

The proposed layout of houses will ensure that all dwellings benefit from a private rear garden with independent gated access. Separation distances between the proposed development and neighbouring properties is in accordance with Maidstone's Local Plan and accords with planning discussions during the pre-application phases.

Heather House

In discussions with stakeholders, the community centre layout now includes 4 separate changing rooms, these provide direct access out to the sports pitches. It was therefore appropriate to locate the new building to adjoin the recreation ground, thereby creating the shortest route between the sporting activity and changing facility.

A second advantage in the positioning of the proposed new building will be the potential ability to consider retaining the main hall and ancillary areas of Heather House if required and feasible to do so with only the demolition of the lower section of the building required. The lower section provides space for the boxing club which will need to be relocated, but the remaining stakeholders could still potentially make use of the main hall. This would be subject to health and safety and other operational requirements needed to be put in place to enable the continued use of the existing main hall and new proposed development to occur.

The vehicle parking spaces have been located to the front of the site where they are clearly visible to both, people travelling along Bicknor Rd and from the managers office. The area comprises a simple arrangement that retains the existing access and much of the current hard-standings to provide 28 spaces, 3 of which are for disabled guests.

When the new community facility has been constructed the former footprint to Heather House will form the remainder of the parking area, in this respect the use of any green areas for parking has been minimised.



129
Pavilion Site- Plot 11 focal point



Pavilion Site- Home zone



Heather House Site- Social inclusion under canopy



Heather House Site- Pathway to entrance

11.1 Built Form

It is the three-dimensional pattern and interrelationship between development blocks, streets, buildings and open spaces that creates an attractive place to live, work and visit. The application site features all the above elements as it borders a substantial area of open space, while fronting onto a main road, in a predominantly residential area.

The proposal features a high density, low rise residential scheme and community centre, both buildings are considered to be compact forms of development that are walk-able. The arrangement of the residential properties and parking courts has provided generous opportunities for landscaping and the high quality 'Home zone' will contribute positively to well-being and place making.

The scheme provides a recognisable tree lined street, with the edges of the spaces clearly defined, making it easy for anyone to find their way around and promote safety and accessibility. The grouping of the homes fronting Bicknor Rd reflects the surrounding housing whilst the properties towards the rear of the site follow a different grouping, the overall composition of the development, which includes unique features and contemporary materials will ensure it remains memorable.

11.2 Public Spaces

The community centre and all associated spaces have been designed to be open to all, the relationship between the building and the recreation ground is stronger as a result of the building being located closer to the open space.

The vehicle parking area has been consolidated into one clearly defined area at the front of the centre, the arrangement is easy to understand and simply laid out. A new pedestrian foot path will lead directly to the main entrance from Bicknor Rd.

Roof projections to the front, side and rear of the building will provide shelter for both visitors and spectators during winter weather and shading from the summer sun. It is anticipated that these sheltered areas will encourage social interaction between spectators and thereby promote health, well-being and social inclusion.



Proposed CGI- Aerial view of site development

12.0 Resources

Both Heather House and the Pavilion building have reached the end of their life span, not only are the buildings dated but they require considerable effort and cost to run and maintain.

Whilst the facilities the buildings provided when new were appropriate for the time, the continual advancement of regulations, requirements, needs and uses over the many years have resulted in facilities that do not meet modern standards or community needs.

12.1 Efficient

Redeveloping the sites to provide residential housing and a replacement community centre is considered an efficient use of both brown-field sites.

Due to the scheme using previously developed land the proposals will support and sustain the natural ecosystems, minimising flood risk and the potential impact of flooding and the high quality landscaping scheme will increase the ability for CO2 absorption.

12.2 Resilient

The proposals have been well designed and are robust, they take into account local environmental conditions, both prevailing and forecast. The scheme makes the most of passive design strategies to minimise overheating and achieve internal comfort.



131



13.0 Scale

Properties within the vicinity of the site comprise a mixture of single storey bungalows (Rosemary Gardens), 2 storey houses (Bicknor Rd) and 4 storey flats (Wallis Ave). The surrounding built environment has been used as a benchmark to establish acceptable heights for development on the application site, It was therefore considered appropriate to place 2 storey properties fronting Bicknor Rd to reflecting the existing homes opposite and then increase the height of the proposed properties towards the rear of the site, optimising on views over the recreation ground.

