

COMMUNITIES, LEISURE AND ARTS POLICY ADVISORY COMMITTEE MEETING

Date: Tuesday 4 July 2023
Time: 6.30 p.m.
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Bryant, Eagle, Forecast (Chairman), Fort, Mrs Gooch (Vice-Chairman), Harper, Hinder, Naghi and T Wilkinson

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

AGENDA

Page No.

- | | |
|--|----------|
| 1. Apologies for Absence | |
| 2. Notification of Substitute Members | |
| 3. Urgent Items | |
| 4. Notification of Visiting Members | |
| 5. Disclosures by Members and Officers | |
| 6. Disclosures of Lobbying | |
| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information | |
| 8. Minutes of the meeting held on 6 June 2023 | 1 - 4 |
| 9. Forward Plan relating to the Committee's Terms of Reference | 5 - 9 |
| 10. Biodiversity and Climate Change Action Plan Update and Estimated Costs for Achieving Net Zero 2030 | 10 - 73 |
| 11. Communication and Engagement Strategy Refresh and Action Plan 2023-24 | 74 - 108 |

Issued on Monday 26 June 2023

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

INFORMATION FOR THE PUBLIC

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 30 June 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**.

To find out more about the work of the Committee, please visit the [Council's Website](#).

MAIDSTONE BOROUGH COUNCIL

COMMUNITIES, LEISURE AND ARTS POLICY ADVISORY COMMITTEE

MINUTES OF THE MEETING HELD ON 6 JUNE 2023

Present:

Committee Members:	Councillor Forecast (Chairman) and Councillors Eagle, Fort, Mrs Gooch, Harper, Hastie, Hinder, Naghi and T Wilkinson
Lead Members:	Councillor Russell (Cabinet Member for Communities, Leisure and Arts)

6. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillor Bryant.

7. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Hastie was substituting for Councillor Bryant.

8. URGENT ITEMS

The Chairman said that he intended to take the Minutes of the meeting held on 23 May 2023 and the Forward Plan relating to the Committee's Terms of Reference as urgent items to enable them to be considered before the next meeting.

9. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

10. CHANGE TO THE ORDER OF BUSINESS

The Chairman said that he intended to take item 9 (Minutes of the meeting held on 23 May 2023) and item 10 (Forward Plan Relating to the Committee's Terms of Reference) before item 8 (4th Quarter Financial Update and Performance Monitoring Report) to enable the procedural matters to be dealt with before the main item of business.

11. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

12. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

13. EXEMPT ITEMS

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

14. MINUTES OF THE MEETING HELD ON 23 MAY 2023

RESOLVED: That the Minutes of the meeting held on 23 May 2023 be approved as a correct record and signed.

15. FORWARD PLAN RELATING TO THE COMMITTEE'S TERMS OF REFERENCE

The Committee considered the Forward Plan for the period 30 May 2023 to 30 September 2023 in so far as it related to its terms of reference.

In response to questions:

Councillor Russell, the Cabinet Member for Communities, Leisure and Arts explained that:

- The terms of reference of the Committee derived from her portfolio which now included items such as the Communication and Engagement Strategy, Parish Charter, Financial Inclusion and the Community Grants Policy. The Economic Development Strategy, formerly part of the Leader's portfolio, had now transferred to the Cabinet Member for Planning, Infrastructure and Economic Development and Deputy Leader and would be considered by the Planning, Infrastructure and Economic Development Policy Advisory Committee. The Forward Plan would reflect these changes in responsibilities.
- In terms of the Museum Accreditation Scheme, there were no plans to let the Museum's accredited status lapse, so she did not consider a report on that to be warranted.

The Director of Finance, Resources and Business Improvement advised the Committee that work was underway in relation to the future use of the Archbishop's Palace, but it had still to be decided which Policy Advisory Committee or Committees the matter would be reported to prior to consideration by the Cabinet. The Cabinet Member concurred that it was important to seek non-executive Members' input and that could be by way of a joint meeting of more than one Policy Advisory Committee or the submission of a report to more than one Policy Advisory Committee if appropriate.

RESOLVED: That the Forward Plan relating to the Committee's terms of reference be noted.

16. 4TH QUARTER FINANCIAL UPDATE & PERFORMANCE MONITORING REPORT

The Cabinet Member for Communities, Leisure and Arts introduced a report setting out the financial and performance position for the services reporting into the Committee as at 31 March 2023 (Quarter 4). It was noted that:

- Following changes to the Cabinet portfolios, the remits of the Policy Advisory Committees had been amended, and a new Key Performance Indicator (KPI) set was proposed for this Committee for the financial year 2023/24.
- The report also included updates on progress against the Recovery and Renewal Action Plan and projects funded through the UK Shared Prosperity Fund.

In response to questions, the Cabinet Member/Director of Finance, Resources and Business Improvement explained that:

- In terms of the positive variance in relation to Lockmeadow landlord costs and Lockmeadow Complex, there was a shortfall in rental income from tenants, but this was offset by significant underspends against the professional services and repairs and maintenance budgets.
- Cost centres described as sections were staffing budgets.
- Festivals and events had performed better than budgeted, doing well on income with lower expenditure.
- The Leisure Centre was now trading normally following the pandemic and it was hoped that the adverse variance would disappear.
- Two units at Lockmeadow had been vacated recently and were being marketed actively with a view to new tenants being found.
- Regarding the overspend in relation to the Mote Park Visitor Centre, although it was not a large project, it was a bespoke design with specialist requirements and issues were encountered during construction. Lessons had been learned for future projects. There was a need to balance delivering quality facilities and achieving best value.

During the discussion:

- The Cabinet Member undertook to arrange for a briefing note on the background to the Recovery and Renewal Action Plan to be circulated to all Members of the Committee and the Senior Business Analyst undertook to investigate whether an additional KPI could be formulated around arts events.
- It was suggested and agreed that an additional KPI was required to monitor the performance of the market at Lockmeadow which, despite investment, was under achieving.

RESOLVED:

1. That the Revenue position as at the end of Quarter 4 for 2022/23, including the actions being taken or proposed to improve the position, where significant variances have been identified, be noted.
2. That the Capital position at the end of Quarter 4 be noted.
3. That the Performance position as at Quarter 4 for 2022/23 be noted.
4. **TO RECOMMEND to the CABINET:** That the proposed new KPIs for 2023/24 be approved together with an additional KPI to monitor the performance of the market at Lockmeadow.
5. That the Recovery and Renewal Update, attached at Appendix 3 to the report, be noted.

6. That the UK Shared Prosperity Fund update, attached at Appendix 4 to the report, be noted.

17. DURATION OF MEETING

6.30 p.m. to 7.20 p.m.

MAIDSTONE BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 30 MAY 2023 TO 30 SEPTEMBER 2023

This Forward Plan sets out the details of the key and non-key decisions which the Cabinet or Cabinet Members expect to take during the next four-month period.

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 Cabinet Members are:

5	 Councillor David Burton Leader of the Council DavidBurton@maidstone.gov.uk 07590 229910	 Councillor Paul Cooper Deputy Leader and Cabinet Member for Planning, Infrastructure and Economic Development PaulCooper@Maidstone.gov.uk 01622 244070	 Councillor John Perry Cabinet Member for Corporate Services JohnPerry@Maidstone.gov.uk 07770 734741
	 Councillor Claudine Russell Cabinet Member for Communities, Leisure and Arts ClaudineRussell@Maidstone.gov.uk	 Councillor Patrik Garten Cabinet Member for Environmental Services PatrikGarten@Maidstone.gov.uk 01622 807907	 Councillor Lottie Parfitt-Reid Cabinet Member for Housing and Health LottieParfittReid@Maidstone.gov.uk 07919 360000

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 Maidstone House, King Street, Maidstone, ME15 6JQ or accessed from the [Council's website](#).

Members of the public are welcome to attend meetings of the Cabinet which are normally held at the Town Hall, High St, Maidstone, ME14 1SY. The dates and times of the meetings are published on the [Council's Website](#), or you may contact the Democratic Services Team on telephone number **01622 602899** for further details.

David Burton
Leader of the Council

Details of the Decision to be taken	Decision to be taken by	Relevant Cabinet 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
7 Biodiversity and Climate Change Action Plan Update and Cost for Achieving Net Zero 2030	Cabinet	Leader of the Council.	26 Jul 2023	No	No Open	<p>Communities, Leisure and Arts Policy Advisory Committee 4 Jul 2023</p> <p>Planning, Infrastructure and Economic Development Policy Advisory Committee 5 Jul 2023</p> <p>Housing, Health and Environment Policy Advisory Committee 11 Jul 2023</p> <p>Corporate Services Policy Advisory Committee 12 Jul 2023</p>	Biodiversity and Climate Change Action Plan Update and Cost for Achieving Net Zero 2030	<p>James Wilderspin</p> <p>Biodiversity and Climate Change Manager</p> <p>jameswilderspin@m aidstone.gov.uk</p>

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
Communication and Engagement Strategy, Action Plan for 2023-24 plan for external engagement activities in 2023/24	Cabinet	Cabinet Member for Communities, Leisure and Arts	26 Jul 2023	No	No Open	Communities, Leisure and Arts Policy Advisory Committee 4 Jul 2023 plan developed with services	Communication and Engagement Strategy, Action Plan for 2023-24	Angela Woodhouse Director of Strategy, Insight & Governance angelawoodhouse@maidstone.gov.uk
1st Quarter Financial Update & Performance Monitoring Report ∞	Cabinet	Cabinet Member for Corporate Services	20 Sep 2023	No	No Open	Communities, Leisure and Arts Policy Advisory Committee 5 Sept 2023 Planning, Infrastructure and Economic Development Policy Advisory Committee 6 Sept 2023 Housing, Health and Environment Policy Advisory Committee 7 Sept 2023	1st Quarter Financial Update & Performance Monitoring Report	Paul Holland paulholland@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
						Corporate Services Policy Advisory Committee 11 Sept 2023		

Agenda Item 10

Communities, Leisure, and Arts Policy Advisory Committee

4 July 2023

Biodiversity and Climate Change Action Plan Update and Estimated Costs for Achieving Net Zero 2030

Timetable	
Meeting	Date
Corporate Leadership Team	20 June 2023
Communities, Leisure, and Arts Policy Advisory Committee	4 July 2023
Planning, Infrastructure and Economic Development Policy Advisory Committee	5 July 2023
Housing, Health, and Environment Policy Advisory Committee	11 July 2023
Corporate Services Policy Advisory Committee	12 July 2023
Cabinet	26 July 2023

Will this be a Key Decision?	No
Urgency	Not Applicable
Final Decision-Maker	Cabinet
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

This is the biannual report on the implementation of the Biodiversity and Climate Change Action Plan following the annual review of the Action Plan agreed in April 2023 and includes an overview of each action's status, comments from action owners, and key indicators used to monitor progress (**Appendix 1**).

This report also details indicative costs for electrifying the fleet, retrofitting, and decarbonising key buildings, upgrading housing stock EPCs, as well as costs for offsetting (investing in renewable energy generation and carbon sequestration), to achieve as close to Net Zero by 2030 for the Council's own operations. This is set out at **Appendix 2**.

Purpose of Report

Noting / Recommendation

This report asks Communities, Leisure, and Arts Policy Advisory Committee to consider the following recommendations:

1. That the Cabinet be recommended to note the action plan implementation updates and indicative costs of achieving net zero by 2023 for the Council's operations, subject to the consideration of any further recommendations made by the Committee.

Biodiversity and Climate Change Action Plan Update and Estimated Costs for Achieving Net Zero 2030

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 its priorities.</p>	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>Delivering the Biodiversity and Climate Change Action Plan supports the achievement of the Biodiversity and Environmental Sustainability is respected cross cutting objective. It also 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 reduce residents' energy costs.</p>	Anna Collier Insight Communities and Governance Manager
Risk Management	Already covered in the risk section (see paragraph 5)	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 assessed to understand the impact to ensure	Section 151 Officer & Finance Team

	they remain affordable during the year and in future years as part of the Medium-Term Financial Strategy.	
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.	Legal Team
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	Information Governance Team
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Policy & Information Manager
Public Health	We recognise that the recommendations will 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	Anna Collier Insight Communities and Governance Manager

<p>Biodiversity and Climate Change</p>	<p>The delayed/stalled actions as part of this update are slowing the progress of implementing the Action Plan.</p> <p>The costs detailed to achieve Net Zero by 2030 must be fully committed to achieve 'Making our estate carbon neutral'</p> <p>Action 7.1 Deliver Maidstone Borough Council 2030 Net Zero Commitment, by:</p> <ul style="list-style-type: none"> • Decarbonising the councils' buildings through low carbon heating, LEDs, insulation and smart controls, • decarbonising the council's fleet to fully EV, • investing in renewable energy generation, • incorporating energy saving principles into office strategies, and • supporting staff to shift to electric/ultra-low emission vehicles, public transportation and more flexible working. 	<p>Biodiversity and Climate Change Manager</p>
---	--	--

2. INTRODUCTION AND BACKGROUND

2.1 The Policy and Resources Committee adopted the Biodiversity and Climate Change Action Plan on 21st October 2020. This report is the fifth biannual update report on the implementation of the Biodiversity and Climate Change Action Plan. The last update was November 15th, 2022, to Communities, Housing and Environment Policy Advisory Committee. The Action Plan has undergone a comprehensive update as part of the Annual Review, which was agreed by the Executive in April 2023 and now comprises 38 actions, which can more readily be monitored and aligned with Cabinet Member Portfolios.

2.2 This report summarises the status of each action (**Appendix 1**) and details the estimated costs to the Council to achieve Net Zero for its own estate and operations in line with its commitment by 2030 (**Appendix 2**).

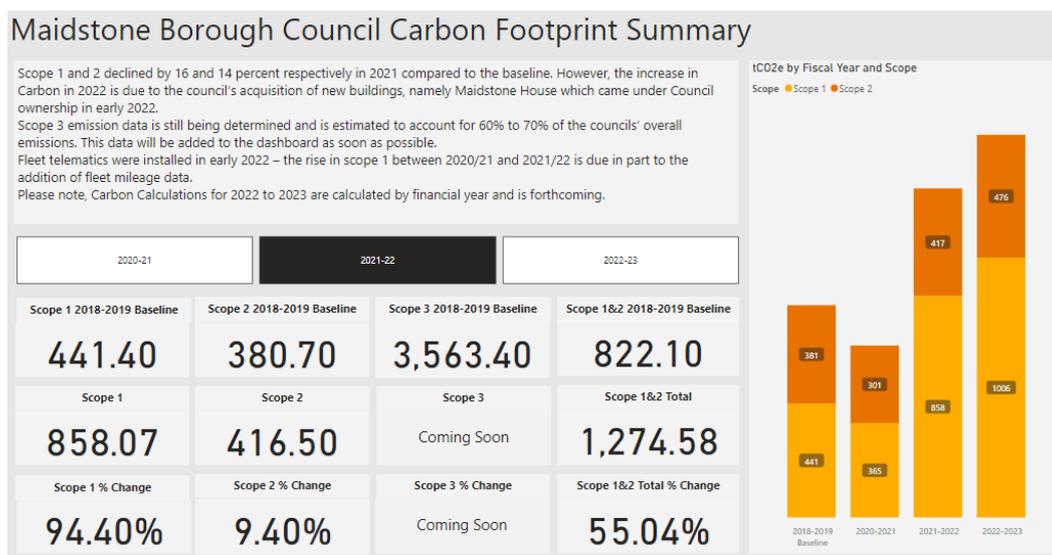
Biodiversity and Climate Change Action Plan Implementation Update

2.3 In previous updates the status of actions has been summarised in a RAG rating. Following feedback from Cabinet, a new more detailed scale of the action's status is used to give greater clarity of progress on actions. A summary of performance can be seen in the table below and full details of each action's status, including the November 2022 updates, responsible officers, outputs, and outcomes - please see **Appendix 1**.

Status	Number of Actions
Yet to commence / Delayed	9
Being Investigated	11
Planning and Development	7
Being Implemented	9
Complete and being monitored	2

Carbon Footprint

- 2.4 The overarching key performance indicator for the implementation of the Action Plan is the Council's operational Carbon Footprint (Scope 1 and Scope 2). Progress is measured by carbon emission equivalent each year towards meeting the Council's net zero 2030 commitment/target.
- 2.5 Officers have developed a [Carbon Footprint Dashboard](#), that automates the utility data (gas/electricity is kWh) from each MBC building, and fleet telematics data collecting engine type and mileage data in each vehicle, calculating the carbon emissions into tonnes of carbon dioxide equivalent (tCO₂e). The carbon footprint is updated on a 6 monthly basis.
- 2.6 In 2020/21 there was a 19% decrease in total Scope 1 and 2¹ carbon emissions compared to the baseline (totalling 665.9tCO₂e) this is due to the impact of Covid19 measures and a decreased usage of buildings and vehicles. However, in 2021/22 financial year there was an increase of +55% in carbon emissions compared to the baseline, this was predominantly in Scope 1 which rose to 858.4tCO₂e and Scope 2 also rose to 416.6tCO₂e (totalling 1274.9tCO₂e).



¹ Scope 1 covers emissions from sources that an organisation owns or controls directly – for example from burning fuel in our fleet of vehicles. Scope 2 are emissions that a company causes indirectly and come from where the energy it purchases.

2.7 This rise is likely due to staff returning to work in Council buildings, following the lifting of restrictions put in place in response to Covid19, as well as the Council's acquisition of Maidstone House in early 2022. Additionally, more accurate mileage data is now captured from the fleet telematics software and more reliable utilities data collected as part of the dashboard process. This also suggests that the baseline footprint calculated in 2020, underestimated the Council's carbon emissions. The 2022/23 carbon footprint is still being calculated but estimated to be similar to last year's total.

Estimated Costs of Decarbonising the Council Operations

2.8 It was highlighted at the last annual review that understanding the costs associated with achieving Net Zero by 2030 would help inform Members understanding and better enable them to prioritise actions.

2.4 To achieve Net Zero by 2030 MBC must decarbonise its operations and needs a large-scale financial commitment to reducing greenhouse gas emissions. The Council has set an ambitious net zero by 2030 target and is implementing a comprehensive Biodiversity and Climate Change Action Plan, with substantial financial commitment already set aside.

2.5 MBC plays a wider role in supporting residents, businesses and the borough reduce emissions to meet the national government target of the UK achieving net zero by 2050. However, this section looks only at the estimated costs of achieving Net Zero for the Councils' own operations or in its direct control, to demonstrate leadership in addressing climate change and transitioning to a sustainable future.

