

# CABINET MEETING

Date: Wednesday 26 July 2023

Time: 5.30 p.m., or at the conclusion of the Cobtree Manor Estate Charity Meeting being held at 5.00 p.m., whichever is the later.

Venue: Town Hall, High Street, Maidstone

Membership:

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

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

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**Issued on Tuesday 18 July 2023**

**Continued Over/:**

*Alison Broom*

**Alison Broom, Chief Executive**

14. Matters Referred to the Executive by another Committee - Reference from Planning, Infrastructure and Economic Development Policy Advisory Committee - Notice of Motion Town Centre Strategy	55 - 63
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## PART II

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

### Head of Schedule 12 A and Brief Description

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## INFORMATION FOR THE PUBLIC

In order to ask a question at this meeting, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Monday 24 July 2023). You will need to provide the full text in writing. If your question is accepted, you will be provided with instructions as to how you can access the meeting.

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 4 p.m. one clear working day before the meeting (i.e. by 4 p.m. on Monday 24 July 2023). You will need to tell us which agenda item you wish to speak on.

If you require this information in an alternative format please contact us, call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk). To find out more about the work of the Committee, please visit the [Council's Website](#).

## **MAIDSTONE BOROUGH COUNCIL**

### **EXECUTIVE**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 18 APRIL 2023**

<b>Present:</b>	<b>Councillor Burton (Chairman), Cooper, Parfitt-Reid, Perry, Round, Russell, and S Webb</b>
<b>Visiting Members:</b>	<b>Councillor English</b>

180. APOLOGIES FOR ABSENCE

There were no apologies for absence.

181. URGENT ITEMS

The Chairman stated that there were two urgent updates. The first provided an outline of the Policy Advisory Committees' (PAC) consideration of Item 18 – Biodiversity and Climate Change Action Plan Annual Review, whilst the second outlined the PACs consideration of Items 12 and 16-21.

182. NOTIFICATION OF VISITING MEMBERS

Councillor Clive English, Chairman of the Overview and Scrutiny Committee, was in attendance to present Item 11 – Report of the Overview and Scrutiny Committee - Safety in the Town Centre.

183. DISCLOSURES BY MEMBERS OR OFFICERS

There were no disclosures by Members or officers

184. DISCLOSURES OF LOBBYING

Councillors Burton and Cooper had been lobbied on Item 17 - Maidstone Town Centre Business Improvement District Round Two.

Councillor Cooper had also been lobbied on Item 19 – Heather House and Royal British Legion Site.

Councillor Round had been lobbied on Item 16 - Town Centre Strategy Update.

185. EXEMPT ITEMS

**RESOLVED:** That all items be taken in public unless any Member of the Executive wished to refer to Item 22 – Exempt Appendices to Item 18, Item 23 – Exempt Appendices to 19 and Item 24 – Exempt Appendices to item 20, due to the likely disclosure of exempt information.

186. MINUTES OF THE MEETING HELD ON 22 MARCH 2023

**RESOLVED:** That the Minutes of the Meeting held on 22 March 2023 be approved as a correct record and signed.

187. QUESTIONS FROM LOCAL RESIDENTS TO THE LEADER OR INDIVIDUAL LEAD MEMBER

There were no questions from Local Residents.

188. QUESTIONS FROM MEMBERS TO THE LEADER OR INDIVIDUAL LEAD MEMBER

There were no questions from Members.

189. MATTERS REFERRED TO THE EXECUTIVE FOR RECONSIDERATION

There were no matters referred to the Executive for reconsideration.

190. REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE - SAFETY IN THE TOWN CENTRE

The Chairman of the Overview and Scrutiny Committee (OSC) introduced the report, stating that anti-social behaviour and crime was a high-profile topic and that there was a public perception of a worsening situation.

The purpose of the report was to draw together the initiatives of the Council and its partner organisations, and to ensure adequate communication of those initiatives to Members and the public, which it felt needed improvement. The types of recommendations within the report were briefly outlined, with specific reference made to those made to external organisations.

During the discussion, the Executive expressed that it was incumbent upon all Members to fully promote the work being undertaken, and that it was important to improve Member engagement. The anti-social behaviour displayed on the local train network was felt to be an important issue.

In response to the Executive's comments, the Chairman of the OSC stated that they hoped that all Members could work collaboratively to improve town centre safety and communicating the work undertaken. It was emphasised that the OSC's report was intended as a starting point in achieving improvement.

**RESOLVED:** That

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

191. REFERENCE FROM THE COMMUNITIES, HOUSING AND ENVIRONMENT POLICY ADVISORY COMMITTEE - UTILISATION OF HOUSING

The Chief Executive was invited to provide a verbal report to the Committee on the matter. It was stated that every October the number of empty properties was captured; in 2022 there were 1080 empty homes at the 0 % discount level for

Council Tax. A further 142 that had been empty for such time that they had triggered premium levels of council tax charge. The overall percentage of empty properties was less than 1% of the borough's total property number.

It was explained that a useful indicator of empty properties was those that had been vacant for six months or more, which generally remained steady at 500 at any time. The measures undertaken by the Council to address the situation were outlined, such as advertising Kent County Council's 'No Use Empty' scheme and writing to property owners to encourage them to either sell or bring the property back into use.

The Chief Executive provided historical context to the previous strategy in place until 2015 on tackling empty properties, alongside the range of statutory powers that could be used in specific circumstances; such as the relevant provisions within the Town and Country Planning legislation. It was stated that the Council both monitored and took action concerning empty homes as part of its usual service provision, through council tax recovery and the Housing Team.

The Executive thanked the Chief Executive for a thorough verbal report. It was felt that given the measures outlined, the small number of properties being vacant and to avoid creating additional work for officers, no further action was required. The relevant Policy Advisory Committees would be directed to the Chief Executive's informative verbal report.

**RESOLVED:** That

1. The relevant Policy Advisory Committees be directed to the record of the Chief Executive's verbal report and the Executive's deliberations; and
2. No further action was needed at the current time, with the business-as-usual approach of the Council's Housing Team and others to be applauded.

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

There were no matters relating to a Serious Service Failure or Nuisance.

193. RECEIPT OF WRITTEN REPRESENTATIONS FROM MEMBERS OF THE COUNCIL

There were no written representations from Members.

194. EXECUTIVE FORWARD PLAN

**RESOLVED:** That the Executive Forward plan be noted.

195. TOWN CENTRE STRATEGY UPDATE

**RESOLVED:** That

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

(See Record of Decision)

196. MAIDSTONE TOWN CENTRE BUSINESS IMPROVEMENT DISTRICT ROUND TWO

**RESOLVED:** That

1. It be noted that One Maidstone has served notice of their intention to seek a renewal ballot to the Secretary of State and Maidstone Borough Council;
2. The BID be endorsed;
3. Delegated authority be given to the Director of Finance, Resources & Business Improvement to cast the Council's 24 votes in favour of a BID round two;
4. £5,000 be paid towards the courier costs for the ballot; and
5. If the ballot for a second term of the BID is successful, a new operating agreement and a baseline agreement be entered into with the BID organisation, as was undertaken for the first term of the BID.

(See Record of Decision)

197. BIODIVERSITY AND CLIMATE CHANGE ACTION PLAN ANNUAL REVIEW

**RESOLVED:** That the updated Biodiversity and Climate Change Action Plan be approved.

(See Record of Decision)

198. HEATHER HOUSE AND ROYAL BRITISH LEGION SITE

**RESOLVED:** That

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

(See Record of Decision)

199. PROPERTY ACQUISITION FOR 1,000 AFFORDABLE HOMES PROGRAMME

**RESOLVED:** That

1. The financial returns for the proposed acquisition as shown in Exempt Appendix 3 to the report, be approved.
2. The Director of Finance, Resources and Business Improvement be granted delegated authority to:
  - a) negotiate terms for the purchase of the site, for the sum as shown in the Exempt Appendix 1 to the report.
  - b) Procure and enter into all such deeds, agreements, contracts, and documents which may be required to facilitate the purchase of the site, and the subsequent redevelopment works required to deliver the scheme referred to in this report. Including (but not limited to) any related appointments such as a suitably qualified Employers Agent and Contractor.
  - c) Subject to satisfactory conclusion of all due diligence to negotiate and finalise and complete all legal formalities, deeds and agreements which may be required to facilitate the purchase.
3. The Head of Mid Kent Legal Services be authorised to appoint Solicitors to negotiate and complete the necessary contract documentation, deeds and agreements associated with the purchase and construction works on the terms as agreed by the Director of Finance, Resources & Business Improvement.
4. Post completion of the procurement process, to employ the necessary consultants to progress a planning application; and
5. Post completion of the procurement process, to appoint a contractor for the works cost detailed in the financial summary Exempt Appendix 3 to the report. If in the event tenders for the works cost are in excess of the agreed sum, Officers will return to the Executive to seek further approval prior to the development itself commencing.

(See Record of Decision)

200. PROPERTY ACQUISITION FOR 1000 HOMES PROGRAMME

**RESOLVED:** That

1. The financial returns for the proposed acquisition as shown in Exempt Appendix 3 to the report, be approved;
2. The Director of Finance, Resources and Business Improvement be granted delegated authority to:
  - a) Negotiate terms for the purchase of the proposed acquisition for the sum as shown in the Exempt Appendix 3 of this report.

- b) Procure and enter into all such deeds, agreements, contracts, and documents which may be required to facilitate the purchase of the site, and the subsequent redevelopment works required to deliver the scheme referred to in this report. Including (but not limited to) any related appointments such as a suitably qualified consultants and Contractor.
  - c) Subject to satisfactory conclusion of all due diligence to negotiate and finalise and complete all legal formalities, deeds and agreements which may be required to facilitate the purchase.
3. The Head of Mid Kent Legal Services be authorised to appoint the Solicitors required to negotiate and complete the necessary contract documentation, deeds and agreements associated with the purchase and construction works on the terms as agreed by the Director of Finance, Recourses & Business Improvement; and
  4. Post completion of the procurement process, to appoint a contractor for the works cost detailed in the financial summary Exempt Appendix 3 to the report. If in the event tenders for the works cost are in excess of the agreed sum, then officers will return to the Executive to seek further approval prior to the development itself commencing.

(See Record of Decision)

201. EXEMPT APPENDICES TO ITEM 18 - HEATHER HOUSE AND ROYAL BRITISH LEGION SITE

**RESOLVED:** That Item 22 – Exempt Appendices to Item 18 - Heather House and the Royal British Legion Site be considered alongside Item 18 - Heather House and Royal British Legion site.

202. EXEMPT APPENDICES TO ITEM 19 - PROPERTY ACQUISITION FOR 1,000 AFFORDABLE HOMES PROGRAMME

**RESOLVED:** That Item 23 – Exempt Appendices to Item 19 - Property Acquisition for 1,000 Affordable Homes Programme be considered alongside Item 19 - Property Acquisition for 1,000 Affordable Homes Programme.

203. EXEMPT APPENDICES TO ITEM 20 - PROPERTY ACQUISITION FOR 1000 AFFORDABLE HOMES

**RESOLVED:** That Item 24 – Exempt Appendices to Item 20 - Property Acquisition for 1000 Affordable Homes be considered alongside Item 20 - Property Acquisition for 1000 Affordable Homes.

204. DURATION OF THE MEETING

6.30 p.m. to 7.52 p.m.

**CABINET**

**26 JULY 2023**

**Report of the Water Management Cycle Working Group (Overview and Scrutiny Committee) – Water Management Cycle**

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Overview and Scrutiny Committee	13 April 2023
Cabinet	26 July 2023

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

**Executive Summary**

This report provides an outline of the Water Management Cycle Working Group’s (Overview and Scrutiny committee), review into the Water Management cycle and the recommended actions produced as a result.

**Purpose of Report**

Decision

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

1. The report of the Water Management Cycle Working Group (Overview and Scrutiny Committee), be received; and
2. A substantive response to the report be provided via the completion of the SCRAIP report.

# Report of the Water Management Cycle Working Group (Overview and Scrutiny Committee) – Water Management Cycle

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<p><b>Impact on Corporate Priorities</b></p>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> </ul> <p>Accepting the recommendations may materially improve the Council’s ability to achieve all corporate priorities and have been put forward by the Water Management Cycle Working Group following its review into the Water Management Cycle.</p> <p>It is expected that an Overview and Scrutiny Recommendation Action and Implementation Plan will be provided to the Cabinet at a future meeting, which will contain comments from the relevant officers on the recommended actions.</p>	<p>Director of Strategy, Insight &amp; Governance</p>
<p><b>Cross Cutting Objectives</b></p>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <p>Accepting the recommendations may materially improve the Council’s ability to achieve all cross-cutting objectives and have been put forward by the Water Management Cycle Working Group, following its review into the Water Management Cycle.</p>	<p>Director of Strategy, Insight &amp; Governance</p>

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

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

<b>Procurement</b>	No impacts identified.	Director of Strategy, Insight & Governance
<b>Biodiversity and Climate Change</b>	<p>The aim of this report aligns with the following actions of the Biodiversity and Climate Change Action Plan:</p> <p>Action 6.4 Enhance and expand wetland coverage across the Borough to support nutrient neutrality, flood prevention, and enhance biodiversity.</p> <p>Action 6.5 Implement a Nature Recovery Strategy, linking habitat restoration and creation to improve flood protection and water quality.</p> <p>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.</p>	Biodiversity and Climate Change Manager

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Overview and Scrutiny Committee (OSC) created the Water Management Cycle Working Group, to carry out a review into the Water Management Cycle. The review took place between October 2022 to March 2023, with the information relating to the review accessible through section 9 of this report.
- 2.2 The OSC produced a total of 22 recommended actions from the review, of which 21 are applicable to the Cabinet.
- 2.3 The recommended actions are contained within Appendix 1, alongside each action's 'intended outcomes' and relevant Lead Officer/s. This is to provide the Committee's reasoning in putting forward each action, alongside providing a clear record of which Officers and Members have responsibility for the applicable service areas.
- 2.4 The report attached at Appendix 1 for the Cabinet's consideration was agreed by the OSC at its April 2023 meeting and has been amended to reflect the changes to Cabinet portfolios.

## 3. AVAILABLE OPTIONS

- 3.1 Option 1 – A substantive response to the report be provided via the completion of the SCRAIP report. **This is the recommended option.**

Request further information on the recommended actions from the relevant officers, in the form of an Overview and Scrutiny Recommendation Action

and Implementation Plan (SCRAIP). The completed SCRAIP would then be presented to the Cabinet at a subsequent meeting, in producing a formal response from the to the OSC.

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

If agreed, the relevant Lead Officers will implement the agreed actions or conduct further work, as appropriate. However, this would involve amending and/or approving the recommendations without having considered advice from the relevant officers. This is not recommended.

3.3 Option 3 - Reject the recommended actions.

The Cabinet could choose not to implement the recommended actions however this may mean that an opportunity to improve the Water Management Cycle, is missed alongside the recommendations having been rejected without having considered advice from the relevant officers. This is not recommended

3.4 It is a legislative requirement that the Cabinet provide a response to the OSC within two-months of having received the report attached at Appendix 1. The OSC will be formally informed of the Cabinet’s response once provided at a future meeting.

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

4.1 There is no preferred option from an officer perspective, as this report has been produced to support the OSC in presenting its recommended actions to the Cabinet as the relevant decision-maker. The OSC unanimously agreed the recommended actions for the Cabinet.

4.2 As outlined above in points 2.4 and 2.6, the reasons for the recommended actions are contained within the ‘intended outcomes’ section for each action.

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#### **5. RISK**

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

#### **6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

6.1 This is the first time that this issue has been presented to the Executive, although the Cabinet Member for Corporate Services did attend some of the Working Group meetings.

6.2 The actions taken by the OSC in conducting the review are briefly outlined in points 2.1 and 2.2 of this report, with full details provided in appendix 1 to this report.

6.3 As outlined in points 7.2 and 7.3 below, the outcome of this report's consideration will be reported to the OSC.

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## **7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

7.1 This will depend on the types of recommended action, and whether they are agreed.

For the actions that can be agreed and implemented, the relevant Officers will implement the actions when appropriate.

For the actions that require further consideration, further work will take place before any corresponding actions are implemented.

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

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

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## **8. REPORT APPENDICES**

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

- Appendix 1: Report of the Water Management Cycle Working Group (Overview and Scrutiny Committee) – Water Management Cycle.
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## **9. BACKGROUND PAPERS**

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

Agenda and Minutes for the Overview and Scrutiny Committee Meeting held on 13 April 2023: [Your Councillors - Maidstone Borough Council](#)

# Water Management Cycle

**April 2023**



A review conducted by the Maidstone Borough Council Overview and Scrutiny Committee's, Water Management Cycle Working Group

Report prepared by Oliviya Parfitt, Democratic Services Officer, on behalf of the Water Management Cycle Working Group

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## **Introduction and Rationale**

In July 2022, the Council's Overview and Scrutiny Committee (the Committee) agreed to review the Water Management Cycle (the Cycle) via a Working Group (the Group). In considering the proposed review topic, the Committee expressed that whilst the Council was not the leading authority on the matter, the topic was of significant importance to the borough and there was the potential to positively impact the proposed Design & Sustainability Development Plan Document.

The review would focus on the supply and disposal of water and the disposal of sewage in water courses, as the most problematic aspects of the Cycle, and aimed:

*'To identify actions to be taken by the Council and/or its partner organisations to improve the management and resilience of the Water Management Cycle Framework'.*

## **What is the Water Management Cycle?**

The Water Management Cycle encompasses the different elements of water provision and use; such as household water supply, surface and rainwater management, sustainable drainage, and water efficiency.

## **Approach to the Review**

The review took place via a cross-party working group that met informally between November 2022 to March 2023, with verbal and written evidence collected from internal and external stakeholders. As the review topic was wide ranging, the group decided to further split the lines of enquiry, making it easier to collect evidence:

<b>Lines of Enquiry</b>	<b>Details</b>
Supply of Water	Mitigating effects of increased rainfall, including capacity; General supply of water
Disposal of Water	Importance and influence of development management; Flooding mitigation Mechanisms i. To effectively control water ii. Natural flood mitigation measures  Management of highway and surface water flooding; Working with partners
Disposal of Sewage in Water Courses	Combined systems (also relevant to point b) and link to foul and surface water mixing. Council powers and partnership Working Working with partners Water neutrality and planning

The table below outlines the meetings that took place, the respective attendees and evidence provided. Links to the information pack and minutes have been included in appendix 1.

<b>Meeting</b>	<b>Attendees</b>	<b>Evidence provided</b>
1 Nov 2022	Working Group	None.  Meeting to organise review's timetable.
5 Dec 2022	Working Group Director of Finance, Resources and Business Improvement	Technical Briefing from the Director of Finance, Resources and Business Improvement on the Council's actions so far on the topic.
15 Dec 2022	Working Group Director of Finance, Resources and Business Improvement Biodiversity and Climate Change Manager Emergency Planning and Resilience Manager	Evidence collection through Officer interviews
22 Dec 2022	Working Group Director of Regeneration and Place Interim Local Plan Review Director Principal Planning Officer x2 Environmental Health Manager	Evidence collection through Officer interviews
27 Jan 2023	Working Group Upper Medway Internal Drainage Board Southeast Rivers Trust Kent County Council	Evidence collection through interviews
7 Feb 2023	Working Group Southeast Water Southern Water	Evidence collection through interviews
1 Mar 2023	Working Group	Review of remaining written evidence: Southern Water wish-list Southeast Rivers Trust wish-list
20 Mar 2023	Working Group Director of Finance, Resources and Business Improvement	Recommendations produced
28 Mar 2023	Working Group	Report reviewed.

## **Recommended Actions and Intended Outcomes**

Throughout the review, the Group expressed support for the various actions being undertaken but felt that further work was required; the below recommendations have been produced in response.

The recommendations have been grouped thematically into the following sections; Schemes, Design & Sustainability Development Plan Document (D&S DPD) related recommendations, Development Management recommendations, Communication focused recommendations, Recommendations for Noting and Recommendations for External Organisations. The relevant Cabinet Member and Council Officers have been identified accordingly.

### **Schemes**

#### **1. That £100,000 be allocated to developing feasibility studies, to be matched by external providers, to support the progression of schemes designed to improve the water management cycle.**

Cabinet Member Environmental Services and/or Planning, Infrastructure and Economic Development dependent on scheme design.

Lead Officer: Director of Finance, Resources and Business Improvement.

#### Intended Outcome

This would ensure that schemes were readily available for implementation, taking a proactive approach to managing the effects of the water management cycle, as much of the council's work had been reactive. Historically the Council had been successful in obtaining funding where a scheme's need had been demonstrated.<sup>1</sup>

Feasibility studies would need to respond to an agreed set of objectives. These might include some or all of the following:

- Ensure that places and infrastructure are resilient and can adapt to future flooding and coastal risks in a changing climate. Traditionally this has been quantified by assessing whether a scheme gives projection to (eg) a flood event likely to occur every 50 years.
- Support the Council's carbon and sustainability ambitions.
- Enhance the environment, e.g. by creating and improving habitat and rivers.
- Meet statutory requirements, e.g. complying with Reservoir Act duties.

The Director of Finance, Resources and Business Improvement had advised that feasibility studies would assist in creating suitable schemes, and that

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

there was a source of capital funding available within the Council's MTFS for such works.<sup>2</sup>

Further, conducting feasibility studies could lead to the progression of the joint working and other actions put forward by the Upper Medway Internal Drainage Board, Southeast Rivers Trust and Kent County Council. Please see relevant meeting minutes for further information.<sup>3</sup>

**2. To increase the number of open spaces in the Borough that enhance wetland biodiversity, flood storage and surface water infiltration.**

(Primary) Cabinet Member for Environmental Services for Council owned estate, and (Secondary) Cabinet Member for Planning, Infrastructure and Economic Development for planning policy work.

Lead Officer: Biodiversity and Climate Change Manager

Intended Outcome

To bring benefits to the borough, as similar schemes had elsewhere, and build upon the Biodiversity and Climate Change Manager's work in producing business cases for numerous schemes to be implemented on single pieces of land. If the work could be linked to the biodiversity net gain, significant biodiversity improvements could be achieved.

**3. To further explore the creation of managed wetlands, including through the D&S DPD.**

(Primary) Cabinet Member for Environmental Services for Council owned estate, and (Secondary) Cabinet Member for Planning, Infrastructure and Economic Development for planning policy work.

Lead Officer: Head of Spatial Planning and Economic Development

Intended Outcome

This would provide increased natural flood mitigation measures, reducing surface water run-off, and slowing water flow.

**Design & Sustainability Development Plan Document related Recommendations**

**Recommendations to the Cabinet Member for Planning, Infrastructure and Economic Development:**

**4. That a proposals map outlining the areas within the borough where the biodiversity net gain could be used to secure schemes**

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<sup>2</sup> See 5 December 2022 Meeting Minutes.

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

**that deliver holistic improvements to the Water Management Cycle, be attached to the D&S DPD.**

Lead Officer: As Above.

Intended Outcome

This would support the creation and delivery of improvements to the water management cycle, so that the biodiversity net gain received through new developments could be maximised quickly.

**5. To promote the separation of roof water from the sewer systems in new build properties and property conversion and extensions, including through the D&S DPD.**

Lead Officer: As above.

Intended Outcome

To reduce the burden placed on combined sewer systems and the likelihood of sewerage flooding.

Through its review, the Group were informed that in some cases, the majority of liquid within the combined sewer systems is rain and surface water.<sup>4</sup>

**6. To encourage developers to consider water usage reductions across development sites and within homes, such as water saving technologies and the use of 'grey water', including through the D&S DPD.**

Lead Officer: As above.

Intended Outcome

To promote mechanisms that reduce water consumption and increase water recycling from the point of development as opposed to retrofitting.

The importance of making developments more water efficient was specifically raised by the Water companies consulted on the 7 February 2023.<sup>5</sup>

7. That the policies informing the D&S DPD would be usefully informed if Kent Flood Risk Maps were made available to the Planning and Policy service areas in developing policy documents.

Intended Outcome

To ensure that the recorded flood risk areas (as included within the maps) are considered when developing policy documents applicable to development.

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

<sup>5</sup> As Above.

**8. To explore further the use and range of policy mechanisms to promote recycling of water and reduce water usage, both in newly built houses and as retrofit in existing properties.**

(Extension of recommendation six above)

Lead Officers: As above and Biodiversity and Climate Change Manager.

Intended Outcome

To promote these mechanisms for use across small- and large-scale developments; At the 22 December 2022 group meeting, the group were informed that further information on water recycling would likely be provided in the D&S DPD, with the group expressing that promoting these mechanisms would prevent costly, time-consuming retrofitting measures (where possible).<sup>6</sup>

**9. See Recommendation 3, as this is also applicable to the D&S DPD.**

**Development Management Recommendations**

**Recommendations to the Cabinet Member for Planning, Infrastructure and Economic Development:**

**10. To increase the Council's control over the implementation of planning conditions relating to Sustainable Drainage Schemes (SuDS), through the spatial policy and development management service areas.**

Lead Officers: Head of Spatial Planning and Economic Development and Head of Development Management

Intended Outcome

Through the review, the mismanagement of SuD schemes was highlighted, and this action would support the ongoing discussions being had between the Head of Development Management and the Chairman and Vice-Chair of the Planning Committee on how this could be addressed.

**11. That the following requests be made to the Development Management Service area, via the Head of Development Management:**

**a. To review how water companies can be consulted and/or more effectively involved in the planning process.**

Intended Outcome

To involve water companies in the planning process for a range of reasons including; to promote water efficiency, water recycling and reduced water usage within new developments, as developers may not

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<sup>6</sup> See 22 December 2022 Meeting Minutes.

prioritise this themselves, to improve the water management cycle generally.

The group recognised that any comments would carry less weight than those of statutory consultees. The water companies spoke of having greater involvement in the planning process at the 7 February 2023 meeting.<sup>7</sup>

**b. To include the Upper Medway Internal Drainage Board (UMIDB) district area within the maps provided with major planning applications.**

Intended Outcome

To highlight if the UMIDB district area overlapped with a proposed development, and if it is in a sensitive area for drainage, as Members have greater knowledge of their ward and any water management cycle related concerns, e.g., flooding.

**c. To advise on whether Surface Water Management Plans can be used as material planning considerations.**

Intended Outcome

To inform Members of the document's weight, if any, when considering planning applications.

**d. To review opportunities to the building regulations for water saving, in a similar way to recent updates on the conservation of fuel and power.**

Intended Outcome

The group felt that the opportunities available should be reviewed as part of best practice, with any gaps to be actioned as and when they arise through the building control service. In part, this can be linked to the feedback given by the water companies on the 7 February 2023.<sup>8</sup>

**12. That when developments come forward in the town centre and adjoining areas, obstacles should either be removed or alleviated, to remove unnecessary restrictions on water courses, which reduce the flow rate, nutrient enrichment and wildlife corridors.**

Intended Outcome

As outlined in the recommendation, to remove unnecessary restrictions on water courses, which reduce the flow rate, nutrient enrichment and wildlife corridors that may impact the area local to the development.

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

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

## **Communications Focused Recommendations**

### **13. That an annual 'roundtable' meeting be established between Parish, District and County Members and Officers (from both authorities), to discuss local issues and knowledge relating to the Water Management Cycle, by geographical area (North, Central & Southern Maidstone)**

Cabinet Member for Environmental Services, Cabinet Member for Planning, Infrastructure and Economic Development and Lead Member for Communities, Leisure and Arts.

Lead Officers: Director of Finance, Resources and Business Improvement; Emergency Planning and Resilience Manager; Head of Spatial Planning and Economic Development; Head of Development Management and Biodiversity and Climate Change Manager.

#### Intended Outcome

To ensure that local knowledge is maintained and 'passed down' to prevent negative impacts to the area, such as flooding and property damage, through the water management cycle.

This knowledge is often lost over time, particularly when there are no written records of historic mitigation measures.

### **14. That local 'highway and surface water flooding hotspots' be identified with the Borough and County Members, and meetings organised with Kent County Council, National Highways, and the relevant Water Companies as applicable.**

Cabinet Member for Environmental Services, Cabinet Member for Planning, Infrastructure and Economic Development and Lead Member for Communities, Leisure and Arts.

Lead Officers: As Above.

#### Intended Outcome

To proactively manage any impacts from flooding and/or water management cycle related matters, by consulting the relevant parties to seek improvements.

### **15. That the Community Protection Team contact local care home providers to remind them of the ability to register as 'priority customers' with the relevant water utilities.**

Cabinet Member for Housing and Health

Lead Officers: Community and Strategic Partnerships Manager

### Intended Outcome

To ensure that local care homes are able to access water supplies during times of disruption, and that vulnerable residents are suitably supported and prioritised.

### **16. That the Council proactively identify water management cycle related matters for inclusion at events such as the Local Government Association Conference and Rural Urban Commission**

(Primary) Cabinet Member for Environmental Services for Council owned estate, and (Secondary) Cabinet Member for Planning, Infrastructure and Economic Development for planning policy work.

### Intended Outcome

To increase the attention given to the Water Management Cycle nationally as well as locally.

## **Recommendations for Noting**

### **To the Cabinet Member for Planning, Infrastructure and Economic Development:**

### **17. That the contents of the documents provided by Southern Water be endorsed, with the synergy between the company and the group noted.**

### Intended Outcome

The formally note and draw attention to the synergy between Southern Water and the Group during the review.

### **To the Leader of the Council:**

### **18. That the support expressed from both Southeast and Southern Water to use the Heathlands Garden Community, if agreed, as a showcase to demonstrate innovative and efficient water usage, be supported and noted.**

### Intended Outcome

The group felt that this was important to note formally as part of the review, arising from the group's ambitions to introduce new and innovative measures in the future.

**To the Cabinet** (as the relevant Cabinet Member would be identified depending on the type of development and/or improvement scheme being implemented):

**19. That any development and/or improvement schemes to the Former Royal Mail Sorting Office demonstrate innovative and efficient water usage mechanisms, be noted.**

Intended Outcome

As above, particularly as the site is a brownfield site which could lead to alternative mechanisms being used to demonstrate innovative and efficient water usage mechanisms.