The land is relatively flat which is a positive feature of this site and should result in a level scheme without the need to step the dwellings, the scheme will thereby create a relationship with the land. It is considered that the heights of the surrounding properties and size of the application site can comfortably accommodate the proposed scale of development without it appearing out of place, overtly dominant or departing from the existing urban grain.

The proposed community building has been designed with flat roofs covering the main sports hall and ancillary areas, subsequently the maximum height of the new building will be less than the existing facility.

The community building has been positioned towards the rear of the site, in doing so, the mass of the proposal will appear less from people passing the site along Bicknor Rd.

The proposed level of accommodation identified on the application site will provide efficient use of the land and contributes to providing subsidy to help fund the new community centre.



Heather House Site- Landscaping scheme



Pavilion Site- Landscaping scheme

14.0 Landscaping & Nature

The proposal includes for the parking spaces to be block paved using Marshall's permeable paving, this acts as a Sustainable Urban Drainage System (SUDS). It returns rainfall to the water table without the need for membranes, tanks or soak ways. These blocks are non-slip and will introduce varied texture and natural colour which will be softer and far more appealing on the eye. The parking spaces have been arranged to leave opportunities for planting which will help integrate this area into its setting.

The areas around the car park and to the front of all properties will form part of a well-considered site wide landscaping scheme incorporating grassed areas with native bushes / shrubs and trees. The area to the front of the parking court provides an opportunity to introduce a number of trees within a landscaped setting; this space will screen the parked vehicles whilst enhancing the development and improving the surrounding environment.

Private and rear gardens will feature small patio areas with the remaining space being grassed to allow for play/recreation. All shrubs, plants and trees will be species that are native to the local area and chosen for their resilience and low maintenance requirements.

The guidance contained within Secured by Design Homes 2016 will be adopted in terms of defensive planting to the fronts of properties and along fencing to neighbouring properties, any further comments from the Crime Prevention Design Advisor will be incorporated as necessary.



133
Heather House Site- Timber Cladding



Heather House Site- Projecting Parapet



Heather House Site- Pilkington Profilit profiled glass.



Pavilion Site- Standing Seam Roof



Pavilion Site- Gable Balcony



Pavilion Site- Saw Tooth Roof

15.0 Appearance

Pavilion Site

There are a few vernacular characteristics and details evident in the surrounding buildings which have influenced the proposed design, the most prevalent being the introduction of an alternative cladding material at first floor level.

The design incorporates contemporary brickwork on the ground floor. The height of the ground floor window and door heads has been used as a datum to introduce vertical weatherboarding.

The choice of materials and design of the houses is a contemporary response to the architecture reflected within the surrounding buildings, the intention being that any proposal should enhance the vicinity but also integrate comfortably within its surroundings and not appear out of place.

Heather House Site

As an important community facility we have taken the opportunity to introduce a number of contemporary, high quality materials into the design, in this respect the building will stand out for its attractive appearance and unique blend of materials which have been used across the development including Pilkington Profilit profiled glazing surrounding the top part of the main hall, timber rain screen cladding, contemporary face-brick work and dark grey aluminium glazing to create a varied and interesting appearance.



Access to local facilities and services

16.0 Access & Movement

The site is considered to be well served by the highway network, The main road access is via the A274 situated north of the site which connects north to the A229 into Maidstone and south to the B2163. With secondary roads which encompasses the Parkwood recreational ground with direct access to the site via Bicknor Road.

Public transport is readily available with the nearest bus stop located opposite the site on Bicknor Road (Holy Family School). This bus stop serves the Parkwood estate, with Bicknor Road forming part of the orbital that heads back towards Maidstone town centre. The stop is served by two services with a frequency of every 10 minutes on weekdays.

Pedestrian and bicycle access is provided to the rear gardens of the houses via gates, rear gardens will be securely fenced and all gates will be lockable in accordance with the recommendations of the Secured by Design officer.