2.6 Calculating the costs of achieving net zero for the Council is crucial for several reasons:

- Understanding the costs associated with achieving net-zero emissions will allow MBC to develop a clear and comprehensive capital strategy, allocate resources effectively, prioritise initiatives, and set realistic targets and timelines.
- Calculating the costs of achieving net zero helps MBC allocate resources efficiently on investments in renewable energy, energy-efficient technologies, carbon offset projects, and other emission reduction initiatives. This ensures that financial resources are directed towards the most impactful and cost-effective measures, optimising the MBC's ability to achieve its sustainability goals and save costs in the long term.
- Net-zero targets require long-term planning and financial forecasting. Understanding the costs involved will enable MBC to allocate appropriate budgets, submit bids and secure financing, and plan for the necessary investments over the required time frame.
- Assessing the costs of achieving net zero will help MBC identify and manage financial risks. It allows for a comprehensive evaluation of potential cost drivers, market fluctuations, and uncertainties related to technology advancements, policy changes, or external factors.

- Transparently communicating the costs associated with achieving net zero is crucial for stakeholder engagement and buy-in.
- Calculating the costs of achieving net zero will allow MBC to assess the potential return on investment and quantify the financial benefits.

2.9 Estimated costs for achieving net zero are at **Appendix 2**, this includes:

- Energy Efficiency Measures (retrofits, efficient equipment upgrades),
- Converting the Fleet to Electric Vehicles and the infrastructure required to assure operations,
- Energy Transition Costs (transition to renewable energy sources and decarbonize energy consumption), and
- Carbon Offsetting (costs of purchasing carbon credits or supporting projects that sequester carbon).

Please note that this does not include an assessment of the 1,000 affordable homes, but that consideration of the net zero commitment must also be included as part of this scheme.

2.10 Investigations into Borough wide emission targets and associated costs for housing and transportation are underway; however, officers are currently only able to calculate estimates based on the Council’s own operational emissions and actions under its direct control.

2.11 The calculations in **Appendix 2** are based on technical advice and expertise, including;

- Detailed energy audits conducted by APSE Energy on 12 MBC buildings and recommendations of heating, insulation, glazing, smart control options to decarbonise each building and improve energy efficiency.
- Detailed market analysis and site EV infrastructure modelling of the depot conducted by SWARCO, to ensure transitioning the fleet to EV vehicles would not hinder operations and that capacity would be sufficient to achieve net zero.
- Energy market advice and analysis from LASER Energy on green tariffs and longer-term renewable energy generation investment.
- The latest carbon offsetting evidence from Natural England and potential carbon costs scenarios.

2.12 The following table summarises the estimated costs to achieve Net Zero across Council operations (against the 2021-22 carbon footprint).

MBC Net Zero Operational Areas	Total Estimated Costs	Carbon Reductions (tons and %)
1. Estimated cost to decarbonise 13 MBC key/largest properties	£12,364,224.00	888.6 tCO ₂ e (60%)
2. Estimated cost to purchase Green Tariffs to decarbonise procured energy across the estate	£55,320.00 (Per Annum)	Not Applicable

(excluding Maidstone House/The Leisure Centre/Lockmeadow Entertainment Complex)		
3. Estimated cost to improve current temporary accommodation housing stock to EPC-C minimum	£219,693.00	Unable to calculate carbon reductions of housing stock at this time
4. a. Estimated cost to electrify petrol/diesel fleet (based on today's technology, excluding heavy duty vehicles where replacements EVs are not yet on the market)	£3,469,091.35	160 tCO ₂ e (11%)
b. Costs to upgrade the capacity of the depot to meet the electric demand	£253,000.00	Not Applicable
5. Estimated cost to offset remaining 10% operational emissions through third party carbon offsetting schemes (based on projected high carbon cost scenario)	£34,443.00 (Per Annum)	140 tCO ₂ e (10% based on 2021-22 MBC carbon footprint)
6. a. Alternative estimated cost to offset remaining operational emissions through renewable energy generation schemes	Unable to calculate without further investigation	Not Applicable
b. Cost to maximise solar energy generation on Council estate (scoped projects)	£1,243,050.00	105.3 CO ₂ te (7.5%)
7. 7. Alternative estimated cost to offset remaining operational emissions through potential direct land purchases for carbon sequestration schemes.	Unable to calculate without further investigation	Not Applicable
Estimated Total to achieve net zero carbon on Council Scope 1 and 2 emissions	£17,638,821.35	1293.9 CO₂te (92%)

2.13 It has been estimated that it will cost £17,638,821.35 to reduce the Council's carbon emissions by 92% (based on 2021-22 carbon footprint). This total includes offsetting a maximum of 10% (as advised by the Climate Change Committee) of the Council's annual emissions through a high-cost carbon scenario. Please note that '6.b Cost to maximise solar energy generation on Council estate' is not removal of emissions, but is renewable energy generated on the estate to offset emissions.

2.14 A priority area is the decarbonisation of Council properties, and of those an 85% reduction in emission (of the 13 buildings in the table) can be achieved by upgrading/retrofitting just three building, namely Maidstone House and Link, Maidstone Leisure Centre, and Maidstone Museum which have the highest proportion of carbon emissions but would cost £7,710,720 (44% of the total estimated cost) to achieve Net Zero. Officers are working to apply

for Public Sector Decarbonisation Scheme funding to support up to two thirds of the costs to decarbonise the Council's highest carbon emitting buildings.

- 2.15 The proportion of tCO₂e removed per annum by converting the entire fleet to electric, plus the costs to upgrade the infrastructure at the depot, suggests that the cost/benefit ratio is poor, and that the current [Green Fleet Strategy](#), adopted on the [15th of November 2022](#) by the Communities, Housing and Environment Policy Advisory Committee, to gradually transition vehicles to EV based on the market and operational need is the better medium-term approach. Particularly as the heavy-duty vehicles proportionately account for more emissions and equivalent EV versions are not yet on the market. Waiting for other emerging technologies for the heavy vehicles and upgrading lighter vehicles will likely save the council costs in the medium term.
- 2.16 Investment in maximising the solar energy generation on Council property is a good medium-term investment in terms of both savings to the council and carbon reductions. Further investigation into larger renewable energy generation schemes is needed, as is longer term procurement of renewable energy (Green Tariffs) for the Council.
- 2.17 Options for indirectly or directly offsetting 10% of Council emissions also needs further investigation. However, it is likely that larger costs would be incurred for directly offsetting emissions through local renewable projects or tree planting, but these costs must be evaluated in regard to other local, social, biodiversity benefits and ecosystem services.
- 2.18 The work completed to date is indicative and have been included in this report to inform the debate on the next steps. To get complete and accurate figures further engagement will be needed from departments across the council and engagement of external expertise. Investigations into Borough wide emission targets and associated costs for housing and transportation are likely to require external advice and substantial work.
- 2.19 The next annual review will need to be completed by early 2024, as CLT have indicated that the costs should inform this discussion agreement on timing and the forum for this is sought from CLT.

3. AVAILABLE OPTIONS

- 3.1 That the Cabinet be recommended to note the action plan implementation updates and indicative costs of achieving net zero by 2023 for the Council's operations, subject to the consideration of any further recommendations made by the Committee.
- 3.2 Members could choose not to receive regular updates on the action plan or alternatively could ask for more frequent updates.
- 3.3 Additional information has been provided on costs in this report. Members could ask for additional information on these costs.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 That the Cabinet be recommended to note the action plan implementation updates and indicative costs of achieving net zero by 2023 for the Council's operations, subject to the consideration of any further recommendations made by the Committee.

5. RISK

- 5.1 Responding to the climate emergency is a key corporate risk. Ongoing monitoring of the delivery of the Action plan is a key mitigation as the annual review of the action plan is ensures continued accountability.
- 5.2 Understanding the costs associated with achieving net-zero emissions will allow the Council to develop a clear and comprehensive strategy, allocate resources effectively, prioritise initiatives, and set realistic targets and timelines.

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. Progress has been regularly reported to Policy Advisory Committees and the Cabinet. Monthly briefing meetings on Biodiversity and Climate Change are held with the Leader of the Council.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Continue to update the implementation of the Action Plan, monitor progress, and updates to members.
- 7.2 To organise a members strategy workshop to prioritise and act on the indicative costs outlined in this report.

8. REPORT APPENDICES

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

- Appendix 1: Biodiversity and Climate Change Action Plan Implementation Status
- Appendix 2: MBC Operational Net Zero Estimated Costs

Appendix 1: Biodiversity and Climate Change Action Plan Implementation Status

The following table breaks down the status of each action in the Biodiversity and Climate Change Action Plan and details the Relevant PAC and Executive Portfolio Holder, the responsible officers, the previous status of the action in November 2022 (if applicable following the changes to the action plan's annual review), and the updated status for each action as of June 2023. There are a total of 38 Actions across the Biodiversity and Climate Change action plan.

Status	Number of Actions
Yet to commence / Delayed	9
Being Investigated	11
Planning and Development	7
Being Implemented	9
Complete and being monitored	2

21

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
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.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Alison Broom William Cornall Rob Jarman Phil Coyne Claire Weeks	2023-24	The Local Plan Review (LPR) is currently undergoing examination in public. Annual Monitoring Report indicators are reported in the autumn. Work has started on Design and Sustainability Development Plan Document which will build on LPR	KCC is working on a Local Transport Plan with public consultation due Summer 2023. The national forecasting that Central Government draw from has recently changed to increase the forecast number of charge point sockets needed to meet demand. The previous target of 862 for Maidstone has	NA	Yet to commence

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
22		Mark Egerton Helen Garnett		policies in relation to sustainable movement.	increased to 1,447 (at a medium uptake scenario). Officers are looking for potential locations to develop an electric car club pilot project. - Parking services have stated that the Medway Street carpark isn't commercially viable, as a core Town Centre location it already sees high levels of turnover and by removing bays it would cost the Council a significant sum of money per annum. - Previous Park and Ride site, London Road still needs investigating for viability.		
Action 1.2 Deliver policies that enable infrastructure for: <ul style="list-style-type: none"> • Low carbon transportation, • Active travel, and that • Facilitates high quality public transport connectivity in new developments and existing communities. 	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Alison Broom William Cornall Rob Jarman Phil Coyne Claire Weeks	2023-24	Annual Monitoring Report (AMR) indicators are reported in the autumn.	The Design and Sustainability Development Plan Document (DPD) meets the National Standard and embeds the Council's commitment to sustainability as a key component of all of our policy and strategy. The consultation stages are helping to influence and shape the DPD content which factors in the actions of	Percentage change of low carbon transportation, active travel, and	Being Investigated

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
23		Mark Egerton Helen Garnett			<p>the Biodiversity and Climate Change Action Plan. The Local Plan Review and the Design and Sustainability DPD, once adopted will be monitored and reported annually through the Authority Monitoring Report. That monitoring information will also inform the Biodiversity and Climate Change Action Plan.</p> <p>From Authority Monitoring report 2021-22:</p> <p>Indicator M48: Sustainable transport measures to support the growth identified in the Local Plan and as set out in the Integrated Transport Strategy and the Walking and Cycling Strategy. The projects remain on track to be delivered within the broad time periods identified within the Infrastructure Delivery Plan. Of the sustainable transport actions set out in the ITS, over half (55%) have been rated 'green' in terms of</p>	public transport	

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
24					<p>their delivery. 16% of the actions have been rated as 'red' in terms of delivery due to no progress being made or the projects have been delayed, similar to the previous reporting year. This is primarily a temporary anomaly caused by the knock-on effects of the Covid-19 global pandemic. As part of the Local Plan Review, the Integrated Transport Strategy will be reviewed</p> <p>Indicator M50: Achievement of modal shift through:</p> <ul style="list-style-type: none"> • No significant worsening of congestion as a result of development • Reduced long stay town centre car park usage • Improved ratio between car parking costs and bus fares 		
<p>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.</p>	<p>Councillor Paul Cooper</p> <p>Planning, Infrastructure, And Economic</p>	<p>Alison Broom</p> <p>William Cornall</p> <p>Rob Jarman</p>	<p>2023-24</p>		<p>No Update</p>	<p>Percentage change of low carbon transportation,</p>	<p>Yet to Commence</p>

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
	Development Policy Advisory Committee	Phil Coyne Claire Weeks Mark Egerton Helen Garnett				active travel, and public transport	
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.	Councillor John Perry Corporate Services Policy Advisory Committee	Mark Green Katie Exon	When any new building is completed or purchased	A comprehensive Decarbonisation Study is ongoing by APSE Energy which includes detailed energy trajectory and retrofitting options for 12 priority MBC buildings to ensure MBC's NetZero 2030 commitment is completed. The study included options and viability of renewable energy generation, EV charging infrastructure at each MBC asset, including: <ol style="list-style-type: none"> 1. Maidstone House and the Link 2. The Archbishops Palace, gate house and carriage museum 3. Town Hall 4. The Museum 5. The Crematorium 6. Lockmeadow Shopping Centre 7. Cob Tree golf club 8. The Leisure Centre EV charge points will be installed at any viable location owned by	No Update	NA	Yet to commence

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
				MBC in line with retrofits / upgrades to said buildings in keeping with national government commitment. Bike Racks have been installed at the Depot.			
<p>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.</p> <p>26</p>	<p>Councillor Paul Cooper</p> <p>Planning, Infrastructure, And Economic Development Policy Advisory Committee</p>	<p>Jen Stevens</p> <p>Claire Weeks</p>	2023-24	<p>Parking Services team are developing a parking EV strategy for MBC car park assets. Which is data driven and currently shows the number of EV chargers provided by the council are meeting demand of EVs in Maidstone tow Centre.</p> <p>A Kent County wide EV strategy is being investigated, with potential links to KCC 'Connected Kirb / Kent 600 Plan'. A wider borough scale EV strategy is also needed for MBC to adhere to central Government recommendation for 300,000 public chargers needed as a minimum by 2030. Maidstone Borough's share is approximately 862 EV charging points needed by 2030 (we currently have 65 publicly accessible ones).</p>	<p>Work is now underway with KCC's Network Innovations Team to identify the opportunities in Maidstone to deliver on-street charging infrastructure in areas of the Town where residents are unlikely to have access to their own. A Kent Launch for KCC's Connected Kerb Kent 600 Plan is due to take place at the end of June 2023.</p> <p>An offer to join the Kent 600 project is still available from KCC, to increase Council car park charger provision without capital outlay, but this may conflict with the current Pod Point arrangement.</p>	Number of Electric Vehicle Charging Points Installed	Being Investigated

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status																																										
<p>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.</p>	<p>Councillor Paul Cooper</p> <p>Planning, Infrastructure, And Economic Development Policy Advisory Committee</p> <p>And</p> <p>Councillor Claudine Russell</p> <p>Communities, Leisure and Arts Policy Advisory Committee</p>	<p>John Littlemore</p> <p>Lorraine Neale</p>	2023-25	<p>In line with 2021 to 2024 projected taxi usage. Two 50kW electric chargers for taxi trade use only have been installed and are in operation in Maidstone Town Centre, Pudding Lane, ME14 1LN (x,y 575919, 155768). The chargers are restricted to E-Taxi only to increase confidence in EV charging and reduce disruption to business for the taxi trade. Over initial 3-month period (excluding April when chargers needed maintenance) 1434,79kWh equivalent to 334.507 kg of CO2e in car emissions has been reduced.</p> <table border="1"> <thead> <tr> <th colspan="6">Pudding Lane - SEC50216 - commissioned 02/03/2022</th> </tr> <tr> <th></th> <th>Sessions</th> <th>Energy (kWh)</th> <th>Avg sessions (min)</th> <th>Total Revenue</th> <th>District Share</th> </tr> </thead> <tbody> <tr> <td>Mar-22</td> <td>30</td> <td>625.32</td> <td>00:45</td> <td>£195.12</td> <td>£39.02</td> </tr> <tr> <td>Apr-22</td> <td>0</td> <td>0</td> <td>0</td> <td>£0.00</td> <td>£0.00</td> </tr> <tr> <td>May-22</td> <td>10</td> <td>179.41</td> <td>00:55</td> <td>£90.38</td> <td>£18.08</td> </tr> <tr> <td>Jun-22</td> <td>31</td> <td>630.06</td> <td>00:47</td> <td>£316.06</td> <td>£63.21</td> </tr> <tr> <td></td> <td>71</td> <td>1434.79</td> <td>00:36</td> <td>£601.56</td> <td>£120.31</td> </tr> </tbody> </table> <p>For 2024 and beyond projections additional sites are under investigations for additional rapid chargers for the taxi trade.</p>	Pudding Lane - SEC50216 - commissioned 02/03/2022							Sessions	Energy (kWh)	Avg sessions (min)	Total Revenue	District Share	Mar-22	30	625.32	00:45	£195.12	£39.02	Apr-22	0	0	0	£0.00	£0.00	May-22	10	179.41	00:55	£90.38	£18.08	Jun-22	31	630.06	00:47	£316.06	£63.21		71	1434.79	00:36	£601.56	£120.31	<p>KCC have offered to investigate delivering an additional taxi charger in the Borough as part of the KCC project, which delivered the charging point in Pudding Lane. Officers will investigate further taxi charger options (under the same contractual arrangements as Pudding Lane).</p>	Number of Electric Vehicle Charging Points Installed	Being Investigated
Pudding Lane - SEC50216 - commissioned 02/03/2022																																																	
	Sessions	Energy (kWh)	Avg sessions (min)	Total Revenue	District Share																																												
Mar-22	30	625.32	00:45	£195.12	£39.02																																												
Apr-22	0	0	0	£0.00	£0.00																																												
May-22	10	179.41	00:55	£90.38	£18.08																																												
Jun-22	31	630.06	00:47	£316.06	£63.21																																												
	71	1434.79	00:36	£601.56	£120.31																																												
<p>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.</p>	<p>Councillor Paul Cooper</p> <p>Planning, Infrastructure, And Economic</p>	<p>John Littlemore</p> <p>Lorraine Neale</p>	2023-25	<p>KCC have organised a Climate Change Network subgroup for Taxi Licensing Policy to support councils across Kent. Discussion on shared policy statement ongoing.</p>	<p>Kent district councils are engaged with KCC as part of the climate change network KCC, who recently engaged the Energy Savings Trust (EST) to</p>	Number of EV taxi	Being Investigated																																										