**Recommendations to External Organisations**

**20. That Kent County Council be requested to update the Surface Water Management Plans for Maidstone, including local plans where these have been produced for wards, as a matter of urgency.**

Cabinet Member for Planning, Infrastructure and Economic Development.

Intended Outcome

Surface Water Management Plans (SWMP) are studies that aim to understand flood risks arising from local flooding. As this has likely changed since 2013 when the existing Maidstone SWMP was produced, the group felt it was imperative for an updated version to be produced.

**21. That the Water Companies (Southeast and Southern Water) be consulted on:**

- a. Whether they would conduct an information campaign, and provide funding for commercial and household schemes, to minimise roof run-off into the sewer system; and**
- b. Obtaining accurate information on [commercial and household] water consumption, to be linked to educational campaigns to reduce water usage.**
- c. Investigation of the potential for creation of a new reedbed/wetland at Harrietsham Water Treatment Works to reduce ingress of Phosphates and Nitrates into the River Len.**
- d. Reconsidering the emerging proposal to increase abstraction rates, for example at Hockers Lane Detling and other sites within the borough, to mitigate likely resultant harm to downstream wetlands and to water courses. Where this does take place, monitoring the abstraction increase to take place**

**to ensure the effects are properly understood and can be mitigated if necessary.**

Cabinet Member for Planning, Infrastructure and Economic Development.

Intended Outcome

The provision of funding would encourage individual households to implement schemes to minimise roof run-off and reduce the likelihood of combined sewer flooding.

The use of accurate water usage data would enable educational campaigns to be better targeted to achieve results. This was discussed by those companies during the 7 February 2023 meeting, and with Council Officers at the 22 December 2022 meeting.<sup>9</sup>

**To the Overview and Scrutiny Committee:**

**22. That a second phase review be commenced in the 2023/24 Municipal Year.**

Intended Outcome

To allow the working group to review the outstanding matters (as contained within Appendix 3 to this report). This would involve the Committee re-appointing the working group post May 2023.

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<sup>9</sup> See 22 December 2022 and 7 February 2023 Meeting Minutes.

## **Summary of Stakeholder Evidence**

A summary of the evidence provided is included below. For further details, please see the group's meeting minutes.

### **Internal Stakeholders**

#### **Mark Green, Director of Finance, Resources and Business Improvement**

The Director of Finance, Resources and Business Improvement contributed significantly to the review, through providing a technical note and briefing to the group on the actions already taken by the Council relating to the water management cycle and has provided advice to the group generally.

The Director of Finance, Resources and Business Improvement attended the 27 January 2023 group meeting, and assisted in questioning the external stakeholders, and the 20 March 2023 meeting to assist the group in formulating its recommendations.

The Director of Finance, Resources and Business Improvement also assisted in contacting external stakeholders for the review.

#### **James Wilderspin, Biodiversity and Climate Change Manager**

The Biodiversity and Climate Change Manager attended the 15 December 2022 group meeting, and answered questions on the water management cycle, biodiversity and the Council's Biodiversity and Climate Change Action Plan. The Group was given a list of the actions from the plan that related directly to the review and was given follow-up information from the officer on topic-related case studies, and the business case being produced on areas for biodiversity net gain usage.

#### **Uche Olufemi, Emergency Planning and Resilience Manager**

The Emergency Planning and Resilience Manager attend the group meeting held on 22 December 2022 to answer questions on the Council's emergency responses to incidents of flooding and the actions that had been taken to assist residents. The officer also attended the 7 February 2023 external stakeholder consultation meeting to observe the questioning.

The Emergency Planning and Resilience Manager also assisted in contacting external stakeholders for the review.

#### **William Cornall, Director of Regeneration and Place**

The Director of Regeneration and Place attended the group meeting held on 22 December 2022 and answered questions on the water management cycle relating to Development Management.

Richard Timms, Principal Planning Officer

The Principal Planning Officer attended the group meeting held on 22 December 2022 and provided a briefing note on how flooding and sewage is considered as part of the Development Management (planning applications) process.

At that meeting, the Officer answered questions on the Councils powers, Kent County Council's power and legislation and guidance as applicable to the subject matter.

Phil Coyne, Interim Local Plan Review Director

The Interim Local Plan Review Director attended the group meeting held on 22 December 2022 and answered questions on the Council's policies and local plan review.

Helen Garnett, Principal Planning Officer

The Principal Planning Officer attended the group meeting held on 22 December 2022 and answered questions on the Council's policies, local plan review, and possible methods to improve the water management cycle, such as through water efficiency measures.

Tracey Beattie, Environmental Health Manager

The Environmental Health Manager attended the group meeting held on 22 December 2022 and answered questions on the role of Environmental Health as part of the Water Management Cycle.

**External Stakeholders**

Oliver Pantrey, Clerk to the Board (Upper Medway Internal Drainage Board)

The Clerk to the Board attended the 27 January 2023 meeting, and answered questions relating to the UMIDB's remit, role and future aspirations, which included greater opportunities for partnership working amongst other things.

The group wishes to formally applaud the works undertaken by the UMIDB, with further details available in the minutes of the above-mentioned meeting, and the distribution of information on the UMIDB was requested.

To access the UMIDB's website, use the link below:

[Upper Medway IDB](#)

Dr Chris Gardner, Head of Science and Partnerships (Southeast Rivers Trust)

The Head of Science and Partnerships attended the 27 January 2023 meeting, and answered questions relating to the SERT's remit, role, future aspirations and partnership working.

### Max Tant, Flood and Water Manager (Kent County Council)

The Flood and Water Manager attended the 27 January 2023 meeting and answered questions relating to Kent County Council's role as a Lead Local Flooding Authority, the role and remit of his team, the partnership working in place with the Council and other organisations and the actions that KCC would find beneficial for the group to consider as part of the review.

### Steve Andrews, Head of Central Operations (Southeast Water) and David Murphy, Wastewater Investment Strategy Manager (Southern Water)

The Head of Central Operations and the Wastewater Investment Strategy Manager attended the 7 February 2023 meeting, both providing the group with a presentation and overview of the organisations' role, responsibilities, recent actions taken and future aspirations.

The Head of Central Operations and the Wastewater Investment Strategy Manager answered questions on measures to improve the water management cycle, including improving water efficiency and recycling, reducing overall water usage and partnership working amongst other things.

### Environment Agency

The Working Group wishes to note that the Environment Agency was contacted on multiple occasions, as it had previously agreed to take part in the review, but it was not possible to arrange for the Environment Agency to participate. The Environment Agency therefore did not participate in this review.

### **Thanks to Witnesses**

The Water Management Cycle Working Group would like to extend its thanks to the Internal and External stakeholders that supported the review, either through providing verbal evidence, written evidence and/or by attending a group meeting. The work undertaken by all parties involved has been noted and endorsed throughout the review.

### **Future Actions – Second Phase of the Review**

Through consulting external stakeholders, the Group was requested to lobby central government on various matters such as funding and legislative powers. The group also feels that greater avenues should be explored to involve Water Companies in the planning process, amongst other matters.

To enable the recommendations produced so far to be agreed by the end of this Municipal year, the group has suggested a second phase review; that review would allow the group to finalise how it would like to address these issues, post May 2023 and would require the Committee to re-appoint the group to resolve these matters specifically. Please see appendix 3 for further details.

## **Appendix 1 - Information Relating To The Review**

### Written Information

Information pack and supplementary evidence provided to the group, including:

#### Information Pack:

- Gov.Uk Guidance on Water Supply, Wastewater and Water Quality (Planning)
- National Planning Policy Framework
- Summary Document for the Southern Water Consultation on the Draft Water Resources Management Plan
- Draft Water Resources Management Plan 2025 to 2075 (Southern Water)
- Briefing Note provided to the Executive on Water Quality Motion
- SERT Links:
- Environmental Land Management Schemes
- Natural Flood Management in the River Medway
- Briefing note provided by the Director of Finance, Resources and Business Improvement
- Tree Cover Article (Urban Centre for Green Metrics in Great Britain)
- EA Chief Executive Speech, 'Surface Water: The biggest flood risk of all'
- Maidstone Surface Water Management Plan (Kent County Council)
- Drainage and Wastewater Management Plan Draft for Consultation (Southern Water)
- DWMP Investment Plan for Sewer Flooding (Southern Water)
- DWMP Investment Plan for Wastewater Compliance and Pollution
- Medway Flood Partnership, 4-year update
- Biodiversity and Climate Change Action Plan
- MBC – Strategic Flood Risk Assessment & Appendices
- Briefing Note on how flooding/sewage is considered as part of the planning application (development management) process.

#### Other:

- KCC Land Drainage Enquiries Data
- MBC Sewage and Flooding Complaints Data
- Follow-Up Note on Project Feasibility, (Director of Finance, Resources and Business Improvement)
- Nature Based Solutions for Water Cycle Management Case Studies, (Biodiversity and Climate Change Manager)
- Southeast Rivers Trust Wish-list
- Southern Water Documents;
  - 'Our Policy Statement on Sustainable Development'
  - 'Planning and Growth: Briefing from Southern Water'

Working Group Meeting Minutes.

Working Group Membership:

Councillors:

English (Chairman), Brice, Cleator, Garten, Harwood and Jeffery

Substitutes: Councillors Conyard, Springett and D Wilkinson

Contact details for these Members can be found here:

[Your Councillors - Maidstone Borough Council](#)

<b>Recommendation</b>	<b>Relevant Cabinet Member/Council Officers (as applicable)</b>	<b>Intended outcome</b>
<p>That £100,000 be allocated to developing feasibility studies, to support the progression of schemes designed to improve the water management cycle.</p>	<p>Cabinet Members for Environmental Services and Planning, Infrastructure and Economic Development</p> <p>Director of Finance, Resources and Business Improvement</p>	<p>This would ensure that schemes were readily available for implementation, taking a proactive approach to managing the effects of the water management cycle, as much of the council's work had been reactive. Historically the Council had been successful in obtaining funding where a scheme's need had been demonstrated.</p> <p>Feasibility studies would need to respond to an agreed set of objectives. These might include some or all of the following:</p> <ul style="list-style-type: none"> <li>- Ensure that places and infrastructure are resilient and can adapt to future flooding and coastal risks in a changing climate. Traditionally this has been quantified by assessing whether a scheme gives projection to (eg) a flood event likely to occur every 50 years.</li> <li>- Support the Council's carbon and sustainability ambitions.</li> <li>- Enhance the environment, eg by creating and improving habitat and rivers.</li> <li>- Meet statutory requirements, eg complying with Reservoir Act duties.</li> </ul>

		<p>The Director of Finance, Resources and Business Improvement had advised that feasibility studies would assist in creating suitable schemes, and that there was a source of capital funding available within the Council's MTFS for such works.</p> <p>Further, conducting feasibility studies could lead to the progression of the joint working and other actions put forward by the Upper Medway Internal Drainage Board, Southeast Rivers Trust and Kent County Council. Please see relevant meeting minutes for further information.</p>
To increase the number of open spaces that enhance wetland biodiversity, flood storage and surface water infiltration.	<p>Cabinet Members for Environmental Services and Planning, Infrastructure and Economic Development</p> <p>Biodiversity and Climate Change Manager</p>	To bring benefits to the borough, as similar schemes had elsewhere, and build upon the Biodiversity and Climate Change Manager's work in producing business cases for numerous schemes to be implemented on single pieces of land. If the work could be linked to the biodiversity net gain, significant biodiversity improvements could be achieved.
To further explore the creation of managed wetlands, including through the D&S DPD.	<p>Cabinet Members for Environmental Services and Planning, Infrastructure and Economic Development</p> <p>Head of Spatial Planning and Economic Development</p>	This would provide increase natural flood mitigation measures, reducing surface water run-off, and slowing water flow.

<p>That a proposals map outlining the areas within the borough where the biodiversity net gain could be used to secure schemes that deliver holistic improvements to the water management cycle, be attached to the D&amp;S DPD.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Spatial Planning and Economic Development</p>	<p>This would support the creation and delivery of improvements to the water management cycle, so that the biodiversity net gain received through new developments could be maximised quickly.</p>
<p>To promote the separation of roof water from the sewer system in new build properties and property conversions and extensions, including through the D&amp;S DPD.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Spatial Planning and Economic Development</p>	<p>To reduce the burden placed on combined sewer systems and the likelihood of sewerage flooding.</p> <p>Through its review, the Group were informed that in some cases, the majority of liquid within the combined sewer systems is rain and surface water.</p>
<p>To encourage developers to consider water usage across developments and within homes, such as water saving technologies and the use of 'grey water', including through the D&amp;S DPD.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Spatial Planning and Economic Development</p>	<p>To promote mechanisms that reduce water consumption and increase water recycling from the point of development as opposed to retrofitting. The importance of making developments more water efficient was specifically raised by the Water companies consulted on the 7 February 2023.</p>
<p>That the policies informing the D&amp;S DPD would be usefully informed if Kent Flood Risk Maps were made available to the Planning and Policy service areas in developing policy documents.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p>	<p>To ensure that the recorded flood risk areas (as included within the maps) are considered when development policy documents applicable to development.</p>

<p>To explore further the use and range of policy mechanisms to recycle water and reduce water usage, both in newly built houses and existing properties.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Spatial Planning and Economic Development</p> <p>Biodiversity and Climate Change Manager</p>	<p>To promote these mechanisms for use across small- and large-scale developments; At the 22 December 2022 group meeting, the group were informed that further information on water recycling would likely be provided in the D&amp;S DPD, with the group expressing that promoting these mechanisms would prevent costly, time-consuming retrofitting measures (where possible).</p>
<p>To increase the Council's control over the implementation of planning conditions relating to Sustainable Drainage Schemes (SuDS), through the policy and development management service areas.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Spatial Planning and Economic Development and Head of Development Management</p>	<p>Through the review the mismanagement of SuD schemes was highlighted, and this action would support the ongoing discussions being had between the Head of Development Management and the Chairman and Vice-Chair of Planning Committee on how this could be addressed.</p>
<p>That Development Management review how water companies can be consulted and/or involved in the planning process.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development.</p> <p>Head of Development Management</p>	<p>To involve water companies within the planning process for a range of reasons including; promoting water efficiency, water recycling and reduced water usage within new developments, as developers may not prioritise this, to improve the water management cycle generally.</p> <p>The group recognised that any comments would carry less weight than those of statutory consultees.</p>

<p>That Development Management include the UMIDB district area within the maps provided with major planning applications.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Development Management</p>	<p>To highlight if the UMIDB district area overlapped with a proposed development, and if it is in a sensitive area for drainage, as Members have greater knowledge of their ward and any water management cycle related concerns, e.g., flooding.</p>
<p>That Development Management advise on whether Surface Water Management Plans can be used as material planning considerations.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Development Management</p>	<p>To inform Members of the document's weight, if any, when considering planning applications.</p>
<p>To review opportunities for enhancements to the building regulations for water saving, in a similar way to recent updates on the conservation of fuel and power.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Development Management</p>	<p>The group felt that the opportunities available should be reviewed as part of best practice, with any gaps to be actioned as and when they arise through the building control service. In part, this can be linked to the feedback given by the water companies on the 7 February 2023.</p>
<p>That when developments come forward in the town centre and adjoining areas, obstacles should either be removed or alleviated, to remove unnecessary restrictions on water courses, which reduce the flow rate, nutrient enrichment and wildlife corridors.</p>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Head of Development Management</p>	<p>As outlined in the recommendation, to remove unnecessary restrictions on water courses, which reduce the flow rate, nutrient enrichment and wildlife corridors, that may impact the area local to the development.</p>
<p>That an annual 'roundtable' meeting be established between Parish, District and County elected Members and Officers (from both authorities), to discuss local issues</p>	<p>Cabinet Members for Communities, Leisure and Arts, Environmental Services and Planning, Infrastructure and Economic Development</p>	<p>To ensure that local knowledge is maintained and 'passed down' to prevent negative impacts to the area, such as flooding and property damage, through the water management cycle.</p>

and knowledge relating to the Water Management Cycle, by geographical area (North, Central & Southern Maidstone).	Director of Finance, Resources and Business Improvement; Emergency Planning and Resilience Manager; Head of Development Management; Head of Spatial Planning and Economic Development and Biodiversity and Climate Change Manager.	This knowledge is often lost over time, particularly when there are no written records of historic mitigation measures.
That local 'highway and surface water <i>flooding</i> hotspots' be identified with the Borough and County Members, and meetings organised with KCC, National Highways and the relevant Water Companies as applicable	Cabinet Members for Communities, Leisure and Arts, Environmental Services and Planning, Infrastructure and Economic Development.	To proactively manage any impacts from flooding and/or water management cycle related matters, by consulting the relevant parties to seek improvements.
The Community Protection Team contact local care home providers to remind them of the ability to register as 'priority customers' with the relevant water utilities.	Cabinet Member for Housing and Health  Community and Strategic Partnerships Manager	To ensure that local care homes are able to access water supplies during times of disruption, and that vulnerable residents are suitably supported and prioritised.
That the Council proactively identify water management cycle related matters for inclusion at events such as the Local Government Association Conference and Rural Urban Commission	Cabinet Members for Environmental Services and Planning, Infrastructure and Economic Development	To increase the attention given to the Water Management Cycle nationally as well as locally.

That the contents of the documents provided by Southern Water be endorsed, with the synergy between the company and the working group noted.	Cabinet Member for Planning, Infrastructure and Economic Development	The formally note and draw attention to the synergy between Southern Water and the Group during the review.
That the support expressed from both Southeast Water and Southern Water to use the Heathlands Garden Community, if agreed, as a showcase to demonstrate innovative and efficient water usage, be supported and noted.	Leader of the Council	The group felt that this was important to note formally as part of the review, arising from the group's ambitions to introduce new and innovative measures in the future.
That any development and/or improvement schemes to the Former Royal Mail Sorting Office demonstrate innovative and efficient water usage mechanisms, be noted.	Cabinet (relevant Cabinet Member would be identified depending on the type of development and/or improvement scheme being implemented)	As above, particularly as the site is a brownfield site which could lead to alternative measures being used to demonstrate innovation and efficient water usage mechanisms.
That Kent County Council be requested to update the Surface Water Management Plans for Maidstone, including locals plans where these have been produced for wards, as a matter of urgency.	Cabinet Member for Planning, Infrastructure and Economic Development  Kent County Council	Surface Water Management Plans (SWMP) are studies that aim to understand flood risks arising from local flooding. As this has likely changed since 2013 when the existing Maidstone SWMP was produced, the group felt it was imperative for an updated version to be produced.

<p>That the Water Companies (Southeast Water and Southern Water) be consulted on:</p> <ul style="list-style-type: none"> <li>• whether they would conduct an information campaign and provide funding for household schemes to minimise roof run-off into the sewer system;</li> <li>• obtaining accurate information on water consumption, to be linked to educational campaigns to reduce water usage;</li> <li>• Investigation of the potential for creation of a new reedbed/wetland at Harrietsham Water Treatment Work to reduce ingress of Phosphates and Nitrates into the River Len; and</li> <li>• Reconsider the emerging proposal to increase abstraction rates, for example at Hockers Lane</li> </ul>	<p>Cabinet Member for Planning, Infrastructure and Economic Development</p> <p>Southeast and Southern Water</p>	<p>The provision of funding would encourage individual households to implement schemes to minimise roof run-off and reduce the likelihood of combined sewer flooding.</p> <p>The use of accurate water usage data would enable educational campaigns to be better targeted to achieve results. This was discussed during the 7 February 2023 meeting.</p>
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<p>Detling and other sites within the borough, to mitigate likely resultant harm to downstream wetlands and to water courses. Where this does take place, monitoring the abstraction increase to take place to ensure the effects are properly understood and can be mitigated if necessary.</p>		
<p>That a second phase review be commenced in the 2023/23 Municipal Year.</p>	<p>Overview and Scrutiny Committee</p>	<p>To allow the working group to review the outstanding matters (as contained within Appendix 3 to this report). This would involve the Committee re-appointing the working group post May 2023.</p>

The following table outlines the actions and/or requests to be explored in a second-phase review. Where put forward by external stakeholders, permission has been given to include these:

<b>Origin</b>	<b>Request</b>
Working Group Meetings	To further consider farmland run-off and riparian rights, receipt of information from National Highways and to attempt re-contacting the Environment Agency for its input.
Request from Upper Medway Internal Drainage Board	To lobby central government for secondary and tertiary legislation required to allow IDBs to actively work within catchment areas and levy those within it to support the work's completion.
Request from Southeast Rivers Trust	To fit passive collectors in the river to collect and dispose of plastic waste and prevent it impacting downstream and oceans
	Increased funding and resource provision.
	To lobby central government on the funding available to replace the funding previously provided by the European Union to support project delivery.
Following consultation with Kent County Council	To consider lobbying central government on applying the principle of nutrient neutrality across all water courses.
Following consultation with Southeast Water	To consider lobbying central government to provide legislative powers to Southeast Water and similar organisations, to enable them to take action against illegal water usage.
	To explore greater avenues to allow water companies to be involved in the planning process, such as via a working group.

Following consultation with Southern Water

To explore greater avenues to allow water companies to be involved in the planning process, such as via a working group.

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

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

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

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

<p><b>To organise an Annual Community Safety Partnership Event, with all partners in attendance.</b></p> <p>See Greater Communications theme below.</p> <p>44</p>	<p>Cabinet Member for Housing and Health</p>	<p><i>Explanation provided as applicable</i></p>	<p>The Safer Maidstone Partnership facilitates an annual event where partners are asked to consider the data collated in the Strategic Assessment and to contribute towards the development of action plans and areas of focus for the partnership.</p> <p>A public facing conference has been considered, however it was felt that it would be more impactful to deliver events focussed on more specific areas of Community Safety, such as Violence Against Women and Girls and Youth Safety. Events of this nature have been hosted; publicising of these events can be improved and will be a focus for future events. These will be complemented by regular “pop-up” public engagement events, such as Walk and Talks, which are undertaken by the Town Centre Task Force and focus on contemporary high priority themes, including Safety of Women and Girls, Pride and Knife Crime.</p> 	<p>Community and Strategic Partnerships Manager</p>
<p><b>To circulate the Communications Team’s updated</b></p>	<p>Cabinet Member for Housing and Health</p>		<p>The Community Protection and Safer Streets Communications Plans are regularly updated and are</p>	<p>Communications Manager</p>

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

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

<p><b>b. Publicise their community engagement plans, to allow the Council to align its communications actions to this.</b></p> <p>See Greater Communications theme below.</p> <p>46</p>			<p>general policing activities. In Maidstone this has also included updates for collaborative work.</p> <p>Members of the public can choose what information they receive and how they receive it – whether that’s by email, text or voice mail. They can also share or reply to the messages they receive, enabling improved two-way communication, information sharing and problem-solving opportunities for the force. Throughout June there will be an increase in promoting the use of MCV to businesses, with officers distributing information directly into businesses, as well as promotion through both MBC and One Maidstone social media.</p> <p>All elected members are encouraged to promote the use of <a href="#">My Community Voice</a> in their areas and through their surgeries and newsletters as appropriate.</p> <p>The Communications team will promote ‘My Community Voice’ through the MBC Stay Connected ‘Safe Clean and Green’ newsletter.</p>	
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<p>47</p>			<p>b) As detailed in the response to the first recommendation, the Town Centre Task Force meet monthly, and the partnership Communications Plan is discussed as a standard agenda item. This will extend to the new Neighbourhood Task Force to ensure communications considered for each operation and when developing engagement activities.</p>	 <p>The graphic shows the 'My Community Voice' logo with the tagline 'Protecting the neighbourhoods of Kent and Medway'. Below the logo, it states 'MCV is a two-way engagement tool brought to you by Kent Police'. There are four main features listed: 'Find out what's happening in your area' (with a megaphone icon), 'Receive alerts from your local officers' (with a person icon), 'Tell us what matters most to you' (with a group of people icon), and 'Sign up today and make your voice count' (with a hand icon). A QR code is also present at the bottom right, and the website 'www.MyCommunityVoiceKent.co.uk' is mentioned at the bottom.</p>
<p><b>That the British Transport Police and Southeastern Railways be reminded that the displacement of anti-social behaviour from the town centre to wider areas would be better managed if train tickets were checked on a regular basis.</b></p>	<p>Cabinet Member for Housing and Health</p>		<p>Links with South-eastern Railway are being developed with new Service Level Agreements are in place for information sharing. Maidstone's stations are not seen as high priorities, it is therefore unlikely that barriers will be implemented as they would need to be staffed.</p> <p>The work of the District Contextual Safeguarding Meeting has identified groups using the rail network and work has been undertaken with police, partners and BTP to challenge them. With levels of ASB now falling in the Town Centre, work will continue with an intelligence led approach.</p> <p>The Violence Reduction Unit have funded the Switch Youth Café to undertake joint operations with BTP and their Outreach Workers, providing a presence on the trains across the network, to specifically engage with young people.</p>	

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

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

<p><b>To provide Members with the contact details for the various reporting mechanisms outlined in cluster contact sheets.</b></p> <p>See Member Engagement theme below.</p> <p>49</p>	<p>Cabinet Member for Housing and Health</p>		<p>Contact sheets are being updated to reflect the new Sergeants and Beat Officers for Members’ use only. The following information is also included for residents. These will be updated to include BTP’s App too.</p> <p><b>Information for residents</b></p> <p>MBC and Kent police build processes that support residents. It’s important that they use the following to ensure issues are recorded and safeguarding issues can be monitored.</p> <p><b>Police matters:</b></p>  <p><a href="#">My Community Voice</a> (MCV) is a two-way engagement tool set up by Kent Police for residents, businesses and community groups in Kent and Medway. MCV will enable Kent Police to update users with news, alerts, appeals, engagement events and general policing activities. Members of the public can choose what information they receive from us and how they receive it – whether that’s by email, text or voice mail. They can also share or reply to the messages they receive, enabling improved two-way communication, information sharing and problem-solving opportunities for the force.</p> <p>Residents should be encouraged to report all crimes and ASB to the police. The easiest way to do this is by calling</p>	<p>Head of Housing and Regulatory Services</p>
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Appendix 2 - Overview and Scrutiny Recommendation Action and Implementation Plan (SCRAIP)

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



**#Maidsafer**  
working together makes Maidstone safe

**Limited opportunity!**  
**Free online training offer, on your own or with a team. A scientifically proven approach from an internationally renowned trainer**

**Tackling and Managing Male Based Violence Training**

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

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





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

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

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

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

<p><b>To encourage continued engagement from Members with Council activities, such as Member Briefings.</b></p> <p>See Member Engagement theme below.</p>	<p>Cabinet Member for Housing and Health/ Communities, Leisure and Arts</p>		<p>Officers welcome this suggestion, to ensure members benefit from the inputs to improve their awareness and understanding of a range of community safety matters.</p>	<p>Community and Strategic Partnerships Manager</p>
<p>52</p> <p><b>To circulate the information provided to Town Centre Ward Members at the Town Centre Street Scene Meetings relating to safety in the town centre, to Members of the Overview and Scrutiny Committee acting as the Crime and Disorder Committee.</b></p>	<p>Cabinet Member for Housing and Health</p>		<p>The Street Scene Group is overseen by Our Environment and Public Realm team.</p> <p>**** We are discussing with the team how this information is best shared and will update the response when we have the recommendation from the team ***</p>	<p>Head of Environment and Public Realm</p>

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

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

### **Greater Communications Theme**

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

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

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

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

### **Member Engagement Theme**

Overall Outcome: To provide improved support to Members.

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

### **Future Actions Theme**

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

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

**CABINET**

**26 JULY 2023**

**Reference from Planning, Infrastructure and Economic Development Policy Advisory Committee – Notice of Motion – Town Centre Strategy**

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
PIED PAC	7 June 2023
Cabinet	28 July 2023

<b>Wards affected</b>	All, with particular impact for Bridge, High Street, East, Fant and North Wards.
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**Executive Summary**

At its meeting on the 7 June 2023, the Planning, Infrastructure and Economic Development Policy Advisory Committee (PIED PAC) considered the motion moved and seconded at the Council meeting held on 19 April 2023. The Motion concerned the Town Centre Strategy, and the Mayor referred the matter to the Economic Regeneration and Leisure Policy Advisory Committee (matter now covered by the Planning, Infrastructure and Economic Development Policy Advisory Committee).

The PIED PAC’s consideration of the motion is outlined within this reference.

**This report makes the following recommendation:**

That the Cabinet consider the motion relating to the Town Centre Strategy.

# Reference from Planning, Infrastructure and Economic Development Policy Advisory Committee – Motion on Notice – Town Centre Strategy

## 1. REASONS FOR RECOMMENDATION

1.1 At its meeting on the 7 June 2023, the PIED PAC considered the Motion on Notice – Town Centre Strategy, as moved and seconded at the Council Meeting held on 19 April 2023.

1.2 The original motion is outlined below:

*The Council is currently preparing a new Town Centre Strategy to guide the development of Maidstone for the next 10/30 years. As the report of 4 April 2023 to the Economic Regeneration and Leisure Policy Advisory Committee stated, all party consensus is essential to this project as it will clearly span multiple administrations over that time. Whilst a number of subject stakeholder Groups have been established there is one key group missing. There is no formal stakeholder consultation group set up for the representatives of the residents most closely affected, those in the current wards of Bridge, East, Fant, High Street and North. This can be addressed by establishing a formal stakeholder consultation group of the Councillors for these areas. The needs of residents close to the Town Centre are of a different nature to those who only visit it periodically, it is where local residents go for local shopping needs as well as their local pubs and restaurants and for local leisure and sports needs. It is a Town Centre for where they live on a daily basis rather than visit as a destination.*

*It is therefore resolved that:*

- 1. The Council continues with the Town Centre Strategy on the basis of obtaining all party support; and*
- 2. A Consultation Stakeholder Group of Town Centre Councillors for the current wards of Bridge, East, Fant, High Street and North be established so they can represent the needs of the local communities in and adjacent to the Town Centre area.*

1.3 The (draft) minute of the item's consideration is outlined below:

*The Cabinet Member for Planning, Infrastructure and Economic Development introduced the reference, outlining the previously agreed governance arrangements for the Town Centre Strategy which included the formation of a Town Centre User Group (the Group). The Group would include Elected Members from Wards in the local vicinity of the Town Centre and was expected to meet for the first time in June 2023. An additional stakeholder group was not required, given the engagement that would take place with the Group alongside the previous input with Members through Town Centre Walk-about, and the ongoing engagement with Political Group Leaders.*

*The Chief Executive emphasised that Members would have many opportunities to be involved in the Town Centre Strategy and associated delivery plan's development; there would be an extensive period of engagement before the Strategy was formally adopted; this is currently planned to occur by the end of the calendar year. Reassurance was given that the Group had been created in recognition of the role of the town centre for people who live there or in the surrounding areas to the Town Centre, as well as those that visit the area.*

*The seconder of the original motion at Council supported the engagement being undertaken through the Group and with political group leaders.*

*The Committee felt that no further recommendations on the reference were required, as since the motion was originally considered by Full Council the Group had been formed and was meeting in the near future.*

**RESOLVED:** That

1. *It be noted that the seconder of the motion supports the Town Centre User Group and welcomes that it has been convened; and*
2. *The Committee does not have any further recommendations to the Cabinet.*

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## **2. ALTERNATIVES CONSIDERED AND WHY NOT RECOMMENDED**

2.1 Not Applicable.

## **3. REPORT APPENDICES**

Appendix 1 – Briefing Note, Motion on Town Centre Strategy.