It is anticipated that refuse storage for the houses will be located within each rear garden, in the form of standard bins which are brought to the back edge of the footpath on collection day by the resident, in this respect all rear gardens have side/rear access gates to prevent the resident from needing to bring waste through the property.

A swept path diagram has been included on the ground floor drawing for the residential scheme and identifies that a refuse vehicle can access the development from

Bicknor Rd, turn within the 'Home Zone' area and rejoin Bicknor Road.

A new pedestrian access route will be provided in the boundary wall between the residential development and the children's play area, this access will be gated and controlled in accordance with SBD recommendations and provide residents with direct access into the recreation space.

Car parking spaces and cycle parking are proposed to accord with the Kent Vehicle Parking Standards (July 2006).

Although there are no dedicated cycle routes in the vicinity of the site, the speed limits and topography of the area make cycling a viable option. A cycle lane does feature intermittently on the A274 that connects the Parkwood estate to Maidstone town centre.

The layout and access to the dwellings will comply with Building Regulations Part M4 Category (1) visitable dwellings. From 1 October 2015, Secured by Design standards became part of the Buildings Regulations Part Q, Security of Dwellings, to which detailed design will accord.

Pedestrians will understand the difference between public and private spaces, which will be clearly defined through changes in surface materials together with the use of railings and fencing. Residents and visitors will feel safe due to the natural surveillance promoted by the orientation of buildings and location of windows, street lighting in the form of Secured By Design columns and will be used to light the parking court at night.



Pavilion site- Home zone

17.0 Life Span

The principle we follow on all our projects is 'Made to last'.

Well designed places sustain their beauty over the long term, they add to the quality of life of their users and as a result, people are more likely to care for them over their lifespan.

The proposals for both sites are high quality designs featuring robust materials that are durable and will compliment the setting and reinforce the contemporary architectural theme.

The detailed landscaping scheme will clearly define the boundaries between private, shared and public spaces, making it more likely that occupants will use, value and take ownership of them.

Like many places throughout the country this area does have a historical issue with anti-social behaviour, it is anticipated that this could be driven by high concentrations of youths drawn towards the skate park and play equipment. In response to ASB issues we have liaised with the secured by design officer throughout the design process and acted upon his recommendations as the proposals have developed.



18.0 Summary

The development proposals for the site seek to demolish the dated and inefficient community building (Heather House) and re-provide a brand new facility that will cater for the current and future needs of the community. The building will be of high design merit, whilst being accessible, energy efficient, low maintenance and affordable to operate.

The proposal also includes for the demolition of the dated pavilion building, to be replaced with 11 high quality homes, the proceeds from the sale of 6 of these properties will help towards the cost of constructing the community centre. The remaining 5 homes will be retained by the Local Authority and offered for market rent to local families.

The sites are both previously developed land and located within the existing settlement confines of Maidstone, there is a wide variety of local facilities and services within walking distance which supports the sites being considered as sustainable locations and therefore in accordance with both national and local planning policy.

It is considered the principles of this scheme address positively:-

- Building for the future needs of the community.
- Providing much needed housing in Maidstone.
- Creating vibrant, attractive and accessible places for the community and residents.
- Redeveloping end of life buildings to act as a catalyst for regeneration.



Contact

Steve Sands
Partner - Head of Architecture
T 01689 888 306
E ssands@calfordseaden.com

London

King's Head House, King's Head Yard,
Borough High Street, London SE1 1NA

Birmingham

Stewart Court, 214a Hagley Road, Edgbaston,
Birmingham B16 9PH

Cambridgeshire

20 Station Road, Cambridge CB1 2JD

Hampshire

Calford House, Wessex Business Park,
Wessex Way, Coldon Common, Winchester,
Hampshire SO21 1WP

Kent

St John's House, 1A Knoll Rise, Orpington,
Kent BR6 0JX

Essex

The Maltings, Locks Hill, Rochford, Essex
SS4 1BB

EXECUTIVE	18 April 2023
------------------	----------------------

**Property Acquisition for the Council’s House
Building Program**

Timetable	
Meeting	Date
Communities, Housing and Environment Policy Advisory Committee	11 th April 2023
Executive	18 th April 2023