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
	Development Policy Advisory Committee And Councillor Claudine Russell Communities, Leisure and Arts Policy Advisory Committee			Redrafting of licensing policy to reduce number of taxis using fossil fuel by more than 90% by 2030 ongoing. Officers seeking consultation with taxi trade on free test and drive in EV and raising discussion around the draft policy.	undertake a consultation with the taxi trade county wide. The aim is to encourage a Kent wide approach to explore the feasibility of moving to a more carbon neutral vehicle policy. The results of the survey are being considered and a further discussion is planned for the next technical officer meeting on 27th July.		
Action 1.8 Actively participate in Quality Bus Partnership and ensure that the borough's infrastructure is bus friendly.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Rob Jarman Phil Coyne Claire Weeks Mark Egerton Helen Garnett Duncan Haynes	2023-25	Baseline bus data is now available but shows that that rather than improving the bus fleet it is becoming older and therefore more polluting. It is possible that newer buses are being concentrated in areas where Clean Air Zones have been imposed. The DEFRA air quality grant scheme has not favoured projects that support bus retrofitting for several years and other schemes that could help with costs for purchasing new buses require significant investment from the bus company which they do not have.	The emerging air quality action plan scheduled for the September committee cycle has an action to work with bus companies to improve the fleet in the AQMA. The Quality Bus Partnership does not exist anymore. The Local Focus Groups started as part of the National Bus Strategy, KCC have been in contact with the District / Borough Councils and in most instances have held virtual meetings to discuss the Focus Groups in more detail. Maidstone are yet to have set	Improve in Borough Air Quality	Yet to commence

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
29				<p>Bus companies are suffering very significant financial difficulties as a result of the pandemic, and it is highly unlikely that they will be in a position to make investments in new buses in the short to medium term. Older buses have therefore had their operational life extended.</p> <p>KCC have recently announced cuts to bus service subsidy and MBC have cut the Park and Ride service completely. EH have yet to be invited to attend the quality bus partnership and officers looking into identify actions to support bus companies to switch to clean technology and EVs ongoing.</p>	<p>these 'District Focus Groups' up.</p> <p>From Authority Monitoring Report 2021-22, there has been an improved ratio between car parking costs and bus fares: Since last year there has been an increase in the cost of an Arriva day ticket and parking in the Fremlin Walk carpark. In three car parks, parking for more than 5 hours is more expensive than travelling by bus. Shorter stays are cheaper than or equal to the cost of travelling by bus. The £2 bus ticket has been extended again</p>		
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.	<p>Councillor Lottie Parfitt-Reid</p> <p>Housing, Health and Environment Policy Advisory Committee</p> <p>And</p> <p>Councillor Claudine Russell</p>	<p>John Littlemore</p> <p>Philip Jennings</p>	2023-2024		<p>Support is being provided to local housing associations to encourage take up of the available government grants.</p> <p>More detailed conversations are taking place with our largest housing provider to understand how we can provide mutual assistance to maximising the impact locally.</p>	Number of residents with EPC rating improve ments of A-C from D-G	Planning and Developm ent

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
	Communities, Leisure and Arts Policy Advisory Committee						
Action 2.2 Enforce Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.	Councillor Lottie Parfitt-Reid Housing, Health and Environment Policy Advisory Committee	John Littlemore Philip Jennings	2023-2024	<p>There are around 75,000 homes in the borough and the government data shows that there have been around 65,000 EPC's produced, but the likelihood that these EPC's will include repeat EPC's for a relatively small portion of the overall stock that is repeatedly sold and relet, as well as all the new homes (circa 10,000) that have been built since 2008.</p> <p>The data shows that of the 65,000 EPC's produced 48% are A-C and 52% are D-G. However, as stated previously, these percentages are not necessarily reflective of the boroughs whole stock, just those properties that have had an EPC. Also, the government data does not provide enough detail to show how many existing homes have been upgraded to C or above.</p> <p>The Council itself does not offer grants to homeowners to help them improve the thermal performance of their homes but</p>	<p>The Council has adopted a new Housing Renewal Policy 2023 to support the ambitions around making homes more efficient. The Housing Service is remodelling to enable a more effective response to housing conditions.</p> <p>The Council continues to support the regional initiatives to deliver the government backed schemes such as Home Upgrade Grant Phase 2 (HUG2).</p> <p>This is designed to deliver energy efficiency retrofit upgrades to off-gas homes where the household is eligible. Eligibility is usually, but not exclusively, through low income and fuel-poverty criteria.</p> <p>The bid was successful and represents 48 Local Authorities with a target of 3,845 off-gas properties to be upgraded by March 2025.</p>	As above	Being Implemented

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
31				<p>from time to time, the government has delivered incentive schemes which we do signpost householders to, for example with our recent go green information centre.</p> <p>The most positive opportunity for improving the thermal efficiency of housing in the borough, for those in most need, is the Social Housing Decarbonisation Fund, and Golding Homes, the borough's largest social landlord, is making a bid for this in the coming months, that the council are supporting and endorsing. Furthermore, in respect of solutions for older properties, which are generally more challenging, the Council is part of the South-East Consortium that is looking to deliver the Green Homes Grant (GHG) Local Authority Delivery (LAD2) scheme. Finally, the Council is now part of the Net Zero Hub, which will access the Sustainable Warmth Fund and provide further signposting to residents to the funding available.</p>			
Generating Renewable Energy							

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<p>Action 3.1 Ensure Design and 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.</p>	<p>Councillor Paul Cooper</p> <p>Planning, Infrastructure, And Economic Development Policy Advisory Committee</p>	<p>Rob Jarman</p> <p>Karen Britton</p> <p>Phil Coyne</p> <p>Claire Weeks</p> <p>Mark Egerton</p> <p>Helen Garnett</p>	<p>2023 onwards</p>	<p>The LPR is currently undergoing examination in public.</p> <p>LPR indicators are reported in the autumn.</p> <p>Work has started on Design and Sustainability Development Plan Document which will build on LPR policies in relation to sustainable movement</p>	<p>The Design and Sustainability Development Plan Document (DPD) meets the National Standard and embeds the Council's commitment to sustainability as a key component of all of our policy and strategy. The consultation stages are helping to influence and shape the DPD content which factors in the actions of the Biodiversity and Climate Change Action Plan. The Local Plan Review and the Design and Sustainability DPD, once adopted will be monitored and reported annually through the Authority Monitoring Report. That monitoring information will also inform the Biodiversity and Climate Change Action Plan.</p> <p>Note: Department for Business, Energy and Industrial Strategy states that between the end of 2014 and end of 2021 there has been an increase in the number of renewable energy installations in Maidstone</p>	<p>Percentage of onsite renewable energy generation in new developments 10% adopted standard</p>	<p>Being Investigated</p>

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
					Borough from 1,484 installations to 3,128. The largest contributor being photovoltaics. The installed capacity has increased from 56.3 MW to 68.4 MW at the end of 2021.		
Reducing Waste and Increasing Energy Efficiency							
Action 4.1 Investigate recycling strategies in the Town centre. 33	Councillor Patrik Garten Housing, Health and Environment Policy Advisory Committee	John Edwards	2023-24	New Action, No previous update	The Kent Resource Partnership is preparing a trial in Kent for new on-street recycling bins supported through external funding to investigate the most effective model for collecting recyclable litter. The Street Cleansing Team are also currently assessing options for the separation of recycling using the barrows. It is proposed to start trialling this in September 2023.	NA	Being Investigated
Action 4.2 Ensure MBC offices and buildings have recycling facilities.	Councillor Patrik Garten Housing, Health and Environment Policy Advisory Committee	Katie Exon	2023-24	New Action, No previous update	No Update	NA	Yet to Commence
Adapting To Climate Change							
Action 5.1 Deliver policy as part of Design and Sustainability DPD and future Development Plan evolution for long	Councillor Paul Cooper	Rob Jarman Karen Britton	2023	The LPR is currently undergoing examination in public.	The Design and Sustainability Development Plan Document (DPD) meets the National	NA	Being Investigated

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<p>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.</p> <p style="text-align: center;">34</p>	<p>Planning, Infrastructure, And Economic Development Policy Advisory Committee</p>	<p>Mark Egerton Helen Garnett</p>		<p>LPR indicators are reported in the autumn.</p> <p>Work has started on Design and Sustainability Development Plan Document which will build on LPR policies in relation to sustainable movement.</p>	<p>Standard and embeds the Council's commitment to sustainability as a key component of all of our policy and strategy. The consultation stages are helping to influence and shape the DPD content which factors in the actions of the Biodiversity and Climate Change Action Plan. The Local Plan Review and the Design and Sustainability DPD, once adopted will be monitored and reported annually through the Authority Monitoring Report. That monitoring information will also inform the Biodiversity and Climate Change Action Plan.</p> <p>From the Authority monitoring report 2021-22:</p> <p>Indicator M36: Number of qualifying developments failing to provide BREEAM very good standards for water and energy credits:</p> <ul style="list-style-type: none"> - During 2021/22 118 applications permitted qualified to provide BREEAM very goods 		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
35					<p>standards. In total three applications failed to do so at application stage but included conditions. Two applications included conditions to submit a final certificate to the local planning authority certifying that a BREEAM rating of at least Very Good has been achieved. The third application requires the building to be built to minimum standard of BREEAM 'very good'. By adding a condition to a commercial application to meet the BREEAM standard, the applications meet the policy objective.</p> <p>Indicator SA4: New development in the floodplain There were 146 applications permitted within flood zone 2 and flood zone 3 during the monitoring year of 2021/22:</p> <ul style="list-style-type: none"> - Of the 146 permitted applications, 26 applications were for residential development, 3 		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
36					<p>for retail development and 4 for employment development. The remainder permitted applications are classed as 'other' development.</p> <p>Indicator SA5: Development permitted contrary to advice by the Environment Agency on flood risk:</p> <ul style="list-style-type: none"> - During the monitoring year, no development has been permitted contrary to advice by the Environment Agency on flood risk. <p>Indicator SA27: Number of new residential developments where the energy/emissions standards in the Building Regulations Part L have been exceeded.</p> <ul style="list-style-type: none"> - The Council assesses new residential developments to see if they meet Building Regulations Part L. What is not currently monitored, is to what extent developments exceed energy and emission standards. 		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
					Indicator SA28: Number of developments where 'adaptation statements' have been produced - Data for the indicator is unavailable as it is not currently held by the council.		
Action 5.2 Identify actions to mitigate climate change in existing developments. 37	Councillor Lottie Parfitt-Reid Housing, Health and Environment Policy Advisory Committee	James Wilderspin Gemma Bailey	2023-24	AMR monitoring reported in Autumn	One solar farm site has been identified and is under investigation. Several shared heat network solutions are being investigated.	NA	Being Investigated
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.	Councillor John Perry Corporate Services Policy Advisory Committee And Councillor Claudine Russell Communities, Leisure and Arts Policy Advisory Committee	James Wilderspin Gemma Bailey	2023-25	Officers have been in touch with local parishes to share the importance of creating community flood and emergency plans. Support has been offered to the parishes with templates and material shared to help kick start the process. Some parishes have effective plans which have been rehearsed multiple times because of incidents like flooding. We have now contacted the KALC chair and plan to work with the other parishes without community emergency plans to develop one for their communities, promote	The scope of the impacts assessment has not yet been developed. However, officers have been working with Parish councils, and local businesses, such as Turkey Mill, to encourage the developed of Climate Action Plans to build local communities' resilience, support business continuity management. A more detailed hotspot mapping exercise is needed to identify climate impacts in the borough and vulnerable	NA	Being Investigated

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
				the plans and recruit volunteer flood wardens to support the response to incidents.	community areas. Officers are investigating consultants to conduct the assessment.		
Enhancing And Increasing Biodiversity							
38 Action 6.1 Monitor Biodiversity Net Gain (BNG) to adopted 20% standard.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Mark Egerton Helen Garnett	2023-27		The Design and Sustainability Development Plan Document (DPD) meets the National Standard and embeds the Council's commitment to sustainability as a key component of all of our policy and strategy. The consultation stages are helping to influence and shape the DPD content which factors in the actions of the Biodiversity and Climate Change Action Plan. The Local Plan Review and the Design and Sustainability DPD, once adopted will be monitored and reported annually through the Authority Monitoring Report. That monitoring information will also inform the Biodiversity and Climate Change Action Plan. From the Authority Monitoring report 2021-22 Indicator SA29: Net loss/gain of designated wildlife habitats	Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard	Being Investigated

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
					<ul style="list-style-type: none"> Over the monitoring year there has been no net change in designated wildlife habitats. <p>Indicator SA30: Condition of wildlife sites:</p> <ul style="list-style-type: none"> Data for the indicator is unavailable as it is not currently held by the council. 		
Action 6.2 Ensure sustainable urban drainage schemes (SuDS) maximise biodiversity potential.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Mark Egerton Helen Garnett	2023-27		No Update	Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard	Yet to commence
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.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Mark Egerton Helen Garnett	2023-27		No Update	NA	Yet to commence

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<p>Action 6.4 Enhance and expand wetland coverage across the Borough to support nutrient neutrality, flood prevention, and enhance biodiversity.</p>	<p>Councillor David Burton</p> <p>And</p> <p>Councillor Paul Cooper</p> <p>Planning, Infrastructure, And Economic Development Policy Advisory Committee</p> <p>And</p> <p>Councillor Patrik Garten</p> <p>Housing, Health and Environment Policy Advisory Committee</p>	<p>Mark Green</p> <p>Rob Jarman</p> <p>James Wilderspin</p>	2023-25	<p>Started – Project opportunities are in the process of being scoped to expand wetlands in the borough.</p> <p>MBC supported development of a 2.2-hectare wetland on unproductive farmland that lies South of Carpenters Lane in Staplehurst. Total projected costs are £59,785 in partnership with The Environment Agency.</p>	<p>Officers are investigating four non operational sites for potential wetland projects.</p> <p>Parks and Open spaces have identified, expansion and desilting of several Councilowned areas to support flood prevention in the town centre:</p> <ul style="list-style-type: none"> • Mallards Way (current capacity 5,500m³) – increase depth by 400mm thus allowing the pond to hold an extra 2,200m³ = a total capacity of 7,700m³ (increase volume of 40%) • Mote Park (current capacity 1,500m³) – increase depth by 1,000mm thus allowing the pond to hold an extra 1,500m³ = a total capacity of 3,000m³ (increase volume of 50%) • Mill Pond (current capacity 5,000m³) – increase depth by 1,000mm thus allowing the pond to hold an extra 2,500m³ = a total capacity of 12,500m³ (increase volume of 50%) 	Water quality	Being Investigated

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
41					<ul style="list-style-type: none"> Whatman Park (current capacity 250m3) – increase depth by 1,000mm thus allowing the pond to hold an extra 1,000m3 = a total capacity of 1,250m3 (increase volume of 80%) <p>Each site is currently under investigation.</p> <p>From the Authority Monitoring Report 2021-22</p> <p>Indicator SA37: Ecological/chemical status of water bodies</p> <ul style="list-style-type: none"> Information gathered by the Environment Agency in shows the ecological and chemical status of water bodies in and around Maidstone. In total, 73% of water bodies have been classified as moderate in terms of ecological status or potential (this figure excludes groundwater bodies). 85% of water bodies have a chemical status of good. 		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
Action 6.5 Implement a Nature Recovery Strategy, linking habitat restoration and creation to improve flood protection and water quality.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Rob Jarman James Wilderspin	2023-27		KCC are responsible for developing a Nature Recovery Strategy and a draft is awaited	NA	Yet to commence
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.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee And Councillor Claudine Russell Communities, Leisure and Arts Policy Advisory Committee	Rob Jarman James Wilderspin Gemma Bailey	2023-30	Meetings have been held with Rochester Bridges Trust and Leeds Castle on Biodiversity and Climate actions and plans. Further collaboration is being sought with Leeds Castle. Other than resource sharing no landscape scale initiatives or partnerships have been formed yet for this action. Officers seeking collaboration through KWTs cluster system to create closer ties with famers and large-scale landowners.	No Update	NA	Yet to commence
Action 6.7 Increase borough canopy cover expanding ancient forests and reconnecting of existing woodland including urban woods, and greening town centres.	Councillor David Burton Communities, Leisure and Arts	James Wilderspin Rob Jarman	2023-2030	Following a call for tree planting sites on the MBC website campaigns page and comms outreach a total of 15 medium to large scale landowners submitted	Queens Green Canopy Project completed 500 saplings planted and 7 larger oak trees.	Number of Trees planted / area of	Being Implemented

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
43	Policy Advisory Committee	Andrew Williams		<p>proposals to MBC of which only 6 tree planting projects we deemed viable and shortlisted. With a combined 12 hectares for planting owned by private landowners. However, Due to legal agreement requiring MBC ownership of trees, maintenance required, access needed and stipulation that the trees must adhere to DEFRA guidelines and be left to grow for a minimum of 30 years several private landowners dropped out of the MBC scheme. The number of interested private landowners has now reduced to just two (totalling 3 hectares). Cost effectiveness of the MBC planting scheme will be considered on small scale projects and MBC is awaiting confirmation from the landowners on whether the terms are accepted to go ahead with planting in autumn 2022.</p> <p>One tree planting project funded by MBC is set to go ahead in October 2022 collaboration with Medway country Valley partnership and working with Maidstone Victory Angling Society (MVAS) to create a new</p>	<p>Additionally, 90 parkland trees planted across public parks and open spaces</p> <p>Gatland Recreation Ground – Cllrs and residents to planted 300 saplings – with a further 500 planned.</p> <p>KCC Trees outside Woodlands project extend to 2025 for the maintenance /care of woodland creation plots in MBC sites of Parkwood, Allington Open Space and Hudson Quarry. This additional care improves the establishment and survival of 700m2 of new woodland.</p> <p>At the end of 2022, the Council funded the creation of a brand new woodland in Sutton Valence. Maidstone Borough Council partnered with Sutton Valence Parish Council and Medway Valley Countryside Partnership (MVCP) to plant a total of 1,600 trees in Platinum Meadow. Volunteers from the local community battled freezing temperatures and snowy conditions to help MVCP</p>	land rewilded	