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## **4. BACKGROUND PAPERS**

Minutes of the Council Meeting held on 19 April 2023: [Your Councillors - Maidstone Borough Council](#)

Agenda for the Planning, Infrastructure and Economic Development Policy Advisory Committee held on 7 June 2023: [Your Councillors - Maidstone Borough Council](#)

## Full Council 19<sup>th</sup> April 2023

### Briefing note – Motion on Town Centre Strategy

The purpose of this briefing note is to provide context for members' consideration of the Motion concerning Town Centre Strategy development on Full Council's agenda for 19<sup>th</sup> April 2023.

The Motion is

#### Town Centre Strategy

The Council is currently preparing a new Town Centre Strategy to guide the development of Maidstone for the next 10/30 years. As the report of 4 April 2023 to the Economic, Regeneration and Leisure Policy Advisory Committee stated, all party consensus is essential to this project as it will clearly span multiple administrations over that time. Whilst a number of subject stakeholder groups have been established there is one key group missing. There is no formal stakeholder group set up for the representatives of the residents most closely affected, those in the current wards of Bridge, East, Fant, High Street and North. This can be addressed by establishing a formal stakeholder group of the Councillors for these areas. The needs of residents close to the Town Centre are of a different nature to those who only visit periodically, it is where residents go for local shopping needs as well as their local pubs and restaurants and for local leisure and sports needs. It is a Town Centre for where they live on a daily basis rather than visit as a destination.

It is therefore resolved that

1. The Council continues with the Town Centre Strategy on the basis of obtaining all party support; and
2. A Consultation Stakeholder Group of Town centre Councillors for the current wards of bridge, Fant, High Street and North be established so they can represent the needs of the local communities in and adjacent to the Town Centre area.

#### Background

An update report on the development of a Town Centre Strategy was presented to the Economic Regeneration and Leisure Policy Advisory Committee on 4<sup>th</sup> April 2023 and subsequently to the Executive on 18<sup>th</sup> April 2023. This followed consideration of scope, political governance, managerial arrangements and procurement of a professional team to enable delivery of the strategy on several occasions by the Policy and Resources Committee in 2021 and 2022 – which included consultation

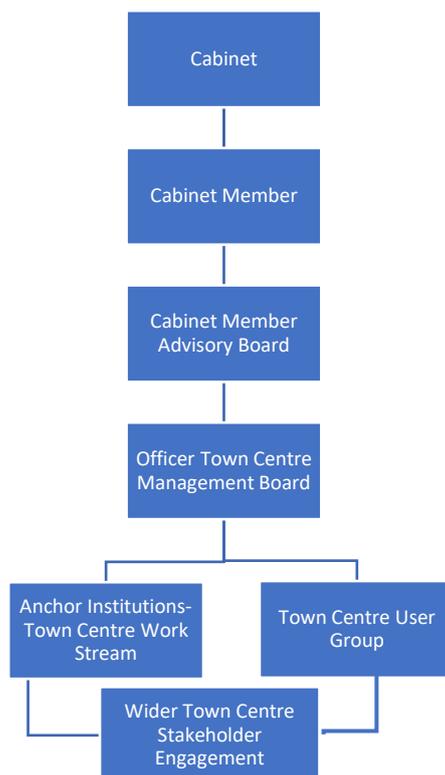
and feedback from the other three service committees in place at the time. This reflects the considerable investment of time and effort in seeking and responding to the views of members across the political spectrum.

In the April 2023 update report several key challenges and “must get right” issues were identified. These included reference to the importance of “Political buy-in and cross-party **engagement** with politicians with short-, medium- and long-term goals”. This is consistent with the long-held aspiration to make every endeavour to secure input and as far as practical achieve consensus in terms of the content of the Town Centre Strategy. It was stated that this will be achieved through the work of our professional team “We Made That” by means of engagement with the executive, presence at Policy Advisory Committees and a series of themed stakeholder sessions including town centre organisations such as the Business Improvement District.

In earlier reports proposed arrangements for governance were set out; this was followed by consultation with all the council’s service committees in place at the time during the November 2021 committee cycle and culminated in a decision by the Policy and Resources Committee on 23<sup>rd</sup> March 2022. All parties at the time were represented on this Committee. Amongst other things the report sought the committee’s agreement to a potential governance structure that would commence in the next municipal year, and a process of engagement to commence in parallel with the new governance structure. The Committee agreed the proposed governance structure and the principles of the proposed engagement strategy contained in the report.

### **Governance and engagement arrangements in place**

The governance arrangements agreed are shown in the diagram below. Some of the terminology subsequently changed; the Constitution adopted in May 2022 uses the term Executive rather than the Cabinet and Policy Advisory Committees rather than Cabinet Advisory Boards although the role is similar and place in the governance system is the same.



In addition, the report proposed, and it was agreed that

- post May 2022, executive political leadership and oversight will be provided by the new Cabinet - with component parts of the strategy and work programme falling under the purview of the appropriate Cabinet Member/Cabinet Member Advisory Board, Officer Town Centre Management Board, Anchor Institutions Town Centre Work Stream, Wider Town Centre Stakeholder Engagement and Town Centre User Group and the Cabinet Member for the purposes of day-to-day decision making. This would be supported by quarterly update reports to Cabinet. Reports have been presented less than quarterly in October 2022 and April 2023 reflecting key milestones in the project and the work needed to reach these points.
- The approach of the Town Centre Strategy engagement strategy would be to achieve
  - the re-invention and renaissance of Maidstone town centre as an exemplar of sustainability
  - a strong focus around heritage, arts, culture, leisure and the visitor economy
  - creating a place where people want to live and feel safe
  - an equal emphasis upon the town centre as a district/regional destination for those visiting it from within the borough and beyond, and its role as a local centre for those who live in the town centre or in the surrounding area

- The key aims of this engagement were
  - To raise awareness of the strategy
  - To ensure transparency
  - Provide the basis of evidence-based decision making
  - To work in partnership with and gain feedback from local organisations and businesses
  - To gain feedback from local people and others who use the town centre on what they would like to see in its future
  - To obtain feedback from those who do not use the town centre and the reasons for this
  - To ensure that all sections of the community and wider stakeholders can access the consultation
  - To ensure wide engagement and an appropriate cross section of community involvement
  - To co-design where possible
  - To test spatial ideas and options to see if they successfully address the community's aspirations
  - To test draft proposals and plan for consultation with stakeholders and the community
- To establish a town centre user group to act as a source of ideas and a sounding board as the strategy and action plan are developed. This would include elected members from the wards in the immediate vicinity of the town centre, ensuring cross party participation
- Councillor workshops would be arranged at key points in the strategy development process to enable all members to contribute views, ideas and feedback

**In practice the following actions have been taken**

- Political Leadership and oversight have been provided by the Executive
- Before reports have been considered by the Executive, they have been subject of pre-decision consideration by the Economic Regeneration and Leisure Policy Advisory Committee
- Managerial leadership has been provided through an officer project board, chaired by the Chief Executive, and supported by a project manager; due to a range of work commitments operational leadership has been undertaken on various workstreams by the Directors of Regeneration and Place and Strategy Governance and Insight rather than as originally envisaged as being by the Interim Director for the Local Plan
- The Maidstone Anchor Institutions Group was established in Spring 2022; it has met to consider the use of UK Shared Prosperity Fund resources which are being focussed on the town centre and has

- considered the approach to Town Centre Strategy at its two subsequent meetings on 9<sup>th</sup> November 2022 and 13<sup>th</sup> March 2023
- Stakeholder engagement took place to inform the brief for the Town Centre Strategy professional team in September 2022; facilitated by Mutual Ventures this workshop looked at the challenges and opportunities in Maidstone Town Centre across five themes and asked attendees to come up with possible actions to address these. The event was attended by more than 50 representatives from local businesses, the voluntary and community sector, faith and arts and heritage-based organisations.
  - Four themed workshops for stakeholders were held in March 2023 covering Health and Well-Being, Accessibility and Active Travel, Community and Vibrant Place
  - [Walking Workshops \(Members & Officers\)](#); all (14) members from Bridge, East, Fant, High Street and North Wards were invited to attend one of two walking workshops in the Town Centre. The first session on 15<sup>th</sup> February was attended by three Councillors; the second session on 9<sup>th</sup> March was attended by four Councillors. The aims of the sessions were to understand what the ward members consider to be key areas for improvement and change in the Town Centre to feed into the development of the Town Centre Strategy. This was then followed up by an hour session in Maidstone House to further develop and discuss ideas.
  - A Town Centre user group has not yet been established; the views of ward members have been captured by means of walking workshops and the views of the public captured to inform challenges and aspirations (see below)
  - The views of the public have been captured via MBC's [Resident Survey – Summer 2022](#) (as part of this survey we asked people to tell us what they wanted Maidstone Town Centre to be. We received 77 comments from events and 214 were received through the Council's engagement platform, a total of 291 comments. [Community Safety Survey – September 2021](#) - respondents were provided with a free text box and were asked to tell us about any areas in the borough where they feel unsafe 638 comments were received; 559 (88%) related to the town centre. [Budget Survey – November 2022](#); 47 comments relating to the town centre that were submitted as part of this survey. The information collected has been shared with our professional team to inform the analysis of the current position, the challenges and what the strategy needs to focus on improving.

### **Further planned engagement**

- **Business Owners** - focus groups with commercial businesses in the Town Centre are being planned for May/June 2023
- Public engagement including at a physical location in the Town Centre on the draft strategy is due to be undertaken by We Made That in June/July 2023.
- **Stakeholder Summits - in** person events which aim to build on the previous town centre event in September 2022, to inform stakeholders on the development of the masterplan and engage participants in a creative discussion with propositional thoughts. Attendance will be by invite only to include relevant stakeholders from previous events. They are due to happen in July and will be run by We Made That

### **Provisions in the Constitution concerning consulting ward members**

This is covered in the Member/Officer protocol where the key points of direct relevance to the Motion are

- whenever the Council undertakes any form of consultative exercise on a local issue the Ward Members should be notified at the outset of the exercise – this means for example when consultation is conducted on the Town centre Strategy then ward members will be advised
- Officers may only attend meetings called by Ward Members in an official capacity if this attendance is approved by a Chief Officer/Head of Service – this means that if ward members wished to meet collectively concerning the Town Centre Strategy and invite officers then there is provision for this to happen

It has also been a matter of practice for officers to discuss issues that have an impact on a particular ward(s) greater than others to discuss them with Ward Members as appropriate. This is reflected in our report template which reminds officers to consult with ward members as required before an agenda is published.

## MAIDSTONE BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 JULY 2023 TO 31 OCTOBER 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:

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

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**David Burton**  
**Leader of the Council**

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Cabinet Member</b>	<b>Expected Date of Decision</b>	<b>Key</b>	<b>Exempt</b>	<b>Proposed Consultees / Method of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
<p>Revisions to the Covert Surveillance and Access to Communications Data Policy and Guidance Notes</p> <p>The RIPA Co-ordinating Officer is required to review and revise the Council's Policy, where necessary, every year.</p> <p>99</p>	Cabinet Member for Housing and Health	Cabinet Member for Housing and Health	18 Jul 2023	No	No Open	<p>Housing, Health and Environment Policy Advisory Committee 11 Jul 2023</p> <p>CLr Parfitt-Reid has been consulted as Lead Member for Housing and Health. The report will be presented to CLT and HHE PAC.</p>	Revisions to the Covert Surveillance and Access to Communications Data Policy and Guidance Notes	<p><b>Gary Rowland</b></p> <p>Senior Lawyer, Corporate Governance</p> <p>gary.rowland@midkent.gov.uk</p>
4th Quarter Finance, Performance & Risk Monitoring Report	Cabinet	Cabinet Member for Corporate Services.	26 Jul 2023	No	No Open	Corporate Services Policy Advisory Committee 14 Jun 2023	4th Quarter Finance, Performance & Risk Monitoring Report	<p><b>Paul Holland</b></p> <p>paulholland@maidstone.gov.uk</p>
4th Quarter Financial Update & Performance Monitoring Report	Cabinet	Cabinet Member for Housing and Health	26 Jul 2023	No	No Open	Communities, Leisure & Arts Policy Advisory Committee 6 Jun 2023	4th Quarter Financial Update & Performance Monitoring Report	<p><b>Paul Holland</b></p> <p>paulholland@maidstone.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
67						<p>Planning, Infrastructure and Economic Development Policy Advisory Committee 7 Jun 2023</p> <p>Housing, Health and Environment Policy Advisory Committee 13 Jun 2023</p>		
<p>Report of the Water Management Cycle Working Group (Overview and Scrutiny Committee) - Water Management Cycle</p> <p>A report outlining the actions taken and recommended actions produced from the Water Management Cycle Review.</p>	Cabinet	All	26 Jul 2023	No	No Open	The report was submitted by the Working Group to the Overview and Scrutiny Committee in April for review and approval.	Report of the Water Management Cycle Working Group (Overview and Scrutiny Committee) - Water Management Cycle	<p><b>Oliviya Parfitt</b></p> <p>oliviyparfitt@maidstone.gov.uk</p>

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Lead Member</b>	<b>Expected Date of Decision</b>	<b>Key</b>	<b>Exempt</b>	<b>Proposed Consultees / Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
Strategic CIL Assessments & Spend  88	Cabinet	Cabinet Member for Planning, Infrastructure and Economic Development	26 Jul 2023	Yes	No Open	Planning and Infrastructure Policy Advisory Committee 30 Mar 2023	Strategic CIL Assessments & Spend	<b>William Cornall, Rob Jarman, Carole Williams</b>  Director of Regeneration & Place, Head of Development Management,  williamcornall@maidstone.gov.uk, Robjarman@maidstone.gov.uk, carolewilliams@maidstone.gov.uk
Cobtree Golf Course  A report on Cobtree Golf Course	Cobtree Manor Estate Charity Committee	Leader of the Council	26 Jul 2023	Yes	No Part exempt		Cobtree Golf Course	<b>Mike Evans</b>  mikeevans@maidstone.gov.uk
Medium Term Financial Strategy 2024 - 2029 Update on the MTFs for the next 5 year period 2024 to 2029.	Cabinet	Cabinet Member for Corporate Services.	26 Jul 2023	Yes	No Open	Corporate Services Policy Advisory Committee 12 Jul 2023	Medium Term Financial Strategy 2024 - 2029	<b>Mark Green, Adrian Lovegrove</b>  Director of Finance, Resources & Business

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Lead Member</b>	<b>Expected Date of Decision</b>	<b>Key</b>	<b>Exempt</b>	<b>Proposed Consultees / Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
It sets the financial strategy including assumptions we are currently working to.								Improvement, Head of Finance  markgreen@maidstone.gov.uk, adrianlovegrove@maidstone.gov.uk
Archbishop's Palace <del>Archbishop's Palace - Next Steps</del>	Cabinet	Cabinet Member for Corporate Services.	26 Jul 2023	No	No Part exempt	Corporate Services Policy Advisory Committee 12 Jul 2023  Public consultation (already undertaken)	Archbishop's Palace	<b>Mark Green</b>  Director of Finance, Resources & Business Improvement  markgreen@maidstone.gov.uk
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	Communities, Leisure and Arts Policy Advisory Committee 4 Jul 2023	Biodiversity and Climate Change Action Plan Update and Cost for Achieving Net Zero 2030	<b>James Wilderspin</b>  Biodiversity and Climate Change Manager  jameswilderspin@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
70						Planning, Infrastructure and Economic Development Policy Advisory Committee 5 Jul 2023  Housing, Health and Environment Policy Advisory Committee 11 Jul 2023  Corporate Services Policy Advisory Committee 12 Jul 2023		
Corporate Planning Timetable report on process for updating the strategic plan and MTFS timetable	Cabinet	Cabinet Member for Corporate Services.	26 Jul 2023	No	No Open	Corporate Services Policy Advisory Committee 12 Jul 2023  informal cabinet CS PAC	Corporate Planning Timetable	<b>Angela Woodhouse</b>  Director of Strategy, Insight & Governance  angelawoodhouse@maidstone.gov.uk

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Lead Member</b>	<b>Expected Date of Decision</b>	<b>Key</b>	<b>Exempt</b>	<b>Proposed Consultees / Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
<p>Communication and Engagement Strategy, Action Plan for 2023-24</p> <p>Plan for external engagement activities in 2023/24</p>	Cabinet	Cabinet Member for Communities, Leisure and Arts	26 Jul 2023	No	No Open	<p>Communities, Leisure and Arts Policy Advisory Committee 4 Jul 2023</p> <p>plan developed with services</p>	<p>Communication and Engagement Strategy, Action Plan for 2023-24</p>	<p><b>Angela Woodhouse</b></p> <p>Director of Strategy, Insight &amp; Governance</p> <p>angelawoodhouse@maidstone.gov.uk</p>
<p>Housing Strategy 2023 - 28 Action Plan → Recommending Adoption by the Cabinet Member for Housing and Health of the Housing Strategy Action Plan 2023-28</p>	Cabinet Member for Housing and Health	Cabinet Member for Housing and Health	25 Jul 2023	No	No Open	<p>Housing, Health and Environment Policy Advisory Committee 11 Jul 2023</p>	<p>Housing Strategy 2023 - 28 Action Plan</p>	<p><b>Hannah Gaston</b></p> <p>hannahgaston@maidstone.gov.uk</p>
<p>Public Spaces Protection Order – Town Centre Renewal</p> <p>The Town Centre PSPO will expire in September 2023 and needs to be renewed. The report will provide an update on the use of the PSPO and how it remains a useful tool in tackling unwanted</p>	Cabinet Member for Housing and Health	Cabinet Member for Housing and Health	Before 10 Aug 2023	Yes	No	<p>Housing, Health and Environment Policy Advisory Committee 11 Jul 2023</p>	<p>Public Spaces Protection Order – Town Centre Renewal</p>	<p><b>Martyn Jeynes</b></p> <p>martynjeynes@maidstone.gov.uk</p>

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Lead Member</b>	<b>Expected Date of Decision</b>	<b>Key</b>	<b>Exempt</b>	<b>Proposed Consultees / Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
behaviour, alongside other powers and processes which are also used.								
<p>Maidstone Local Plan Review: Proposed Main Modifications and Minor Changes</p> <p>Report seeking authority from Cabinet via PIED PAC to consult on the Local Plan Review Inspector's 'Main Modifications' as part of the ongoing Independent Examination. Various other matters to be published at same time and report sets these out.</p>	Cabinet	Cabinet Member for Planning, Infrastructure and Economic Development	14th Aug 2023	No	No Open	Planning, Infrastructure and Economic Development Policy Advisory Committee 1 Aug 2023	Maidstone Local Plan Review: Proposed Main Modifications and Minor Changes	<p><b>Mark Egerton, Erik Nilsen</b></p> <p>markegerton@maidstone.gov.uk, ErikNilsen@Maidstone.gov.uk</p>
<p>MBC Response to the Kent Minerals and Waste Plan Review</p> <p>MBC response to the consultation on the Kent Minerals and Waste Local Plan Review</p>	Cabinet	Cabinet Member for Planning, Infrastructure and Economic Development	20 Sep 203	No	No Open	Planning, Infrastructure and Economic Development Policy Advisory Committee 1 Aug 2023	MBC Response to the Kent Minerals and Waste Plan Review	<p><b>Helen Garnett</b></p> <p>helengarnett@maidstone.gov.uk</p>

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Lead Member</b>	<b>Expected Date of Decision</b>	<b>Key</b>	<b>Exempt</b>	<b>Proposed Consultees / Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
Housing Revenue Account  The report sets out the options for management and financial accounting of the 1,000 new affordable homes.	Cabinet	Cabinet Member for Housing and Health	20 Sep 2023	Yes	No Open	Housing, Health and Environment Policy Advisory Committee 7 Sep 2023	Housing Revenue Account	<b>John Littlemore</b>  Head of Housing & Regulatory Services  johnlittlemore@maidstone.gov.uk
1st Quarter Finance, Performance and Risk Monitoring Report 13	Cabinet	Cabinet Member for Corporate Services.	20 Sep 2023	No	No Open	Corporate Services Policy Advisory Committee 11 Sep 2023	1st Quarter Finance, Performance and Risk Monitoring Report	<b>Paul Holland</b>  paulholland@maidstone.gov.uk
1st Quarter Financial Update & Performance Monitoring Report	Cabinet	Cabinet Member for Housing and Health	20 Sep 2023	No	No Open	Communities, Leisure and Arts Policy Advisory Committee 5 Sep 2023  Planning, Infrastructure and Economic Development Policy Advisory Committee 6 Sep 2023 Housing, Health and Environment	1st Quarter Financial Update & Performance Monitoring Report	<b>Paul Holland</b>  paulholland@maidstone.gov.uk

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Lead Member</b>	<b>Expected Date of Decision</b>	<b>Key</b>	<b>Exempt</b>	<b>Proposed Consultees / Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
						<p>Policy Advisory Committee 7 Sep 2023</p> <p>Corporate Services Policy Advisory Committee 11 Sep 2023</p>		
<p>Medium Term Financial Strategy 2024 to 2029 - Capital Programme.</p> <p><del>Detail</del> of the 5 year capital programme for inclusion in the budget for 2024/25 onwards.</p>	Cabinet	Cabinet Member for Corporate Services.	20 Sep 2023	Yes	No Open	Corporate Services Policy Advisory Committee 11 Sep 2023	Medium Term Financial Strategy 2024 to 2029 - Capital Programme	<p><b>Paul Holland, Adrian Lovegrove</b></p> <p>Head of Finance</p> <p>paulholland@maidstone.gov.uk, adrianlovegrove@maidstone.gov.uk</p>
<p>Air Quality Action Plan</p> <p>Air quality action plan developed as a result of revised air quality management area</p>	Cabinet	Cabinet Member for Housing and Health	20 Sep 2023	No	No Open	Housing, Health and Environment Policy Advisory Committee 7 Sep 2023	Air Quality Action Plan	<p><b>Duncan Haynes, Stuart Maxwell</b></p> <p>duncan.haynes@midkent.gov.uk, stuart.maxwell@midkent.gov.uk</p>

<b>CABINET</b>	<b>26 JULY 2023</b>
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## Strategic CIL Assessment & Spend Report

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Planning, Infrastructure and Economic Development PAC	7 June 2023
Cabinet	26 July 2023

<b>Will this be a Key Decision?</b>	Yes
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Cabinet Member for Planning, Infrastructure and Economic Development
<b>Lead Head of Service</b>	Rob Jarman
<b>Lead Officer and Report Author</b>	Rob Jarman
<b>Classification</b>	Public
<b>Wards affected</b>	All

<b>Executive Summary</b>	<p>As per the approved CIL governance arrangements, and in relation to the Strategic CIL Bidding Cycle 2021/22, this report is to be considered before the Cabinet is delegated to approve projects for the allocation of the Strategic CIL Funding, as recommended within this report.</p> <p>Four infrastructure projects are recommended for Strategic CIL funding: Linton Crossroads; Junction 7 of the M20; Heather House community facilities; and St Faith’s Community Centre. These have all been subject to an external moderation report by Turley consultancy (Appendix 1) and internal officer preliminary evaluation (Appendix 2). Appendix 3 sets out all the meetings held by the CIL Steering Board.</p>
<b>Purpose of Report</b>	Decision on CIL spend

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

1. Cabinet is recommended to agree that Community Infrastructure Levy funding that has been collected is allocated (as minima) to the following strategic projects for the period to 31 March 2025 (figures are approximate and based on early February 2023 data):
  - M20 Junction 7 Upgrade - £1,900,000 in Strategic CIL monies, subject to appropriate due diligence by the Director of Finance, Resources & Business Improvement in consultation with the Cabinet Member for Corporate Services
  - A229 Linton Crossroads Junction Improvement - £1,232,000
  - Heather House Community Centre Redevelopment - £956,420
  - St Faith's Community Centre Redevelopment - £200,000

# Strategic CIL Assessment & Spend Report

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> <li>• Accepting the recommendations will materially improve the Council's ability to achieve 'Embracing Growth and Enabling Infrastructure'.</li> </ul>	Rob Jarman
<b>Cross Cutting Objectives</b>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <p>The report recommendations support the achievements of all the cross-cutting objectives by reducing traffic congestion and providing new community facilities.</p>	Rob Jarman
<b>Risk Management</b>	Already covered in the risk section.	Rob Jarman
<b>Financial</b>	As set out in the officer report and the Appendix, the proposed allocations of CIL can be funded based on the amounts received and expected, so there are no direct budgetary implications. The appendix describes how capital programme funds are also used to support projects that will ultimately be eligible for CIL funding, and this is in accordance with the agreed capital programme.	Mark Green Director of Finance, Resources & Business Improvement &
<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Rob Jarman

<b>Legal</b>	<p>The Planning Act 2008 introduced a discretionary planning charge known as the Community Infrastructure Levy (CIL). The legislative framework for CIL is contained within the Community Infrastructure Levy Regulations 2010 (as amended). The Council decided to implement CIL for new development with effect from October 2018, agreed "strategic" CiL governance procedures in January 2019 and approved the Bidding Prospectus in January 2022. 70-80% of the money raised by CIL is for 'Strategic CIL' which will be allocated to strategic infrastructure projects by the Council. This is the portion of CIL that is the subject of this Report. Local authorities must spend the levy on infrastructure needed to support the development of their area, and they will decide what infrastructure is needed. The levy can be used to fund a wide range of infrastructure (including transport) and can be used to fund a very broad range of facilities (such as cultural and sports facilities and community safety facilities). The levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support development. This flexibility gives local areas the opportunity to choose what infrastructure they need to deliver their relevant Development Plan. Charging authorities may not, however, use the levy to fund affordable housing.</p>	Russell Fitzpatrick (MKLS (Planning))
<b>Information Governance</b>	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council Processes.	Information Governance Team
<b>Equalities</b>	<p>We recognise the recommendations may have varying impacts on different communities within Maidstone.</p> <p>Therefore, we have completed a separate equalities impact assessment.</p>	Senior Policy and Communities Officer.
<b>Public Health</b>	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Public Health Officer

<b>Crime and Disorder</b>	N/A	Rob Jarman
<b>Procurement</b>	N/A at this specific stage	Rob Jarman
<b>Biodiversity and Climate Change</b>	The implications of this report on biodiversity and climate change have been considered and there are no direct implications on biodiversity and climate change.	Biodiversity and Climate Change Manager

## 1. INTRODUCTION AND BACKGROUND

- 1.1 The Community Infrastructure Levy (CIL) commenced in October 2018 and is governed by the CIL Regulations 2010 (as amended). It allows local authorities to raise funds from developers who are undertaking new building projects. The principle behind CIL is that most development has some impact on infrastructure and so should contribute to the cost of infrastructure. All developments within Maidstone Borough of a certain type and size are liable to 'pay' CIL which is due upon commencement of development. The Council developed a Charging Schedule alongside the Maidstone Borough Local Plan. The charge can be differentiated by geographical area, and by development type, and based on viability evidence within the Maidstone Community Infrastructure Levy - Charging Schedule 2017.
- 1.2 Infrastructure is needed to support the new development, and the Infrastructure Delivery Plan is reviewed on an annual basis with the latest being 2022. This highlights the infrastructure needed in the Borough to support new development (such as schools, health facilities, leisure, community facilities etc.) which supports the delivery of the adopted Local Plan. The Council is required under the Community Infrastructure Levy Regulations (2019 Amendment) to produce an Infrastructure Funding Statement to include a statement of the infrastructure projects or types which will be or may be, wholly or partly funded by CIL.

### **Available Strategic CIL Funds**

- 1.3 As of 1<sup>st</sup> February 2023, the Council had collected Strategic CIL funds totalling £ 4,280,886. We forecast that a further £7,495,282 of Strategic CIL may be available by 31 March 2025.
- 1.4 In addition to the money collected as part of the strategic CIL spend, the Council is making a further £5,000,000 available from the Capital Budget that it can use to top up the amount of CIL monies available for the delivery of infrastructure.

### **Bidding Process**

- 1.5 On 8 January 2019, the Strategic Planning and Infrastructure Committee approved the CIL governance arrangements for the Strategic Community

Infrastructure Levy (CIL) spend. The CIL Steering Group was set up in June 2020 and met on 13 occasions between 2020-2022 (Appendix 3).

- 1.6 On 11 January 2022, the CIL Bidding Prospectus (22-25) was approved to allow for a bidding cycle for the allocation of strategic CIL receipts.
- 1.7 In line with the prospectus, bids were invited for strategic CIL funding from infrastructure providers in the period 3 May to 15 July 2022. Twenty-two bids were received and initially appraised by MBC officers. This was reported to the CIL Steering Group (established pursuant to the governance arrangements) on 13 December 2022 where it was decided that the bids and officer appraisal would be referred to a technical expert (Turley Associates Limited <https://www.turley.co.uk/>) for independent moderation (See Appendix 1 Turley Maidstone MBC Community Infrastructure Levy Allocations and Appendix 2 being the officer appraisal).