Will this be a Key Decision?	Yes
Urgency	Not Applicable
Final Decision-Maker	Executive
Lead Head of Service	Philip Morris Head of New Business and Housing Development
Lead Officer and Report Author	Shanaz Begum- Housing Acquisitions Consultant
Classification	<p>Public Report with Exempt Private Appendices</p> <p>The information contained within the Appendices has been considered exempt under the following paragraph of Part 1 of schedule 12A to the Local Government Act 1972: -</p> <p style="margin-left: 40px;">3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Public Interest Test</p> <p>On applying the public interest test, the public interest in non- disclosure of the report outweighs the public interest in disclosing this information. The reasons in favour of disclosure are the public interest in ensuring value for money and the reasons against disclosure are</p>

	the harm to the Council’s financial position in respect of a commercial transaction. Any disclosure of such information may compromise the negotiating position of the Council. Keeping the information exempt is therefore in the public interest.
Wards affected	North Ward

<p>Executive Summary</p> <p>The Council has an ambitious housebuilding program is funded via the Council’s adopted Capital Program. This housebuilding program encompasses homes for Affordable Housing (AH) Private Rented Sector Housing (PRS that) and on occasion a limited amount of exposure to Market Sale (MS) Housing too. The development strategy for this program was approved by the Policy and Resources Committee in January 2022 and the proposals within this report are consistent with delivering that strategy.</p>
<p>Purpose of Report</p> <p>Decision</p>

<p>This report makes the following recommendations to the Executive to:</p> <ol style="list-style-type: none"> 1. Approve the financial returns for the proposed acquisition as shown in Exempt Appendix 3. 2. Agree that the Director of Finance, Resources and Business Improvement is granted delegated authority to: <ol style="list-style-type: none"> a) negotiate terms for the purchase of the site, for the sum as shown in the Exempt Appendix 1 of this report. b) Procure and enter into all such deeds, agreements, contracts and documents which may be required to facilitate the purchase of the site, and the subsequent redevelopment works required to deliver the scheme referred to in this report. Including (but not limited to) any related appointments such as a suitably qualified Employers Agent and Contractor. c) Subject to satisfactory conclusion of all due diligence to negotiate and finalise and complete all legal formalities, deeds and agreements which may be required to facilitate the purchase. 3. Agree that the Head of Mid Kent Legal Services is authorised to appoint Solicitors to negotiate and complete the necessary contract documentation, deeds and agreements associated with the purchase and construction works on the terms

as agreed by the Director of Finance, Resources & Business Improvement.

4. Agree that post completion of the procurement process to employ the necessary consultants to progress a planning application. Agree that post completion of the procurement process to appoint a contractor for the works cost detailed in the financial summary Exempt Appendix 3. If in the event tenders for the works cost are in excess of the agreed sum, then officers will return to the committee to seek further approval prior to the development itself commencing.

Timetable	
<i>Meeting</i>	<i>Date</i>
CHE PAC Committee	11 th April 2023
Executive	18 th April 2023

Property Acquisition

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 purchase of the homes described in this report supports the Councils Development Strategic plan.</p> <p>Accepting the recommendations will materially improve the Council's ability to achieve and support Embracing Growth ad Enabling Infrastructure and Homes and Communities.</p>	Director of Regeneration and Place
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 report recommendations support the achievement of the Deprivation and Social Mobility is improved cross cutting objective by delivering a high-quality development of affordable homes.</p>	Director of Regeneration and Place
Risk Management	Already covered in the exempt appendix.	Director of Regeneration and Place
Financial	The financial resources to deliver the project are available within the Councils adopted capital program.	Adrian Lovegrove and Paul

		Holland- Section 151 Officer & Finance Team.
Staffing	We will deliver the recommendations with our current staffing. However, we will employ external Employers Agent consultants to help facilitate and oversee the redevelopment works with the appointed contractor.	Director of Regeneration & Place
Legal	<p>MBC has statutory power under section 1 of the Localism Act 2011 to do anything that individuals generally may do and under section 111 of the Local Government Act 1972 MBC has power 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 its functions.</p> <ul style="list-style-type: none"> • S120 (1)(2) of the 1972 Act also enables MBC to acquire land to be used for the benefit, improvement or development of their area or for the purpose of discharging MBC’s functions. • MBC must follow its own internal procurement rules as detailed in the Constitution and comply with all legal requirements as may be applicable from time to time. • Acting on the recommendations is within MBC’s power’s as set out in the above statutory provisions. 	Robin Harris (Contentious and Corporate Governance)
Information Governance	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes.	Information Governance Team
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Nicola Toulson Equalities & Communities Officer