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
				<p>community woodland on MVAS land adjacent to the River Medway between Yalding and Nettlestead. The proposed creation of this small community woodland on land at Grid Ref: TQ6864350752 is currently a mixture of neutral and improved grassland covering approx. 1.5 hectares. It has some wildflowers but is currently heavily affected by the presence of non-native invasive Himalayan balsam and largely inaccessibly. The site has no protected habitat designations. In the short term 1200 whips will be planted. We propose a site specific broadleaved mixed woodland with tree species such as oak, lime and alder (on the wetter parts of the site) plus ash and elm if ash die back and Dutch elm disease strains have been identified ahead of planting. Whilst the planting and activities we propose will be slightly further than 8m from the waterbody, the land in question is in Flood Zone 3. As such, MVCP have prepared a Flood Risk Assessment and Method Statement and will submit a Be-Spoke Permit Application to the</p>	<p>complete this fantastic project which will benefit both nature and the local community. The sapling protection and bamboo cages used for this planting were all biodegradable.</p> <p>The site in Yalding mentioned in the last update, is now in planning and development stages for a total of 2000 trees to be planting in autumn 2023.</p> <p>A total of 5800 trees planted to date since 2020.</p> <p>Officers are investigating larger scale sites and non-operational land for further tree planting and rewilding projects.</p>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
45				<p>Environment Agency and gain confirmation that the planting is supported by the E.A ahead of project start. No trees will be planted closer than 4m from the adjacent path. Trees will not be planted adjacent to the access gate which allows access to the site from across the railway line. A route for potential future machinery through the gate and across the site will be left to ensure the facilitation of future access. To ensure the success of the planting, MVCP will carry out Himalayan balsam removal activities with volunteers in the first year after planting. Whilst doing so we will provide training to MVAS members and volunteers to ensure this activity continues.</p> <p>Additionally, Biodiversity and Climate officers are developing a business case for the purchase of land specifically for green projects including nutrient neutrality, SuDS and wetland creation, Biodiversity banks, offsetting schemes and tree planting.</p>			
Action 6.8 Review Maidstone Borough Council non-operational land to assess	Councillor John Perry	James Wilderspin	2023	Meeting held with Kent Wildlife Trust to discuss services to	A total of 5 sites have been identified. One of which has	NA	Planning and

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
46 potential for enhancing biodiversity including allowing community groups to take responsibility for management.	Corporate Services Policy Advisory Committee			measure existing biodiversity and carbon sequestration, make recommendations on how to improve, and then measure new levels of biodiversity and carbon sequestration. Now seeking consultants that provide this service so that Procurement rules can be met. There was a suggestion that this becomes part of the wider piece of work around mapping biodiversity across the borough, with an eye to informing biodiversity net gain (for planning), nutrient neutrality (for planning) and actions around siting of wetlands, tree planting, etc.	pending planning approval. Once agree these sites will be assessed for biodiversity and rewilding project potential. If viable the sites will be added to the DEFRA register as Biodiversity Net Gain sites.		Development
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,	Councillor John Perry Corporate Services Policy Advisory Committee And Councillor Claudine Russell	Mark Green Katie Exon Darren Guess James Wilderspin	2023-28	The Decarbonisation study led by APSE Energy is ongoing. A separate report will be developed for each key MBC building that recommends: <ul style="list-style-type: none"> Tangible recommendations for upgrading Heating, ventilation, and air conditioning (HVAC) to zero carbon/electric equivalents such as ground and air source heat pumps, and solar thermal energy; 	Works at depot have completed to upgrade the electricity capacity by 277kVA and the installation of x 10 Fast Point EV chargers to ensure the Depot has sufficient capacity to charge approximately 20 EVs on site. This work has ensured the Depot has capacity for the medium term to upgrade vehicles to EV equivalents.	Percentage Change of Carbon Emissions from MBC Buildings, Fleet, Contracts (ie	Being Implemented

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<p>(iv) incorporating energy saving principles into office strategies, and</p> <p>(v) supporting staff to shift to electric/ultra-low emission vehicles, public transportation and more flexible working.</p> <p style="text-align: center;">47</p>	<p>Communities, Leisure and Arts Policy Advisory Committee</p>			<ul style="list-style-type: none"> Tangible recommendations for upgrading building fabric and electrical equipment, such as wall and roof insulation, glazing, LEDs, smart controls for greater energy efficiency; Seeking opportunities and tangible recommendations for onsite EV transportation and renewable energy generation, from photovoltaic panels or others where feasible. Give appropriate level of detail required to aligned recommended upgrades and retrofits with funding opportunities/rounds (eg. KWH savings, cost savings ect); and Support MBC through prioritisation, detailed design stage and procurement of works. <p>The Study results will be used to apply for funding from the second phase of Public Sector Decarbonisation Scheme in September 2022.</p> <p>MBC has developed a Green Fleet Strategy. The primary objective of</p>	<p>The Depot received delivery of 3 new Ford EVs in early 2023, bringing the total number of EVs to 9 in operation at the depot (13% of fleet is electric).</p> <p>Secondary glazing has been installed in the Museum in two separate sections to improve energy efficiency/insulation.</p> <p>In April 2023, officers submitted a bid for Phase 4 Public Sector Low Carbon Skills Fund. A total of £178,384.54 funding support was applied for to support design development, architectural design and implementation of low-carbon technologies, to substantially cut Maidstone House and the Link Buildings carbon and utility costs. Officers will hear if the grant is accepted in July 2023.</p>	<p>Scope 1, 2)</p>	

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
48				<p>this Strategy is to enable the purchasing of vehicles that deliver the business needs and consider their whole life costs whilst minimizing their environmental impact. It is important that when purchasing new vehicles, attention is given to whether the vehicle is necessary and if so, whether there is a commercially viable electric or hybrid alternative. This Strategy sets out the decision-making process for selecting new or replacement fleet vehicles and how the Council will seek to deliver its commitment to reducing emissions, miles, and fuel usage.</p> <p>Fleet Telematics software has been in use across all the Depot, and parks vehicles in 2022. Highly accurate driving data, and mileage data will be utilised to improve driving habits of MBC staff, stop idling, find the most direct routes in case of an incident and for regular scheduling, as well as accurately record vehicle emissions and fuel usage.</p>			

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
49 Action 7.2 Measure the Council's carbon footprint each year and report findings to relevant committees and the public.	Councillor David Burton And Councillor John Perry Corporate Services Policy Advisory Committee	James Wilderspin Katie Exon	Annually	Clean data is now available from MBC's fleet telematics software and automated utility data provided by LASER. Both data sources are provided on a monthly basis and a Carbon Dashboard system is under development, that will accurately show and update monthly, MBC's Scope 1 and Scope 2 emissions. Once established, additional footprint data will be added, including staff millage, pool car usage, and taxi and bus carbon for the borough. The dashboard interface will be made user friendly and can be made publicly accessible via the MBC website. Instantiation of Automatic utility meters in all MBC buildings is ongoing.	Officers have developed and launched the council's carbon footprint dashboard. The dashboard combines all the Council's building utility data and fleet milage and calculates its carbon footprint for scope 1 and 2 emissions. Reporting on scope 3 emissions is still under investigation.	Carbon Footprint Dashboard Percentage Change of Carbon Emissions from MBC Buildings, Fleet, Contracts (ie Scope 1, 2 and 3)	Complete and being monitored
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).	Councillor John Perry Corporate Services Policy Advisory Committee	Mark green James Wilderspin Katie Exon	2023-24	This Action has been delayed significantly due to price changes and demand on renewable energy generation due in part to the invasion of Ukraine and Europe wide energy concerns. Both Npower and Total have been contacted to upgrade MBC buildings meters to automated meters, however instillation of	The easiest green tariff procurement occurs via REGO backed Green Tarif Options. The process requires signing of an Access Agreement Variation, which would list all the dedicated meters and volumes the Council would like to assign the Green Tariff to.	NA	Planning and Development

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
50				<p>new meters has been severely delayed due to high demand for meter change overs across the UK. Officers currently seeking options with Laser on energy tariffs over short term, and longer-term Green Basket and PEPPA options.</p>	<p>However it is advised that REGO prices have been rising since UK began to export them to the EU market in 2018 with some reductions post-Brexit and after the demand destruction caused by Covid related lockdowns in 2020. Since April'21 the increasing demand for net zero, non-domestic energy users taking more steps to improve their green credentials and GHG reporting grew the REGO demand much further (many users expecting 100% renewable energy tariffs as standard).</p> <p>REGO prices were increased by 50% in comparison to 2020, and delivered rate of about £1.45/MWh for the 21-22 pricing period, then delivered rates to £6.16/MWh for 22-23 pricing period when procuring in June/July and recently up to ~£11/MWh for the April'23 onto Mar'24 period.</p> <p>If this trend continues the Council could see REGO rates for the Oct'23-Sep'24 delivery</p>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
					period rise to as much as £13/14 per MWh (one REGO assigned per one MWh of renewable energy). Costing between £22,000 and £55,000 per annum to have a green tariff across all Council properties.		
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.	Councillor Lottie Parfitt-Reid Housing, Health and Environment Policy Advisory Committee	William Cornall John Littlemore	2023-24	No Update	Early enquiries have revealed that the current programmes are not open to temporary accommodation. This appears to be an oversight and officers are lobbying government officials to bring about an amendment to the grant conditions.	NA	Planning and Development
Action 7.5 Improve data management on all property including leased buildings and prioritise decarbonisation actions and improve EPC ratings.	Councillor John Perry Corporate Services Policy Advisory Committee And Councillor Claudine Russell	Katie Exon James Wilderspin	2023-24	MBC has a continual program in place to replace lighting with LED low energy alternatives, and support tenants to achieve their own carbon reduction goals by ensuring buildings can support solar panels and more efficient heating systems. The Decarbonisation Study led by APSE Energy has been extended to now include Maidstone Leisure	Data Management for Council key buildings has been improved as part of the data clean up required to capture an accurate carbon footprint of the councils' buildings. However, officers are still working to improve leased data management, particularly for the temporary housing stock.	Percentage change/reduction in Utility costs/KWh for Gas, Electricity, Water usage at	Being Implemented

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
	Communities, Leisure and Arts Policy Advisory Committee			Centre, Cob Tree Golf Club, and Lockmeadow Shopping Centre. Findings and recommendations from the study will support renewable energy generation and energy efficiency measures that can be implemented by lease holders to reduce their energy consumption and bills.		leased assets.	
52 Action 7.6 Deliver 100% LED lighting in MBC carparks.	Councillor Paul Cooper Planning, Infrastructure, And Economic Development Policy Advisory Committee	Jeff Kitson	2023-24	Of the 331 lights installed in off-street car parks, 301 have been converted to LED equating to 90.9% of all units. The remaining lamps will continue to be replaced as part of the existing maintenance operation to ensure that all car park lighting has been converted to LED in the next 5 years'.	Parking Services continue to be on target to achieve 100% LED lighting in Council car parks by the end of 2025.	NA	Being Implemented
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, 	Councillor Claudine Russell Communities, Leisure and Arts Policy Advisory Committee	Gemma Bailey Julie Maddocks	2023-25	MBC have established the Go Green Information Centre to enable residents, vulnerable groups, businesses, and partner organisations to make informed decisions on climate change and biodiversity and access funding to build resilience to the impacts of climate change. MBC setup a pop-up, walk-in community information centre for residents to access information and see real	Officers have developed a new council biodiversity and climate website to focused entirely on the work we are doing around climate change and biodiversity. The website includes information to help people understand climate change, ideas on how to reduce their impact on the environment, how to get involved in a local community	NA	Being Implemented

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<p>conserve water, and with sustainable lifestyles and Eatwell guidance.</p> <ul style="list-style-type: none"> 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 				<p>world solutions to help them become more sustainable in The Mall shopping centre for 6 weeks. People who are confused, sceptical or don't know where to start can drop by for advice, resources, and to see sustainable solutions, products and services already out there that can help them become more sustainable. Manned by volunteers, the information centre answers questions, point people in the right direction, hand out leaflets and information on suitable practices to reduce energy bills, encourage active travel, and using greener products. Local sustainable businesses were invited to showcase and demonstrate their goods and services for free to reach local people and create clarity and confidence in making greener choices. The centre also hosted numerous events, talks and coincide with other climate and biodiversity campaigns subject to funding and staff/expert availability.</p>	<p>group to help tackle the biodiversity emergency and climate crisis, as well as our progress and next steps to meet our Net Zero target. Another feature of the new website is a carbon calculating dashboard, enabling us to collect accurate emission data, improve data management, increase transparency and automate data from multiple sources.</p> <p>In spring 2023, over 82,000 residential properties in Maidstone received a special environmental edition of the Maidstone Borough Council 'Borough Insight' magazine. Included in this issue: Litter Heroes, local environmental stories, a focus on The Queen's Green Canopy, energy saving tips and help, Council sustainability projects and an eight page pull-out section dedicated to waste and recycling.</p> <p>Funding initiative, 'Love Where You Live', aimed at supporting small-scale environmental</p>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<p>and after care, and encouraging them to enhance biodiversity in their gardens and grounds.</p> <p>54</p>					<p>projects that encouraged a sense of civic pride across communities; meeting a desire not only to live in clean and attractive places, but also to actively contribute to transforming, enhancing and maintaining those spaces for both the community and local biodiversity. Organisations could apply for grants of between £500 and £5000. In total, £35,000 of funding was awarded to 23 groups in Maidstone.</p> <p>In January 2023, the Council took part in The Queen's Green Canopy planting initiative, planting 500 trees in seven locations across our parks and open spaces. We worked with five local community groups and schools to help plant the new trees.</p> <p>Solar Together scheme phase 2 ran over 2022-23 financial year and has delivered 1,576 installations across Kent (109 in Maidstone) which equates to</p>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
					<p>an estimated 39,000 tonnes of carbon reduction over 25 years.</p> <p>Between 2011 and 2020, CO2 emissions per capita in Maidstone has Declined from 6.3CO2te to 3.8 CO2te, a trend which is reflected in the Kent average.</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>Councillor David Burton</p> <p>Communities, Leisure and Arts Policy Advisory Committee</p>	Gemma Bailey	2023	<p>A staff training module on Climate Change and Biodiversity has been made mandatory on the ELMS system for all staff and new joiners at MBC. The Climate and Ecological Emergency module includes what climate change is, the evidence there is for it, how you can help to combat it and MBCs Biodiversity and Climate Change Strategy.</p> <p>MBC's newly appointed Biodiversity and Climate Engagement Officer has also received training from the Carbon Literacy Project enabling her to accredit members of the staff and council members as carbon literate following basic training. the Biodiversity and Climate Engagement Officer is currently developing a training manual</p>	<p>The staff training module on Climate Change and Biodiversity has been completed by all staff.</p> <p>Officers have developed and are implementing a Carbon Literacy Training course for staff C. 45 staff have been trained and accredited to date.</p>	Number of Staff carbon literate accredited	Being Implemented

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
				tailored to different department needs across the council to be rolled out commencing November 2022.			
<p>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.</p> <p>56</p>	<p>Councillor David Burton</p> <p>And</p> <p>Councillor Claudine Russell</p> <p>Communities, Leisure and Arts Policy Advisory Committee</p>	<p>Julie Maddocks</p> <p>Chris Inwood</p> <p>Gemma Bailey</p>	2023-25	<p>MBC is continuing to promote green grant funding in our business e-newsletter and via Maidstone Business Boost. MBC also hosted a LOCASE workshop at MIC in mid July 2022.</p>	<p>LOCASE is now closed, the team continue to promote green grant funding and feature a 'green tip' in every business newsletter. Including South-East New Energy which can provide FREE energy audits and surveys and Solar Together Kent a solar panel and battery storage group-purchase scheme.</p> <p>The team hosted an Electric Bike Day in partnership with Maidstone-based business Electric Bike UK in June at Maidstone Innovation Centre.</p> <p>Promotion of green grant funding and a 'green tip' features in every business newsletter.</p>	NA	Being Implemented
Sustainable Decision-Making Processes and Governance							
<p>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</p>	<p>Councillor David Burton</p> <p>Communities, Leisure and Arts</p>	<p>Gemma Bailey</p>	2023	<p>MBC's newly appointed Biodiversity and Climate Engagement Officer has also received training from the Carbon Literacy Project enabling her to</p>	<p>Officers are planning a Cllr Carbon Literacy workshop for summer 2023. An APSE trainer who specialises in Carbon Literacy for elected members</p>	<p>Number of Councillor carbon literate</p>	<p>Planning and Development</p>

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
climate change and biodiversity are integrated into decision making.	Policy Advisory Committee			accredit council members as carbon literate following basic training. the Biodiversity and Climate Engagement Officer is currently developing a training manual tailored to executive members and committees to be rolled out commencing November 2022.	will conduct a one day event in person.	accredited	
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.	Councillor John Perry Corporate Services Policy Advisory Committee	Carly Benville Anna Collier James Wilderspin	2023	Overarching indicators for the Biodiversity and Climate Change Action Plan are being automated to be regularly updated via a Carbon Dashboard system. The Dashboard system is under development and will be utilises by the end of 2022.	Beta testing of the comprehensive Dashboard is now live and published on our website. As data for 22/23 rolls in, the dashboard is being manually updated and refreshed frequently. KPIs have also been established and issued to different service areas for annual reporting. This are being monitored on an annual basis and feed into the Biodiversity and Climate Action Plan Updates and correspond to PACs oversight.	NA	Completed and Being Monitored
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	Councillor John Perry Corporate Services Policy Advisory Committee	Mark Green Paul Holland	2023-24		As part of the review of TBL (Triple Bottomline accounting) review we plan to ensure that the principles of VfM, Social Value and Environment are considered during key decision	NA	Planning and Development

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
acquisitions, to ensure buildings owned by the council are sustainable, future proofed, and align with our net zero commitment.					<p>making in the business planning process.</p> <p>These principles will also be used to develop business case guidance to ensure it considered as part of the specific decision.</p> <p>The TBL plan is in draft and will be finalised in the next month with an implementation plan.</p>		
<p>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.</p>	<p>Councillor David Burton</p> <p>And</p> <p>Councillor John Perry</p> <p>Corporate Services Policy Advisory Committee</p>	<p>James Wilderspin</p>	2023-24	<p>As part of Biodiversity Net Gain (BNG) requirements coming into law in 2023, officers investigating a business case to invest in land to be used for green projects including, carbon offsets, reptile sanctuaries, tree nurseries, SuDS schemes, open space creation, and BNG units sold to developers</p>	As per 9.3.	NA	Planning and Development
<p>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.</p>	<p>Councillor John Perry</p> <p>Corporate Services Policy Advisory Committee</p>	<p>Dan Hutchins</p> <p>Adrian Lovegrove</p> <p>James Wilderspin</p>	2023-24	<p>In collaboration with Tunbridge Wells and Maidstone Borough Councils through our shared procurement team a Sustainable Procurement Policy has been defined that will</p> <ul style="list-style-type: none"> guide the Council in considering whole life sustainability impacts in all contracts, ensuring that we 	<p>The Sustainable Procurement Policy has been agreed and adopted by members and Procurement are already requesting sustainability information as part of all new tenders.</p> <p>Also, part of the TBL plan being developed. The aim is to</p>	Carbon footprint dashboard	Being Implemented

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
59				<p>take a proportional approach and to support suppliers in assisting us to reduce our joint carbon footprint.</p> <ul style="list-style-type: none"> This policy will support the Council in encouraging suppliers to assist us in reducing our consumption on utilities. This policy aims benefit our communities in encouraging small and medium size enterprises (SME's) to work with the Council and to engage with sustainability issues. The policy will also aim to provide information on guidance on how they can calculate and reduce their carbon footprint. Assess where the emission hotspots are in their supply chain Identify resource and energy risks in their supply chain Identify which suppliers are leaders and which are laggards in terms of their sustainability performance Identify energy efficiency and cost reduction opportunities in their supply chain 	<p>ensure procurement embed and ensure procurement process consider both environmental and social value in their appraisal process.</p>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
60				<ul style="list-style-type: none"> • Engage suppliers and assist them to implement sustainability initiatives • Improve the energy efficiency of their products • Positively engage with employees to reduce emissions from business travel and employee commuting. <p>Due to the varying industries the Council procure works and services from, this policy proposes a flexible timeline to ensure compliance, fair competition and measurable results. This flexibility will also allow us to remain committed to supporting local SME's as we progress this journey.</p> <p>Additionally, procurement software is being investigated that will support accurate scope 3 emission foot printing for MBC.</p>			

Appendix 2: MBC Operational Net Zero Estimated Costs

This document outlines and estimated costs (in today's prices) to decarbonise:

- (i) MBC key properties (those with the highest emissions);
- (ii) To decarbonise all the energy MBC is purchasing (excluding Maidstone House/The Leisure Centre/Lockmeadow Entertainment Complex which are currently under different energy provider contracts);
- (iii) To decarbonise MBC's current temporary accommodation housing stock;
- (iv) To electrify MBCs petrol/diesel fleet (based on today's technology);
- (v) To offset MBC's remaining operational emissions through third party carbon offsetting schemes (based on projected carbon cost scenarios); and
- (vi) To alternatively offset MBC's remaining operational emissions through potential direct land purchases for carbon sequestration schemes and renewable energy generation schemes.