### **Junction 7 of the M20**

- 1.8 There is a clear policy justification for this highways infrastructure in policy RMX1(1) part 15(ii) of the Local Plan (Newnham Park – KMC allocation). Therefore, it is also included in the IDP in the “critical” list.
- 1.9 The amount of s106 monies collected as of 01/03/2023 is £1,473,415. The s106 agreements from 3 housing developments along the A274/Sutton Rd when originally signed were to provide the full cost of the part signalisation works (£4.667m). Further s106 money of £3,250,469 (before indexation) is yet to be paid so a minimum of £4,723,884 is anticipated to be received.
- 1.10 The cost of the works identified by KCC is £6,621,610 and the shortfall from the s106 monies is £1,897,726. The amount of CIL for this project is rounded up to £1,900,000.
- 1.11 There have been failed attempts to secure government funding for the improvement works in order to get them undertaken as soon as reasonably possible as payments would come later being tied to housing occupation on those sites. Therefore, and outside the CIL process, the Council intends to top up the residual amount (£3.25M) to KCC from MBC’s capital funding to accelerate delivery if this does not jeopardise recovery of anticipated s.106 receipts.

For all the reasons stated above this represents a reasonable and deliverable choice of infrastructure project.

### **Linton Crossroads**

- 1.12 Transport is a critical issue for the delivery of the strategic objectives as well as the individual site allocations in the Local Plan. This is to improve the capacity in order to reduce congestion. KCC highways have designed a detailed junction improvement scheme. This project has clear policy justification in that the adopted Local Plan requires this infrastructure under policies SP13 (Coxheath Larger Village) and specific housing allocation policies H1(57, 58, 59, 60)

1.13 The cost of the works identified by KCC is £2,071,392 and the shortfall from s106 monies is £1,232,000 with £846,557 (index linked) collected as of 01/02/23. This represents the total amount of what can be collected from the specific housing developments that have been built out and the IDP recognises this financial gap and specifically refers to CIL funding to 'close the gap' with the scheme being on the "critical" list.

### **Heather House**

1.14 Policy Justification: Policy DM20 refers to mitigating the need for new community facilities through conditions, legal agreements, or CIL. The IDP also has a category relating to this type of infrastructure. Socio-economic data strongly supports public sector investment in this infrastructure in this location and this is what MBC has chosen to with a recent planning permission (subject to a s106 legal agreement). The scheme is highly deliverable.

1.15 The total cost of the replacement community centre is £1,771,100 but it is estimated that this Council will generate income of £814,681 from approved housing development leaving the amount of monies from CIL to be £956,420.

### **St Faith's Community Centre**

1.16 Local Plan Policy DM20 refers to mitigating the need for new community facilities through conditions, legal agreements, or CIL. The council also commissioned (following a resolution from planning committee) a 'Feasibility Study on the Need for Community Facilities in the North Ward – Maidstone' (2017) which is listed as 'additional studies and guidance' on our website and states it is a material consideration. As stated above, this type of infrastructure is a category in the IDP. The socio-economic data backs the need for this social infrastructure and there is a complete vacuum in this area. Lastly, this is a highly deliverable scheme given that the external building works were completed last year and now the internal fit out is required.

1.17 The total cost of the replacement community centre is £1,863,000. The £200,000 required from CIL is a modest amount in comparison with the amount of s106 collected (£ 471,760) and Church of England monies.

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## **2. AVAILABLE OPTIONS**

2.1 These are self-explanatory in that all or none or a combination of the recommended bids could be chosen by councillors.

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

3.1 All of the recommended bids are preferred as justified in both this report and the moderation report.

## 4. RISK

4.1 There are three sets of risk:

- a) Costs will continue to rise given the rate of inflation and supply shortages leading to more CIL monies being required to fund schemes.
- b) The two highway schemes are well developed in design terms and delay may well require revised designs and, moreover, slippage in KCC's delivery programme: There is some ambiguity in the interpretation of the s.106 agreements relating to the J7(M20) improvement works. Officers are in discussion with the developers with a view to resolving this potential ambiguity. A failure to resolve this could jeopardise the delivery of the proposed works.
- c) The burden of the extra growth without the supporting infrastructure in terms of greater congestion and declining air quality with regard to the junction improvement schemes and the continued lack of needed social infrastructure in terms of the two community centres.

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 The recommended bids were the subject of a public prospectus (see above).

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## 6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The Planning, Infrastructure and Economic Development Policy Advisory Committee considered the report at its meeting on the 7 June 2023. The recommendations made by the Committee are outlined below:

***RESOLVED:*** *That the Cabinet be recommended to:*

1. *Agree the Community Infrastructure Levy funding that has been collected be allocated (as minima) to the following strategic projects for the period to 31 March 2025 (figures are approximate and based on early February 2023 data):*
  - a. *M20 Junction 7 Upgrade - £1,900,000 in Strategic CIL monies subject to appropriate due diligence by the Director of Finance & Business Improvement in consultation with the Cabinet Member for Finance & Corporate Services*
  - b. *A229 Linton Crossroads Junction Improvement - £1,232,000*
  - c. *Heather House Community Centre Redevelopment - £956,420*
  - d. *St Faith's Community Centre Redevelopment - £200,000*
2. *Agree that Maidstone Borough Council and the Infrastructure Provider for the A229 Linton Crossroads Junction Improvement includes a time limited delivery date; and*

3. *Agree to reopen the Community Infrastructure Levy funding process with effect from 1 October 2023 to 15 December 2023 (10 week period) for a further round of bids to be received according to the terms and conditions of the process.*
- 6.2 To ensure that CIL expenditure remains in accordance with the Regulations all successful applicants will need to accept the terms and conditions and sign a grant funding agreement. Where relevant, the CIL funding will also be conditional upon the applicant obtaining any necessary authorisations. Funding agreements may specify a specific delivery timescale.
- 6.2 Payments will be made to successful submissions as per the milestones outlined in the business plans to the satisfaction of the Council and after submission of verifiable invoices, as proof of expenditure. Following the completion of the project, any unspent allocated monies (e.g., unspent contingency funds) will be returned to the Strategic CIL fund.
- 6.3 The costs are current estimates, and these will inevitably rise with time and there will be the need for further scheme detail before any CIL monies are released.
- 

## **7. REPORT APPENDICES**

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix 1: Turley Maidstone MBC Community Infrastructure Levy Allocations
  - Appendix 2: Officers Appraisal
  - Appendix 3: CIL Steering Group Meeting Dates
- 

## **8. BACKGROUND PAPERS**

- Strategic Planning, Sustainability and Transportation Committee Report and Minute of 11 September 2018 – Maidstone Community Infrastructure Levy Administration and Governance
- Strategic Planning, Sustainability and Transportation Committee Report and Minute of 8 January 2019 – (Strategic) CIL Governance Report
- Full Council Report and Minute of 27 February 2019 – CIL Governance and Administration
- Strategic Planning, Sustainability and Transportation Committee Report and Minute of 11 January 2022 - Strategic CIL Bidding Prospectus (2022-2025)
- Maidstone Community Infrastructure Levy - Charging Schedule 2017 (<http://services.maidstone.gov.uk/docs/October%202017%20Approved%20Community%20Infrastructure%20Levy%20Charging%20Schedule.pdf>)
- Strategic CIL Bidding Prospectus (2022-2025) – (<https://maidstone.gov.uk/home/primary-services/planning-and-building/additional-areas/community-infrastructure-levy/tier-3-primary->

- [areas/community-infrastructure-levy-bidding-prospectus-2022-2025](#))
- The Infrastructure Delivery Plan 2022  
(<https://localplan.maidstone.gov.uk/home/adopted-local-plan/community-infrastructure-levy-supporting-documents>)
- The Infrastructure Funding Statement (2021-2022)  
<https://maidstone.gov.uk/home/primary-services/planning-and-building/additional-areas/community-infrastructure-levy/tier-3-primary-areas/infrastructure-funding-statement-202122>

**Maidstone MBC  
Community  
Infrastructure Levy  
Allocations**

Final Independent Moderation Report Version 1.2

8<sup>th</sup> February 2023

## Quality information

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## 1. Introduction

### 1.1 The Purpose of this Report

Turley has been commissioned to provide an independent moderation report as a supporting document to Maidstone Borough Council (MBC) Officers' report on projects proposed to be funded by MBC Community Infrastructure Levy (CIL) allocations.

### 1.2 Approach

The Turley Business Case team has a well-developed approach for undertaking independent evidence-based business case reviews and due diligence from our work over the last ten years. We have independently reviewed more than 160 business cases and completed a number of prioritisation and ranking exercises.

For this moderation exercise we completed the following tasks:

- Review of the CIL application process including advice and forms.
- Review of scoring of each Strategic CIL application by MBC
- Workshop with MBC to review the scoring and rankings completed to date and to consider issues arising.
- Review and development of key criteria to consider against each bid as an independent assessment using relevant forms.
- Review of each application and providing independent observations to support moderation recommendations where relevant.
- Grouping of applications into four categories with different levels of potential for funding.
- Providing recommendations for the future.

### 1.3 Moderation Review

This moderation review of the CIL applications sets out detailed comments based on the application form provided and MBC's internal scoring. Each project has been assigned to one of four categories to show the project's relative attractiveness for Strategic CIL funding.

**Table 1. Moderation Categories**

Category	Description
<b>Green</b>	Well-developed projects that should be considered for Strategic CIL Funding as grant and/or loan packages.
<b>Amber</b>	Strong potential for future funding in the short term with further work on the proposal, more certainty and/or receipts of match funding and when the delivery timeframe is more certain to reduce delivery risks.
<b>Yellow</b>	Moderate potential for future funding in the longer term with further work on the proposal, more certainty and/or receipts of match funding and when the delivery timeframe is more imminent to reduce delivery risks.
<b>Red</b>	Less well-developed projects that should not progress without significant additional development work or should be considered for funding from other sources such as Neighbourhood CIL.

### 1.4 Document Structure

The remainder of this document is structured as follows:

- Section 2 – MBC CIL Bid Process
- Section 3 – Current ranking of projects
- Section 4 – Moderation Criteria: Policy Alignment and Delivery Risks
- Section 5 – Moderation – Independent Assessment of Projects for Funding
- Section 6 – Recommendations and Next Steps

### 1.6 Declaration

This review has been undertaken as part of the Turley contract with client. The moderation report has been undertaken independently by Andy Rumfitt and Bindu Pokkyarath from the Turley Business Case and Economics team based in London. We completed a Conflict of Interest (CoI) check and wish to disclose the following.

Turley has provided professional support to Countryside around the assessment of the required community facilities for the proposed Marden development, but the site was not allocated in the Local Plan. We are still retained as advisers.

Our consultants working on this commission have not been involved in advising Countryside and remained independent at all times while conducting this work.

## 2. MBC CIL Bid Process

The section summarises the Community Infrastructure Levy bidding process (2022-2025) of Maidstone Borough Council (MBC).

The Community Infrastructure Levy (CIL) is a charge on certain types of development in Maidstone. The money collected is then used to support new development of the borough. The Council implemented CIL in October 2018.

In accordance with the CIL Regulations 2010 (as amended), the expenditure of CIL funds is divided as follows:

- 5% is retained by MBC to fund the administration associated with the operation of the CIL.
- 15% is for 'Neighbourhood CIL' which is made available to parish councils (capped at £100 per Council Tax dwelling) where development has taken place, or 25% (uncapped) in areas with a 'made' Neighbourhood Plan.
- 70-80% is for 'Strategic CIL' which will be allocated to strategic infrastructure projects by MBC, in accordance with the approved CIL Governance arrangements. This is the portion of CIL subject to allocation through the CIL bidding cycle.

The CIL Regulations 2010 (as amended), state that MBC must spend Strategic CIL funds on:

*'the provision, improvement, replacement, operation or maintenance of infrastructure necessary to support growth.'*

Strategic CIL is intended to focus on the provision of new infrastructure and should not be used to remedy pre-existing deficiencies in infrastructure provision unless those deficiencies will be made more severe by new development.

The Planning Act 2008 prescribes that infrastructure includes:

- roads and other transport facilities
- flood defences
- schools and educational facilities
- medical facilities
- sporting and recreational facilities
- open spaces

The following projects are not eligible for Strategic CIL:

- Projects that do not meet the requirements of the CIL Regulation 59 2010 (as amended) i.e., for the provision, improvement, replacement, operation, or maintenance of infrastructure to support development of the borough

- Projects that are not defined as ‘infrastructure’
- Ongoing revenue costs for existing infrastructure
- Repayment of money or interest borrowed for the purposes of funding infrastructure
- Annual maintenance or repair for existing infrastructure
- VAT that you can recover

Following the implementation of the CIL charging schedule on 1 October 2018, CIL began being collected in 2019. To accumulate a sufficient amount of money towards infrastructure, MBC approved the CIL governance arrangements to allow for an annual bidding cycle for the allocation of Strategic CIL receipts from 2019 to 2021 to enable the delivery of specific infrastructure projects that will support development in the borough.

The 2021/22 MBC Strategic Community Infrastructure Levy bidding cycle was open for bids from 3 May 2022 until 15 July 2022. The original aim was for funding decisions in October 2022.

MBC forecasts that £11,776,168.45 of CIL will have been collected by 31 March 2025, and this will be combined with a £5 million contribution from their own capital resources, to give a total of £16.776 million of infrastructure funding potentially being available to bidders.

**Table 2. Project Total CIL Funds**

Sources of Funds	Value (£)
Strategic CIL collected (as of 1 February 2023)	£4,280,886.45
Future CIL receipts (forecast)	£7,495,282.00
<b>Total CIL</b>	<b>£11,776,168.45</b>
Other MBC Capital Funding to Support Revolving Fund Investments	£5,000,000.00
<b>All Funds</b>	<b>£16,776,168.45</b>

Source: MBC February 2023.

While MBC intend to allocate the predicted CIL income for the period 2022-25 in the current bidding round, the ultimate final allocations will be subject to actual annual CIL income received.

Some successful bids will have funds made available to them immediately, whilst others will receive provisional allocations, while MBC await the accrual of further CIL monies over the course of 2022/23, 2023/24 and 2024/25. Therefore, this period of accumulation of funds may reduce the annual frequency of the bidding rounds.

Whilst an estimate of future CIL income can be made for the forthcoming years, actual income is entirely dependent upon the rate at which any CIL liable development is delivered, and the monies paid.

### 3. Current Ranking of Projects

This section summarises the scoring and ranking of projects that have been completed to date. MBC's initial scoring and draft reporting had recommended the following five projects for funding with a total CIL cost of £12.032 million.

**Table 3. MBC Selected of Projects for Funding**

Applicant	Project	IDP Status	Project Cost	Recommended CIL Allocation
Kent County Council	Linton Crossroads	Critical Policy DM21 / LPR TRA2 Integrated Transport Strategy 2011-31	£2,071,392 with £839,378 from S106 developer contributions.	They asked for £1,232,000
Kent County Council (Transport)	M20 J7 Upgrade	Critical Policy DM21 / LPR TRA2 Planning	£6,621,610 with £1,062,429 from S106 developer contributions	They asked for £ 5,559,181
NHS Kent & Medway	Extension of Shepway Medical Centre	Essential Former West Kent CCG GP Estates Strategy 2018 & Update March 2020.	£2,165,234 S106 funding 1%: £24,895 Balance to be funded by GP: 76%: £1,642,339	They asked for £498,000
Kent County Council (Transport)	Hermitage Lane Cycle/walking facility	Essential Policy DM21 / LPR TRA2 Walking and Cycling Strategy 2011 -2031 Integrated Transport Strategy 2011 -31	£404,550 With £181,018 from S106 developer contributions	They asked for £223,550
Kent County Council (Education)	1 FE Expansion of Maidstone Grammar School for Girls	Local Plan Policy ID 1 Infrastructure Delivery supports education infrastructure	£8,986,481 £6,378,593 from the Basic Need Capital Programme Budget, £1,432,129 of Education Modernisation funding and the school will contribute £1,175,759	They asked for £4,519,310 as would have been calculated as previous S106 education contributions
<b>Total</b>				<b>£12,031,991</b>

#### 4. Moderation Criteria: Policy Alignment and Delivery Risks

As an independent check, this section examines key investment criteria and considers potential delivery risks in the current environment that could be given increased weighting in selecting projects to be funded. We have considered the following:

- Alignment with Infrastructure Development Plan (IDP) project listing
- Alignment with Local Plan growth areas
- Delivery time and duration
- Accuracy of costs and programme
- Match funding certainty as MBC's proxy for Value for Money

In terms of policy alignment two key documents are the Local Plan (LP) and the Infrastructure Development Plan (Nov 2021) which is produced annually.

MBC's approach was to welcome bids for Strategic CIL funds from those schemes with 'CIL' listed as a potential source of funding to deliver the Local Plan. Prioritisation is then given to those schemes whose delivery is identified in the IDP as both 'critical' and 'short term.'

The IDP identifies 141 schemes costing £171.443 million, with an average cost £1.22 million. However, the funding gap identified is £144.124 million suggesting that based on average cost there is funding for just 22 projects or about 15% of the total.

Projects have been ranked as critical, essential, and desirable. There are 45 projects ranked as critical which on the basis of average costs would require just under £55 million of funding, more than three times the current total projected CIL budget. The IDP has been approved under delegated powers.

Of the submitted Strategic CIL applications the relevant IDP rankings were as follows:

- Critical (2) – Linton Crossroads, M20 J7 Upgrade
- Essential (3) - SECAMB- Vehicle prep scheme (MRC), KCC Hermitage Lane, NHSKM - Extension of Shepway Medical Centre
- Desirable (3) - MBC Parks Activation – Cycling and Wheeled sports Mote Park & South Park, MBC Maidstone Riverside Light Walk, EA Headcorn Flood Alleviation Scheme.

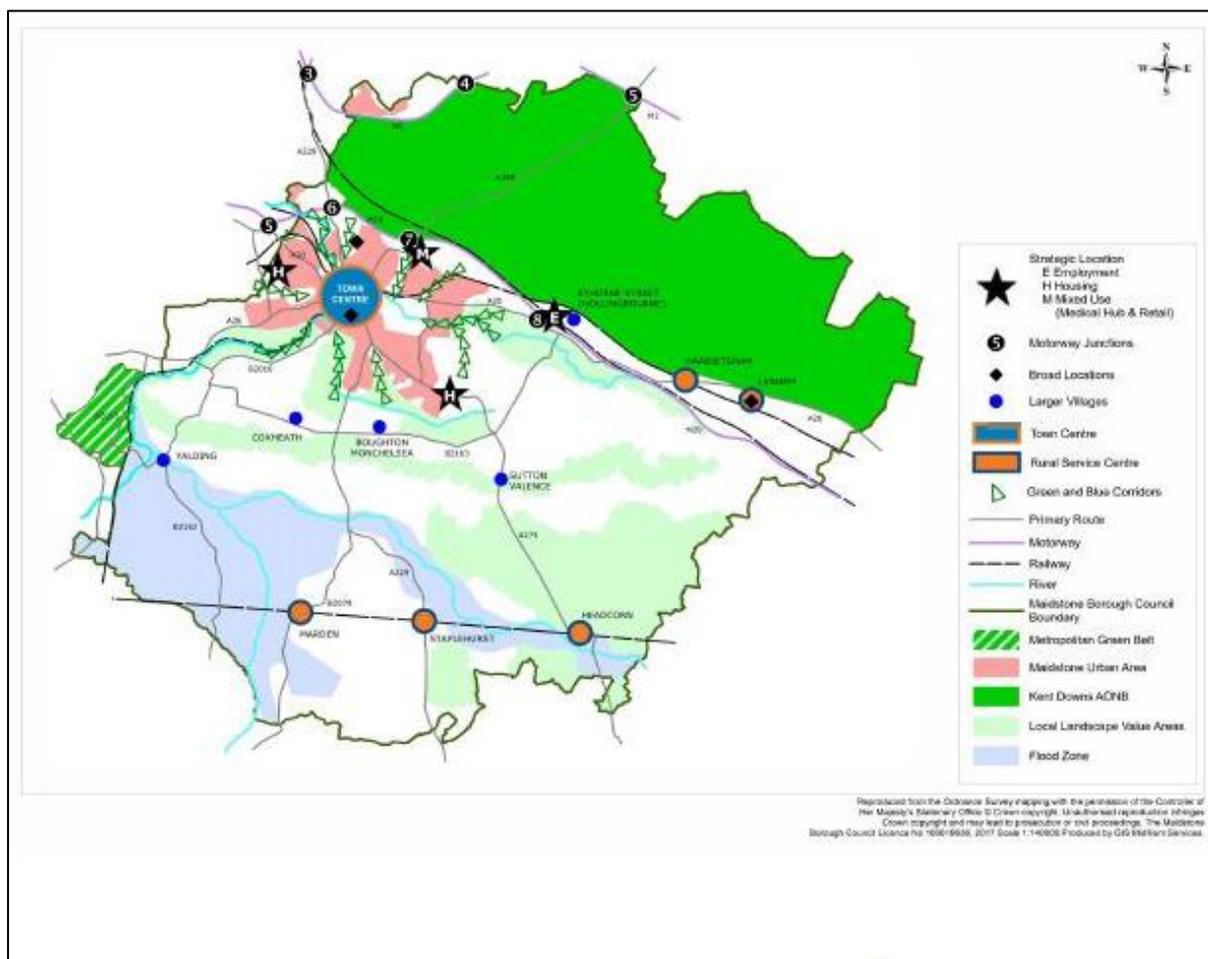
However, the challenge of using alignment with the IDP as the main mechanism for scoring is that: (a) there are many proposed projects so the approach would not necessarily screen them out on a priority or impact basis; and (b) all the most critical were not necessarily brought forward to the Strategic CIL application round.

The 2017 adopted Maidstone Borough Local Plan sets the framework for development in the Borough until 2031 with the aim to provide about 18,000 homes. With a detailed evidence base, extensive consultation, and political sign off, the Local Plan gives a somewhat stronger basis on

where to consider Strategic CIL investments. This can be to support growth and provide additional social infrastructure where there are identified housing allocations.

The 66 housing sites in the Local Plan can accommodate 8,409 homes with a spatial focus on development to the north west and south east of Maidstone including four strategic locations (see key diagram below). Other key locations for development are Maidstone Town Centre, Invicta Park Barracks and Lenham.

Diagram 1. Local Plan Key Diagram



In an era of high and fast-moving cost inflation pressures, there is an increased need to be mindful of the risks for projects without a clear and certain programme or limited project detail. Conversely, projects with an imminent start date or are underway with a confirmed delivery programme generally have a reduced delivery and cost risks.

In addition, projects with the most up to date cost information - ideally from recently tendered prices in line with the HMT Green Book requirements of a Full Business Case - pose less of a cost risk in the future.

Finally, projects with all or very high levels of match funding in place – used as proxy of Value for Money (VfM) by MBC – have lower funding delivery risks. Where this match is significant (say 50% or more) these projects show the benefits of financial leverage enabling MBC funds to go further.

## 5. Moderation – Independent Assessment of Projects for Funding

This section provides independent recommendations on the projects that could be selected for funding. These are presented in four categories:

- **GREEN** – Well-developed projects that should be considered for Strategic CIL Funding as grant and/or loan packages.
- **AMBER** – Strong potential for funding in the short term with further work on the proposal, more certainty and/or receipts of match funding and when the delivery timeframe is certain to reduce delivery risks.
- **YELLOW** – Moderate potential for funding in the longer term with further work on the proposal, more certainty and/or receipts of match funding and when the delivery timeframe is more imminent to reduce delivery risks. These projects need more development compared to the AMBER category.
- **RED** – Less well-developed projects that should not progress without significantly more additional work or should be considered for funding from other sources such as Neighbourhood CIL.

Our independent assessment and moderation, which takes a greater account of the Local Plan housing delivery focus and considering where the match funding is very well developed, suggests the following breakdown of the Strategic CIL applications:

### **GREEN (Four Projects) – Projects to be Considered for Funding (MBC Internal Scoring 54-108)**

Project 18<sup>1</sup>. Kent County Council (KCC) Transport M20 J7 Upgrade - £4,822,469 (as recoverable loan in revolving fund) and £1,799,141 (as a CIL grant).

Project 12. KCC Transport A229 Linton Crossroads Improvements - £1,232,000 (CIL grant)

Project 21. MBC Redevelopment of Heather House Community Centre (Parkwood) - £956,420 (CIL grant)

Project 1. St Faiths Centre - £200,000 (CIL grant)

These comprise the two highest scoring transport projects when ranked by MBC's internal assessment (both ranked critical in the IDP) and two projects which involve the provision of additional community facilities in areas of high housing growth with strong policy support. Further details are provided in the table below.

**Total costs = £9,010,030 with £4,822,469 as recoverable CIL "loan" in revolving fund and £4,187,561 as CIL grant.**

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<sup>1</sup> Project ID numbers as per the table in the Appendix.

### **Current available CIL and Revolving Fund budget £9.281 million**

For the M20 J7 project, the total scheme costs are £6,621,610 and the eventual S106 receipts to MBC will be £4,822,469 leaving a funding gap of £1,799,141.

MBC propose to "loan" the S106 value of £4,822,469 to KCC on a zero interest non-repayable basis but MBC will then recover the full amount from the S106 payments that MBC will receive from the developments linked to the scheme in the future. MBC has set aside up to £5 million of their capital funds to support this approach.

As these funds are recovered, they can then be used again on other key local infrastructure projects to support future growth as a form of revolving fund. In addition MBC will make a CIL grant of £1,799,141 to support the project.

### **AMBER (Five Projects) – Projects with strong potential for funding in the short term (MBC Internal Scoring 64 – 84)**

Project 9. SECAMB Vehicle Preparation Scheme

Project 11. KCC Education Maidstone Grammar School

Project 13. KCC Transport Hermitage

Project 15. NHS Kent and Medway – Extension of Shepway Medical Centre

Project 22. Lenham Nursery School

### **YELLOW (Five Projects) - Projects with moderate potential for funding in the longer term (MBC Internal Scoring 44-51)**

Project 5. Staplehurst Parish Council Sports Pitch

Project 10. MBC Parks Activation (Cycling and Wheeled Sports)

Project 14. MBC Maidstone Riverside Light Walk

Project 16. EA Headcorn Flood Alleviation Scheme

Project 17. KCC Transport Improvements at M2 J3 A229 & M20 J6

### **RED (Eight Projects) – Projects which should not progress for Strategic CIL funding (MBC Internal Scoring 0-42)**

Project 2. Mote Cricket Club

Project 3. Lenham Public Toilets

Project 4. Staplehurst Parish Council Highway Works

Project 6. Staplehurst PC Youth Club Toilets

Project 7 Staplehurst Community Centre

Project 8. Staplehurst Parish Council Display Screen – Non-compliant as not infrastructure.

Project 19. KCC Transport Demand Responsive Transport (DRT)

Project 20. Staplehurst Golf Club Improvements

Further details are provided in the Appendix.

Table 4. Projects Ranked “Green” in Moderation

Further details of the projects suggested for potential funding are given below.

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
18	KCC Transport - M20 J7 Upgrade	£5,559,181 / £6,621,610	The proposal is to improve the capacity of the M20 Junction 7 (intersection between the M20 and the A249, and part of the Major Road Network (MRN)). The works are currently estimated to cost £6,621,610 based on estimates at Quarter 3 2022/23 FY and allowing for inflation over the construction period to early 2025. CIL application asks for £5.559 million with £1,062,429 coming from private S106 contributions already secured by KCC.	<b>89/145.</b> Strong policy alignment (LP, IDP) and local support. Identified benefits and public consultation supportive. Delivery by Jan 2025. BCR 20:1. Further clarity needed on S106 contributions. Land owner is KCC. KCC and National Highways revenue costs in the future. Permitted development so lower risk. Potential for mix of grant and loan in advance of future S106 receipts. Various development sites linked to this project are sources of S106/CIL.	Agree. In IDP (HTJ72). BCR while very high at 20:1 is good but may need checking. Up to 84% of costs being requested through CIL. Unsuccessful with LUF R2 bid. Confirm that the programme and costs are still current. Proposed “loan” basis does allow recovery of monies to fund other future projects.	GREEN
12	KCC Transport A229 Linton Crossroads Junction	£1,232,000 / £2,071,392	Widening of junction to include additional lanes on 3 approaches, upgrading traffic signals and improved pedestrian crossings. The total cost of the project is £2,071,392 (including construction costs of £1,182,070).	<b>108/145.</b> Strong policy alignment (LP, IDP) and local support. Detailed costs and all match in place. Land owner agreement. Range of transport benefits. Supporting	Agree. In IDP (HTC1) – Rated critical. Can be delivered Q4 2023. Confirm that the programme and costs are still current.	GREEN

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
	Improvement.		The applicant is seeking £1,232,000 of CIL funding with additional funding of £846,557 coming from S106 developer contributions	documents. KCC revenue costs in the future.		
21	MBC- Redevelopment of Heather House Community Centre (Parkwood)	£956,420 / £1,771,101	Demolition of existing Heather House Community Centre and construction of a new replacement Community Centre, with associated landscaping and parking. The total estimated scheme cost for the new community centre is £1,771,101 with additional funding of £814,681 coming from the income generated from the residential housing development on the site.	<b>54/145.</b> Some policy support (LP) and scheme submitted to IDP update (May 2022). Some benefits and local community support. Delivery July 2024. Planning secured (Nov 2022). Requires management organisation for the future. £100K grant secured. Match from income/subsidy from the residential housing (Pavilion Building) is £814,681.	Recommend could be funded. Appears an advanced project with 54% funding from identified other sources. Supports an area of relative deprivation and an area of recent growth (SE Maidstone) and supports additional amenity provision after population growth. Local Plan alignment. Confirm that the programme and costs are still current. Confirm contractor position.	GREEN
1	St Faiths Centre	£200,000 / £1.863 million	Demolition of an existing hall and vicarage and building a specifically designed and purpose made community centre. Funding to cover escalating construction costs. Started Oct 2021. The overall project will cost	<b>61/145.</b> Supports Local Plan objectives (increase provision), other finance in place (including S106), no planning consent required.	Advanced project and therefore deliverable in 2023 subject to addressing cost inflation challenges. Area of relative deprivation. Area of recent growth (Maidstone TC) and supports additional amenity provision after	GREEN

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
			<p>£1,863,000 and a CIL bid has been sought for £200,000 which is just over 10% of the project total. Other funding has been raised totalling £1,574,000 from S106 contributions, sale of assets, Grants and Awards leaving a shortfall of £289,000 which if the bid is successful would leave £89,000 which would be sought from further grants and interest-free loans.</p>		<p>population growth. Local Plan alignment. Confirm that the programme and costs are still current.</p>	

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## 6. Recommendations and Next Steps

This section provides some recommendations for future CIL rounds on the basis of this independent review.