Public Health	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Phillip Morris- Head of New Business
Crime and Disorder	We recognise that the recommendations will not have a negative impact on health or that of individuals.	Phillip Morris – Head of New Business
Procurement	On accepting the recommendations, the Council will then follow procurement exercises for appointments of the necessary professionals, to complete delivery of the scheme. We will complete those exercises in line with financial procedure rules.	Phillip Morris- Head of New Business
Biodiversity and Climate Change	The implications of this report on biodiversity and climate change have been considered and there is opportunity to align the scheme with several actions of the biodiversity and climate change strategy and action plan,	James Wilderspin - Biodiversity and climate change Manager

2. INTRODUCTION AND BACKGROUND

2.1 When appraising new housing development opportunities, the New Business and Housing Development Team consider proposals against the following standard risk headings:

- Site location and ownership
- Town Planning Status
- Schedule of accommodation, tenure mix and parking ratio
- Quality – Maidstone Building for Life 12.
- Housing Management.
- Deal structure
- Contractor procurement
- Financial viability
- Delivery program
- Professional team

2.2 The opportunity proposed in this report is fully appraised against these standard risk headings in Exempt Appendix 1.

3. AVAILABLE OPTIONS

- 3.1 **Option 1:** The Committee could choose not to recommend the approval of the purchase of the proposed acquisition to the Executive. The Council would however lose an excellent opportunity to purchase a site with access to good transport links and amenities to add to its housing stock. It will assist in much needed affordable accommodation in the Borough and contribute towards the Councils 1,000 Affordable Homes delivery target.
- 3.2 **Option 2:** The Committee recommends to the Executive that the purchase of the proposed acquisition is approved on the agreed terms. This site when built will assist with affordable housing provision, contributing towards delivering the 1,000 affordable homes target.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 **Option 2** is the recommended option. A significant amount of work and negotiation has been completed by officers to reach this accepted offer with the vendor. The scheme represents a good investment opportunity which supports the 1,000 Affordable Homes Development Strategy.
-

5. RISK

- 5.1 See Exempt Appendix 1.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Previous Committee feedback has expressed the desire for the Council to acquire potential housing sites within the Maidstone borough to deliver affordable housing for the benefit of the local community. This proposal achieves that intention.
- 6.2 This matter will be considered by the Communities, Housing and Environment Policy Advisory Committee on the 11 April 2023, with the outcomes to be reported to the Executive at its meeting on the 18 April 2023.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The next steps subject to the decision by the Executive, will be to secure the site with exchange and completion of contracts on the terms as agreed by the Director of Finance, Resources and Business Improvement, subject to Royal Institute of Surveyors valuation, and satisfactory contract.

7.2 The Head of Mid Kent Legal Services will also be authorised to instruct/appoint the Solicitors to complete the necessary contract documentation, deeds and contracts associated with the purchase.

8. REPORT APPENDICES

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

- Exempt Appendix 1 : Risk Assessment
 - Exempt Appendix 2 : Site Layout
 - Exempt Appendix 3 : Financial viability outputs.
-

9. BACKGROUND PAPERS

None

EXECUTIVE

18 April 2023

Property Acquisition for 1,000 Affordable Homes Programme

Timetable	
Meeting	Date
Communities, Housing and Environment Policy Advisory Committee	11 April 2023
Executive	18 April 2023