Please note, this document does not include factors outside of MBC operation control and does not include offsetting for MBC's Scope 3 emissions. Please also note, the calculation used are based on MBC current assets, and current available prices – estimates should be used as an indication only as costs will vary depending on many aspects of the market and need further investigation.

Cost to Decarbonise MBC Key Properties

The following costs to decarbonising key MBC assets have been identified by APSE Energy, who were consulted to take a whole building approach to increase the energy efficiency of each key MBC building and recommend the best low carbon or electrical heating alternative technology to effectively unplug the buildings from the gas mains and decarbonise in line with the councils Net Zero 2030 commitment. The total capital costs are the combined costs of all APSE Energy's recommendations to upgrade heating, insulation, glazing, LEDs and other efficiency controls which vary in each building. Details of recommended interventions can be found in standalone APSE reports for each building.

The annual savings have been calculated based on the kWp reduction that a new heating technology would have. For some buildings however, the cost of converting to an electrical heating option increases the cost to the Council in the short term to achieve decarbonisation (these are highlighted in red). The associated costs of 'electrifying' the heating systems of each building will reduce in the medium to long term, as the national grid supply is increased with renewable energy sources.

Building/Asset	Capital Costs of Upgrades/Retrofits	Annual savings to council	Carbon reduction	Priority (in terms of heating system replacement and funding eligibility)	Issues
1. Maidstone House and Link	£3,481,600	£51,875	361.8	High Priority	
2. Maidstone Leisure Centre	£3,070,470	£79,083	354.1	Medium Priority	Linked to overall investment plans for

					leisure centre
3. Maidstone Museum	£1,158,650	+\$2,607	42.8	High Priority	
4. Maidstone Archbishops Palace	£1,712,670	+\$12,525	30	Medium Priority	Linked to future decisions about use of Archbishops Palace
5. Maidstone Town Hall	£433,030	+\$12,058	19	Medium Priority	
6. Lockmeadow Leisure Complex	£97,350	£37,974	1.7	Low Priority	
7. Lockmeadow Market	£772,710	+\$14,117	13	Low Priority	
8. Cobtree Manor 9. Park Golf Course Clubhouse	£154,630	£9,305	9.1	Low Priority	Linked to procurement of new operator
10. Cobtree Visitor Centre	£141,840	£428	12.4	Low Priority	
11. Vinters Park Crematorium Chapel	£175,360	£5,568	22.2	Low Priority	
12. Vinters Park Crematorium Offices	£182,610	£9,137	8.6	Low Priority	
13. Parkwood Depot	£394,532	£696	13.9	Low Priority	
Total	£11,775,452	£152,759	888.6 tCO2e		
Added costs for design/study fees 5%	+ £588,772		39% of total		

*tCO2e are averages per building and may differ from the totals that can be found on the MBC Carbon Footprint Dashboard.

The total costs to decarbonise the 13 key MBC assets is **£12,364,224.00**. This includes additional approximate costs associated with detailed design, architectural, and structural engineering fees. If all of these interventions were taken MBC's total **carbon footprint would be reduced by approximately 40%** and the council would make annual **cost savings across all of these buildings by approximately £152,000 per year**. The remaining emissions are the hard to reduce emissions that will need to be offset in order to be Net Zero – please see 'cost estimated to offset remaining carbon' section of this report.

The costs of some decarbonisation interventions are propositionally very high, compared to the reduction in carbon emissions. For instance, the Lockmeadow Leisure Complex is already a relatively efficient building, and decarbonising it would have little reduction in the Council's annual carbon

emissions, however £37,974 would be saved per annum if a Heat Recovery system is installed and electric ovens replace the existing gas ovens. In other cases, for example with Maidstone House and the Museum, improving energy efficiency, insulation and decarbonising the heating and cooling of the buildings would have a large carbon reduction and cost savings for the council, however capital expenditure is high. It is advised that these costs be used to priorities the largest cost savings and carbon reductions to the council, as these buildings will be eligible for external funding such as from the Public Sector Decarbonisation Scheme.

Cost to Purchase 100% Renewable Energy for MBC Buildings

MBC are currently procuring conventional electricity and gas. Action 7.3 of the council’s Biodiversity and Climate Change Action plan is to ‘Purchase 100% renewable energy for our buildings and operations where we control the supply’. There are various options to ensure MBC’s procured energy is renewable, the most common being a Renewable Energy Guarantees of Origin (REGO) scheme. Please note, that both REGO purchases and carbon offsetting can contribute to reducing environmental impact, they differ in their focus. REGOs specifically promote the use of renewable energy, while carbon offsetting aims to offset emissions by investing in various projects. REGO prices have been rising since the UK began to export to the EU market in 2018 with some reductions post-Brexit and after the demand reduced caused by Covid related lockdowns in 2020. Since April 2021 the increasing demand for net zero, non-domestic energy users taking more steps to improve their green credentials, and GHG reporting grew and consequently the REGO demand grew much further with many users requiring 100% renewable energy tariffs as standard. REGO prices have increased by 50% in comparison to 2020, with a rate of about £1.45/MWh for the 2021-22 pricing period and increased to £6.16/MWh for 2022-23 pricing period, with estimate of £11/MWh for the April’23 onto Mar’24 period.

For MBC full asset portfolio that sits with Laser Energy (excluding Maidstone House/The Leisure Centre/Lockmeadow Entertainment Complex which are currently under different energy provider contracts), MBC would be looking at **approximately £55,320 for REGOs** for the Oct’23-Sep’24 to decarbonise the total energy used by MBC and procured via Laser Energy. Please note that Maidstone House, The Leisure Centre, and Lockmeadow Entertainment Complex are high energy users, and this figure would be significantly higher should REGOs also be purchased for these buildings.

64

Meter Types	Meters	EAC (kWhs)	Energy Type	Potential REGO/RGGO based on Apr'23-Mar'24 prices (£14/MWh for gas and £11.11/MWh for elec)	www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022	Estimated Budget Projections Apr'23-Mar'24	REGO/RGGO % of Total Period Cost (Green Tariffs)	Estimated Cost and Size of Solar PV £1.2 - £1.3/ kWh (2022 average)
Gas	22	2,346,816	Conventional	£32,855	478	£272,931	12%	£2,527,498
HH Metered	13	1,408,832	Conventional	£15,652	268	£445,450		
NHH Metered	52	459,980	Conventional	£5,110	88	£134,740		
UMS	13	153,187	Conventional	£1,702	31	£48,965		
Gas totals	22	2,346,816		£32,855	865 tonnes of CO2e	£272,931		
Electricity totals	78	2,021,998		£22,464		£629,154	4%	
Potential cost of REGO/RGGO (Green Tariffs)				£55,320	Totals	£902,085	6%	1.95 MWp

Cost to Bring MBC's housing stock to Minimum Target EPC-C rating

Energy performance certificates (EPCs) are a rating scheme to summarise the energy efficiency of buildings. The building is given a rating between A (Very efficient) -G (Inefficient), the EPC will also include recommendations the most cost-effective ways to improve your homes energy rating. On average, existing houses in England and in Wales that had an EPC undertaken in financial year ending 2019 were rated within band D. The UK Governments current [target](#) is to have as many homes as possible in EPC band C by 2035.

MBC has 58 houses, 28 of which are EPC rated E or D. Recommendations on upgrading insulation, heating, and efficiency will depend on the multiple aspects including the materials, current insulation, fuel type, size, and age of the property. It is estimated that £3,653 is needed to upgrade a one-bedroom flat from EPC D to C, while a small mid-terrace house is likely to cost up to £6,400, and larger detached homes are expected to cost around £12,540 in energy-saving improvements.

Using these estimates, it is estimated to cost approximately **£219,693** to bring the Council's temporary accommodation housing stock EPC rated E and D up to a C rating. Please note that this would not necessarily mean decarbonising the housing stock, as high efficiency condensing boilers or other technologies may be more suitable depending on the dwelling and therefore it is not possible to calculate an accurate carbon reduction for conducting these upgrades.

Address	EPC Rating
1 BED	
7 The Cottages, ME15 0HE	D
2 BEDS	
16 Plumpton walk, ME15 8UQ	D
525 Loose Road, Maidstone, ME15 9UQ	D
485 Loose Road, Maidstone, ME15 9UQ	D
6 Beasconsfield Road, ME15 6RU	D
42 Peel Street, ME14 2SB	D
48 Forrest Hill, ME15 6TH	D
50 Forrest Hill, ME15 6TH	D
7 Randal Street, maidstone, ME14 2TB	D
26 Foxglove Rise, ME14 2AF	D
143 Merton Road , ME15 8LT	D
68 Peel Street , ME14 2SB	E
3 BEDS	
63 Graveney Road, Maidstone, ME15 8QL	D
66 Felderland Close,, ME15 9YD	D
55 Dickens Road, Maidstone, ME14 2QR	E
12 Bell Road, Parkwood, ME15 9EH	D
45 Beaumont Road, Maidstone, ME16 8NG	D
23 Mangravet Avenue, ME15 9BG	E
9 Church Road, Tovil, Maidstone	D
43 Lushington Road	D
55 Lushington Road	D
61 Hampshire Drive, Maidstone , ME15 7EX	D

67 Beamont Road, Maidstone, ME16 8NG	D
4 Beds	
20 Egerton Road, ME14 2QY	E
144 Westmoralnd Road , ME15 8JQ	D
Shared houses	
Marsham Street	D
2 Square Hill	D
58 Melville Road,	D

Cost to Decarbonise MBC's Fleet

Maidstone Borough Council currently operates 68 vehicles of which 9 are already fully electric. These range from heavy goods vehicles including 26 tonne refuse compaction vehicles and specialist sweepers to 3.5 tonne vans, pick-up trucks and cars. Most of these vehicles are operated by the Council's depot services. The entire fleet produce 264 tCO₂e in 2020/21 and travel over 430,000 miles per year, with the 10 heavy commercial vehicles responsible for the highest proportion of emissions.

Calculations to fully replace the remaining MBC fleet with Electric Vehicle (EV) alternatives that are able to ensure the same operational standard, based on today's technology and costs are calculated in this section. These calculations do not include emerging or alternative technologies (such as hydrogen), and figures should be used as an indication only as the EV market varies considerably in supply. Please note that there are not electric vehicle alternatives for every type of vehicle in MBCs current fleet. Some information, for example, for the Scarab (Sweepers) have been provided by manufactures however these electric vehicles are not yet on the market, as testing is ongoing, and prices may vary. Similarly, the DAF 7.5T Tippers and Dennis Dustcarts also have no EV alternate to MBC's current fleet.

MBC Current Vehicle	Electric Version of Vehicle	Price
Street Scrubber		
Ford Courier Trend	Nothing available until 2024	
Ford Courier Trend	Nothing available until 2024	
Ford Courier Trend	Nothing available until 2024	
Toyota Hilux Icon D/C	Maxus e-T90EV Electric Pick Up 88.5kW, White	£53,983.53
Toyota Hilux IconD/C	Maxus e-T90EV Electric Pick Up 88.5kW, White	£53,983.53
DAF LF180 Caged Tipper 7.5Tonne	nothing available as of yet - Iveco 7.2T	
DAF LF180 Caged Tipper 7.5Tonne	nothing available as of yet - Iveco 7.2T	
DAF LF230 Maven 65 sweeper 16Tonne		£400,000.00
DAF LF180 Merlin XP sweeper 12Tonne		£400,000.00
Fiat Doblo Workup Tipper	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Fiat Doblo Workup Tipper	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Peugeot Expert	Peugeot e-Expert Professional Premium + Panel Standard 75kWh, Ply, Navigation, Bluetooth, Mats and Seat Covers	£43,065.13
Fiat Doblo Workup Tipper	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Transit 350MWB S/C Tipper	Maxus e-Deliver 9 LH Electric Chassis 88.5kW Battery Fiat e-Ducato 35 MH1 Chassis 79kW	£83,599.84
Transit 350MWB S/C Tipper	Maxus e-Deliver 9 LH Electric Chassis 88.5kW Battery Fiat e-Ducato 35 MH1 Chassis 79kW	£83,599.84

Transit 350MWB Dropside Tipper	Maxus e-Deliver 9 LH Electric Dropside	£71,029.21
Fiat Ducato 35 Multijet II Tipper 3500kg	Fiat e-Ducato 35 MH1 Chassis 79kW	£83,599.84
Fiat Ducato 35 Multijet II Tipper 3500kg	Fiat e-Ducato 35 MH1 Chassis 79kW	£83,599.84
Fiat Ducato 35 Multijet II Dropside 3500kg	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Fiat Ducato 35 Multijet II Dropside 3500kg	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Ford Connect 210LWB	Vauxhall Combo Prime Panel Van L2 2300 100kW 136PS Auto 50kWh Battery, Manual Air Con, Sat Nav, Full Plyling	£36,628.03
Fiat Doblo Workup	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Fiat Doblo Workup	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Fiat Doblo Workup	Maxus e-Deliver 3 Electric Dropside	£41,056.37
Mitsubish Outlander	Peugeot e-2008 Allure Premium + Pearl White	£31,053.54
Esagono Gastone	nothing available as of yet	
Dennis Eagle Elite 6 Dustcart	No EV alternate - only 26T or 18T available	
Toyota Hilux Active S/C	Maxus e-T90EV Electric Pick Up 88.5kW, White	£53,983.53
Toyota Hilux D/C	Maxus e-T90EV Electric Pick Up 88.5kW, White	£53,983.53
Fiat Doblo	Fiat e-Doblo Van L1 electric 50kW Auto	£36,044.73
Scarab M25H Sweeper	Scarab MC210 - release estimated 3rd quarter 2024	£250,000.00
Scarab M25H Sweeper	Scarab MC210 - release estimated 3rd quarter 2024	£250,000.00
Scarab M25H Sweeper	Scarab MC210 - release estimated 3rd quarter 2024	£250,000.00
Ford Transit 350 LWB	Ford e-Transit H2L3 350 198kW 269PS Trend, Frozen White, Mats, Manual Air con, Ply	£46,337.00
Fiat Doblo 16 Multijet	Fiat e-Doblo Van L1 electric 50kW Auto	£36,044.73
Fiat Doblo 16 Multijet	Fiat e-Doblo Van L1 electric 50kW Auto	£36,044.73
Fiat Full Back Pickup	Maxus e-T90EV Electric Pick Up 88.5kW, White	£53,983.53
Ford Transit 350 MWB Tipper	Maxus e-Deliver 9 LH Electric Chassis 88.5kW Battery Fiat e-Ducato 35 MH1 Chassis 79kW	£83,599.84
Ford Transit 350 MWB TIPPER	Maxus e-Deliver 9 LH Electric Chassis 88.5kW Battery Fiat e-Ducato 35 MH1 Chassis 79kW	£83,599.84
Ford Transit Custom 290L	Vauxhall e Vivaro 100kW 136PS Kaolin White, Plylining, Sat Nav, Mats	£48,017.51
Ford Transit 350	Ford e-Transit H2L2 350 198kW 269PS Trend, Frozen White, Mats, Manual Air Con, Ply	£46,337.00
Fiat Doblo Multijet 2	Fiat e-Doblo Van L1 electric 50kW Auto	£36,044.73
Ford Transit 350 Tail lift	Ford e-Transit H2L2 350 198kW 269PS Trend, Frozen White, Mats, Manual Air Con, Ply, Tail lift conversion	£46,337.00
Ford transit 350 tail lift	Ford e-Transit H2L2 350 198kW 269PS Trend, Frozen White, Mats, Manual Air Con, Ply, Tail lift conversion	£46,337.00
Iveco EUROCARGO 75E 16K TIPPER	Nothing available as of yet	
Iveco EUROCARGO 150 / 220 Sweeper		
Ford Transit Courier Base TDCI	Nothing available until 2024	
Fiat Doblo 16v M/Jet		
Vauxhall Mavano F3500 I3H1 CDTI Beavertail		
Mitsubishi PICK UP L200 Life		
Fiat Doblo 16v M/Jet	Fiat e-Doblo Van L1 electric 50kW Auto	£36,044.73
Fiat Doblo 16v M/Jet	Fiat e-Doblo Van L1 electric 50kW Auto	£36,044.73
Fiat Doblo 1.3 16v M/Jet Pickup	Maxus e-Delive 3 Electric Dropside	£41,056.37
Vauxhall Mavano F3500 L3H1 CDTI Beavertail		
Ford Ranger XK 4x4 TDCI Pickup		

Mathieu Sweeper/scrubber MC210		
Iveco EuroCargo		
Johnston C201 Sweeoeer		
Ford Courier TDCI	Nothing available until 2024	
Ford Ranger Pickup	Maxus e-T90EV Electric Pick Up 88.5kW, White	£53,983.53
Ford Transit 350	Ford e-Transit H2L2 350 198kW 269PS Trend, Frozen White, Mats, Manual Air Con, Ply	£46,337.00
Ford Transit Tipper		
Ford Transit Connect 210 Ecotec		
Ford Transit 125 T350 RWD	Ford e-Transit H2L3 350 198kW 269PS Trend, Frozen White, Mats, Manual Air con, Ply	£46,337.00
DAF Merlin XP sweeper		
Dennis Elite 6 Dustcart	No EV alternate - only 26T or 18T available	
	Total	£3,469,091.35

Converting the remaining petrol/diesel vehicles in MBC fleet to fully electric would cost approximately **£3,469,091.35** and reduce MBC emissions by approximately 160 tCO₂e per year, based on 2020-21 mileage and emissions data. However, these calculations exclude the replacement of the heavy-duty vehicles that do not yet have EV equivalents on the market, which proportionally emit higher emissions and are likely to cost substantially more.