- Consider producing a cohort of critical IDP projects that align with likely Strategic CIL budgets which will have the biggest impact on growth.
- Do some additional communications and promotional activity with the project promoters of the most critical projects where you would welcome Strategic CIL bids so these can be brought forward.
- Consider a pass/fail question for alignment with IDP elements and Local Plan key growth locations and policies to screen out bids at an early stage.
- Assessment of VfM would be improved with some output metrics (unit costs) and outcomes / impacts (e.g. number of houses, residents supported, jobs/GVA) as currently just based on costs and match funding.
- Consider having a screening question for the minimum size of project (>£500K) and minimum level of match funding (say 30%-50%) with immediate referral of smaller projects to Neighbourhood CIL funds.



## **Appendices**

**07**

## Appendix 1 – Turley RAG Moderation Scoring of Projects

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
1	St Faiths Centre	£200,000 / £1.863 million	Demolition of an existing hall and vicarage and building a specifically designed and purpose made community centre. Funding to cover escalating construction costs. Started Oct 2021.	<b>61/145.</b> Supports Local Plan objectives (increase provision), other finance in place (including S106), no planning consent required.	Advanced project and therefore deliverable in 2023 subject to addressing cost inflation challenges. Area of relative deprivation. Area of recent growth (Maidstone TC) and supports additional amenity provision after population growth. Local Plan	GREEN Potential to Fund
2	Mote Cricket Club	Not provided	Replacement of pavilion and squash club (linked to required residential development).	<b>13/145.</b> Does not align with IDP, limited information, no financial information and requires planning consent.	Agree. Does not delivery IDP objectives and longer term delivery timescale.	RED Unsuccessful
3	Lenham Public Toilets	£115,138 / £115,138.	Complete refurbishment of the existing (life expired) public toilets in the centre of Lenham including provision of currently unavailable accessible facilities.	<b>39/145.</b> Does align with Local Plan. Councillor support. Needs permitted development.	Agree. Not started but deliverable in a 12 week programme. Not an IDP project. No match funding.	RED Unsuccessful. Neighbourhood CIL

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
4	Staplehurst Parish Council Highway works	£10,000 / £100,000	Road crossing and Bus stop improvements on Cranbrook Road. To install a Puffin Crossing, Bus stop waiting area and footpath.	<b>29/145.</b> Support by Local Plan, highways strategy and IDP (HTS1). No match funding evidence or cost breakdown. Two years away from delivery.	Agree. Early stage project. Relatively small investment and 10% of funds.	RED. In IDP. Potential to Resubmit with a funded delivery plan. Local CIL?
5	Staplehurst Parish Council Sports Pitch	£100,000 / £1,000,000	To install a 3G sports Pitch for Staplehurst and surrounding areas.	<b>49/145.</b> Links to neighbourhood plan but not IDP. Little detail of VfM. Further confirmation of finance required. Planning consent required. 2 years away from delivery.	Agree. Needs to show other funding is in place as CIL is just 10%. Provide more quantitative evidence of needs and impacts.	YELLOW. Align with LP/IDP and provide a funded delivery plan
6	Staplehurst PC Youth Club Toilets	£12,800 / £16,000	To install new toilet and accessible toilet in the Youth Club building.	<b>24/145.</b> Links to neighbourhood plan but not IDP. Little detail of VfM or finance. 6-8 weeks to complete.	Agree. Small project with no link to IDP. Small impacts.	RED. Unsuccessful. Neighbourhood CIL
7	Staplehurst Community Centre	£400,000 / £1,000,000 (2019 prices)	Redevelopment of Staplehurst Community Centre.	<b>37/145.</b> No direct link to Local Plan or IDP. 60% of finance still required. Planning consent required. 3 years away from completion.	Agree. Not currently costed. Little detail of need and impacts.	RED. Further development work and a detailed and funded delivery plan

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
8	Staplehurst Parish Council - Display Screen	£6,000	Outdoor digital display signage.	<b>0/145.</b> Rejected as not infrastructure	Agreed.	RED Non-Compliant
9	SECAMB-Vehicle prep scheme	£500,000+ / £8,220,000	Paddock Wood Make Ready Centre (MRC) was opened in 2011. It is in a converted leased building and now at operational capacity and in a sub-optimal location. A larger site on the outskirts of Maidstone with better access to the M20 is now being sought.	<b>64/145.</b> Support Local Plan and IDP. Planning not secured but track record of delivery in the last. Delivery in March 2026 (current lease ends).	In IDP (PS10). Establish match funding position (in capital plan). Better scale of project in area of critical need?	AMBER Further detail on match funding when delivery imminent.
10	MBC Parks Activation – Cycling and Wheeled sports Mote Park & South Park	£1,180,000 / £1,180,000	Create: (1) new multi-use routes through Mote Park for pedestrians, joggers and cycling; and (2) wheeled sports facilities such as pump track, skate parks.	<b>44/145.</b> Supports Local Plan and other strategy. Supports active modes. Limited costs and no match funding. 30 months to deliver and some experience. Revenue funding agreed.	Agree. MBC could check whether in IDP and level of funding leverage.	YELLOW Further financial detail and match funding

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
11	KCC Maidstone Grammar School	£4,519,310 / £8,986,481	To meet the demand for Year 7 girls' selective places in the Maidstone and Malling Planning Group, KCC propose to expand the Maidstone Grammar School for Girls by 1 FE, increasing its PAN from 180 to 210 from September 2023.	<b>74/145.</b> In Local Plan but not in IDP. Construction by Sept 2023. Expands education. Carbon neutral building Request for 50% of costs.	MBC to check whether in IDP and seek more detail on costs. Additionality seems unclear. Additional spend on tourism centre for air raid shelters could just be on education.	AMBER Further develop financial and cost case.
12	KCC Linton Crossroads	£1,232,000 / £2,071,392	A229 Linton Crossroads Junction Improvement. Widening of junction to include additional lanes on 3 approaches, upgrading traffic signals and improved pedestrian crossings.	<b>108/145.</b> Strong policy alignment and local support. Detailed costs and all match in place. Land owner agreement. Range of transport benefits. Supporting documents. KCC revenue costs in the future.	Agree. In IDP (HTC1) – Rated critical. Can be delivered Q4 2023	GREEN Potential to Fund
13	KCC Hermitage Lane	£223,550 / £404,550	Provision of a shared footway/cycleway adjacent to Hermitage Lane between Hermitage Park Development and Maidstone Hospital entrance.	<b>74/145.</b> Good policy alignment and local support. Detailed costs and programme. No land or planning consent issues. Supporting documents. KCC revenue costs in the future.	In IDP (HTNW10) – Essential. Can be delivered for March 2024.	AMBER Additional match funding detail

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
14	MBC Maidstone Riverside Light Walk	£500,000 / £2.7-£4.7 million	Improvements to the public realm to increase connectivity from Maidstone Town Centre to the Lockmeadow entertainment complex and Maidstone Riverside.	<b>49/145.</b> Some policy and local support. Not in IDP. No detailed costs. Not all match in place. Two years to deliver. Planning probably not required.	Agree. MBC to confirm if in IDP. Cost range very wide. Not all match in place.	YELLOW Needs further development
15	NHS Kent & Medway - Extension of Shepway Medical Centre	£498,000 / £1,804,363	To carry out a reconfiguration of the first floor to provide additional consulting rooms and to add an extra storey to the premises to provide extra operational capacity.	<b>84/145.</b> Good policy alignment and local support in area of need. Costs and programme. Planning consent required. Delivery by July 2024. £25K match from S106 but rest yet to be agreed. Private sector applicant.	In IDP (HPU12). All funding not in place and planning required. Expensive for a refit – MBC to obtain QS review. Tendered costs in April 2023.	AMBER Further detail on cost and match funding
16	EA Headcorn Flood Alleviation Scheme	£300,000 / £1,050,000	A flood alleviation scheme to mitigate the risks of flooding to properties (99), primary school and businesses that are currently at risk of flooding.	<b>46/145.</b> Good policy alignment but community support not yet achieved. Match funding not in place (FDGiA). No programme of works. Delivery between 2024 and 2026.	Agreed. In IDP (FP2). Need more certainty on match funding and programme.	YELLOW Develop programme and secure match funding
17	KCC Transport-Improvements at M2	£5,000,000 / £230,000,000	Blue Bell Hill A229. Improvements at M2 J3 A229 southbound	<b>51/145.</b> Strong Local Plan alignment but not in IDP. Journey time savings supported by TAG VfM calculations (BCR	Agreed. Very large project. One of the few projects with VfM. Need more certainty on KCC £35 million	YELLOW Develop further and secure match funding.

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	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
	J3 A229 & M20 J6		widening and improvements to the M20 J6.	2:1). Public consultation supportive. 85% of match from other sources but not yet secured. Dec 2028 delivery. Planning application (not DCO) and CPO required. Revenue covered by KCC and National Highways.	of match and LLM application. Detailed design starts in Nov 2024.	
18	KCC Transport - M20 J7 Upgrade	£5,559,181 / £6,621,610	The proposal is to improve the capacity of the M20 Junction 7 (intersection between the M20 and the A249, and part of the Major Road Network (MRN)). The works are currently estimated to cost £6,621,610 based on estimates at Quarter 3 2022/23 FY and allowing for inflation over the construction period to early 2025. CIL application asks for £5.559 million with £1,062,429 coming from private S106 contributions already secured by KCC.	<b>89/145.</b> Strong policy alignment (LP, IDP) and local support. Identified benefits and public consultation supportive. Delivery by Jan 2025. BCR 20:1. Further clarity needed on S106 contributions. Land owner is KCC. KCC and National Highways revenue costs in the future. Permitted development so lower risk. Potential for mix of grant and loan in advance of future S106 receipts. Various development sites linked to this project are sources of S106/CIL.	Agree. In IDP (HTJ72). BCR while very high at 20:1 is good but may need checking. Up to 84% of costs being requested through CIL. Unsuccessful with LUF R2 bid. Confirm that the programme and costs are still current. Loan basis does allow recovery of monies to fund other future infrastructure projects.	GREEN Potential to Fund

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
19	KCC - Maidstone Demand Responsive Transport (DRT)	£1,800,000 / £1,800,000	DRT service for the South Maidstone area to complement/replace existing bus routes. For the villages of Hunton, Yalding, Marden and Goudhurst with Maidstone Town Centre. Includes a back-office system which allows passengers to look at the transport options available and book tickets. Funding for the back-office system is being sought via the KCC Bus Service Improvement Plan with an indicative award having been made. Potential for low emission vehicles.	<b>42/145.</b> Good policy alignment and indirect links to IDP. Reasonable benefits and support from public consultation. Delivery in 2024. No costs or match funding in place. CIL is 100% of operational costs (3 buses for 36 months). Potential £80K for back office from DfT.	Indirect links to IDP (bus interventions). Needs TAG compliant business case. Future budgets for service? Depends on back office system first (IT risks). Check whether this is revenue spend for operations?	RED Needs full TAG business case and match funding.
20	Staplehurst Golf Club Improvements	£126,079.80	To install new toilet/accessibile toilet to the Golf Club, with power & improvements.	<b>24/145.</b> Limited policy alignment and benefits. Limited detailed on costs, programme and risks.	Agree	RED Needs further development
21	MBC- Redevelopment of Heather House	£956,420 / £1,771,101	Demolition of existing Heather House Community Centre and construction of a new replacement Community Centre,	<b>54/145.</b> Some policy support and scheme submitted to IDP update (May 2022). Some benefits and local community support. Delivery July 2024.	Recommend could be funded. Appears an advanced project with 54% funding from identified other sources. Supports an area of relative deprivation and an area of	GREEN Potential to Fund

	Project	Grant Request / Cost	Summary	Scoring by MBC	Moderation by Turley	RAG / Recommendation
	Community Centre (Parkwood)		with associated landscaping and parking.	Planning secured in Nov 2022. . Requires management organisation for the future. £100K grant secured. Match from income/subsidy from the residential housing (Pavilion Building) is £814,681.	recent growth (SE Maidstone) and supports additional amenity provision after population growth. Local Plan alignment. Confirm contractor procurement.	
22	Lenham Nursery School	£450,000 / £899,950	To construct a 52 child Nursery School that will serve the Parish of Lenham. Population is expected to double 2021 to 2031. Application was granted permission on 2nd December 2021, at the Allotment site on land owned by Lenham Parish Council, 1a High Street Lenham, Kent ME17 2QD.	<b>67/145.</b> In Parish Plan but not IDP. Aug 2024 delivery. £10K raised. Benefits for early education for disadvantaged pupil and their families. Local support. Planning permission granted. Top level costs provided.	Relatively low risk. Demand arising from increased residential development. Well-developed bid. 50% grant request. Further evidence of timing of match funding?	AMBER Provide evidence of match funding



## APPENDIX 2: Officers Appraisal

### CIL Strategic Bids 2022

PROJECT	Amount Requested	Delivering Growth (45)			Environment (10)	Community Support (30)		Project Cost (25)			Deliverability (35)			Project Score /145
		Will the project contribute towards the delivery of the adopted/emerging Local Plan?	What is the status of the project in the Infrastructure Delivery Plan (IDP)?	Does the project link to the Maidstone Borough Council Corporate Strategy?	Does the project support the aims and targets of the Council's Biodiversity Climate Change Strategy?	Is there evidence of a public benefit of the project?	Is there evidence that the local community support the project?	Is the project value for money (VfM)? (Considering comparison of quotes provided, costs against benchmark costs, potential benefits and outcomes for the borough, alternative funding sources available and the need for CIL, the added value which CIL could bring to the scheme.)	Does the project have or unlock additional funding from other sources (e.g., grants or matchfunding)?	If the project has or unlocks funding from other sources, what is the status of this funding?	What evidence is there to suggest the project is deliverable? (Consider feasibility; if planning permission would be required; what type of bid is the project, e.g. feasibility, preliminary works, or project; is there a project plan which includes timetabling and resources; what measures have been explored to minimise the risk of the project not being delivered.)	What is the delivery timescale for the project?	Have details been given as to how on-going maintenance will be provided for and the identification of the responsible party for the maintenance?	
St Faiths Centre	£200,000	0	0	5	5	5	0	5	10	5	15	6	5	61
Mote Cricket Club	Not Specified	0	0	5	0	0	0	0	0	3	0	0	5	13
Lenham Public Toilets	£115,138	0	0	5	5	5	0	3	0	0	5	6	10	39
Staplehurst Parish Council Highway works	£10,000	0	0	5	5	0	5	3	0	0	0	6	5	29
Staplehurst Parish Council Sports Pitch	£100,000	5	0	5	5	5	5	3	7	3	0	6	5	49

Staplehurst PC Youth Club Toilets	£12,800	0	0	5	0	5	0	3	0	0	0	6	5	24
Staplehurst Community Centre	£400,000	0	0	5	0	5	0	3	3	5	5	6	5	37
<del>Staplehurst Parish Council – Display Screen</del>	<del>£6,000</del>													NOT INFRASTRUCTURE
SECAMB- Vehicle prep scheme	£500,000+	0	15	5	5	10	0	3	7	3	5	6	5	64
MBC Parks Activation – Cycling and Wheeled sports Mote Park & South Park	£1,180,000	0	0	5	10	5	0	3	0	0	5	6	10	44
KCC Maidstone Grammar School	£4,519,310	10	0	10	5	5	10	3	7	3	5	6	10	74
KCC Linton Crossroads	£1,232,000	15	20	10	5	5	10	7	5	5	10	6	10	108
KCC Hermitage Lane	£223,550	15	15	5	5	5	0	5	0	3	5	6	10	74
MBC Maidstone Riverside Light Walk	£500,000	5	0	5	5	5	0	5	0	3	5	6	10	49
NHSKM - Extension of Shepway Medical Centre	£498,000	10	15	10	5	5	0	5	10	3	5	6	10	84
EA Headcorn Flood Alleviation Scheme	£300,000	0	10	5	5	5	0	5	0	0	5	6	5	46
KCC Transport-Improvements at M2 J3 A229 & M20 J6	£5,000,000	0	0	5	0	5	5	5	10	3	5	3	10	51
KCC Transport -M20 J7 Upgrade	£5,559,181	15	20	10	0	5	5	5	5	3	5	6	10	89

KCC - Maidstone Demand Responsive Transport (DRT)	£1,800,000	0	0	5	5	5	5	5	3	3	5	6	0	42
Staplehurst Golf Club Improvements	£126,079.80	0	0	5	0	0	0	3	0	0	5	6	5	24
MBC- Redevelopment of Heather House Community Centre (Parkwood)	£956,420	5	0	5	5	5	5	5	3	5	5	6	5	54
Lenham Nursery School	£450,000	10	0	10	5	5	10	5	3	3	5	6	5	67
Total Requested	£23,682,478													

## APPENDIX 3:

### CIL Steering Group Meetings Dates

<b>2020</b>
11 June @12pm
15 June @2pm
26 June @12pm
14 September @3.30
<b>2021</b>
20 January @11am
17 March @11am
25 May @11am
26 July @3.30pm
15 September @11am
<b>2022</b>
31 January @12pm
9 August @4pm
23 August @11am
13 December @4pm
<b>2023</b>
19 January @12pm (with Turleys)
25 April @ 12pm

**CABINET**

**26 JULY 2023**

**Communication and Engagement Strategy Refresh and Action Plan 2023/24**

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

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

That the refreshed Communication and Engagement Strategy and Action Plan for 2023/24 at Appendices 1 and 2 be approved.

# Communication and Engagement Strategy Refresh and Action Plan 2023/24

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> </ul> <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
<b>Cross Cutting Objectives</b>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <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
<b>Risk Management</b>	<p>Communications have a key role to play in managing and mitigating risks through proactive campaigns and responsive media relations.</p>	Director of Strategy, Insight and Governance
<b>Financial</b>	<p>The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.</p>	Director of Strategy, Insight and Governance
<b>Staffing</b>	<p>We will deliver the recommendations with our current staffing.</p>	Director of Strategy, Insight and Governance

<b>Legal</b>	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
<b>Information Governance</b>	The Communications team process data in accordance with the principles of data protection.	Information Governance Team
<b>Equalities</b>	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Equalities & Communities Officer
<b>Public Health</b>	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
<b>Crime and Disorder</b>	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
<b>Procurement</b>	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
<b>Biodiversity and Climate Change</b>	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>	
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## 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
- 644 million opportunities to see (OTS)
- Total advertising value equivalent - £19.4m

Across social media channels we have achieved:

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

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### **3. AVAILABLE OPTIONS**

3.1 Agree the Communications and Engagement Strategy and Action Plan 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 approve the Communications and Engagement Strategy and Action Plan. 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.

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### **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.

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## **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.
- 6.2 The matter was considered by the Communities, Leisure and Arts Policy Advisory Committee on 4 July 2023, and the Committee recommended that the Cabinet approve the recommendation. Following consultation with the Cabinet Member for Communities, Leisure and Arts, 'Reach 644m people' has been changed to '644 million opportunities to see (OTS)' within point 2.6 of the report.
- 

## **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

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For more information contact the MBC Communications Team

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Author: Julie Maddocks, Communications Manager - June 2023





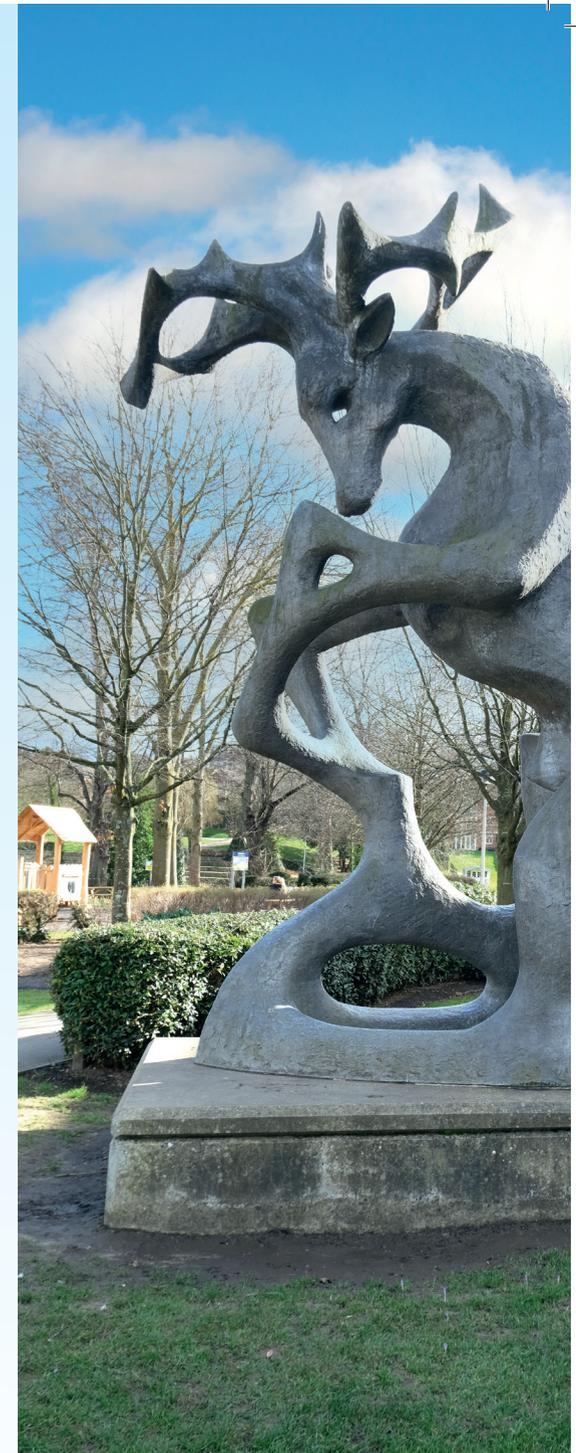
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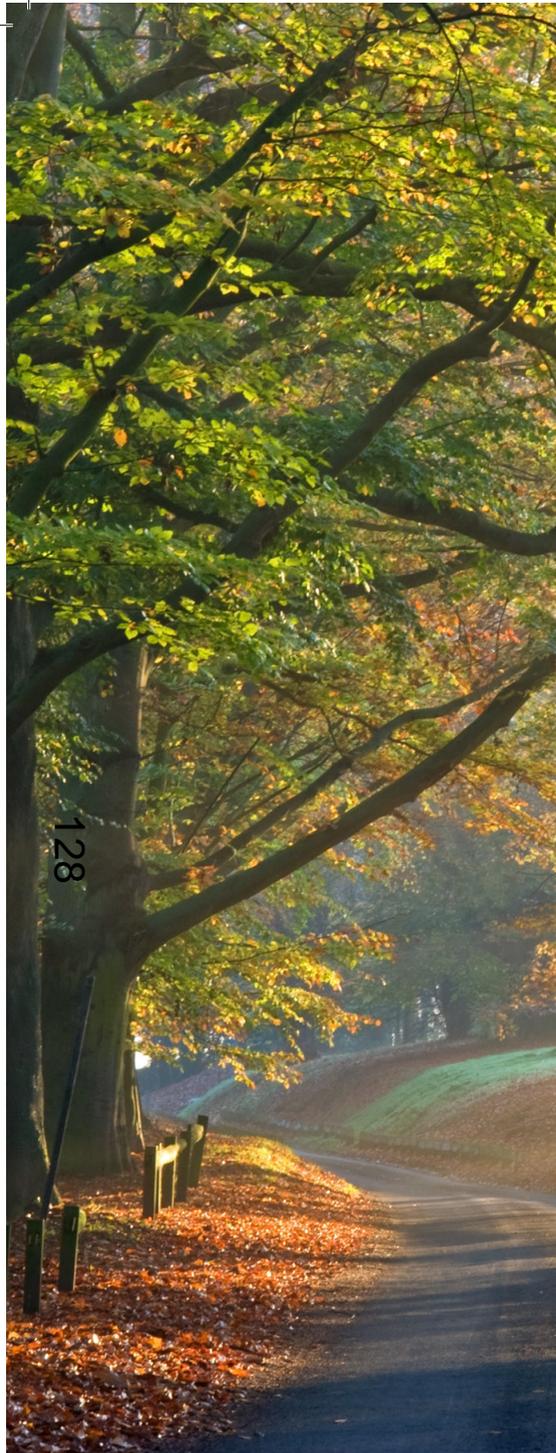
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# Introduction

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)

SERVICE AREA, PRIORITY AREA AND CAMPAIGN	KEY CAMPAIGN MESSAGES	AUDIENCE, AIMS AND OUTCOMES	DELIVERY METHOD
<b>SAFE CLEAN &amp; GREEN</b>			
<b>COMMUNITY PROTECTION</b>  <ul style="list-style-type: none"> <li>• Safer streets</li> <li>• Antisocial behaviour</li> <li>• Safety Advisory Group (SAG)</li> <li>• Illegal goods</li> </ul> <div style="text-align: center; font-size: 24px; font-weight: bold;">135</div>	<p>Key campaign messages include promotion of projects:</p> <ul style="list-style-type: none"> <li>• Neighbourhoods Task Force</li> <li>• Safer streets</li> <li>• K9 Dog Boarding</li> <li>• Antisocial behaviour</li> <li>• SAG</li> <li>• PSPO</li> <li>• Illegal goods</li> <li>• Illegal workers</li> </ul>	<p><b>Audience:</b> Residents, businesses, stakeholders, partner organisations including Kent Police and KCC.</p> <p><b>Aims:</b> To support and change the public perception of Maidstone to re-establish it as a safe place to visit, work and spend time in.</p> <p><b>Outcomes:</b> Comms messages will enforce the need for everyone to take responsibility for their own safety, whilst promoting the work of the Maidstone Task Force to instil a feeling of Safer Streets.</p>	<p>Targeted campaigns using a variety of MBC media channels and tools including:</p> <ul style="list-style-type: none"> <li>Press releases</li> <li>Social media</li> <li>MBC news page</li> <li>MBC website</li> <li>Events</li> <li>Video &amp; photography</li> <li>Marketing material</li> <li>Borough Insight</li> <li>Lets’ Talk Maidstone</li> <li>MBC Stay Connected Newsletter</li> <li>Inside MBC (internal communications)</li> </ul>

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<p><b>CLIMATE CHANGE &amp; BIODIVERSITY</b></p>	<p>Key campaign messages include:</p> <ul style="list-style-type: none"> <li>• Climate Change &amp; Biodiversity Communications Plan</li> <li>• Environmental Calendar</li> <li>• Eco Hub</li> <li>• Environment roadshow</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p><b>ENVIRONMENTAL HEALTH SERVICES</b></p> <p>136</p>	<p>Communications projects to support the Environmental Health team messaging include:</p> <ul style="list-style-type: none"> <li>• The Clean Air Annual Report</li> <li>• Environmental Health food inspections</li> <li>• Electric vehicles and charging points</li> <li>• Clean Air for Schools/ Pollution Patrol</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p><b>ENVIRONMENTAL WASTE</b></p>	<p>Key campaign messages include:</p> <ul style="list-style-type: none"> <li>• New Waste Contract with SUEZ</li> <li>• Encourage recycling habits</li> <li>• Waste contamination costs</li> </ul>	<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>

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	<ul style="list-style-type: none"> <li>• Environmental Waste</li> <li>• Bin Collections</li> <li>• Garden Bins</li> <li>• Irresponsible parking</li> <li>• Bulky Waste</li> </ul>	<p><b>Aims:</b> To raise awareness of the environmental waste service, improve recycling statistics, reduce contamination and increase income.</p> <p><b>Outcomes:</b> To improve knowledge of the MBC service and provide relevant information to members of the public about their waste service.</p> <p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p>	<p>MBC website Events Video &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p><b>EMERGENCY PLANNING – FLOOD PROTECTION</b></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"> <li>• Raising Awareness of potential flooding to areas across the borough – October</li> <li>• Call for Flood Wardens – Summer/ Autumn</li> <li>• Flood preparation – Nov 2023</li> <li>• Flood Action Week – Nov 2023</li> <li>• Issuing information and providing residents with continuous flood messaging as required</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> To raise awareness of the dangers of flooding across the borough.</p> <p><b>Outcomes:</b> 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 &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

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<p><b>WASTE CRIME TEAM</b></p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• #CleanUpMaidstone</li> <li>• Team Up to Clean Up</li> <li>• Community Projects</li> <li>• Anti-Littering – car littering</li> <li>• Fly tipping is a crime</li> <li>• Vehicle seizure</li> <li>• Joint Operations with Kent Police</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p><b>ENVIRONMENTAL WASTE - PARTNERSHIP WORKING</b></p> <p>138</p>	<p>To continue to promote:</p> <ul style="list-style-type: none"> <li>• #CleanUpMaidstone</li> <li>• Team Up to Clean Up</li> <li>• One Maidstone – Cleaning up the town centre projects</li> <li>• Partnership working including with the Mall, One Maidstone, Fidums, Medway Valley Countryside Partnership &amp; MADM</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

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<p><b>STREET CLEANSING</b></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"> <li>• Town Centre Clean Up</li> <li>• King Street Blitz</li> <li>• Bank Street Blitz</li> <li>• Week Street Blitz</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> To raise awareness of the work of the Street Cleansing Team and partnership working.</p> <p><b>Outcomes:</b> 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 &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p><b>MOTE PARK</b></p>	<p>Key campaign messages include:</p> <ul style="list-style-type: none"> <li>• Mote Park Café and visitor centre</li> <li>• Mote Park - Refurbishing the toilet block at the Willington St end</li> <li>• Mote Park artwork project</li> <li>• Art competition</li> <li>• Scheduled events and concerts –programme</li> <li>• Promotion of available hire of the park for events and activities</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> To raise awareness of facilities, events and work being carried out in Mote Park</p> <p><b>Outcomes:</b> 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 &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>