Will this be a Key Decision?	Yes
Urgency	Not Applicable
Final Decision-Maker	Executive
Lead Head of Service	Philip Morris – Head of New Business and Housing Development
Lead Officer and Report Author	Philip Morris – Head of New Business and Housing Development
Classification	<p>Public Report with Exempt Private Appendices</p> <p>The information contained within the Appendices has been considered exempt under the following paragraph of part 1 of schedule 12A to the Local Government Act 1972:-</p> <p>3 = Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>Public Interest Test</p> <p>On applying the public interest test, the public interest in non- disclosure of the appendices outweighs the public interest in disclosing this information. The reasons in favour of disclosure are the public interest in ensuring value for money and the reasons against disclosure are the harm to the Council’s financial position in respect of a commercial transaction. Any disclosure of such information may compromise</p>

	the negotiating position of the Council. Keeping the information exempt is therefore in the public interest.
Wards affected	North Ward

<p>Executive Summary</p> <p>The Council has an ambitious housebuilding program that is funded via the Council's adopted Capital Program. This housebuilding program encompasses homes for: Affordable Housing (AH), Private Rented Sector Housing (PRS) and on occasion a limited amount of exposure to Market Sale (MS) Housing too. The development strategy for this program was approved by the Policy & Resources Committee in January 2022, and the proposals within this report are consistent with delivering that strategy.</p>
<p>Purpose of Report</p> <p>Decision</p>

<p>This report makes the following recommendations to the Executive to:</p> <ol style="list-style-type: none"> 1. Approve the financial returns for the proposed acquisition as shown in Exempt Appendix 3 of this report. 2. Agree that the Director of Finance, Resources and Business Improvement is granted delegated authority to: <ol style="list-style-type: none"> a) Negotiate terms for the purchase of the proposed acquisition for the sum as shown in the Exempt Appendix 3 of this report. b) Procure and enter into all such deeds, agreements, contracts and documents which may be required to facilitate the purchase of the site, and the subsequent redevelopment works required to deliver the scheme referred to in this report. Including (but not limited to) any related appointments such as a suitably qualified consultants and Contractor. c) Subject to satisfactory conclusion of all due diligence to negotiate and finalise and complete all legal formalities, deeds and agreements which may be required to facilitate the purchase. 3. Agree that the Head of Mid Kent Legal Services is authorised to appoint the Solicitors required to negotiate and complete the necessary contract documentation, deeds and agreements associated with the purchase and construction works on the terms as agreed by the Director of Finance, Recourses & Business Improvement. 4. Agree that post completion of the procurement process to appoint a contractor for the works cost detailed in the financial summary Exempt Appendix 3. If in the event tenders for the works cost are in excess of the agreed sum then officers will return to the Executive to seek further approval prior to the development itself commencing.
--

Property Acquisition

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<p>Impact on Corporate Priorities</p>	<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 purchase of the homes described in this report supports the Councils Development Strategic plan in building 1,000 Affordable Homes, within the agreed capital spend of £200m.</p> <p>Accepting the recommendations will materially improve the Council’s ability to achieve and support Embracing Growth and Enabling Infrastructure and Homes and Communities.</p>	<p>Director of Regeneration & Place</p>
<p>Cross Cutting Objectives</p>	<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 report recommendations support the achievement of the Deprivation and Social Mobility is improved cross cutting objective by delivering a high-quality development of affordable homes.</p>	<p>Director of Regeneration & Place</p>
<p>Risk Management</p>	<p>Already covered in the risk section.</p>	<p>Director of Regeneration & Place</p>

Financial	Development of the site is not currently included in the draft capital programme, with monies allocated for indicative schemes. This scheme would therefore draw upon those resources already allocated, subject to the risks set out in this report and to the initiatives described in the report to close any potential viability gap.	Adrian Lovegrove and Paul Holland Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing. However, we will employ external consultants to help facilitate and oversee the redevelopment works with the appointed contractor.	Director of Regeneration & Place
Legal	<p>MBC has statutory power under section 1 of the Localism Act 2011 to do anything that individuals generally may do and under section 111 of the Local Government Act 1972 MBC has power 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 its functions.</p> <p>S120(1)(2) of the 1972 Act also enables MBC to acquire land to be used for the benefit, improvement or development of their area or for the purpose of discharging MBC's functions.</p> <p>MBC must follow its internal procurement rules as detailed in the Constitution and comply with all legal requirements as may be applicable from time to time.</p> <p>Acting on the recommendations is within MBC's powers as set out in the above statutory provisions and the Council's constitution.</p>	Rob Harris- (Contentious and Corporate Governance)
Information Governance	The recommendations will impact personal information (as defined in UK	Georgia Harvey-