Please note that further investigation is needed to compare maintenance costs and replacement cycle of conventional vehicles to EV equivalent, as maintenance is likely to be reduced in the medium term with a fully electric fleet. However, ensuring all vehicles are charged and able to operate at peak times will need more management at the depot which may incur additional staff or training needs at the depot.

Costs to Upgrade the Capacity of The Depot to Meet the Electric Demand

Costs to upgrade the capacity of the depot to meet the electric demand of a full EV fleet have also been included in this section. Including recommendations from Clarke EV and SWARCO who conducted a fleet electrification feasibility study in 2022 on behalf of the Council and recommended measures to ensure the operations of the depot would not be jeopardised by switching to EVs. The results of the feasibility study showed that if all the vehicles used today were replaced with electric vehicles and were used in a similar way, a supply capacity of 600KVA would be required, or a timed connection of 200 KVA between 6 am and 11 pm and 1200KVA between 11pm and 6am. The supply capacities can be reduced if fast chargers are used for the light commercial vehicles, which would increase the cost of the required infrastructure, but may reduce the associated District Network Operator costs.

Indicative costs for installation and connection for a secondary substation (by 2027) to ensure the electric capacity of the depot meets all the EVs charging needs, provision of sufficient 22kW or 43kW chargers, including two rapid 50kW to 100kW chargers are likely to be required for the large commercial vehicles, Battery storage to utilise solar power charging of vehicles overnight, and contingency should the national grid have supply issues and the depot operations need to continue.

EV Infrastructure Required	Number required	Cost
Indicative price for a 800KVA sub-station	1	£140,000
22kW AC Post Charge Point	10	£23,000
50kW DC Charge Point (Rapid charger)	2	£50,000
Battery Energy Storage Systems (BESS) 250kWh sized system (excluding installation/housing fees)	1	£45,000

Total	£253,000
--------------	-----------------

It is estimated to cost **£253,000** to ensure the Depot has sufficient capacity to charge a fully electric fleet. MBC has a [Green Fleet Strategy](#), adopted on the [15th of November 2022](#) by the Communities, Housing and Environment Policy Advisory Committee, that sets out the decision-making process for selecting new or replacement fleet vehicles and how the Council will seek to deliver its commitment to reducing emissions, miles, and fuel usage. So gradually over the next 7 years when purchasing new vehicles up to Net Zero 2030, attention is given to whether the vehicle is necessary and if so, whether there is a commercially viable electric or hybrid alternatives, including the whole life costs of the vehicle and its operational requirements. This strategy also means that heavy duty vehicles or those that do not have EV versions on the market yet will not be prioritised for replacement until viable alternatives are available.

Please note, that if energy storage is installed at the Depot, there may be a business case to increase the capacity of solar PV (solar panels) installed on the roof of the depot. In this case, all the energy generated by the solar panels could be stored in the battery and used by the vehicles, and therefore the value of the energy generated by a solar panel array would be tied to the cost of electricity for Maidstone Depot.

Cost Estimates to Offset Carbon

To achieve Net Zero carbon, the ethos is to reduce emissions as much as possible and generate energy onsite from renewables. The remaining emissions are the hard to reduce emissions that will need to be offset. The Climate Change Committee recommend on offsetting a maximum of 10% of an organisation's emissions and to prioritise removal of emissions before offsetting. The effectiveness and impact of carbon offsetting can vary depending on the quality and credibility of the offset projects chosen.

Currently offsetting costs between £8 and £25 per tonne of CO₂e, which some argue make offsetting too affordable and incentivise organisation to offset rather than reduce their emissions. However, this has been forecast to change as greater demand and higher regulation are projected to lead to a significant carbon price increase. The Woodland Trust states that it costs £25 (based on rates of 2022) to offset 1 tonne of CO₂ in British woodlands. Experts at UCL predict prices will rise to around £45 per tonne in the next two years and Bloomberg has developed three possible price scenarios based on regulatory differences, ranging from £45 with light regulation of markets to £200 with tighter regulation. The following cost scenarios are based on MBC's 2021-22 carbon footprint and show the costs under each scenario based on offsetting 100% of MBC emissions and 10%.

Carbon Cost Scenarios

Carbon Cost Scenario per tonne	Cost Per Annum to MBC based on total 2021/22 scope 1 and 2 carbon footprint (1,722.15tCO ₂ e)	Cost Per Annum to MBC based on 10% 2021/22 carbon footprint (172.21tCO ₂ e)
Present Scenario low £8	£13,777.20	£1,377.72
Present Scenario High £24	£41,331.60	£4,133.16
Predicted Scenario Low £45	£77,496.75	£7,749.68
Predicted Scenario High £200	£344,430.00	£34,443.00

Under the tighter regulation scenario, prices could rise very rapidly, causing problems for the Council seeking offsets around 2030. If MBC decarbonise all buildings and fleet, there would potentially still be a **£34,443 cost per year** to offset the remaining emissions under a high-cost scenario. If MBC are

unable to meet the net zero 2030 commitment and need to offset proportionality more, this could be at a high cost by 2030.

MBC could gain advantages from signing long-term agreements sooner rather than later. Longer-term arrangements rather than add-hoc purchases of carbon offsets could also help improve the stability of carbon markets and reduce risks to long-term activities including forestation and habitat restoration. Where offsetting is relevant, projects must be real, verified, permanent and additional in nature. Recently there has been some bad press about international carbon offsetting schemes, and so selecting or investing must be carefully considered.

Alternatively, there are ways to offset MBC’s emissions directly, by investing in renewable energy generation to a level beyond MBC’s total carbon footprint or developing direct carbon sequestering projects, through for example tree planting and rewilding.

Cost to Directly Offset MBC’s Remaining Carbon

Offsetting through renewable energy generation:

Offsetting with renewable energy generation such as investing in solar or wind farms, as well as maximising solar energy generation on MBC’s estate for ‘point of use’ for council operated buildings could greatly reduce MBC direct emissions, reduce utility costs to the council, and if larger longer-term investments are made, can offset MBC emissions to reach net zero.

Public Energy Partnership Power Purchase Agreement (PEPPPA) or electricity power agreement, are a long-term contract between an electricity generator and a customer, usually a utility, Government or company. PEPPPAs can last between 5 and 20 years, during which time the power purchaser buys energy at a pre-negotiated price. Such agreements play a key role in the financing of independently owned renewable energy generators like solar farms or wind farms. Such an investment would potentially save MBC costs in the long term and reduce MBC’s exposure to a fluctuating energy market.

Additionally, maximising the renewable energy generation on MBC estate is also shown to be cost effective in the medium term. Solar panels require low maintenance and are a one-time investment with long-term returns that are a quiet, simple, and safe way to generate energy in operation. However, solar has a seasonal output and is sun dependant often requiring extensive space to be most cost effective. To offset MBC total emissions (based on 2021-22 carbon footprint) an estimate **1,677 panels would be required, occupying a space of 2.3 hectares**. A lot of the costs associated with large scale solar installations are the trenching and cabling require to take the electricity produced to grid or place of use. Therefore, there are advantages to seeking rooftop space where solar can be installed that minimises connections needed, so that electricity can be used where it is generated and avoid additional costs.

The following solar projects have been scoped on MBC property to maximise the renewable energy generated on these buildings for direct use by the council. **These projects are pending property decisions outlined in the Cost of Decarbonise MBC Key Properties section of this report.**

New Solar Projects Identified

Building / Location	Size/capacity of Solar Array	Capital Costs of Solar Project	Annual savings to council	Pay back in Years	Carbon reduction (CO2te)
	16 kWp (solar PV	£20,850	£3,360	6.2	3.2

1. Maidstone House and Link	used on site) Link Building BioSolar Roof				
	185.57 kWp (solar PV carpark used on site 50% split for Mall and MBC)	£112,450	£8,909 <i>(TBD with +50% going to the Mall)</i>		43 <i>(TBD with +50% going to the Mall)</i>
2. Maidstone Leisure Centre	122kWp Mote Park Car Park Solar Canopy used at Leisure centre (grade listed status)	£213,600	£20,724	9.9	20
3. Lockmeadow Leisure Complex	995kWp (on 4 roof locations)	£845,750	£70,852	8	28.5
4. Cobtree Manor 5. Park Golf Course Clubhouse	32 kWp (solar PV used on site)	£26,300	£6,927	3.7	6.7
6. Cobtree Visitor Centre	9 kWp (solar PV used on site)	£10,400	£1,709	6.1	1.7
7. Vinters Park Crematorium Chapel	13 kWp (solar PV used on site) apportioned	£13,700	£2,273	5.8	2.2
Total	1372.57 kWp	£1,243,050	£114,754 saved	6.6 years	105.3CO₂te reduced

Investment in these small-scale solar projects would **save the council £114,754 per year** and pay back in approximately 7 years, while reducing MBC emissions by approximately 8% (based on MBC's 2021-22 carbon footprint).

Offsetting through land purchase for carbon sequestration:

Carbon sequestration (or carbon storage) is the process of storing carbon, meaning it removes a greenhouse gas from the atmosphere. The largest carbon sequestration rates amongst seminatural habitats are in woodlands. Native broadleaved woodlands are reliable carbon sinks that continue to take up carbon over centuries with benefits for biodiversity and other ecosystem services, although the rate varies greatly with tree species and age and is strongly influenced by soils and climate. Sequestration rates decline over time, but old woodlands are substantial and important carbon stores.¹

¹ Natural England (2021), [Carbon storage and sequestration by habitat: a review of the evidence \(second edition\)](#)

Natural England analysis found that a representative carbon sequestration rate for mixed broadleaved woodland (trees and soil) over 30 years the rate of uptake of approximately 14.5tCO₂e per hectare per year because of the high sequestration rates seen in the early decades of tree growth. **To offset 10% of MBC carbon emissions per year based on the 2021-22 carbon footprint, it would mean planting approximately 9.6 hectares (or 10,666 trees) mixed broadleaved native woodland on mineral soil (to 1m depth with spacings of 3m suggested by Woodland Trust).**

Different environments sequester carbon more or less carbon, and these environments would need to be managed, but could be combined with nature-based solutions for dual local benefits. This would mean considering the purchase of land on the open market, buying direct from the Woodland Trust, or offsetting on third party land with agreements in place to not double count carbon sequestered. Land prices and grading, tree species suitable for that land, and costs of planting and maintenance cannot be calculated without further investigation.

Total Estimated Costs for MBC to Achieve Operational Net Zero

The following table totals all the estimated cost presented in this report. The calculation used are based on MBC current assets, current available prices, and data available – estimates should be used as an indication only as costs will vary depending on many aspects of the market and need further investigation.

MBC Net Zero Operational Areas	Total Estimated Costs	Carbon Reductions (tons and %)
1. Estimated cost to decarbonise 13 MBC key/largest properties	£12,364,224.00	888.6 tCO₂e (60%)
2. Estimated cost to purchase Green Tariffs to decarbonise procured energy across MBC estate (excluding Maidstone House/The Leisure Centre/Lockmeadow Entertainment Complex)	£55,320.00 (Per Annum)	Not Applicable
3. Estimated cost to improve MBC's current temporary accommodation housing stock to EPC-C minimum	£219,693.00	Unable to calculate carbon reductions of housing stock at this time
4. a. Estimated cost to electrify MBCs petrol/diesel fleet (based on today's technology, excluding heavy duty vehicles where replacements EVs are not yet on the market)	£3,469,091.35	160 tCO₂e (11%)
b. Costs to upgrade the capacity of the depot to meet the electric demand	£253,000.00	Not Applicable
5. Estimated cost to offset MBC's remaining 10% operational emissions through third party carbon offsetting schemes (based on projected high carbon cost scenario)	£34,443.00 (Per Annum)	140 tCO₂e (10% based on 2021-22 MBC carbon footprint)

6. a. Alternative estimated cost to offset MBC's remaining operational emissions through renewable energy generation schemes	Unable to calculate without further investigation and expert advise	Not Applicable
b. Cost to maximise solar energy generation on MBC estate (scoped projects)	£1,243,050.00	105.3 CO2te (7.5%)
7. 7. Alternative estimated cost to offset MBC's remaining operational emissions through potential direct land purchases for carbon sequestration schemes.	Unable to calculate without further investigation and expert advise	Not Applicable
Estimated Total to achieve net zero carbon on MBC Scope 1 and 2 emissions	£17,638,821.35	1293.9 CO2te (92% reception based on 2021-22 carbon footprint)

The table shows that a priority area is the decarbonisation of MBC properties, and of those an 85% reduction (of the 13 buildings in the table) in emission can be achieved by upgrading/retrofitting just three building, namely Maidstone House and Link, Maidstone Leisure Centre, and Maidstone Museum which have the highest proportion of carbon emissions, but account for 44% of the total estimated cost to achieve Net Zero.

The proportion of tCO2e removed per annum by converting the entire fleet to electric, plus the costs to upgrade the infrastructure at the depot, suggests that the cost benefit ratio is poor, and that the current green fleet strategy to gradually transition vehicles to EV based on the market and operation is the better medium-term pathway. Particularly as the heavy-duty vehicles proportionately account for more emissions and equivalent EV versions are not yet on the market. Waiting for other emerging technologies for the heavy vehicles and upgrading lighter vehicles will likely save the council costs in the medium term.

Investment in maximising the solar energy generation on Council property is a good medium-term investment in terms of both savings to the council and carbon reductions. Further investigation into larger renewable energy generation schemes is needed, as is longer term procurement of renewable energy (Green Tariffs) for the Council.

Options for indirectly or directly offsetting 10% of MBC emissions also need further investigation. However, it is likely that larger costs would be incurred for directly offsetting emissions through local renewable projects or tree planting, but these costs must be evaluated in regard to other local social, biodiversity benefits and ecosystem services.

Agenda Item 11

COMMUNITIES, LEISURE AND ARTS POLICY ADVISORY COMMITTEE

4 JULY 2023

Communication and Engagement Strategy Refresh and Action Plan 2023/24

Timetable	
Meeting	Date
Communities, Leisure and Arts Policy Advisory Committee	4 July 2023
Cabinet	26 July 2023

Will this be a Key Decision?	No
Urgency	Not Applicable
Final Decision-Maker	Cabinet
Lead Head of Service	Angela Woodhouse, Director of Strategy, Insight and Governance
Lead Officer and Report Author	Julie Maddocks, Communication and Engagement Manager
Classification	Public
Wards affected	All

Executive Summary

This report includes an updated Communication and Engagement Strategy and a new Action Plan for 2023/24. The report details the performance of the communications team across various communications channels. The Action Plan for 2023/24 is focused on Pride in Place and promoting work and services that achieve our strategic priorities.

Purpose of Report

Recommendation to Cabinet

This report makes the following recommendations to the Policy Advisory Committee:

That the refreshed Communication and Engagement Strategy and Action Plan for 2023/24 at Appendices 1 and 2 be recommended to Cabinet for approval

Communication and Engagement Strategy Refresh and Action Plan 2023/24

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 the vision and priorities set out in the Strategic Plan.</p>	Director of Strategy, Insight and Governance
Cross Cutting Objectives	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The report recommendation supports the achievement of the cross-cutting objectives by setting out actions to communicate, inform and engage with key audiences on our priorities.</p>	Director of Strategy, Insight and Governance
Risk Management	Communications have a key role to play in managing and mitigating risks through proactive campaigns and responsive media relations.	Director of Strategy, Insight and Governance
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Director of Strategy, Insight and Governance
Staffing	We will deliver the recommendations with our current staffing.	Director of Strategy, Insight and Governance

Legal	No specific legal implications are identified. Under Section 3 of the Local Government Act local authorities have a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council's Strategic Plan and the Communications and Engagement Strategy demonstrate compliance with the statutory duty. The Council is required to observe the code of recommended practice on local authority publicity; the Strategy supports this.	Director of Strategy, Insight and Governance
Information Governance	The Communications team process data in accordance with the principles of data protection.	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	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	Safe, Clean and Green is a key priority for the Council, the strategy and action plan contain actions to improve public perception in terms of safety and campaigns to promote safety and the work of the Council's enforcement teams.	Director of Strategy, Insight and Governance
Procurement	Any procurement required to enact the Strategy and Action Plan will be completed in line with financial procedure rules.	Director of Strategy, Insight and Governance
Biodiversity and Climate Change	A fundamental element in combating biodiversity loss, mitigating and adapting to the impacts of Climate Change is effective communication and engagement. Flooding, heatwaves, drought and storms are projected to worsen in Maidstone due to climate change and residents and businesses must be informed and able to adapt and build resilience to the worsening impacts. Vulnerable community members will be hardest hit. Rising energy bills, food waste, and petrol cars are costly and polluting, and	Biodiversity and Climate Change Manager

	<p>effective engagement with the public and businesses to raise awareness of small changes and greener alternatives will ultimately save money and go a long way to mitigating and preparing for the impacts of climate change.</p>	
--	---	--

2. INTRODUCTION AND BACKGROUND

- 2.1 The purpose of the Communications and Engagement Strategy is to ensure there is a consistent approach to delivering key Council messages, protecting and promoting our reputation and establishing a strong and trusted brand. Effective community engagement is essential to ensure the services the Council delivers are fit for the communities it serves. At other times the Council voluntarily and actively seeks out the views of the community to ensure that it is delivering high-quality, cost-effective services which meet the needs of our communities. An example of this is the Residents Survey which helps the Council to understand the needs of everyone across the borough and shape decisions and services required moving forward.
- 2.2 The Communication and Engagement Strategy has been updated to reflect the Council’s current approach to communication and engagement particularly the channels used to communicate and engage with local residents, stakeholders and businesses. The update includes the latest performance information for these channels and our new approach in relation to Borough Insight with editions focused on topics, this year there will be one edition in the Autumn on events and pride in the Town Centre linked to our Local Investment Plan for allocating the UK Shared Prosperity Funding. There will be a further edition in Spring 2024 focused on environmental issues.
- 2.3 The Action Plan for 2023-24 sets out key campaigns and actions the Communications Team will be undertaking over this year to deliver the strategy and the council’s priorities. The action plan does not contain every action and campaign undertaken by the team; for example, the internal communication activities, activities to support the Mayor and civic events. The plan sets out key communication and engagement activities aligned to the Council’s strategic priorities. The action plan is a living document developed with the Cabinet and the Wider Leadership Team; as new projects are identified by services requiring communications support or delivery these will be added.
- 2.4 Key activities for the team this coming year include delivering the events and associated press and publicity as part of the Local Investment Plan for the UK Shared Prosperity Fund. This includes a creative communities grant for local voluntary and community groups to bid for funding to deliver events, a literary festival and promotion of events and activities in our Town Centre. To promote and support other events in the Town Centre which are being led by partner organisations (e.g. Lunar and Light Up Festivals).