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<p><b>COB TREE MANOR PARK</b></p>	<p>Promoting events, facilities and Cobtree Manor Park to the public key messages:</p> <ul style="list-style-type: none"> <li>• New Tenant at café &amp; visitor centre</li> <li>• Golf Club House – refurbishment</li> <li>• Cobtree Manor Park Volunteer group</li> <li>• Christmas illumination trail</li> <li>• Promotion of available hire of the park for events and activities</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> To raise awareness of facilities, events and work being carried out in Cobtree Manor Park</p> <p><b>Outcomes:</b> 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> <ul style="list-style-type: none"> <li>Press releases</li> <li>Social media</li> <li>MBC news page</li> <li>MBC website</li> <li>Events</li> <li>Video &amp; photography</li> <li>Marketing material</li> <li>Borough Insight</li> <li>Intranet</li> <li>Lets’ Talk Maidstone</li> <li>MBC Stay Connected</li> <li>Inside MBC (internal communications)</li> </ul>
<p><b>PARKS AND OPEN SPACES</b> 140</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"> <li>• Brenchley Gardens</li> <li>• Clare Park</li> <li>• Cobtree Manor Pak</li> <li>• Millenium River Park</li> <li>• Penenden Heath</li> <li>• Whatman Park</li> <li>• South Park</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> To raise awareness of facilities, events and work being carried out in MBC parks and open spaces.</p> <p><b>Outcomes:</b> 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> <ul style="list-style-type: none"> <li>Press releases</li> <li>Social media</li> <li>MBC news page</li> <li>MBC website</li> <li>Events</li> <li>Video &amp; photography</li> <li>Marketing material</li> <li>Borough Insight</li> <li>Intranet</li> <li>Lets’ Talk Maidstone</li> <li>MBC Stay Connected</li> <li>Inside MBC (internal communications)</li> </ul>

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<p><b>MAIDSTONE LEISURE CENTRE</b></p> <p>14</p>	<p>Promoting the Leisure Centre working with SERCO marketing team to outline the facilities including:</p> <ul style="list-style-type: none"> <li>• Mote Hall venue hire</li> <li>• Fitness facilities</li> <li>• Surveys, consultations and reports on existing leisure centre</li> <li>• Public consultation</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> To raise awareness of facilities, events and work being carried out at the Leisure centre.</p> <p><b>Outcomes:</b> 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> <ul style="list-style-type: none"> <li>Press releases</li> <li>Social media</li> <li>MBC news page</li> <li>MBC website</li> <li>Events</li> <li>Video &amp; photography</li> <li>Marketing material</li> <li>Borough Insight</li> <li>Intranet</li> <li>Lets' Talk Maidstone</li> <li>MBC Stay Connected</li> <li>Inside MBC (internal communications)</li> </ul>
<p><b>BEREAVEMENT SERVICES</b></p>	<p>Supporting and promoting the work of Bereavement Services - Vinters Park Crematorium and Cemetery including:</p> <ul style="list-style-type: none"> <li>• Bereavement services news</li> <li>• Restoration of the Chapel at Maidstone Cemetery</li> <li>• Cemetery 165<sup>th</sup> Anniversary</li> <li>• Crematorium 60<sup>th</sup> Anniversary</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> To raise awareness of the work of the MBC Bereavement Service team.</p> <p><b>Outcomes:</b> 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> <ul style="list-style-type: none"> <li>Press releases</li> <li>Social media</li> <li>MBC news page</li> <li>MBC website</li> <li>Events</li> <li>Video &amp; photography</li> <li>Marketing material</li> <li>Borough Insight</li> <li>Intranet</li> <li>Lets' Talk Maidstone</li> <li>MBC Stay Connected</li> <li>Inside MBC (internal communications)</li> </ul>

<b>A THRIVING PLACE</b>			
<p><b>UK SHARED PROSPERITY FUND (UKSPF)</b></p> <p>142</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"> <li>1. Arts Carnival – Wild in Maidstone</li> <li>2. Creative Community Grants</li> <li>3. Iggy Trail</li> <li>4. Creative Hub</li> <li>5. Involve gardening projects</li> <li>6. Maidstone LitFest</li> </ol>	<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 &amp; photography Marketing material Borough Insight Intranet Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Facilitating radio and TV interviews</p>
<b>MAIDSTONE – THE BUSINESS CAPITAL OF KENT</b>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Maidstone - County Town of Kent</li> <li>• Maidstone is open for business</li> <li>• MBC Business Terrace and Business Suite are available for hire</li> <li>• Maidstone Innovation Centre</li> <li>• LOC8 – new business park in Maidstone</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Facilitating radio and TV interviews</p>

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		Encouraging new businesses to locate in Maidstone, improving and increasing revenue in the borough.	
<p style="text-align: center; font-size: 2em;">143</p> <p><b>VISIT MAIDSTONE</b></p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Visit Maidstone</li> <li>• What’s On – traditional and digital marketing promotion</li> <li>• Events in Mote Park and other open spaces</li> <li>• MBC led events promotion and support</li> <li>• Venue hire across Maidstone</li> <li>• Poster sites – marketing opportunities</li> <li>• Rebuilding pride in place</li> </ul>	<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 &amp; 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><b>SHAUN CHARITY TOWN CENTRE ART TRAIL</b></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"> <li>• MBC is Presenting Partner for the Shaun The Sheep Art Trail</li> <li>• MBC working in partnership and supporting HoKH</li> <li>• Trial to be in place throughout summer 2024</li> <li>• Raise awareness of MBC</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets’ Talk Maidstone</p>

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144	<ul style="list-style-type: none"> <li>• Make Maidstone a tourist destination in the summer of 2024</li> <li>• Enhance the town’s cultural offering and showcase its existing assets</li> <li>• Boost footfall for local businesses thereby improving the economy</li> <li>• Provide opportunities for MBC staff be involved in volunteering opportunities, supporting a happy and motivated workforce</li> <li>• 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</li> </ul>	<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>
<b>LOCKMEADOW LEISURE COMPLEX</b>	<p>Key messages to promote Lockmeadow include:</p> <ul style="list-style-type: none"> <li>• Love Food @ Lockmeadow</li> <li>• New tenants at Lockmeadow including SERCO at fitness centre</li> <li>• ODEON Luxe</li> <li>• Pop-up space and events</li> <li>• Venue hire – Coronation Square</li> <li>• Maidstone Market</li> <li>• Market Hall events</li> <li>• Auctions</li> <li>• Events – craft market</li> <li>• Riverside illuminated walk</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets’ Talk Maidstone MBC Stay Connected Inside MBC (internal communications) Digital marketing Lockmeadow website</p>

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		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;"><b>TOWN CENTRE STRATEGY</b></p> <p style="text-align: center;">145</p>	<p>Re-establishing Maidstone as County Town of Kent with key messages including:</p> <ul style="list-style-type: none"> <li>• Your town is changing – what do you want to see it look like?</li> <li>• Have your say to improve your town</li> <li>• Focus groups and workshops with stakeholders, businesses and residents at events and consultations</li> <li>• Rebuilding pride in place</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> Engage with residents, stakeholders and partner organisations to understand what they would like the town centre to deliver.</p> <p><b>Outcomes:</b> 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 &amp; 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><b>MAIDSTONE MUSEUM</b></p>	<p>Promoting and supporting events, activities and exhibitions at Maidstone Museum including:</p> <ul style="list-style-type: none"> <li>• Hooden Horse</li> <li>• Secret Stash</li> <li>• NHS at 75 free exhibition</li> <li>• School holiday activities</li> <li>• Archaeology Festival</li> <li>• New Gallery</li> </ul>	<p><b>Audience:</b> Residents of Maidstone, stakeholders, partner organisations, Councillors and other MBC Service areas.</p> <p><b>Aims:</b> 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 &amp; photography Marketing material Borough Insight</p>

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	<ul style="list-style-type: none"> <li>• Website relaunch</li> <li>• Glass room venue hire</li> </ul>	<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><b>PARTNERSHIP WORKING – One Maidstone (BID)</b></p> <p>146</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Partnership working</li> <li>• Projects and campaigns</li> <li>• Events support and promotion</li> <li>• MBC working together with its residents, businesses and stakeholders</li> <li>• Rebuilding pride in place</li> </ul>	<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)

<p><b>EMBRACING GROWTH AND ENABLING INFRASTRUCTURE</b></p>			
<p><b>PLANNING – LOCAL PLAN REVIEW</b></p> <p style="text-align: center;">147</p>	<p>Local Plan Review Inspection:</p> <ul style="list-style-type: none"> <li>• What does the local plan mean? How does it impact and affect your community?</li> <li>• How does it reflect the MBC Strategic Plan?</li> <li>• Date/timeline of delivery</li> </ul>	<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>
<p><b>PLANNING – OPPORTUNITY SITES</b></p> <p>Maidstone West Maidstone East Len House Maidstone Riverside Gala Bingo Mote Road</p>	<p>To promote the projects that MBC is leading including:</p> <ul style="list-style-type: none"> <li>• New development in and around the County Town</li> <li>• Restoring Pride in Place</li> <li>• New building to significantly enhance the area</li> <li>• Associated public realm development enhancing area</li> <li>• Opportunities to improve traffic circulation in the town centre</li> </ul>	<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><b>1,000 Affordable Homes</b></p>	<p>Promoting and the Council's commitment to deliver 1,000 affordable homes across the borough of Maidstone</p>	<p><b>Audience:</b> Residents, developers, construction companies, businesses, Councillors and Parish Councillors</p> <p><b>Aims:</b> To provide a better understanding of plans for building new residential properties and providing affordable housing for the residents of Maidstone.</p> <p><b>Outcomes:</b> 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"> <li>Press releases</li> <li>Social media</li> <li>MBC news page</li> <li>MBC website</li> <li>Events</li> <li>Targeted trade press articles</li> <li>Video &amp; photography</li> <li>Marketing material</li> <li>Borough Insight</li> <li>Intranet</li> <li>Lets' Talk Maidstone</li> <li>MBC Stay Connected</li> <li>Inside MBC (internal communications)</li> </ul>
<p><b>PLANNING - Lenham Garden Community</b></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"> <li>Press releases</li> <li>Social media</li> <li>MBC news page</li> <li>MBC website</li> <li>Events</li> <li>Video &amp; photography</li> <li>Marketing material</li> <li>Borough Insight</li> <li>Intranet</li> <li>Lets' Talk Maidstone</li> <li>MBC Stay Connected</li> <li>Inside MBC (internal communications)</li> </ul>



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

<p><b>E-BILLING</b></p>	<p>Key message is:</p> <ul style="list-style-type: none"> <li>• sign-up to e-billing moving forward to pay Council Tax To promote and encourage residents to</li> </ul>	<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 &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p><b>TRINITY COMMUNITY HUB</b></p> <p>150</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Housing and homelessness support</li> <li>• Events promotion</li> <li>• Meeting room and venue hire</li> <li>• One Stop Shop – DA support</li> <li>• Fry Up Friday – weekly</li> <li>• BEAM housing support</li> </ul>	<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 &amp; photography Marketing material Borough Insight Lets' Talk Maidstone MBC Stay Connected Inside MBC (internal communications)</p>
<p><b>MBC COMMUNITY LARDERS</b></p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Providing food for people struggling pay their bills and purchase food for their families</li> <li>• MBC led Community Larders at Shepway, Parkwood and Trinity</li> </ul>	<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 &amp; photography</p>

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

	<ul style="list-style-type: none"> <li>Partnership working with Golding Homes</li> <li>Rising Cost of Living Support</li> </ul>	<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><b>RISING COST OF LIVING SUPPORT</b></p> <p>151</p>	<p>Key messages:</p> <ul style="list-style-type: none"> <li>MBC working in partnership with community groups to support residents with the rising cost of living</li> <li>What help is available</li> <li>Events held to support residents</li> <li>MBC can help support people if they are struggling to pay their bills with advice and support</li> </ul>	<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 &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected Inside MBC</p>
<p><b>PENSION CREDIT</b></p>	<p>Key message:</p> <ul style="list-style-type: none"> <li>Pension Credit is available to some people who may not be aware of it.</li> </ul>	<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 &amp; 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><b>HELPING YOU HOME</b></p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Campaigns for severe weather affecting hospital admissions</li> <li>• Beat the Summer Heat</li> <li>• Stay warm this winter</li> </ul>	<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 &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected</p>
<p><b>ENERGY EFFICIENCY SUPPORT –</b> Outreach Team Housing Team Mid Rent Revs &amp; Bens Council Tax</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Exceptional hardship payments; social housing payments – ongoing</li> <li>• Debt advice and support</li> <li>• Housing Benefit</li> <li>• Universal credit customers</li> <li>• Council Tax Arrears funding -- ongoing</li> <li>• Financial Inclusion – ongoing</li> <li>• Winter Fuel Allowance</li> <li>• Winter hardship payments</li> </ul>	<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 &amp; photography Marketing material Borough Insight Intranet Lets' Talk Maidstone MBC Stay Connected</p>
<p><b>HOUSING –</b> Rough sleeper initiative Outreach Team Homefinder Trinity support events BEAM</p>	<p>Key messages include:</p> <ul style="list-style-type: none"> <li>• Homefinder – Landlord promotion –</li> <li>• MBC working to prevent homelessness in the borough</li> <li>• Helping You Home</li> <li>• Annual Homeless Count</li> </ul>	<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"> <li>• Outreach Team - work and grants</li> <li>• Severe weather Emergency Protocol (SWEP)</li> <li>• Moving on Moving In</li> <li>• BEAM supporting MBC</li> <li>• One Stop Shop</li> </ul>	<p>Outcomes: To engage and help as many residents as possible and increase the number of people contacting MBC for support</p>	<p>Video &amp; photography Marketing material Borough Insight Lets' Talk Maidstone MBC Stay Connected Testimonials Facilitating Radio &amp; TV interviews</p>
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# Agenda Item 20

**CABINET**

**26 July 2023**

## Corporate Planning Timetable

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Corporate Services PAC	12 July 2023
Cabinet	26 July 2023

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Cabinet
<b>Lead Director</b>	Angela Woodhouse, Director of Strategy, Insight and Governance
<b>Lead Officer and Report Author</b>	Angela Woodhouse, Director of Strategy, Insight and Governance
<b>Classification</b>	Public
<b>Wards affected</b>	All

### Executive Summary

The Policy Advisory Committee and the Cabinet is asked to agree that as the Strategic Plan milestones were reviewed by Councillors in 2023/24 they not be reviewed this year. This report sets out the timetable and approach to setting the Medium Term Financial Strategy 2024/25- 2028/29.

### Purpose of Report

Decision.

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

1. That the Strategic Plan not be reviewed in 2023/23 and the corporate planning timetable at 3.3 of the report be approved.

# Corporate Planning Timetable

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<p><b>Impact on Corporate Priorities</b></p>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> </ul> <p>The Strategic Plan sets out the Council’s priorities. This paper sets out a timetable for setting the Medium Term Financial Strategy aligned to the recently reviewed strategic milestones.</p>	<p>Director of Strategy, Insight and Governance</p>
<p><b>Cross Cutting Objectives</b></p>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <p>The Strategic Plan sets out the Council’s priorities. This paper sets out a timetable for setting the Medium Term Financial Strategy aligned to the recently reviewed strategic milestones.</p>	<p>Director of Strategy, Insight and Governance</p>
<p><b>Risk Management</b></p>	<p>The Council’s corporate risk strategy includes strategic risks associated with the Strategic Plan.</p>	<p>Director of Strategy, Insight and Governance</p>
<p><b>Financial</b></p>	<p>The financial implications of the Strategic Plan are set out in the Council’s five-year Medium Term Financial Strategy. The timetable for approving the strategy is included in this report</p>	<p>Section 151 Officer &amp; Finance Team</p>

<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Director of Strategy, Insight and Governance
<b>Legal</b>	The Strategic Plan aligns with the Council's general duty, as a best value authority, to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness – section 3 of the Local Government Act 1999. If adopted as recommended the corporate planning timetable enables the Council to monitor its performance against the agreed Strategic Plan outcomes.	Interim Team Leader (Contentious and Corporate Governance)
<b>Information Governance</b>	The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council Processes.	Information Governance Team – either Anna, Georgia or Lauren to review and approve.
<b>Equalities</b>	The recommendations do not propose a change in service therefore will not require an equalities impact assessment. Equality impact assessments will need to be carried out for any decisions made in relation to services as part of the Medium Term Financial Strategy.	Equalities & Communities Officer
<b>Public Health</b>	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
<b>Crime and Disorder</b>	The council maintains it's priorities under safe clean and green.	Director of Strategy, Insight and Governance
<b>Procurement</b>	Not applicable	Head of Service & Section 151 Officer
<b>Biodiversity and Climate Change</b>	The strategic commitment to biodiversity and climate was agreed as an area of focus for 2023-28.	Biodiversity and Climate Change Officer

## **2. INTRODUCTION AND BACKGROUND**

- 2.1 The Strategic Plan is a core element of our corporate planning. The priorities and outcomes in the Strategic Plan are developed alongside the Medium Term Financial Strategy (MTFS) to ensure consistency between priorities, service delivery and budgets. Service Planning allows the Council to convert high level priorities from the Strategic Plan into actions for each directorate, service or team across the Council, which then feeds into individual staff priorities.
  - 2.2 The Cabinet has been asked to consider whether to refresh the existing Strategic Plan, create a new one or leave as is. As the Strategic Plan was refreshed in 2022/23 with a full review by the Policy Advisory Committees and the Cabinet of the areas for focus for the next five years it has been determined that the plan will remain as is this year. The Corporate Services Policy Advisory Committee is asked to consider whether it is in agreement with this and recommend accordingly.
  - 2.3 A timetable of activity has been planned for the Medium-Term Financial Strategy Process as part of the corporate planning timetable. The proposed timetable of activities includes a period of public consultation on the 2024/5 budget as required by law, reports to Policy Advisory Committees (PACs), Overview and Scrutiny the Cabinet and Council on the Medium Term Financial Strategy and Budget.
  - 2.4 The current Strategic Plan was adopted in December 2018 and covers the period until 2045. The plan was agreed after careful analysis and consultation. The decision was taken for it to be a 26-year plan to ensure continuity, and a basis on which all other Maidstone Borough Council plans and strategies could be developed. Last year a review of the strategic areas of focus for the next five years was undertaken by Policy Advisory Committees, the Leadership Team and Cabinet. As a result a number of changes were made to reflect the Council's ambitions in regard to Biodiversity and Climate Change, the emerging Town Centre Strategy, community resilience and achieving 1,000 affordable homes. The foreword from the Leader was also revised.
- 

## **3. AVAILABLE OPTIONS**

### **Retain the existing Strategic Plan**

- 3.1 The current Strategic Plan was developed involving a wide cross section of Councillors, staff and other stakeholders in 2018 before being adopted in December of that year, the vision and priorities are clear and relevant. It was updated in 2020 and refreshed again last year with an update to the areas of focus for 2023-28 for each priority.
- 3.2 Outlined below is a proposed timetable for the development of budget proposals. A report on the MTFS has been included on this agenda and that has been considered in the proposed timetable below.

### 3.3 Corporate Planning Timetable

<b>Date</b>	<b>Action</b>
26 July 2023	Corporate Services Policy Advisory Committee and Cabinet consider the corporate planning timetable
July 2023- August 2023	Budget Survey
September 2023	Draft Budget Proposals to Policy Advisory Committees, Overview and Scrutiny Committee and Cabinet
December 2023	Provisional Local Government Finance Settlement published
5 February 2024	Corporate Services Policy Advisory Committee consider the final proposals on the Budget for recommendation to the Cabinet
7 February 2024	Cabinet approve the Medium Term Financial Strategy to be considered at full Council on 21 February 2024

#### **Create a new Strategic Plan**

- 3.4 Creating a new Strategic Plan would have a substantially greater impact on resources. The timetable proposed would need to be revisited and this could have an impact on work elsewhere as this would take substantially more time and involvement from the Policy Advisory Committees, Cabinet and Senior Officers. It should also be noted that the Council has an all out election in 2024, that may prove to be an opportune time to review or create a new strategic plan with a four-year term of office commencing for all councillors.

#### Amend or create a new timetable for a new strategic plan

- 3.5 The corporate planning timetable proposed includes the development of the MTFs which is also included on a paper on this agenda.

#### **Refresh the Strategic Plan**

- 3.6 Councillors may identify that the current plan needs refreshing, a refresh of the Strategic Plan could include:
- Review and amendment of areas of focus for 2024/29
  - Refresh of any contextual information in the document such as statistics
  - New foreword.

The timetable would need to be revised to reflect the involvement of Policy Advisory Committees and the Cabinet with amendments being added to September's meetings.

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

- 4.1 As the plan was refreshed in 2022/23 it is recommended that option 3.1 is approved.
- 

#### **5. RISK**

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework
- 

#### **6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 6.1 The timetable includes consultation with residents on the budget and with Councillors through Policy Advisory Committees and the Overview and Scrutiny Committee.
- 6.2 Corporate Services Policy Advisory Committee reviewed the matter at its meeting on the 12 July 2023, and supported the recommendation proposed.
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#### **7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 The timetable identifies the next steps in the process.
- 

#### **8. REPORT APPENDICES**

None

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#### **9. BACKGROUND PAPERS**

None

# Agenda Item 21

**CABINET**

**26 July 2023**

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

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
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

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Cabinet
<b>Lead Head of Service</b>	Angela Woodhouse, Director of Strategy, Insight and Governance
<b>Lead Officer and Report Author</b>	James Wilderspin, Biodiversity and Climate Change Manager
<b>Classification</b>	Public
<b>Wards affected</b>	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 makes the following recommendation to the Cabinet:**

1. To note the action plan implementation updates and indicative costs of achieving net zero by 2030 for the Council's operations, subject to the consideration of any further recommendations made by the Policy Advisory Committee's.

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

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> </ul> <p>Accepting the recommendations will materially improve the Council's ability to achieve all its priorities.</p>	Anna Collier Insight Communities and Governance Manager
<b>Cross Cutting Objectives</b>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <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
<b>Risk Management</b>	Already covered in the risk section (see paragraph 5)	Anna Collier Insight Communities and Governance Manager
<b>Financial</b>	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.	
<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Anna Collier Insight Communities and Governance Manager
<b>Legal</b>	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
<b>Information Governance</b>	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
<b>Equalities</b>	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Policy & Information Manager
<b>Public Health</b>	We recognise that the recommendations will have a positive impact on population health or that of individuals.	Public Health Officer
<b>Crime and Disorder</b>	No implications	Anna Collier Insight Communities and Governance Manager
<b>Procurement</b>	Some actions will have implications and the appropriate procurement exercises will be undertaken	Anna Collier Insight Communities and Governance Manager

<p><b>Biodiversity and Climate Change</b></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"> <li>• Decarbonising the councils' buildings through low carbon heating, LEDs, insulation and smart controls,</li> <li>• decarbonising the council's fleet to fully EV,</li> <li>• investing in renewable energy generation,</li> <li>• incorporating energy saving principles into office strategies, and</li> <li>• supporting staff to shift to electric/ultra-low emission vehicles, public transportation and more flexible working.</li> </ul>	<p>Biodiversity and Climate Change Manager</p>
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## 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**).

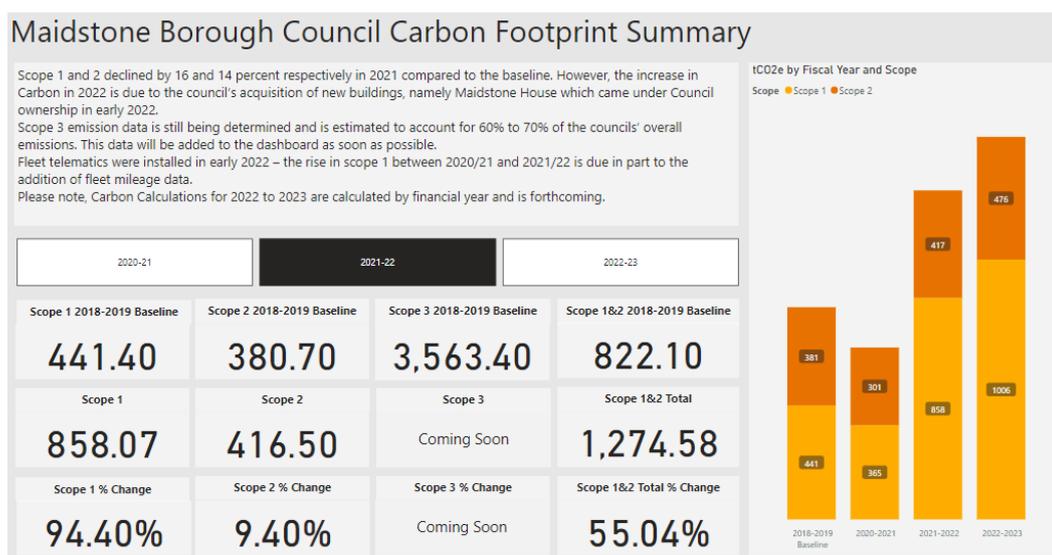
### **Biodiversity and Climate Change Action Plan Implementation Update**

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 (tCO<sub>2</sub>e). 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 2<sup>1</sup> carbon emissions compared to the baseline (totalling 665.9tCO<sub>2</sub>e) 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 858.4tCO<sub>2</sub>e and Scope 2 also rose to 416.6tCO<sub>2</sub>e (totalling 1274.9tCO<sub>2</sub>e).



<sup>1</sup> 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).

<b>MBC Net Zero Operational Areas</b>	<b>Total Estimated Costs</b>	<b>Carbon Reductions (tons and %)</b>
1. Estimated cost to decarbonise 13 MBC key/largest properties	£12,364,224.00	888.6 tCO <sub>2</sub> 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 <sub>2</sub> 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 <sub>2</sub> 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 <sub>2</sub> 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
<b>Estimated Total to achieve net zero carbon on Council Scope 1 and 2 emissions</b>	<b>£17,638,821.35</b>	<b>1293.9 CO<sub>2</sub>te (92%)</b>

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 tCO<sub>2</sub>e 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 [15<sup>th</sup> 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.

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### **3. AVAILABLE OPTIONS**

- 3.1 That the Cabinet note the action plan implementation updates and indicative costs of achieving net zero by 2030 for the Council's operations, subject to the consideration of any further recommendations made by the Policy Advisory Committees.
- 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.

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#### 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 That the Cabinet note the action plan implementation updates and indicative costs of achieving net zero by 2030 for the Council's operations, subject to the consideration of any further recommendations made by the Policy Advisory Committees. The report was considered by the PACs with the recommendations outlined below. The minutes of these meetings will be circulated when available.

Communities, Leisure and Arts PAC:

**RESOLVED to RECOMMEND to the CABINET:** That the Action Plan implementation updates and indicative costs of achieving net zero by 2030 for the Council's operations be noted.

Planning, Infrastructure and Economic Development PAC:

**RESOLVED to RECOMMEND to the Cabinet:** That the action plan implementation updates and indicative costs of achieving net zero by 2030 for the Council's operations be noted, subject to the consideration of the Committee's comments on:

The Quality Bus Partnership, Urban Heat Islands, a sustainable Integrated Transport Strategy and providing the further financial information on cost breakdown for procurement.

Housing, Health and Environment PAC:

**RESOLVED to RECOMMEND to the Cabinet:** That the action plan implementation updates and indicative costs of achieving net zero by 2030 for the Council's operations be noted.

Corporate Services PAC:

**RESOLVED to RECOMMEND to the CABINET:** That

1. The Action Plan implementation updates and indicative costs of achieving net zero by 2030 for the Council's operations be noted and that implementation of the Action Plan be expedited selectively; and
2. Delegated authority be given to the Biodiversity and Climate Change Manager to submit a bid to the Public Sector Decarbonisation Scheme for funding to facilitate decarbonisation of key Council properties.