	GDPR and Data Protection Act 2018) the Council processes.	Policy and Information Team
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Nicola Toulson - Policy & Information Manager
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Philip Morris -Head of New Business
Crime and Disorder	The recommendation will not have a negative impact on Crime and Disorder.	Philip Morris -Head of New Business
Procurement	On accepting the recommendations, MBC will then follow procurement exercises for commissioning consultancy advice to secure the works contract. We will complete those exercises in line with financial procedure rules.	Philip Morris -Head of New Business
Biodiversity and Climate change	Providing 1,000 new affordable homes will have a significant impact on the Council's carbon footprint and 2030 Net Zero commitment. Highly thermally efficient, low carbon heating, and climate adapted housing, as well as consideration for shared heating solutions, renewable energy, active travel, and biodiversity enhancements as part of the development strategy will ensure alignment with the Biodiversity and Climate Change Action Plan.	James Wilderspin - Biodiversity and Climate Change Manager

2 INTRODUCTION AND BACKGROUND

2.1 When appraising new housing development opportunities, the New Business and housing Development Team consider proposals against the following standard risk headings: -

- Site location and ownership.
- Town Planning Status.
- Schedule of accommodation, tenure mix and parking ratio.

- Quality – Maidstone Building for Life 12.
- Housing Management.
- Deal structure.
- Contractor procurement.
- Financial viability.
- Delivery program.
- Professional team.

2.2 The opportunity proposed in this report is fully appraised against these standard risk headings in the exempt Appendix 1.

3 AVAILABLE OPTIONS

3.1 Option 1: The Committee could choose not to recommend the approval of the purchase of the proposed acquisition to the Executive. The Council would however lose an excellent opportunity to purchase a site with full planning permission with access to good transport links and amenities to add to its affordable housing stock. It will assist towards much needed affordable accommodation in the Borough and contribute towards the Council's 1,000 Affordable Homes delivery target.

3.2 Option 2: The Committee recommends to the Executive that the purchase of the proposed acquisition is approved on the agreed terms and procures the professional consultants. Following the procurement exercise for a contractor officers will come back to committee to seek approval for the appointment of the preferred contractor to help deliver the scheme. This site when built would assist with affordable housing provision, contributing towards delivering the 1,000 affordable homes target.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 Option 2 is the recommended option. A significant amount of work and negotiation has been completed by officers to reach this accepted offer stage with the vendor. The scheme has full planning consent on purchase and represents a good investment opportunity which supports the 1,000 Affordable Homes Development Strategy.

4.2 The acquisition will also deliver a number of new apartments within a residential location, making a valuable contribution to the borough's identified affordable housing need.

5 RISK

5.1 Please see exempt appendix 1

6 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Previous committee feedback has expressed the desire for MBC to acquire potential housing led sites within the Maidstone borough to deliver housing for social housing purposes for the benefit of the local community. This proposal achieves that intention.
- 6.2 This matter will be considered by the Communities, Housing and Environment Policy Advisory Committee on the 11 April 2023, with the outcomes to be reported to the Executive at its meeting on the 18 April 2023.
-

7 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The next steps, subject to the decision made by the Executive, will be to secure the site with exchange and completion of contracts on the terms as agreed by the Director of Finance, Resources and Business Improvement, subject to RICS valuation, and satisfactory contract. Alongside the acquisition, officers will work with the appointed Employers Agent to source a suitable contractor within a deliverable price and will return to Committee with recommendation for the Contractor to be appointed and confirmed costs for build.
-

8 REPORT APPENDICES

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

- Exempt Appendix 1: Risk Assessment
 - Exempt Appendix 2: Site Layout
 - Exempt Appendix 3: Financial Viability Outputs
-

9 BACKGROUND PAPERS

None

Agenda Item 22

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

Document is Restricted

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

Document is Restricted

Agenda Item 23

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

Document is Restricted

Document is Restricted

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

Document is Restricted

Agenda Item 24

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

Document is Restricted

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

Document is Restricted

Document is Restricted