2.5 The team have responsibility for all internal and external messaging including through digital channels, social media platforms and working with the media. Core work for communications includes creating press releases and media statements to inform the public about initiatives and campaigns, branding, design and print for all signs, campaigns, events and Council initiatives as well as digital communications including video production. The team actively seek opportunities to engage with the media to share messages about the Council's services, achievements and events.

2.6 Over the past year (April 2022 – March 2023) the team have:

- Issued 146 Press Releases (average 12 per month)
- Responded to 388 press enquires

This has led to

- Volume of published articles – 3,305
- Reach of 644 million people
- Total advertising value equivalent - £19.4m

Across social media channels we have achieved:

- 64,677 followers
- 4,615,249 impressions
- 68,650 engagements

3. AVAILABLE OPTIONS

- 3.1 Agree to recommend the Communications and Engagement Strategy and Action Plan to the Executive for approval to ensure we have an up-to-date strategy and appropriate action plan to support our Strategic Priorities. This is recommended.
- 3.2 Do not recommend the Communications and Engagement Strategy and Action Plan for approval. This would mean the new activities and actions to support our priorities are not captured and we miss an opportunity to clarify the teams work aligned to the Council's priorities. This option is not recommended.
- 3.3 Make recommendations to amend the strategy and action plan as it deems appropriate for example requesting additional actions.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Option 3.1 is recommended as the preferred option to ensure the Council has an up-to-date strategy and action plan for communication and engagement activity. The action plan has been developed with the Cabinet and Leadership Team to support the delivery of the Council's four strategic priorities within service budgets.

5. RISK

- 5.1 The Communications and Engagement Strategy and Action Plan seeks to minimise and manage risks in relation to the council's reputation. 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 Communications and Engagement Strategy sets out how we will communicate the Council's priorities and strategic narrative which were heavily consulted on during 2018-19 as the new Strategic Plan was developed and then again when the plan was updated in 2020 and 2023. The strategy includes an action plan setting out key campaigns to engage, communicate and consult with the public and key stakeholders across a range of services for this year.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Following approval, the Strategy will be made available on the Council's website and the actions will be implemented.
-

8. REPORT APPENDICES

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

- Appendix 1: Communication and Engagement Strategy 2023-2026
 - Appendix 2: Communication and Engagement Action Plan 2023-24
-

9. BACKGROUND PAPERS

None.

Maidstone Borough Council Communications and Engagement Strategy 2023 - 2026



For more information contact the MBC Communications Team

☎ 01622 602660 @ communications@maidstone.gov.uk

Author: Julie Maddocks, Communications Manager - June 2023





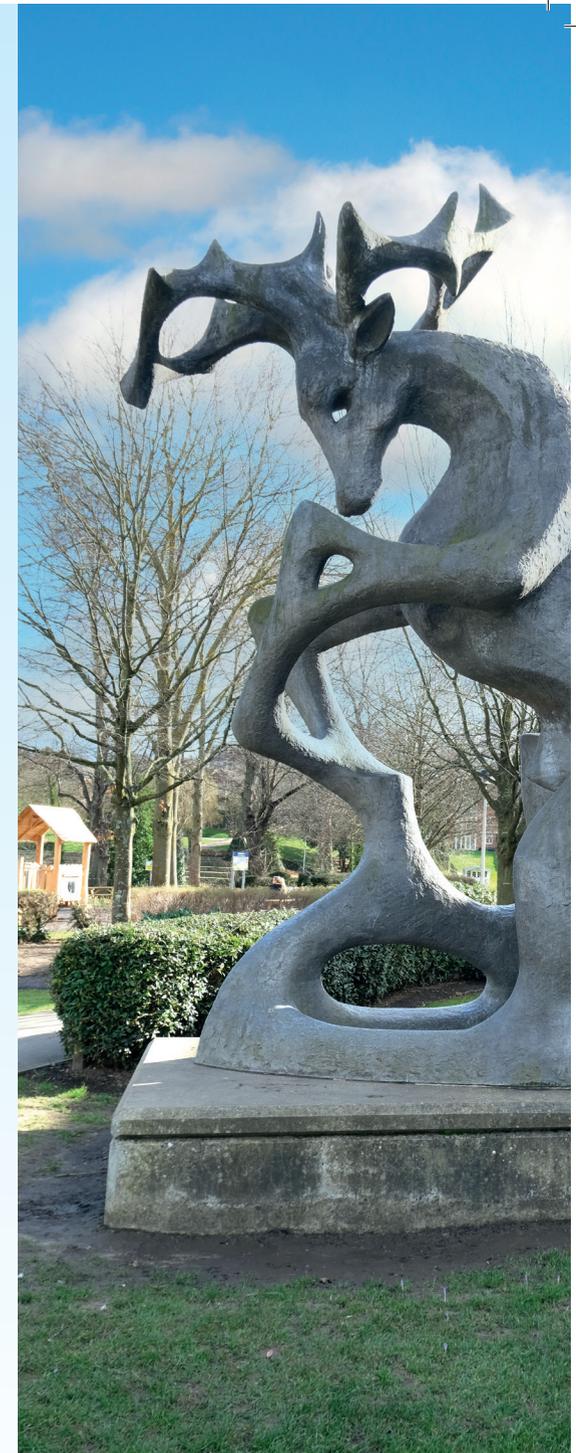
Contents

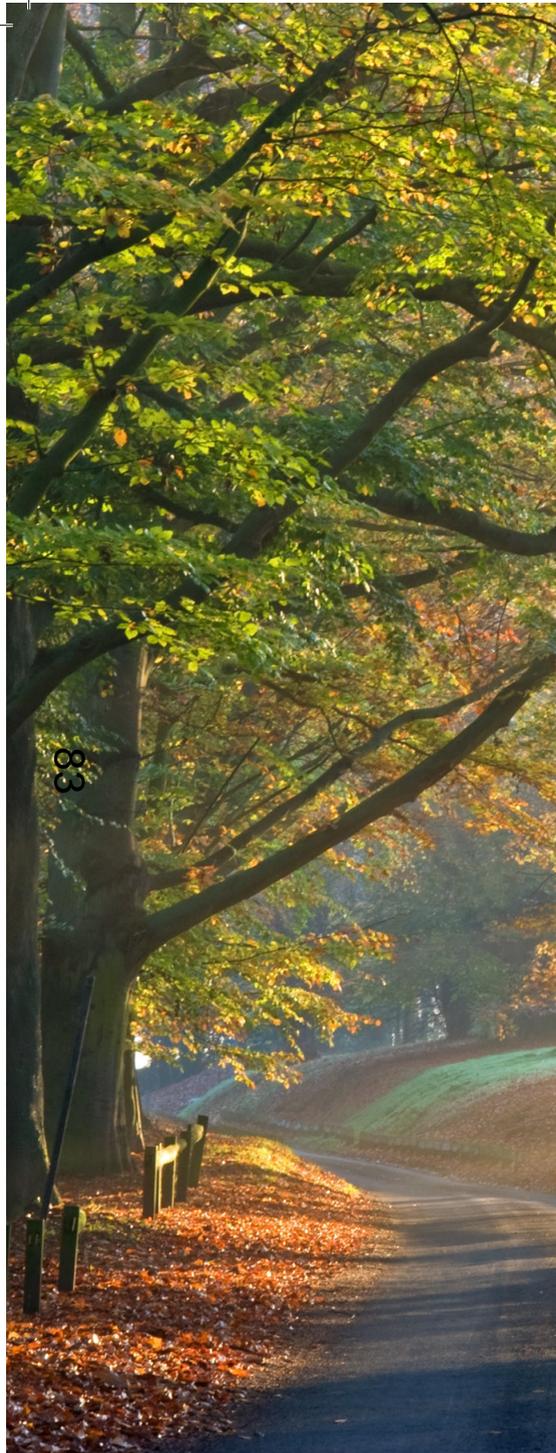
Introduction	3
Purpose of the Strategy	4
Communications Priorities	5
Importance of Communications	6
Importance of Engagement	7
Who We Are and What We Do	8
Channels of Communication	9
Press and Media Engagement	9
Digital Communications	9
Branding, Design and Print	9
How We Measure Success	10

Introduction

The MBC Communications and Engagement Strategy is driven by our Strategic Plan which sets out the Council's long-term aspirations for the whole borough and how they will be achieved.

At the centre of the Strategic Plan is a vision to make Maidstone a vibrant, prosperous, urban and rural community at the heart of Kent where everyone can realise their potential.





Purpose of the Strategy

The aims and objectives of the Communications and Engagement Strategy are to support the delivery of the MBC Strategic Plan by ensuring that all campaigns and projects are aligned to and support the narrative of the four priorities.

We deliver an excellent service internally and externally to demonstrate and promote the effectiveness of the Council, helping to build a good reputation and promote a positive perception of who we are and what we do.

Communications Priorities

The Communications team promotes, protects and upholds the Council's reputation as an effective, efficient and innovative organisation. We support the delivery of the Strategic Plan through working with Members, Services, Residents and other key Stakeholders delivering timely and effective campaigns, messages and events which promote and deliver the Council's Priorities. The Action plan for 2022-23 sets out the communications priorities highlighted below are key areas of activity.

Thriving Place

We will coordinate and facilitate engagement events (both internally and externally) to help create pride of place across the borough, this includes the delivery of the pride in place project funded by the UK Shared Prosperity Fund.

Homes and Communities

We will increase the opportunities for people to engage with the Council on issues and services that affect them by developing existing and new channels of communication. We will deliver campaigns that support our goals to prevent homelessness and provide affordable homes for our residents

Embracing Growth and Enabling Infrastructure

We will continue to support the Local Plan Review including making sure public facing documents are accessible and promoting engagement opportunities. We will promote our regeneration projects and our open for business approach.

Safe, Clean and Green

We will deliver communications support to achieve our ambitions for climate change and biodiversity through engaging and informing residents and businesses. We will deliver communication support as part of the Safer Streets Fund to promote Maidstone borough as a place where people feel safe and are safe.





Importance of Communications

It has never been more important for councils to communicate effectively with residents, media, partners and employees.

Whether it's to encourage greater self-service or to promote understanding of local priorities, effective communication has the power to engage communities, challenge misconception and help your council achieve its objectives.

Local Government Association

Through effective messaging, communications and engagement, we will support and deliver the four priorities contained within the Strategic Plan; Embracing Growth and Enabling Infrastructure, Homes and Communities, A Thriving Place and Safe, Clean and Green.

It is vital that we communicate effectively with all our stakeholders, including residents, communities, businesses, charities and other public sector services. Good communications not only builds relationships but also maintains them. It helps provide clarity, accountability and reduce conflict.

Many residents, organisations, businesses and stakeholders interact with the Council regularly. During the pandemic we strengthened our relationship with the community and voluntary sector, we will continue to invest resource in maintaining those relationships and engaging with our residents.

There are a wide range of channels and techniques that the Communications Team use to tailor our messages, promotional material and publications to ensure we reach the right audiences.

With ever changing technology and information sharing communications needs to continuously evolve and improve the way messages are shared whilst promoting the work of the Council. This strategy aims to provide a consistent approach in delivering key messages from Maidstone Borough Council, protecting and promoting its reputation, establishing a strong identifiable brand and ensuring we have a borough that works for everyone.

Importance of Engagement

Effective community engagement is essential to ensure the services the Council delivers are fit for the communities it serves. At other times the Council voluntarily and actively seeks out the views of the community to ensure that it is delivering a high quality, cost effective services which meet the needs of our communities. An example of this is the Residents Survey which helps the Council to understand the needs of everyone across the borough and shape decisions and services required moving forward.

Events also play a large part in community engagement and MBC is committed to delivering and facilitating a wide range of events across the borough. It works closely with partner organisations to explore new ways of engaging with our communities. We value our partnerships, particularly with community and voluntary groups, as well as statutory/public sector partners and working with elected Members to promote the work of the Council.

One of the main focusses of our engagement will be to restore Pride in Place for the Maidstone Town Centre; according to High Street Renaissance research – 69% of people think culture on their high street makes their area a better place to live.

By developing our engagement we will help:

- Create civic pride
- Attract footfall to the high street and town centre and generate spend in our Borough
- Involve our residents in shaping and informing decisions and services





Who We Are and What We Do

The Communications Team is responsible for producing and delivering all internal and external messaging this includes via digital channels, social media platforms as well as working with the media. We also proactively create campaigns, marketing, branding and design for all our services.

We work to protect and enhance the trusted name of Maidstone Borough Council as well as the reputation of borough itself. By targeting the right audiences the Communications team support services to achieve better outcomes for the borough through promotion, raising awareness, changing perceptions and behaviour. We also help to identify, prevent and mitigate risks before they become a crisis during critical incidences.

The Communications Team is responsible for producing the MBC residential magazine – Borough Insight which is produced twice a year, (Spring and Autumn), reflecting, promoting and reporting on key issues, services and campaigns delivered, supported or led by the Council. A community focussed publication, the magazine is printed and delivered to 82,000 residential properties across the borough.

As well as reaching out externally we recognise the importance of internal communications. The Communications Team works on internal campaigns throughout the year promoting our priorities, key messages and initiatives such as health and wellbeing.

Channels of Communication

Press and Media Engagement

Press releases form the initial communications tool to provide accurate and timely information which is shared across a variety of channels; including the media, social media, digital and internal comms.

From August 2021 to July 2022

- Number of press releases issued: 166
- Number of press enquires answered by communications: 501

Digital Communications

Communications is responsible for all of the Council's social media channels including Facebook, Twitter, Instagram, Nextdoor and LinkedIn. The followers and engagement has grown year on year and continues to do so, informing and engaging residents.

We have also recently introduced GovDelivery – 'Stay Connected' digital newsletters which cover a variety of subjects including events, what's on, business, environment, waste and recycling.

Facebook, Twitter and Instagram channels between August 2021 - July 2022:

- Followers: 27,931
- Impressions: 4,321,787
- Engagements: 202,858

Branding, Design and Print

The Communications Team is responsible for ensuring that the Council's corporate identity is used consistently throughout the organisation in all messaging and design work. A strong brand inspires confidence and positivity, which is why consistency is needed and a corporate identity style guide has been developed which is adhered to throughout our publications and literature.

Visitor Economy and Events

We use the 'Visit Maidstone' brand to improve the image of the borough, promoting the area as an attractive place for visitors and residents, ensuring protection of our cultural assets, and enhancing residents' pride in place. Most of the promotional work is through digital channels and partnership working with Tourism South East and Visit Kent.

April 2022 – March 2023:

- The Visit Maidstone website had 493,240 sessions and 800,000 page views.
- 331 Facebook posts with a reach of 224,153 accounts.
- Instagram: reach of 16,436 accounts, with 1,594 profile visits and 599 new followers.
- Twitter: 190 Tweets and reached 42,953 impressions, with 7,188 profile visits.





How We Measure Success

The Communications Team delivers messages which reflect the strategic plan; to help achieve this they work to an action plan which outlines the four priorities, meet with each service area across the Council to help deliver messages around their work and review the plan on a monthly basis to ensure that messages are delivered in a timely manner. This helps to achieve the aims and deliver the outcomes of the Communications Strategy. PR campaigns created by the MBC team are driven by the priorities outlined in the Council's Strategic Plan.

We monitor daily, articles about Maidstone Borough Council across all media platforms and undertake sentiment analysis, the value of the coverage and the reach. We work with services to identify their desired outputs and outcomes and structure communications plans to meet this need. Assessing following the project whether these have been achieved.