## **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 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.
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## **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.
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## **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.
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## **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

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Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<b>Active travel and green transportation</b>							
<b>Action 1.1</b> 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	<a href="#">KCC is working on a Local Transport Plan with public consultation due Summer 2023.</a>  <a href="#">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</a>	NA	Yet to commence

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
173		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.		
<b>Action 1.2</b> Deliver policies that enable infrastructure for: <ul style="list-style-type: none"> <li>• Low carbon transportation,</li> <li>• Active travel, and that</li> <li>• Facilitates high quality public transport connectivity in new developments and existing communities.</li> </ul>	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
174		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><b>Indicator M48:</b> 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
175					<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"> <li>No significant worsening of congestion as a result of development</li> <li>Reduced long stay town centre car park usage</li> <li>Improved ratio between car parking costs and bus fares</li> </ul>		
<b>Action 1.3</b> Identify low carbon transportation, active travel, and public transport indicators that align with strategic planning and monitor implementation of sustainable transport policies.	Councillor Paul Cooper  Planning, Infrastructure, And Economic	Alison Broom  William Cornall  Rob Jarman	2023-24		No Update	Percentage change of low carbon transportation,	Yet to Commence

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	
<b>Action 1.4</b> 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"> <li>1. Maidstone House and the Link</li> <li>2. The Archbishops Palace, gate house and carriage museum</li> <li>3. Town Hall</li> <li>4. The Museum</li> <li>5. The Crematorium</li> <li>6. Lockmeadow Shopping Centre</li> <li>7. Cob Tree golf club</li> <li>8. The Leisure Centre</li> </ol> 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.			
<b>Action 1.5</b> 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.	Councillor Paul Cooper  Planning, Infrastructure, And Economic Development Policy Advisory Committee	Jen Stevens  Claire Weeks	2023-24	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.  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 <a href="#">Government recommendation</a> 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).	<a href="#">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.</a>  <a href="#">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.</a>	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																																										
178 <b>Action 1.6</b> Facilitate a move to electric taxis by providing nine rapid charge points in total by 2025, and twelve rapid charge points by 2030.	Councillor Paul Cooper  Planning, Infrastructure, And Economic Development Policy Advisory Committee  And  Councillor Claudine Russell  Communities, Leisure and Arts Policy Advisory Committee	John Littlemore  Lorraine Neale	2023-25	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.  <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><b>71</b></td> <td><b>1434.79</b></td> <td><b>00:36</b></td> <td><b>£601.56</b></td> <td><b>£120.31</b></td> </tr> </tbody> </table> For 2024 and beyond projections additional sites are under investigations for additional rapid chargers for the taxi trade.	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		<b>71</b>	<b>1434.79</b>	<b>00:36</b>	<b>£601.56</b>	<b>£120.31</b>	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).	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																																												
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<b>Action 1.7</b> 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.	Councillor Paul Cooper  Planning, Infrastructure, And Economic	John Littlemore  Lorraine Neale	2023-25	KCC have organised a Climate Change Network subgroup for Taxi Licensing Policy to support councils across Kent. Discussion on shared policy statement ongoing.	Kent district councils are engaged with KCC as part of the climate change network KCC, who recently engaged the Energy Savings Trust (EST) to	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.		
<b>Action 1.8</b> 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
180				<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>		
<b>Decarbonising And Insulating Homes and Buildings</b>							
<b>Action 2.1</b> 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						
181 <b>Action 2.2</b> 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 <a href="#">Housing Renewal Policy 2023</a> 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
182				<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>			
<b>Generating Renewable Energy</b>							

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<p><b>Action 3.1</b> 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 style="text-align: center;">183</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.		
<b>Reducing Waste and Increasing Energy Efficiency</b>							
184 <b>Action 4.1</b> Investigate recycling strategies in the Town centre.	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
<b>Action 4.2</b> 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
<b>Adapting To Climate Change</b>							
<b>Action 5.1</b> 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;">185</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"> <li>- During 2021/22 118 applications permitted qualified to provide BREEAM very goods</li> </ul>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
186					<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"> <li>- Of the 146 permitted applications, 26 applications were for residential development, 3</li> </ul>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
187					<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"> <li>- During the monitoring year, no development has been permitted contrary to advice by the Environment Agency on flood risk.</li> </ul> <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"> <li>- 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.</li> </ul>		

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.		
<b>Action 5.2</b> Identify actions to mitigate climate change in existing developments.	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
<b>Action 5.3</b> 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.		
<b>Enhancing And Increasing Biodiversity</b>							
189 <b>Action 6.1</b> 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"> <li>Over the monitoring year there has been no net change in designated wildlife habitats.</li> </ul> <p>Indicator SA30: Condition of wildlife sites:</p> <ul style="list-style-type: none"> <li>Data for the indicator is unavailable as it is not currently held by the council.</li> </ul>		
<b>Action 6.2</b> Ensure sustainable urban drainage schemes (SuDS) maximise biodiversity potential.  190	Councillor Paul Cooper  Planning, Infrastructure, And Economic Development Policy Advisory Committee	Mark Egerton  Helen Garnett	2023-27		<b>No Update</b>	Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard	Yet to commence
<b>Action 6.3</b> 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		<b>No Update</b>	NA	Yet to commence

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
191	<p><b>Action 6.4</b> 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"> <li>• 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%)</li> <li>• 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%)</li> <li>• 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%)</li> </ul>	Water quality	Being Investigated

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
192					<ul style="list-style-type: none"> <li>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%)</li> </ul> <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"> <li>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.</li> </ul>		

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
<b>Action 6.5</b> 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
<b>Action 6.6</b> 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
<b>Action 6.7</b> 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
	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
195				<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
196				<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>			
<b>Action 6.8</b> 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
197 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
<b>Making Our Estate Carbon Neutral</b>							
<b>Action 7.1</b> 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"> <li>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;</li> </ul>	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
(iv) incorporating energy saving principles into office strategies, and (v) supporting staff to shift to electric/ultra-low emission vehicles, public transportation and more flexible working.	Communities, Leisure and Arts Policy Advisory Committee			<ul style="list-style-type: none"> <li>Tangible recommendations for upgrading building fabric and electrical equipment, such as wall and roof insulation, glazing, LEDs, smart controls for greater energy efficiency;</li> <li>Seeking opportunities and tangible recommendations for onsite EV transportation and renewable energy generation, from photovoltaic panels or others where feasible.</li> <li>Give appropriate level of detail required to aligned recommended upgrades and retrofits with funding opportunities/rounds (eg. KWH savings, cost savings ect); and</li> <li>Support MBC through prioritisation, detailed design stage and procurement of works.</li> </ul> <p>The Study results will be used to apply for funding from the second phase of <a href="#">Public Sector Decarbonisation Scheme</a> 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>	Scope 1, 2)	

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
199				<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
<p><b>Action 7.2</b> Measure the Council's carbon footprint each year and report findings to relevant committees and the public.</p> <p>200</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> <p>Katie Exon</p>	<p>Annually</p>	<p>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.</p> <p>Instantiation of Automatic utility meters in all MBC buildings is ongoing.</p>	<p>Officers have developed and launched the council's <a href="#">carbon footprint dashboard</a>. 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.</p>	<p>Carbon Footprint Dashboard</p> <p>Percentage Change of Carbon Emissions from MBC Buildings, Fleet, Contracts (ie Scope 1, 2 and 3)</p>	<p>Complete and being monitored</p>
<p><b>Action 7.3</b> 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).</p>	<p>Councillor John Perry</p> <p>Corporate Services Policy Advisory Committee</p>	<p>Mark green</p> <p>James Wilderspin</p> <p>Katie Exon</p>	<p>2023-24</p>	<p>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</p>	<p>The easiest green tariff procurement occurs via REGO backed Green Tariff 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.</p>	<p>NA</p>	<p>Planning and Development</p>

Action	Portfolio Holder and PAC	Responsible Officer	Timescale	November 2022 Update	June 2023 Update	Key Performance Indicator	Status
201				<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.		
<b>Action 7.4</b> 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
<b>Action 7.5</b> 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.	
<b>Action 7.6</b> Deliver 100% LED lighting in MBC carparks.  203	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
<b>Communications And Engagement Strategy</b>							
<b>Action 8.1</b> 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"> <li>Supporting residents to reduce their individual carbon footprints, upskilling and green job creation, buying local,</li> </ul>	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"> <li>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.</li> <li>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.</li> <li>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.</li> <li>Support residents, schools and community groups with biodiversity improvement and protection, promoting relevant schemes, such as tree planting</li> </ul>				<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>		

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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 style="text-align: center;">205</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><b>Action 8.2</b> Provide staff awareness information of biodiversity and climate change at induction and provide job specific sustainability training to each service area.</p> <p>206</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.			
<b>Action 8.3</b> 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.	Councillor David Burton  And  Councillor Claudine Russell  Communities, Leisure and Arts Policy Advisory Committee	Julie Maddocks  Chris Inwood  Gemma Bailey	2023-25	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.	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.  The team hosted an Electric Bike Day in partnership with Maidstone-based business Electric Bike UK in June at Maidstone Innovation Centre.  Promotion of green grant funding and a 'green tip' features in every business newsletter.	NA	Being Implemented
<b>Sustainable Decision-Making Processes and Governance</b>							
<b>Action 9.1</b> Provide briefings and training for councillors and our managers on carbon, climate change, and biodiversity to create a culture change and ensure	Councillor David Burton  Communities, Leisure and Arts	Gemma Bailey	2023	MBC's newly appointed Biodiversity and Climate Engagement Officer has also received training from the Carbon Literacy Project enabling her to	Officers are planning a Cllr Carbon Literacy workshop for summer 2023. An APSE trainer who specialises in Carbon Literacy for elected members	Number of Councillors carbon literate	Planning and Development

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	
<b>Action 9.2</b> 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 utilised 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
<b>Action 9.3</b> 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><b>Action 9.4</b> 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><b>Action 9.5</b> 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"> <li>guide the Council in considering whole life sustainability impacts in all contracts, ensuring that we</li> </ul>	<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
210				<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"> <li>• This policy will support the Council in encouraging suppliers to assist us in reducing our consumption on utilities.</li> <li>• 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.</li> <li>• Assess where the emission hotspots are in their supply chain</li> <li>• Identify resource and energy risks in their supply chain</li> <li>• Identify which suppliers are leaders and which are laggards in terms of their sustainability performance</li> <li>• Identify energy efficiency and cost reduction opportunities in their supply chain</li> </ul>	<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
211				<ul style="list-style-type: none"> <li>• Engage suppliers and assist them to implement sustainability initiatives</li> <li>• Improve the energy efficiency of their products</li> <li>• Positively engage with employees to reduce emissions from business travel and employee commuting.</li> </ul> <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	<b>+£2,607</b>	42.8	High Priority	
4. Maidstone Archbishops Palace	£1,712,670	<b>+£12,525</b>	30	Medium Priority	Linked to future decisions about use of Archbishops Palace
5. Maidstone Town Hall	£433,030	<b>+£12,058</b>	19	Medium Priority	
6. Lockmeadow Leisure Complex	£97,350	£37,974	1.7	Low Priority	
7. Lockmeadow Market	£772,710	<b>+£14,117</b>	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	
<b>Total</b>	<b>£11,775,452</b>	<b>£152,759</b>	<b>888.6 tCO2e</b>		
<b>Added costs for design/study fees 5%</b>	+ £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.

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)	<a href="http://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022">www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022</a>	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		
<b>Gas totals</b>	<b>22</b>	<b>2,346,816</b>		<b>£32,855</b>	<b>865 tonnes of CO2e</b>	<b>£272,931</b>		
<b>Electricity totals</b>	<b>78</b>	<b>2,021,998</b>		<b>£22,464</b>		<b>£629,154</b>	<b>4%</b>	
Potential cost of REGO/RGGO (Green Tariffs)				<b>£55,320</b>	Totals	<b>£902,085</b>	<b>6%</b>	<b>1.95 MWp</b>

## 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
<b>1 BED</b>	
7 The Cottages, ME15 0HE	D
<b>2 BEDS</b>	
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
<b>3 BEDS</b>	
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
<b>4 Beds</b>	
20 Egerton Road, ME14 2QY	E
144 Westmoralnd Road , ME15 8JQ	D
<b>Shared houses</b>	
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 tCO<sub>2</sub>e 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	
	<b>Total</b>	<b>£3,469,091.35</b>

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 tCO<sub>2</sub>e 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

<b>Total</b>	<b>£253,000</b>
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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 [15<sup>th</sup> 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 CO<sub>2</sub>e, 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 CO<sub>2</sub> 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 <sub>2</sub> e)	Cost Per Annum to MBC based on 10% 2021/22 carbon footprint (172.21tCO <sub>2</sub> 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
<b>Total</b>	<b>1372.57 kWp</b>	<b>£1,243,050</b>	<b>£114,754 saved</b>	<b>6.6 years</b>	<b>105.3CO<sub>2</sub>te reduced</b>

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.<sup>1</sup>

<sup>1</sup> 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 14.5tCO<sub>2</sub>e 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	<b>£12,364,224.00</b>	<b>888.6 tCO<sub>2</sub>e (60%)</b>
2. Estimated cost to purchase Green Tariffs to decarbonise procured energy across MBC estate (excluding Maidstone House/The Leisure Centre/Lockmeadow Entertainment Complex)	<b>£55,320.00 (Per Annum)</b>	Not Applicable
3. Estimated cost to improve MBC's current temporary accommodation housing stock to EPC-C minimum	<b>£219,693.00</b>	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)	<b>£3,469,091.35</b>	<b>160 tCO<sub>2</sub>e (11%)</b>
b. Costs to upgrade the capacity of the depot to meet the electric demand	<b>£253,000.00</b>	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)	<b>£34,443.00 (Per Annum)</b>	<b>140 tCO<sub>2</sub>e (10% based on 2021-22 MBC carbon footprint)</b>

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)	<b>£1,243,050.00</b>	<b>105.3 CO2te (7.5%)</b>
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
<b>Estimated Total to achieve net zero carbon on MBC Scope 1 and 2 emissions</b>	<b>£17,638,821.35</b>	<b>1293.9 CO2te (92% reception based on 2021-22 carbon footprint)</b>

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 tCO<sub>2</sub>e 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.

**CABINET**

**26 JULY 2023**

## 4<sup>th</sup> Quarter Finance, Performance & Risk Monitoring Report 2022/23

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Corporate Services Policy Advisory Committee	14 June 2023
Cabinet Meeting	26 July 2023

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Cabinet
<b>Lead Head of Service</b>	Mark Green, Director of Finance, Resources & Business Improvement
<b>Lead Officer and Report Author</b>	Paul Holland, Senior Finance Manager Carly Benville, Senior Information Analyst Alison Blake, Interim Head of Mid Kent Audit Orla Sweeney, Senior Policies & Communities Officer Charlotte Yarnold, Programme Manager (Strategic Planning)
<b>Classification</b>	Public
<b>Wards affected</b>	All

### **Executive Summary**

This report sets out the 2022/23 financial and performance position for the services reporting into the Corporate Services Policy Advisory Committee (CS PAC) as at 31<sup>st</sup> March 2023 (Quarter 4). The primary focus is on:

- The 2022/23 Revenue and Capital budgets; and
- The 2022/23 Key Performance Indicators (KPIs) that relate to the delivery of the Strategic Plan 2019-2045.
- Corporate Risk Register

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

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

Following the realignment of the Policy Advisory Committees there have been some minor changes to the responsibilities of this Committee which are reflected in this report.

### Budget Monitoring

At the Quarter 4 stage the Council has incurred net expenditure of £23.019m against the approved profiled budget of £23.231m, representing an underspend of £0.212m.

Overall net expenditure at the end of Quarter 4 for the services reporting to CS PAC is £10.270m, compared to the approved profiled budget of £10.894m, representing an underspend of £0.624m.

At the Quarter 4 stage, the Council has incurred overall expenditure of £16.335m against a budget allocation within the Capital Programme of £32.631m.

Capital expenditure at the end of Quarter 4 for CS PAC was £2.440m against a total budget of £9.535m.

With the exception of this Committee the Policy Advisory Committees that were in place for 2022/23 have now been decommissioned and reconstituted with some different responsibilities for 2023/24. These changes have been reflected in the reports that the other Committee have seen.

### Performance Monitoring

A number of targets were missed due to current issues with the economy and the continuing after-effects of Covid-19, although there were improvements in a number of other areas.

### Corporate Risk Update

Appendix 3 outlines all the Council's corporate risks. Of note are changes to the elections and contractor failure risks to re-frame these, and a change to the cost-of-living risk which has been re-framed and has increased. The other corporate risks have been reviewed and updated with some changes to risk descriptions and/or controls or actions. The report also includes the operational risk profile of the Council and the most significant (black) operational risk.

### Recovery & Renewal Update

A number of actions across the three areas of focus in the Recovery and Renewal Action have now been completed. This is shown in the update at Appendix 4.

### UK Shared Prosperity Fund Update

An update on progress made against schemes using this funding is shown at Appendix 5.

### **Purpose of Report**

The report enables the Cabinet to consider and comment on the issues raised and actions being taken to address both budget pressures and performance issues as at 31<sup>st</sup> March 2023.

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

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 for 2022/23 be noted;
3. That the Performance position as at Quarter 4 for 2022/23, including the actions being taken or proposed to improve the position, where significant issues have been identified, be noted;
4. That the proposed new KPIs for 2023/24 be approved;
5. That the Risk Update, attached at Appendix 3 be noted;
6. That the Recovery & Renewal Update, attached at Appendix 4 be noted;
7. That the UK Shared Prosperity Fund update, attached at Appendix 5 be noted; and
8. That the uncollectable Business Rates (NNDR) listed at Appendix 6 be approved for write-off.

# 4<sup>th</sup> Quarter Finance, Performance & Risk Monitoring Report 2022/23

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium-Term Financial Strategy which is linked to the Strategic Plan and corporate priorities.</p> <p>The Key Performance Indicators and strategic actions are part of the Council's overarching Strategic Plan 2019-45 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas.</p>	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Cross Cutting Objectives</b>	This report enables any links between performance and financial matters to be identified and addressed at an early stage, thereby reducing the risk of compromising the delivery of the Strategic Plan 2019-2045, including its cross-cutting objectives.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Risk Management</b>	This is addressed in Section 5 of this report.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Financial</b>	<p>Financial implications are the focus of this report through high level budget monitoring. Budget monitoring ensures that services can react quickly enough to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p> <p>Performance indicators and targets are closely linked to the allocation of resources and determining good value for money.</p>	Senior Finance Manager (Client)

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

	policy or service change, should one be identified.	
<b>Public Health</b>	The performance recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
<b>Crime and Disorder</b>	There are no specific issues arising.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Director of Finance, Resources and Business Improvement (Section 151 Officer)
<b>Biodiversity and Climate Change</b>	The implications of this report on biodiversity and climate change have been considered and there are no direct implications on biodiversity and climate change.	Biodiversity and Climate Change Manager

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Medium-Term Financial Strategy for 2022/23 to 2026/27 - including the budget for 2022/23 - was approved by full Council on 23<sup>rd</sup> February 2022. This report updates the Cabinet on how its services have performed over the last quarter with regard to revenue and capital expenditure against approved budgets.
- 2.2 This report also includes an update to the Cabinet on progress against its Key Performance Indicators (KPIs), and an updated covering corporate risks.
- 2.3 Attached at Appendix 1 is a report setting out the revenue and capital spending position at the Quarter 2 stage. Attached at Appendix 2 is a report setting out the position for the KPIs for the corresponding period. Attached at Appendix 3 is a report providing an update on corporate risks, in response to the Policy & Resources Committee's previous request for regular updates on this subject. Attached at Appendix 4 is an update on progress against the Recovery & Renewal Plan and attached at Appendix 5

is an update on the UK Shared Prosperity Fund, which includes a RAG rating that was requested by Members at a previous meeting. Attached at Appendix 6 are the details of the uncollectable Business Rates (NNDR) being requested for approval to write off.

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### **3. AVAILABLE OPTIONS**

- 3.1 There are two matters for decision in this report. The Cabinet is asked to approve the :
- new Key Performance Indicators.
  - write off the uncollectable Business Rates.
- 3.2 The Cabinet is asked to note the remaining parts of the report but may choose to comment.
- 

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

- 4.1 In considering the current position on the Revenue budget, the Capital Programme, and the KPIs at the end of March 2023, the Cabinet can choose to note this information or could choose to comment.
- 4.2 In the case of the two decisions the Cabinet is asked to approve these.
- 4.3 The Cabinet is requested to note the remaining content of the report.
- 

### **5. RISK**

- 5.1 This report is presented for information only and has no direct risk management implications.
- 5.2 The Council produced a balanced budget for both revenue and capital income and expenditure for 2022/23. The budget is set against a continuing backdrop of limited resources and a difficult economic climate, even before the impact of the Covid-19 pandemic became clear. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives the Cabinet the best opportunity to take actions to mitigate such risks.
- 

### **6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 6.1 The KPIs update ("Performance Monitoring") are reported to the Policy Advisory Committees (PAC) quarterly: Communities, Leisure & Arts PAC, Housing, Health & Environment PAC and Planning, Infrastructure & Economic Development PAC. Each committee also receives a report on the relevant priority action areas. The report was also presented to the

Corporate Services PAC reporting on the priority areas of "A Thriving Place", "Safe, Clean and Green", "Homes and Communities" and "Embracing Growth and Enabling Infrastructure".

- 6.2 Each Policy Advisory Committee supported the recommendations as they related to their areas. The Communities Leisure and Arts Policy Advisory Committee requested that there was an additional KPI added for the performance of the market at Lockmeadow.

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## 7. **NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 The Quarter 4 Budget & Performance Monitoring reports are being considered by the relevant Policy Advisory Committees during June 2023.

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## 8. **REPORT APPENDICES**

- Appendix 1: Fourth Quarter Budget Monitoring 2022/23
- Appendix 2: Fourth Quarter Performance Monitoring 2022/23
- Appendix 3: Risk Update 2022/23
- Appendix 4: Recovery & Renewal Update 2022/23
- Appendix 5: UK Shared Prosperity Fund Update 2022/23
- Appendix 6: Uncollectable Business Rates (NNDR)

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## 9. **BACKGROUND PAPERS**

None.

# Fourth Quarter Financial Update 2022/23

Corporate Services – Policy Advisory Committee

14<sup>th</sup> June 2023

Lead Officer: Mark Green

Report Author: Paul Holland

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# Part A

## Executive Summary & Overview



This report provides members with the financial position as at 31 March 2023, covering activity for both the Council as a whole and this committee's revenue and capital accounts for the fourth quarter of 2022/23.

In 2021/22, income recovered more strongly than expected from the pandemic and the Council generated a modest surplus compared with budget. For 2022/23, there is no more direct government funding to cover the costs of Covid, but the Council was able to set a balanced budget. Additional provision of £1.3 million was made within the 2022/23 budget for the expected impact of higher inflation on the Council's input costs. The projected peak level of inflation has increased and looks to continue to remain high for some time and is having an impact on contract and energy costs, so the unused contingency has been carried forward. We are also seeing increased demands in temporary accommodation which is linked to the financial economy. These pressures have been offset by increased levels of income and some underspends giving an outturn position which is a small underspend. The significant under and overspends have been reflected in the budget for 2023/24.

The fourth quarter monitoring report provides the forecast year end position for revenue and capital and updates the Committee on a range of other inter-related financial matters including Local Tax Collection, Reserves and Balances, Treasury Management and Maidstone Property Holdings.

With the exception of this Committee the Policy Advisory Committees that were in place for 2022/23 have now been decommissioned and reconstituted with some different responsibilities for 2023/24. These changes have been reflected in the reports that the other Committees have seen.

The headlines for Quarter 4 are as follows:

#### Part B: Revenue Budget – Q4 2022/23

- At the Quarter 4 stage, the Council has incurred net expenditure of £23.019m against a profiled budget of £23.231m, representing an underspend of £0.212m.
- For the services reporting directly to CS PAC, net expenditure of £10.270m has been incurred against a profiled budget of £10.894m, representing an underspend of £0.624m.

#### Part C: Capital Budget – Q4 2022/23

- At the Quarter 4 stage, the Council has incurred overall expenditure of £16.335m against a budget allocation within the Capital Programme of £32.631m.
- Expenditure for services reporting directly to CS PAC of £2.440m has been incurred against the budget of £9.535m.

#### Part D: Local Tax Collection 2022/23

- Collection rates were marginally higher than the target for the fourth quarter.
- The Council is working with other Kent councils to establish the year-end outturn position for the Kent Business Rates Pool in 2022/23.

#### Part E: Reserves & Balances 2022/23

- The unallocated balance on the General Fund at 1 April 2022 was £12.2m. It is anticipated that balances will remain above the minimum level set by Council.

#### Part F: Treasury Management 2022/23

- The Council held short-term investments of £10m, £5.0m in long term PWLB borrowing, and a further £5.0m in short-term borrowing as at 31<sup>st</sup> March 2023.

#### Part G: Maidstone Property Holdings Ltd. (MPH)

- MPH net rental income for Quarter 3 2022/23 was £591,964. Rent arrears as at 31<sup>st</sup> March 2023 were minimal.

# Part B

# Fourth Quarter Revenue Budget 2022/23



## B1) Revenue Budget: Council

B1.1 At the Quarter 4 stage, the Council has incurred net expenditure of £23.019m against a profiled budget of £23.231m, representing an underspend of £0.212m.

B1.2 Tables 1, 2 and 3 below provide further insight into the Council's income and expenditure position for Quarter 4 2022/23 by providing alternative analyses: by Policy Advisory Committee (PAC), Lead Member, Priority and Subjective Heading.

**Table 1: Net Expenditure 2022/23 (@ 4<sup>th</sup> Quarter): Analysis by PAC**

Policy Advisory Committee	Full Year Budget (Revised 2022/23)	Actual	Variance
	£000	£000	£000
Corporate Services	10,894	10,270	624
Planning, Infrastructure & Economic Development	1,322	1,299	23
Housing, Health & Environment	9,600	10,075	-475
Communities, Leisure & Arts	1,414	1,375	39
<b>Net Revenue Expenditure</b>	<b>23,231</b>	<b>23,019</b>	<b>212</b>

**Table 2: Net Expenditure 2022/23 (@4<sup>th</sup> Quarter): Analysis by PRIORITY**

Priority	Full Year Budget (Revised 2022/23)	Actual	Variance
	£000	£000	£000
Safe, Clean and Green	7,557	6,969	588
Homes and Communities	1,662	2,608	-946
Thriving Place	1,532	1,746	-213
Embracing Growth and Enabling Infrastructure	725	525	200
Central & Democratic	11,755	11,172	583
<b>Net Revenue Expenditure</b>	<b>23,231</b>	<b>23,019</b>	<b>212</b>

**Table 3: Net Expenditure 2022/23 (@ 4<sup>th</sup> Quarter): Analysis by SUBJECTIVE SPEND**

Subjective	Full Year Budget (Revised 2022/23)	Actual	Variance
	£000	£000	£000
Employees	23,951	23,068	883
Premises	6,747	6,930	-183
Transport	636	495	141
Supplies & Services	13,790	14,220	-429
Agency	7,057	6,820	237
Transfer Payments	40,293	37,066	3,227
Asset Rents	3,085	3,084	1
Income	-72,329	-68,664	-3,665
<b>Net Revenue Expenditure</b>	<b>23,231</b>	<b>23,019</b>	<b>212</b>

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

**Table 4: Net Expenditure 2022/23 (@ 4<sup>th</sup> Quarter): Analysis by CABINET MEMBER**

Lead Member for	Full Year Budget (Revised 2022/23)	Actual	Variance
	£000	£000	£000
Leader of the Council	1,262	1,236	26
Planning, Infrastructure & Economic Development	173	159	13
Communities, Leisure & Arts	1,414	1,375	39
Corporate Services	10,782	10,174	608
Housing & Health	2,726	3,711	-985
Environmental Services	6,874	6,364	510
<b>Net Revenue Expenditure</b>	<b>23,231</b>	<b>23,019</b>	<b>212</b>

## B2) Revenue Budget: Corporate Services PAC

B2.1 Table 4 below provides a detailed summary of the budgeted net expenditure position for the services reporting directly into CS PAC at the end of Quarter 4. The financial figures are presented on an accruals basis (i.e. expenditure for goods and services received, but not yet paid for, is included).