Through using the Onclusive Media monitoring we can see accurate analytics:

31 July 2021 to 1 August 2022:

- Volume of articles published: 5,360
- Total average Advertising Value Equivalent - £14.5m
- Reach – opportunities to see: 494million people
 - Press: 29 million
 - Web: 312 million
 - Broadcast: 153 million

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>CLIMATE CHANGE & BIODIVERSITY</p>	<p>Key campaign messages include:</p> <ul style="list-style-type: none"> • Climate Change & Biodiversity Communications Plan • Environmental Calendar • Eco Hub • Environment roadshow 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of the work of MBC teams to combat Climate Change and improve Biodiversity.</p> <p>Outcomes: To change peoples’ habits and improve biodiversity across the borough of Maidstone.</p>	<p>Targeted campaigns using a variety of MBC media channels and tools including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>ENVIRONMENTAL HEALTH SERVICES</p>	<p>Communications projects to support the Environmental Health team messaging include:</p> <ul style="list-style-type: none"> • The Clean Air Annual Report • Environmental Health food inspections • Electric vehicles and charging points • Clean Air for Schools/ Pollution Patrol 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of the work of Environmental Health Services.</p> <p>Outcomes: To reassure people about the service MBC provides to help them.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>ENVIRONMENTAL WASTE</p>	<p>Key campaign messages include:</p> <ul style="list-style-type: none"> • New Waste Contract with SUEZ • Encourage recycling habits • Waste contamination costs 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

	<ul style="list-style-type: none"> • Environmental Waste • Bin Collections • Garden Bins • Irresponsible parking • Bulky Waste 	<p>Aims: To raise awareness of the environmental waste service, improve recycling statistics, reduce contamination and increase income.</p> <p>Outcomes: To improve knowledge of the MBC service and provide relevant information to members of the public about their waste service.</p> <p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p>	<p>MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>EMERGENCY PLANNING – FLOOD PROTECTION</p> <p>92</p>	<p>Emergency Planning - Flood protection PR and support to promote the areas in our borough in danger of flooding: Flood Alert sign-up – annual programme of promoting dangers of flooding including:</p> <ul style="list-style-type: none"> • Raising Awareness of potential flooding to areas across the borough – October • Call for Flood Wardens – Summer/ Autumn • Flood preparation – Nov 2023 • Flood Action Week – Nov 2023 • Issuing information and providing residents with continuous flood messaging as required 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of the dangers of flooding across the borough.</p> <p>Outcomes: To improve understanding about the dangers of flooding, increase flood alerts sign-up and flood warden numbers in the borough.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>WASTE CRIME TEAM</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • #CleanUpMaidstone • Team Up to Clean Up • Community Projects • Anti-Littering – car littering • Fly tipping is a crime • Vehicle seizure • Joint Operations with Kent Police 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of the work of the waste crime team.</p> <p>Outcomes: To improve knowledge or the MBC service reduce fly tipping and overall waste crime offences.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>ENVIRONMENTAL WASTE - PARTNERSHIP WORKING</p>	<p>To continue to promote:</p> <ul style="list-style-type: none"> • #CleanUpMaidstone • Team Up to Clean Up • One Maidstone – Cleaning up the town centre projects • Partnership working including with the Mall, One Maidstone, Fidums, Medway Valley Countryside Partnership & MADM 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of the work of the environmental waste team and partnership working.</p> <p>Outcomes: To improve knowledge or the MBC service and encourage more partnership working projects.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>STREET CLEANSING</p>	<p>To promote the work of the MBC Street Cleansing team and working with partners One Maidstone:</p> <ul style="list-style-type: none"> • Town Centre Clean Up • King Street Blitz • Bank Street Blitz • Week Street Blitz 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of the work of the Street Cleansing Team and partnership working.</p> <p>Outcomes: To improve knowledge or the MBC service and encourage more partnership working projects.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>MOTE PARK 94</p>	<p>Key campaign messages include:</p> <ul style="list-style-type: none"> • Mote Park Café and visitor centre • Mote Park - Refurbishing the toilet block at the Willington St end • Mote Park artwork project • Art competition • Scheduled events and concerts –programme • Promotion of available hire of the park for events and activities 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of facilities, events and work being carried out in Mote Park</p> <p>Outcomes: To improve knowledge of the park and increase visitor numbers, footfall, ticket sales to events, venue hire and revenue.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>COB TREE MANOR PARK</p>	<p>Promoting events, facilities and Cobtree Manor Park to the public key messages:</p> <ul style="list-style-type: none"> • New Tenant at café & visitor centre • Golf Club House – refurbishment • Cobtree Manor Park Volunteer group • Christmas illumination trail • Promotion of available hire of the park for events and activities 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of facilities, events and work being carried out in Cobtree Manor Park</p> <p>Outcomes: To improve knowledge of the park and increase visitor numbers, footfall, ticket sales to events, venue hire and revenue.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>PARKS AND OPEN SPACES</p>	<p>To promote the 60 parks and open spaces managed by MBC across the borough of Maidstone including:</p> <ul style="list-style-type: none"> • Brenchley Gardens • Clare Park • Cobtree Manor Pak • Millenium River Park • Penenden Heath • Whatman Park • South Park 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of facilities, events and work being carried out in MBC parks and open spaces.</p> <p>Outcomes: To improve knowledge of the parks and open spaces, increase visitor numbers, footfall, ticket sales to events, venue hire and revenue.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>MAIDSTONE LEISURE CENTRE</p>	<p>Promoting the Leisure Centre working with SERCO marketing team to outline the facilities including:</p> <ul style="list-style-type: none"> • Mote Hall venue hire • Fitness facilities • Surveys, consultations and reports on existing leisure centre • Public consultation 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of facilities, events and work being carried out at the Leisure centre.</p> <p>Outcomes: To improve knowledge of the leisure centre, support promotion to increase visitor numbers, footfall, ticket sales to events, venue hire and revenue.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>BEREAVEMENT SERVICES</p>	<p>Supporting and promoting the work of Bereavement Services - Vinters Park Crematorium and Cemetery including:</p> <ul style="list-style-type: none"> • Bereavement services news • Restoration of the Chapel at Maidstone Cemetery • Cemetery 165th Anniversary • Crematorium 60th Anniversary 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: To raise awareness of the work of the MBC Bereavement Service team.</p> <p>Outcomes: To improve knowledge of the work of the bereavement service team, provide reassurance to residents and help increase revenue.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

<p>A THRIVING PLACE</p>			
<p>UK SHARED PROSPERITY FUND (UKSPF)</p> <p style="text-align: center;">97</p>	<p>UK Shared Prosperity Fund –(UK Government Build Back Better) to support - Make it Maidstone – building pride and confidence in the town centre.</p> <p>Including:</p> <ol style="list-style-type: none"> 1. Arts Carnival – Wild in Maidstone 2. Creative Community Grants 3. Iggy Trail 4. Creative Hub 5. Involve gardening projects 6. Maidstone LitFest 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: Creating narrative around positive messaging and encouraging engagement with stakeholders, businesses and residents.</p> <p>Outcomes: To raise awareness of the events and activities taking place in Maidstone Town Centre – restoring its title as the County Town of Kent.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Facilitating radio and TV interviews</p>
<p>MAIDSTONE – THE BUSINESS CAPITAL OF KENT</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Maidstone - County Town of Kent • Maidstone is open for business • MBC Business Terrace and Business Suite are available for hire • Maidstone Innovation Centre • LOC8 – new business park in Maidstone 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: Creating narrative around positive messaging and encouraging engagement with stakeholders, businesses and residents.</p> <p>Outcomes: Establishing that Maidstone is the County Town of Kent, a thriving place and is open for business.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Facilitating radio and TV interviews</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

		Encouraging new businesses to locate in Maidstone, improving and increasing revenue in the borough.	
<p style="text-align: center;">86</p> <p>VISIT MAIDSTONE</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Visit Maidstone • What’s On – traditional and digital marketing promotion • Events in Mote Park and other open spaces • MBC led events promotion and support • Venue hire across Maidstone • Poster sites – marketing opportunities • Rebuilding pride in place 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: Create positive messages around why people should visit Maidstone. Promoting the town and borough and encouraging engagement with stakeholders, businesses and residents.</p> <p>Outcomes: Establishing that Maidstone is the County Town of Kent, a thriving place and the place to visit, improving and increasing revenue in the borough.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Facilitating radio and TV interviews Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications) What’s On Posters Poster Sites advertising Digital Marketing Radio advertising</p>
<p>SHAUN CHARITY TOWN CENTRE ART TRAIL</p>	<p>Working with Heart of Kent Hospice to install and promote the Shaun the Sheep trail in the town centre:</p> <ul style="list-style-type: none"> • MBC is Presenting Partner for the Shaun The Sheep Art Trail • MBC working in partnership and supporting HoKH • Trial to be in place throughout summer 2024 • Raise awareness of MBC 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: Create positive messages around why people should visit Maidstone to see Shaun the Sheep trail. Promoting the town and borough</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

66	<ul style="list-style-type: none"> • Make Maidstone a tourist destination in the summer of 2024 • Enhance the town’s cultural offering and showcase its existing assets • Boost footfall for local businesses thereby improving the economy • Provide opportunities for MBC staff be involved in volunteering opportunities, supporting a happy and motivated workforce • Create a beneficial lasting legacy for Maidstone and Hospice where local people are more knowledgeable about the care and support that their local Hospice provides 	<p>and encouraging engagement with stakeholders, businesses and residents.</p> <p>Outcomes: Increasing footfall and numbers of visitors to Maidstone during the installation of the trail.</p>	<p>MBC Stay Connected Inside MBC (internal communications) Digital marketing Facilitating radio and TV interviews</p>
LOCKMEADOW LEISURE COMPLEX	<p>Key messages to promote Lockmeadow include:</p> <ul style="list-style-type: none"> • Love Food @ Lockmeadow • New tenants at Lockmeadow including SERCO at fitness centre • ODEON Luxe • Pop-up space and events • Venue hire – Coronation Square • Maidstone Market • Market Hall events • Auctions • Events – craft market • Riverside illuminated walk 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: Create positive messages to encourage visitors to Lockmeadow and improve engagement with stakeholders, businesses and residents.</p> <p>Outcomes:</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Digital marketing Lockmeadow website</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

		Increasing footfall and numbers of visitors to the Lockmeadow Leisure complex.	MMM Magazine Inside Kent Radio advertising Facilitating radio and TV interviews
<p style="text-align: center;">TOWN CENTRE STRATEGY</p> <p style="text-align: center;">100</p>	<p>Re-establishing Maidstone as County Town of Kent with key messages including:</p> <ul style="list-style-type: none"> • Your town is changing – what do you want to see it look like? • Have your say to improve your town • Focus groups and workshops with stakeholders, businesses and residents at events and consultations • Rebuilding pride in place 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: Engage with residents, stakeholders and partner organisations to understand what they would like the town centre to deliver.</p> <p>Outcomes: Improve the town centre of Maidstone to reflect the wishes and needs of residents, businesses, visitors and stakeholders.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Leaflets and posters Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Digital marketing Poster advertising sites Radio advertising Facilitating radio and TV interviews</p>
<p>MAIDSTONE MUSEUM</p>	<p>Promoting and supporting events, activities and exhibitions at Maidstone Museum including:</p> <ul style="list-style-type: none"> • Hooden Horse • Secret Stash • NHS at 75 free exhibition • School holiday activities • Archaeology Festival • New Gallery 	<p>Audience: Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p>Aims: Engage with residents, stakeholders and partner organisations promote Maidstone Museum.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

	<ul style="list-style-type: none"> • Website relaunch • Glass room venue hire 	<p>Outcomes: Improve and raise the profile of the Museum, increase the town centre of Maidstone to reflect the wishes and needs of residents, businesses, visitors and stakeholders.</p>	<p>Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Facilitating radio and TV interviews</p>
<p>PARTNERSHIP WORKING – One Maidstone (BID)</p> <p>101</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Partnership working • Projects and campaigns • Events support and promotion • MBC working together with its residents, businesses and stakeholders • Rebuilding pride in place 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims: Improving the appearance and cleanliness of the borough whilst building working relationships with partners in the town centre. Supporting by proactively promoting Maidstone through events and campaigns.</p> <p>Outcomes: Educating residents, businesses and stakeholders of the works carried out in partnership with One Maidstone.</p>	<p>Working with One Maidstone to create Targeted campaigns, projects and events.</p> <p>Press releases Social media Marketing material Posters and publications Facilitating radio and TV interviews Photography and videography Supporting events Borough Insight</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

EMBRACING GROWTH AND ENABLING INFRASTRUCTURE			
PLANNING – LOCAL PLAN REVIEW	<p>Local Plan Review Inspection:</p> <ul style="list-style-type: none"> • What does the local plan mean? How does it impact and affect your community? • How does it reflect the MBC Strategic Plan? • Date/timeline of delivery 	<p>Audience: Residents, developers, businesses, Councillors and Parish Councillors</p> <p>Aims: To provide constant messaging around the Local Plan Review process and progress informing audiences of the outcomes.</p> <p>Outcomes: Increase awareness of public consultations and the process of the LPR, whilst providing information about the progress of the review.</p>	<p>Mixed media channels including:</p> <p>Press releases Social media Marketing material Posters and publications Facilitating radio and TV interviews Photography and videography Supporting events Borough Insight Public Consultation Events Publication of documents MBC News page Stay Connected Lets’ Talk Maidstone</p>
PLANNING – OPPORTUNITY SITES Maidstone West Maidstone East Len House Maidstone Riverside Gala Bingo Mote Road	<p>To promote the projects that MBC is leading including:</p> <ul style="list-style-type: none"> • New development in and around the County Town • Restoring Pride in Place • New building to significantly enhance the area • Associated public realm development enhancing area • Opportunities to improve traffic circulation in the town centre 	<p>Audience: Residents, developers, businesses, Councillors and Parish Councillors</p> <p>Aims: To provide a better understanding of plans for Maidstone and issues that matter leading to better decision-making processes</p> <p>Outcomes: Increased awareness of plans to improve and enhance the appearance of the County Town</p>	<p>Mixed media channels including:</p> <p>Press releases Social media Marketing material Posters and publications Facilitating radio and TV interviews Photography and videography Supporting events Borough Insight Public Consultation Events Publication of documents MBC News page Stay Connected Lets’ Talk Maidstone</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>1,000 Affordable Homes</p>	<p>Promoting and the Council's commitment to deliver 1,000 affordable homes across the borough of Maidstone</p>	<p>Audience: Residents, developers, construction companies, businesses, Councillors and Parish Councillors</p> <p>Aims: To provide a better understanding of plans for building new residential properties and providing affordable housing for the residents of Maidstone.</p> <p>Outcomes: Increased awareness of MBC plans to deliver its commitments of providing 1,000 affordable homes.</p>	<p>Targeted campaigns using a variety of MBC media channels and tools including:</p> <ul style="list-style-type: none"> Press releases Social media MBC news page MBC website Events Targeted trade press articles Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)
<p>PLANNING - Lenham Garden Community</p>	<p>MBC Development Homes England</p>	<p>Marketing and Public Relations consultant WSP leading comms and marketing</p>	<p>Targeted campaigns using a variety of MBC media channels and tools including:</p> <ul style="list-style-type: none"> Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

HOMES & COMMUNITIES			
<p>BOROUGH INSIGHT</p> <p>104</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • MBC Residential Magazine • Delivered to 82k properties across the borough of Maidstone • Focusing on community projects and highlighting work of the Council, partners, stakeholders and supporting charitable organisations. 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims: To communicate with all the residents across the borough of Maidstone. To report and share on community projects across the borough through an engaging publication.</p> <p>Outcomes: To raise awareness of MBC services, projects, campaigns and partnerships working with our residents.</p>	<p>Targeted campaigns using a variety of MBC media channels and tools including:</p> <p>Press releases Social media MBC news page MBC website Video & photography MBC Stay Connected Inside MBC (internal communications)</p>
<p>AFFORDABLE HOUSING - 1,000 Affordable homes</p>	<p>Key message is:</p> <ul style="list-style-type: none"> • MBC is working with Councillors and officers to promote and share the message regarding the delivery of 1,000 affordable homes in the borough. • MBC is committed to acquiring an additional 1,000 houses to be reserved for Local People on affordable terms. 	<p>Audience: Residents, businesses, developers, Councillors, stakeholders and the media – local and trade press.</p> <p>Aims: Reassuring messages around MBC’s commitment to deliver affordable housing.</p> <p>Outcomes: Evidencing the work of MBC to deliver affordable housing.</p>	<p>Targeted campaigns using a variety of MBC media channels including:</p> <p>Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>E-BILLING</p>	<p>Key message is:</p> <ul style="list-style-type: none"> • sign-up to e-billing moving forward to pay Council Tax To promote and encourage residents to 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims: To communicate with all the residents across the borough of Maidstone.</p> <p>Outcomes: To raise awareness of e-billing and reduce carbon footprint of print materials print and costs.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>TRINITY COMMUNITY HUB 105</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Housing and homelessness support • Events promotion • Meeting room and venue hire • One Stop Shop – DA support • Fry Up Friday – weekly • BEAM housing support 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims: To communicate with all the residents across the borough of Maidstone.</p> <p>Outcomes: To raise awareness of Trinity and the many services and events available to residents and organisations.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Video & photography Marketing material Borough Insight Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p>MBC COMMUNITY LARDERS</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Providing food for people struggling pay their bills and purchase food for their families • MBC led Community Larders at Shepway, Parkwood and Trinity 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims: To inform residents in areas where a Community Larder has been opened that help is available for them.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

	<ul style="list-style-type: none"> Partnership working with Golding Homes Rising Cost of Living Support 	<p>Outcomes: To increase footfall to the community larders and raise awareness of the work that MBC teams are carrying out.</p>	<p>Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC</p>
<p>RISING COST OF LIVING SUPPORT</p> <p>106</p>	<p>Key messages:</p> <ul style="list-style-type: none"> MBC working in partnership with community groups to support residents with the rising cost of living What help is available Events held to support residents MBC can help support people if they are struggling to pay their bills with advice and support 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims; To inform residents in areas where a Community Larder has been opened that help is available for them.</p> <p>Outcomes: To engage and help as many residents as possible through community events and raise awareness of the support that MBC can offer them.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC</p>
<p>PENSION CREDIT</p>	<p>Key message:</p> <ul style="list-style-type: none"> Pension Credit is available to some people who may not be aware of it. 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims; To inform residents that they or their friends and family members may be entitled to Pension Credit that they weren't aware of.</p> <p>Outcomes: To increase the number of people applying for pension credit.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

<p>HELPING YOU HOME</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Campaigns for severe weather affecting hospital admissions • Beat the Summer Heat • Stay warm this winter 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims; To inform residents of the Helping you Home service that is available.</p> <p>Outcomes: To engage and help as many residents as possible increasing awareness of the support that MBC can offer them.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected</p>
<p>ENERGY EFFICIENCY SUPPORT – Outreach Team Housing Team Mid Kent Revs & Bens Council Tax</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Exceptional hardship payments; social housing payments – ongoing • Debt advice and support • Housing Benefit • Universal credit customers • Council Tax Arrears funding -- ongoing • Financial Inclusion – ongoing • Winter Fuel Allowance • Winter hardship payments 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aims; To inform residents in areas of the energy efficiency support and help MBC can give them.</p> <p>Outcomes: To engage and help as many residents as possible and increase the number of people contacting MBC for support.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events Video & photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected</p>
<p>HOUSING – Rough sleeper initiative Outreach Team Homefinder Trinity support events BEAM</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> • Homefinder – Landlord promotion – • MBC working to prevent homelessness in the borough • Helping You Home • Annual Homeless Count 	<p>Audience: Residents, businesses, stakeholders, Councillors, staff and media</p> <p>Aim: To inform residents of the support and services the MBC Housing team provides.</p>	<p>Targeted campaigns using a variety of MBC media channels including: Press releases Social media MBC news page MBC website Events</p>

MBC COMMUNICATIONS AND ENGAGEMENT PLAN: June 2023 – May 2024 (updated 19 June 2023)

	<ul style="list-style-type: none"> • Outreach Team - work and grants • Severe weather Emergency Protocol (SWEP) • Moving on Moving In • BEAM supporting MBC • One Stop Shop 	<p>Outcomes: To engage and help as many residents as possible and increase the number of people contacting MBC for support</p>	<p>Video & photography Marketing material Borough Insight Lets' Talk Maidstone MBC Stay Connected Testimonials Facilitating Radio & TV interviews</p>
--	--	--	---