**Table 4: CS Revenue Budget: NET EXPENDITURE (@ 4<sup>th</sup> Quarter 2022/23)**

(a)	(b)	(c)	(d)
Cost Centre	Approved Budget for Year	Actual	Variance
	£000	£000	£000
Maintenance of Closed Churchyards	6	0	6
Drainage	32	21	12
Street Naming & Numbering	-73	-43	-30
Sandling Road Site	28	134	-106
Maidstone House - Landlord	-191	-41	-150
Civic Occasions	55	65	-11
Members Allowances	408	453	-45
Committee Allocations	0	0	-0
Members Facilities	18	15	3
Contingency	-285	-286	1
Corporate Projects	50	0	50
Corporate Management	414	87	327
Unapportionable Central Overheads	319	230	89
Council Tax Collection	57	56	1
Council Tax Collection - Non Pooled	-356	-155	-201
Council Tax Benefits Administration	-164	-164	0
NNDR Collection	2	5	-4
NNDR Collection - Non Pooled	-239	-194	-45
MBC- BID	1	-16	17
Registration Of Electors	61	75	-14
Elections	197	245	-47
KCC Elections	0	19	-19
General Elections	0	0	-0
Emergency Centre	23	23	0
Brexit	0	-47	47
Medway Conservancy	128	128	-0
External Interest Payable	147	147	-0
Interest & Investment Income	-100	-601	501
Palace Gatehouse	-3	2	-5
Archbishops Palace	-105	-85	-19
Parkwood Industrial Estate	-287	-331	44
Industrial Starter Units	-17	-40	23
Parkwood Equilibrium Units	-89	-101	13
Sundry Corporate Properties	-210	-69	-141
Phoenix Park Units	-219	-256	37
Granada House - Commercial	-93	-119	26
MPH Residential Properties	-730	-653	-77
Heronden Road Units	-151	-195	44
Boxmend Industrial Estate	-100	-129	29
Wren Industrial Estate	-95	-113	18
General Fund Residential Properties	-57	-43	-14
Pensions Fund Management	2,169	1,248	921
Non Service Related Government Grants	-4,216	-4,249	32
Rent Allowances	-115	44	-159
Non HRA Rent Rebates	-9	-6	-3
Discretionary Housing Payments	0	-7	7
Housing Benefits Administration	-327	-312	-15

(a)	(b)	(c)	(d)
Cost Centre	Approved Budget for Year	Actual	Variance
	£000	£000	£000
Democratic Services Section	293	256	38
Mayoral & Civic Services Section	131	129	3
Chief Executive	212	210	1
Head of Policy and Communications	50	47	3
Director of Strategy Governance and Insight	86	92	-6
Revenues Section	672	670	3
Registration Services Section	102	95	7
Benefits Section	588	586	1
Fraud Section	76	65	11
Mid Kent Audit Partnership	250	208	41
Director of Finance, Resources & Business Improv	165	162	3
Accountancy Section	913	798	115
Legal Services Section	628	502	126
Director of Regeneration & Place	164	162	2
Procurement Section	113	90	24
Property & Projects Section	370	339	31
Corporate Support Section	320	300	20
Improvement Section	420	360	59
Executive Support Section	104	104	1
Head of Commissioning and Business Improveme	20	16	5
Mid Kent ICT Services	751	734	17
GIS Section	148	145	3
Director of Mid Kent Services	59	56	3
Mid Kent HR Services Section	467	438	29
MBC HR Services Section	127	125	1
Head of Revenues & Benefits	76	53	23
Revenues & Benefits Business Support	132	134	-2
Dartford HR Services Section	-8	-8	-0
IT Support for Revenues and Benefits	31	30	0
Emergency Planning & Resilience	140	136	4
Head of Property and Leisure	55	70	-15
Facilities Section	266	214	52
Salary Slippage	-286	0	-286
Town Hall	153	141	12
South Maidstone Depot	228	282	-54
The Link	53	61	-8
Maidstone House - MBC Tenant	509	455	54
Museum Buildings	315	279	36
I.T. Operational Services	633	589	45
Central Telephones	16	20	-5
Apprentices Programme	53	15	38
Internal Printing	-4	-8	4
Debt Recovery Service	10	16	-7
Debt Recovery MBC Profit Share	-122	-115	-8
General Balances	-979	-979	0
Earmarked Balances	6,774	6,824	-50
Appropriation Account	3,085	3,084	1
Pensions Fund Appropriation	-3,456	-2,550	-906
Climate change	10	4	7
Biodiversity & Climate Change	102	93	9
<b>Totals</b>	<b>10,894</b>	<b>10,270</b>	<b>624</b>

## CS Revenue Budget &amp; Outturn – Quarter 4 (By Cabinet Member)

## Cabinet Member for Corporate Services

(a)	(b)	(c)	(d)
Cost Centre	Approved Budget for Year	Actual	Variance
	£000	£000	£000
Maintenance of Closed Churchyards	6	0	6
Drainage	32	21	12
Street Naming & Numbering	-73	-43	-30
Sandling Road Site	28	134	-106
Maidstone House - Landlord	-191	-41	-150
Civic Occasions	55	65	-11
Members Allowances	408	453	-45
Committee Allocations	0	0	-0
Members Facilities	18	15	3
Contingency	-285	-286	1
Corporate Projects	50	0	50
Corporate Management	414	87	327
Unapportionable Central Overheads	319	230	89
Council Tax Collection	57	56	1
Council Tax Collection - Non Pooled	-356	-155	-201
Council Tax Benefits Administration	-164	-164	0
NNDR Collection	2	5	-4
NNDR Collection - Non Pooled	-239	-194	-45
MBC- BID	1	-16	17
Registration Of Electors	61	75	-14
Elections	197	245	-47
KCC Elections	0	19	-19
General Elections	0	0	-0
Emergency Centre	23	23	0
Brexit	0	-47	47
Medway Conservancy	128	128	-0
External Interest Payable	147	147	-0
Interest & Investment Income	-100	-601	501
Palace Gatehouse	-3	2	-5
Archbishops Palace	-105	-85	-19
Parkwood Industrial Estate	-287	-331	44
Industrial Starter Units	-17	-40	23
Parkwood Equilibrium Units	-89	-101	13
Sundry Corporate Properties	-210	-69	-141
Phoenix Park Units	-219	-256	37
Granada House - Commercial	-93	-119	26
MPH Residential Properties	-730	-653	-77
Heronden Road Units	-151	-195	44
Boxmend Industrial Estate	-100	-129	29
Wren Industrial Estate	-95	-113	18
General Fund Residential Properties	-57	-43	-14
Pensions Fund Management	2,169	1,248	921
Non Service Related Government Grants	-4,216	-4,249	32
Rent Allowances	-115	44	-159
Non HRA Rent Rebates	-9	-6	-3
Discretionary Housing Payments	0	-7	7
Housing Benefits Administration	-327	-312	-15

(a)	(b)	(c)	(d)
Cost Centre	Approved Budget for Year	Actual	Variance
	£000	£000	£000
Democratic Services Section	293	256	38
Mayoral & Civic Services Section	131	129	3
Chief Executive	212	210	1
Head of Policy and Communications	50	47	3
Director of Strategy Governance and Insight	86	92	-6
Revenues Section	672	670	3
Registration Services Section	102	95	7
Benefits Section	588	586	1
Fraud Section	76	65	11
Mid Kent Audit Partnership	250	208	41
Director of Finance, Resources & Business Improv	165	162	3
Accountancy Section	913	798	115
Legal Services Section	628	502	126
Director of Regeneration & Place	164	162	2
Procurement Section	113	90	24
Property & Projects Section	370	339	31
Corporate Support Section	320	300	20
Improvement Section	420	360	59
Executive Support Section	104	104	1
Head of Commissioning and Business Improve	20	16	5
Mid Kent ICT Services	751	734	17
GIS Section	148	145	3
Director of Mid Kent Services	59	56	3
Mid Kent HR Services Section	467	438	29
MBC HR Services Section	127	125	1
Head of Revenues & Benefits	76	53	23
Revenues & Benefits Business Support	132	134	-2
Dartford HR Services Section	-8	-8	-0
IT Support for Revenues and Benefits	31	30	0
Emergency Planning & Resilience	140	136	4
Head of Property and Leisure	55	70	-15
Facilities Section	266	214	52
Salary Slippage	-286	0	-286
Town Hall	153	141	12
South Maidstone Depot	228	282	-54
The Link	53	61	-8
Maidstone House - MBC Tenant	509	455	54
Museum Buildings	315	279	36
I.T. Operational Services	633	589	45
Central Telephones	16	20	-5
Apprentices Programme	53	15	38
Internal Printing	-4	-8	4
Debt Recovery Service	10	16	-7
Debt Recovery MBC Profit Share	-122	-115	-8
General Balances	-979	-979	0
Earmarked Balances	6,774	6,824	-50
Appropriation Account	3,085	3,084	1
Pensions Fund Appropriation	-3,456	-2,550	-906
<b>Sub-Total: Cabinet Member for Corporate Services</b>	<b>10,782</b>	<b>10,174</b>	<b>608</b>

#### Leader of the Council

(a)	(b)	(c)	(d)
Cost Centre	Approved Budget for Year	Actual	Variance
	£000	£000	£000
Climate change	10	4	7
Biodiversity & Climate Change	102	93	9
<b>Sub-Total: Leader of the Council</b>	<b>112</b>	<b>96</b>	<b>16</b>

<b>Totals:</b>	<b>10,894</b>	<b>10,270</b>	<b>624</b>
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B2.2 The table shows that, at the Quarter 4 stage, for the services reporting directly to CS PAC, net expenditure of £10.270m has been incurred against the budget of £10.894m, representing an underspend of £0.624m.

### B3) CS Revenue Budget: Significant Variances

B3.1 Within the headline figures, there are a number of both adverse and favourable net expenditure variances for individual cost centres. It is important that the implications of variances are considered at an early stage, so that contingency plans can be put in place and, if necessary, be used to inform future financial planning. Variances will be reported to each of the Policy Advisory Committees on a quarterly basis throughout 2022/23.

B3.2 Table 5 below highlights and provides further detail on the most significant variances at the end of Quarter 4.

**Table 5: CS PAC Variances (@ 4<sup>th</sup> Quarter 2022/23)**

	Positive Variance Q4	Adverse Variance Q4
<b>Corporate Services</b>	<b>£000</b>	
<b>Sandling Road Site</b> – Additional security costs for the site were the main reason for this variance.		-106
<b>Maidstone House (Landlord)</b> – This variance was mainly due to a shortfall in budgeted rental income for the second floor.		-150
<b>Corporate Management</b> – The reason for this variance was a significant decrease in the general provision for bad debts. This had been increased during the Covid-19 pandemic in anticipation of a greater level of bad debts, but it is now considered appropriate to reduce it.	327	
<b>Unapportionable Central Overheads</b> – This variance is due to a reduced level of pension contribution payments to Kent County Council, which reflects the level of vacant posts through the year.	89	
<b>Council Tax Collection (Non-Pooled)</b> - The variance on this budget has been caused by a changes to costs allocated from the Collection Fund.		-201
<b>Interest &amp; Investment Income</b> – Interest rates have remained higher than forecast through the year, and there have been more funds available for investment due to slippage in the capital programme.	501	
<b>Sundry Corporate Properties</b> – The variance is due to an unrealised budget strategy saving for additional rental income which has not been realised as no new properties have been acquired.		-141

	Positive Variance Q4	Adverse Variance Q4
<b>Corporate Services</b>	<b>£000</b>	
<b>MPH Residential Properties</b> – This variance relates to an issue with the budgets being set up incorrectly, which will be corrected for 2023/24. There are no issues with the underlying position for this budget.		-77
<b>Pensions Fund Management</b> - The way pension costs are accounted for this variance is offset in the Pensions Fund Appropriation account below. The small variance between the two relates to a small variance in actual costs and early retirements.	921	
<b>Rent Allowances</b> - The budgets are set up in the expectation that income received is higher than expenditure, (due to recovery of overpayments). This year the expenditure was slightly more than income, as overpayments are becoming more difficult to recover.		-159
<b>Pensions Fund Appropriation</b> - See Pensions Fund Management above as these are offsetting amounts.		-906

#### B4) Other Revenue Budgets: Significant Variances

B4.1 Tables 6, 7 and 8 below highlight and provide further detail on the most significant variances.

**Table 6: Planning, Infrastructure & Economic Development PAC Variances (@ 4<sup>th</sup> Quarter 2022/23)**

	Positive Variance Q4	Adverse Variance Q4
<b>Planning, Infrastructure &amp; Economic Development PAC</b>	<b>£000</b>	
<b>ECONOMIC DEVELOPMENT</b>		
<b>Innovation Centre</b> – The variance was caused by a number of factors, the most significant ones being business rate payments that had not been budgeted for and increased building maintenance costs as there were a number of issues that arose that had not been foreseen.		-74
<b>Business Terrace Expansion (Phase 3)</b> – This is a shortfall against budgeted income as a number of units were vacant during the year.		-72

	Positive Variance Q4	Adverse Variance Q4
<b>Planning, Infrastructure &amp; Economic Development PAC</b>	<b>£000</b>	
<b>PLANNING SERVICES</b>		
<b>Development Control Advice</b> – The majority of this variance relates to a shortfall in Pre-Planning Advice income. This has come about in part due to staff vacancies within the Development Control Majors team.		-121
<b>Development Control Appeals</b> – There were a number of active appeals during 2022/23 and as a result there have been increased costs above what was budgeted for.		-58
<b>Development Control Majors</b> – Income was down against budget due to a reduction in the number of applications received. The Majors Team Leader has been seconded to the Local Plans Team and the budget for the post was also transferred for the period of the secondment.		-91
<b>Development Control Other</b> - Income was down against budget due to a reduction in the number of applications received.		-74

## Local Plan Review

B4.1 The Local Plan Review (LPR) process is an important, high profile and continuous task undertaken by the Planning Services team. The associated revenue spending profile however is cyclical and does not fit the conventional 12-month financial planning process for general revenue expenditure. Instead, spending tends to follow the five-year production period of each Local Plan with various peaks and troughs over that time period.

B4.2 The LPR process is therefore funded through an annual £200,000 revenue contribution, in addition to the existing service budget, with any remaining unspent balances at year end automatically rolled forward into the following financial year. The table below shows the available revenue resources currently allocated to fund LPR activities, and the spend as at 31<sup>st</sup> March 2023.

<b>Opening Balance 01/04/2022</b>	<b>Spending April - March 2023</b>	<b>Spending Balance 31/03/2023</b>
<b>£'s</b>	<b>£'s</b>	<b>£'s</b>
1,477,664	687,718	789,946

Table 6a, Local Plan Review budget (Q4, 2022/23)

B4.3 In addition to the annual funding a further £1m was allocated from the New Homes Bonus for 2022/23 for the LPR.

**Table 7: Housing, Health & Environment PAC Variances (@ 4<sup>th</sup> Quarter 2022/23)**

	Positive Variance Q4	Adverse Variance Q4
<b>Housing, Health &amp; Environment Committee</b>	<b>£000</b>	
<b>Crematorium</b> – There has been a greater demand for service with the death rate being higher than normal. There has also been an increase in memorial sales.	128	
<b>Public Conveniences</b> – The underspend relates to unused budgetary provision that was made for the new toilets in Mote Park which didn't open until the end of December 2022.	101	
<b>Household Waste Collection</b> – The overspend is due to additional bin purchases and the consultancy costs relating to the new waste collection contract.		-67
<b>Mote Park</b> - This overspend was caused by a number of factors – increased water costs, increased trade waste charges and costs relating to the new Estate Services Building.		-52
<b>Homeless Temporary Accommodation</b> - Demand has been high all year for temporary accommodation, and this is due mainly to the rise in the cost of living. There are also issues with getting people out of temporary accommodation as soon as possible, this has proved very difficult throughout the year.		-906
<b>Ulcombe Caravan Site (Water Lane)</b> - This overspend was caused by increased service charges from Kent County Council. This was due to issues around rent collection, and increased charges for water and electricity.		-60

**Table 8: Communities, Leisure & Arts PAC Variances (@ 4<sup>th</sup> Quarter 2022/23)**

	Positive Variance Q4	Adverse Variance Q4
<b>Communities, Leisure &amp; Arts PAC</b>	<b>£000</b>	
<b>Lockmeadow landlord costs and Lockmeadow Complex</b> – 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.	48	
<b>Market</b> – This variance is due to a shortfall in income received through the year.		-65

## B5) Virements

B5.1 In accordance with the Council's commitment to transparency and recognised good practice, virements (the transfer of individual budgets between objectives after the overall budget has been agreed by full Council) are reported to the CS PAC on a quarterly basis.

B5.2 Virements may be temporary, meaning that there has been a one-off transfer of budget to fund a discrete project or purchase, or permanent, meaning that the base budget has been altered and the change will continue to be reflected in the budget for subsequent years.

B5.3 The virements made in Quarter 4 are presented in Table 9 below.

**Table 9: Virements (@ 4<sup>th</sup> Quarter 2022/23)**

Reason	From	To	Value £	Perm/Temp*
Transfer Contingency to Earmarked Reserve	Contingency	Contingency for Future Funding Pressures	2,133,750	Temporary
Transfer Unused MRP to Earmarked Reserve	Minimum Revenue Provision	Future Capital Expenditure	906,970	Temporary
Fund Various LPR Costs	Spatial Planning Earmarked Reserve	Planning Policy	411,140	Temporary
Transfer Reserve to Innovation Centre	Enterprise Zone Earmarked Reserve	Enterprise Rates Income	123,200	Temporary
Fund Charges From Reserve	Homelessness Prevention & TA Reserve	Homelessness Prevention	75,000	Temporary
Fund Additional Enforcement Costs	Planning Appeals	Planning Appeals	56,160	Temporary
Fund Recovery & Renewal Spend	Recovery & Renewal Reserve	MBC HR Services Section	20,900	Temporary
Budget Allocation for Grant to Various Communities	Recovery & Renewal Reserve	Social Inclusion	20,340	Temporary
Funding for Borough Insight	Recycling/Commercial Waste	Borough Insight	12,000	Temporary
Fund Safety in Action from CCTV	CCTV	Safety In Action	2,790	Temporary
Additional Funding for the Website Project	Business Rates Growth Earmarked Balances	Website	1,200	Temporary

# Part C

# Fourth Quarter Capital Budget 2022/23



## **C1) Capital Budget: Council**

- C1.1 The overall five-year Capital Programme for 2022/23 to 2026/27 was approved by the Council on 23<sup>rd</sup> February 2022. Some capital funding will now come from prudential borrowing as other sources of funding are not sufficient to cover the costs of the programme, although funding continued to be available from the New Homes Bonus (NHB) in 2022/23.
- C1.2 The 2022/23 element of the Capital Programme (including unused resources brought forward from 2021/22) has a revised budget of £32.631m. At the Quarter 4 stage, capital expenditure of £16.335m had been incurred, with budget remaining of £16.297m.

## **C2) Capital Budget: Corporate Services PAC**

- C2.1 Progress towards the delivery of the 2022/23 CS PAC element of the Capital Programme at the Quarter 4 stage is presented in Table 10 overleaf.
- C2.2 At the Quarter 4 stage, expenditure of £2.440m has been incurred against a revised budget of £9.535m million for CS PAC. This leaves a remaining budget of £7.095m.

Capital Programme Heading	Revised Estimate 2022/23 £000	Actual to March 2023 £000	Budget Remaining £000
<b>Housing, Health &amp; Environment</b>			
Housing - Disabled Facilities Grants Funding	1,640	1,228	412
Temporary Accommodation	4,330	451	3,879
Springfield Mill - Phase 2	731	738	-8
Affordable Housing Programme - Trinity Place	500	375	125
Commercial Development - Maidstone East	200		200
Private Rented Sector Housing Programme	2,310	1,653	657
1,000 Homes Affordable Housing Programme	7,600	4,406	3,194
Acquisitions Officer - Social Housing Delivery P/ship	160	180	-20
Granada House Refurbishment Works	100	41	59
Street Scene Investment	70	72	-2
Flood Action Plan	430	12	418
Electric Operational Vehicles	84	95	-11
Vehicle Telematics & Camera Systems	35	39	-4
Rent & Housing Management IT System	11	14	-3
Installation of Public Water Fountains	15		15
Crematorium & Cemetery Development Plan	250	241	9
Continued Improvements to Play Areas	126	32	94
Parks Improvements	152	133	19
Gypsy & Traveller Sites Refurbishment	1,421	1,289	131
Waste Crime Team - Additional Resources	25		25
Section 106 funded works - Open Spaces	400	283	117
<b>Total</b>	<b>20,589</b>	<b>11,280</b>	<b>9,309</b>
<b>Communities, Leisure &amp; Arts</b>			
Mote Park Visitor Centre	1,307	1,690	-383
Mote Park Lake - Dam Works	486	318	168
Leisure Provision	100		100
Tennis Courts Upgrade	20	0	20
Lockmeadow Ongoing Investment	203	338	-135
Mote Park Kiosk Refurbishment & Extension	50		50
<b>Total</b>	<b>2,166</b>	<b>2,347</b>	<b>-181</b>
<b>Corporate Services</b>			
Corporate Property Acquisitions	3,181		3,181
Garden Community	1,100	200	900
Infrastructure Delivery	1,000		1,000
Asset Management / Corporate Property	1,261	790	471
Other Property Works	100	4	96
Biodiversity & Climate Change	250	77	173
Feasibility Studies	122	91	31
Digital Projects	25	26	-1
Software / PC Replacement	336	123	213
Maidstone House Works	1,000	356	644
Automation Projects	200	15	185
New Ways of Working - Make the Office Fit for Purpose	40	9	31
Fleet Vehicle Replacement Programme	900	723	177
Election Polling Booths	20	27	-7
<b>Total</b>	<b>9,535</b>	<b>2,440</b>	<b>7,095</b>
<b>Planning, Infrastructure &amp; Economic Development</b>			
Kent Medical Campus - Innovation Centre	341	268	73
<b>Total</b>	<b>341</b>	<b>268</b>	<b>73</b>
<b>TOTAL</b>	<b>32,631</b>	<b>16,335</b>	<b>16,297</b>

Table 10: Capital Expenditure (@ 4<sup>th</sup> Quarter 2022/23)

### **C3) Capital Budget Variances (@ 4<sup>th</sup> Quarter 2022/23)**

#### **Corporate Services PAC**

C3.1 The most (financially) notable CS PAC items in the table above are as follows:

Corporate Property Acquisitions – This budget was not utilised as no suitable properties for purchase were identified. The budget will be carried forward into 2023/24.

Garden Community – Work is continuing on developing this project, with any unused balance being carried forward into 2023/24.

Infrastructure Delivery - At this stage there are no plans to spend this budget, and it will be carried forward to 2023/24.

Maidstone House – The initial phase of works, including upgrading the reception area and external signage, was completed in 2022/23. Work on the lifts is currently under way, and the unused budget will be carried forward into 2023/24 for the next phase of work.

#### **Housing, Health & and Environment PAC**

C3.2 The most (financially) notable HHE PAC items in the table above are as follows:

Disabled Facilities Grant Funding - The time taken to approve DFG payments has improved significantly, with the average time reducing from 50 days to 11 days. A review of the DFG process has been completed by an independent organisation and the recommendations have either been implemented or informed the new Housing Renewal Policy 2023. The draft policy was considered and recommended for approval by CHE PAC in February 2023 before adoption by the Executive. The new working practices and policy will provide for a better experience for our residents and see further improvements in the delivery of grants.

Temporary Accommodation - This is the funding for the latest phase of property acquisitions to provide accommodation for temporarily homeless families and persons. There were only two acquisitions to this year, due to the high level of house prices during the year. More acquisitions are taking place in 2023/24 as more properties have been identified at affordable prices.

#### **Private Sector Rented Housing Programme/ 1,000 Homes Affordable Housing Programme**

A number of schemes are at various stages of development, and further land/property acquisitions have taken place during the year. The variance relates mainly to larger scale schemes that have not progressed as far as was anticipated by the end of March. Some schemes will also contain elements of both private rented and affordable housing so the costs may change depending on the mix at the sites where this happens.

Flood Action Plan - At this stage there are no plans to spend this budget, and it will be carried forward to 2023/24.

### **Communities, Leisure & Arts PAC**

C3.3 The most (financially) notable CLA PAC items in the table above are as follows:

Mote Park Visitor Centre – The centre is now open but there have been some unanticipated costs that mean the project will cost more than initially budgeted for. Funding has been identified for this overspend.

Lockmeadow Ongoing Investment – Construction costs rose after the budget was set, hence the overspend. The budgets for future expenditure can be adjusted to compensate for this overspend.

## Part D

# Fourth Quarter Local Tax Collection 2022/23



## D1) Collection Fund

- D1.1 A large proportion of the Council's income is generated through local taxation (Council Tax and Business Rates), which is accounted for through the Collection Fund.
- D1.2 Due to the risk in this area, including the risk of non-collection and the pooling arrangements in place for Business Rates growth, the Council monitors the Collection Fund very carefully.
- D1.3 There are statutory accounting arrangements in place which minimise the in-year impact of collection fund losses on the general fund revenue budget, however, losses incurred in one year must be repaid in subsequent years so there is a consequential impact on future budgets and the medium-term financial strategy.

## D2) Collection Rates & Reliefs

- D2.1 The collection rates achieved for local taxation are reported in the table below.

**Table 11: Local Tax Collection Rates (Q4 2022/23)**

Description	Target Q4 2022/23	Actual Q4 2022/23
Council Tax	95.75%	96.76%
Business Rates	95.20%	97.65%

- D2.2 The amount of Council Tax and Business Rates collected is marginally higher than the quarter 4 target.

## D3) Kent Business Rates Pool

- D3.1 The council has continued to participate with other Kent authorities during 2022/23 to maximise the proportion of business rates growth it is able to retain. Forecasts from those in the pool have been requested and we will have an update once we receive all Business Rate quarter 4 figures. As in previous years, any funding will be allocated to spending which supports the delivery of the council's Economic Development Strategy.
- D3.2 As part of the pooling arrangements, pool members share the risks, as well as the rewards of pool membership. Business rates retention scheme is extremely difficult to forecast, due to the number of unknowns e.g. the impact of the removal of expanded reliefs to businesses affected by Covid-19, and the longer term impacts on local, national and global economies.

# Part E

# Reserves & Balances 2022/23



## E1) Reserves & Balances

E1.1 The combined total of the General Fund balance and Earmarked Reserves as at 1 April 2022 was £33.8 million, including £10.2 million set aside to fund future collection fund deficits. The makeup of the balance, and the forecast movements during 2022/23 are presented in Table 12 below.

E1.2 The closing balance enables a minimum general fund balance of £4.0 million to be maintained, as agreed by full Council in February 2022.

**Table 12: Reserves & Balances Quarter 4 2022/23**

	Balance 1st April 2022	Estimated movement in 2022/23	Estimated Balance as at 31st March 2023
	£000	£000	£000
<b>General Fund</b>			
Unallocated Balance	11,362	24	11,386
<b>Subtotal</b>	<b>11,362</b>	<b>24</b>	<b>11,386</b>
<b>Earmarked Reserves</b>			
Spatial Planning	0	559	559
Housing Investment Fund	0	3,216	3,216
Neighbourhood Planning	97	(20)	77
Planning Appeals	286	(56)	229
Trading Accounts	0	0	0
Civil Parking Enforcement	400	(31)	370
Future Capital Expenditure	2,426	29	2,455
Future Funding Pressures	969	1,300	2,269
Homelessness Prevention & Temporary Accommodation	1,279	(155)	1,124
Business Rates Earmarked Balances	3,681	(153)	3,529
Funding for Future Collection Fund Deficits	10,284	(10,284)	0
Commercial Risk	500	0	500
Invest to Save	500	0	500
Recovery and Renewal Reserve	778	(202)	575
Renewable Energy	119	70	188
Enterprise Zone	4	(4)	0
Majors Works (MH) Sinking Fund	0	213	213
Resources carried forward from 2021/22 to 2022/23	1,184	(1,184)	0
Resources carried forward from 2022/23 to 2023/24		200	200
<b>Subtotal</b>	<b>22,508</b>	<b>(6,503)</b>	<b>16,005</b>
<b>Total General Fund and Earmarked Reserves</b>	<b>33,870</b>	<b>(6,480)</b>	<b>27,390</b>

Table 12: General Fund and Earmarked Balances at Q4 2022/23

# Part F

## Treasury Management 2022/23



## F1) Introduction

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

The CIPFA Code covers the principles and guidelines relating to borrowing and investment operations. On 23<sup>rd</sup> February 2022, the Council approved a Treasury Management Strategy for 2022/23 that was based on this code. The strategy requires that Corporate Services Policy Advisory Committee should formally be informed of Treasury Management activities quarterly as part of budget monitoring.

## F2) Economic Headlines

During the Quarter ended 31<sup>st</sup> March 2023, the Council's Advisors, Link Asset Services, reported:

- A 0.5% month on month rise in GDP in October, mostly driven by the reversal of bank holiday effects;
- CPI inflation fell to 8.9% in March 2023 from 10.1% in February 2023;
- Average wage increases are currently running over 6% with unemployment rates at 3.7%;
- Interest rates rise by 75 basis points over Quarter 4, taking Bank Rate to 4.25%;
- The pound (£) has remained resilient of late, recovering from a record low of \$1.035, to \$1.23.

## F3) Interest Rates

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

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

**Table 13: Interest Rate Forecast**

Link Group Interest Rate View	25.05.23												
	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26
<b>BANK RATE</b>	4.75	5.00	5.00	4.75	4.50	4.00	3.50	3.25	2.75	2.50	2.50	2.50	2.50
3 month ave earnings	4.80	5.00	5.00	4.80	4.50	4.00	3.50	3.30	2.80	2.50	2.50	2.50	2.50
6 month ave earnings	5.10	5.20	5.10	4.90	4.50	3.90	3.40	3.20	2.90	2.60	2.60	2.60	2.60
12 month ave earnings	5.40	5.40	5.30	5.00	4.50	3.90	3.40	3.20	2.90	2.70	2.70	2.70	2.70
5 yr PWLB	5.00	5.00	5.00	4.80	4.50	4.10	3.70	3.50	3.30	3.20	3.20	3.10	3.10
10 yr PWLB	5.00	5.00	5.00	4.80	4.40	4.10	3.80	3.60	3.50	3.40	3.30	3.30	3.30
25 yr PWLB	5.30	5.30	5.20	5.10	4.80	4.50	4.20	4.00	3.80	3.70	3.60	3.60	3.60
50 yr PWLB	5.10	5.10	5.00	4.90	4.60	4.30	4.00	3.80	3.60	3.50	3.40	3.40	3.40

## **BANK RATE**

The above forecast for interest rates has been updated on 26<sup>th</sup> May 2023 and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened to a degree but with inflation remaining elevated we anticipate that Bank Rate will need to increase to at least 5%, if not higher, to sufficiently slow the UK economy and loosen the labour market.

It is anticipated that the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures are behind us – but that timing remains one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged. Our current judgment is that rates will have to increase and stay at their peak until the spring of 2024 as a minimum.

On the positive side, consumers are still estimated to be sitting on significant excess savings left over from the pandemic, which could cushion some of the impact of the above challenges and may be the reason why the economy is performing somewhat better at this stage of the economic cycle than may have been expected. However, most of those excess savings are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

## **PWLB RATES**

Gilt yield curve movements have shifted upwards in recent weeks and remain relatively volatile. PWLB 5 to 50 years Certainty Rates are, generally, in the range of 4.75% to 5.50%.

We view the markets as having recalibrated the level of reward required by investors to hold UK sovereign debt (c0.75% higher than in March).

## **F4) Council Investments**

The council held investments totaling £38.75m at the start of the year which has reduced to £8.54m on 31<sup>st</sup> March 2023. Investment levels are at their lowest at the end of each financial year due to a high proportion of income streams like Council tax and Business rates only being paid over a 10 month period to January each year, but expenditure levels continue throughout the year.

A full list of investments held at this time is shown at Table 15 below. All investments are held in either short term notice accounts or money market funds, to be readily available to fund the Council's liabilities, including the capital programme.

**Table 14: Short-Term Investments (4<sup>th</sup> Quarter 2022/23)**

Counterparty	Type of Investment	Principal £	Start Date	Maturity Date	Rate of Return	MBC Credit Limits	
						Maximum Term	Maximum Deposit
Aberdeen Standard Liquidity Fund	Money Market Fund	1,945,000			4.05%		£10,000,000
CCLA Public Sector Deposit Fund	Money Market Fund	6,595,000			4.12%		£10,000,000
Total Investments		8,540,000					

Investment income for 2022/23 totals £0.591m against a budget of £0.100m with an average rate of 2.21% over the year. The increase income is due to interest rates increasing throughout the year as detailed in F3 Interest Rates above.

## F5) Council Borrowing

The Council held external borrowing amounting to £9m at the start of 2022/23. Total borrowing as at 31<sup>st</sup> March 2023 was £10m with a breakdown shown in Table 15 below. Additional short-term borrowing of £5m was required on 28<sup>th</sup> February 2023 from Northern Ireland Housing Executive which was required to repay £11.9m to Department of Levelling up and Housing Communities (DLUHC) for Section 31 grant funding.

**Table 15: Council Borrowing (4<sup>th</sup> Quarter 2022/23)**

Counterparty	Type of Institution	Principal £	Start Date	Maturity Date	Interest Rate
Public Works Loans Board	Central Government	2,000,000	11/11/2021	11/11/2071	1.73%
Public Works Loans Board	Central Government	3,000,000	30/12/2021	30/12/2071	1.56%
Northern Ireland Housing Executive	Housing Authority	5,000,000	28/02/2023	30/05/2023	4.05%
Total Loans		10,000,000			

The Council has also committed to £80m future borrowing to fund the capital programme, currently forecasted at around £200m over the next 5 years. The loans were procured through a tendering process undertaken by Link Asset Service. Details of these can be found in Table 16 below.

**Table 16: Committed Borrowing (4<sup>th</sup> Quarter 2022/23)**

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

# Part G

## Maidstone Property Holdings 2022/23



## **G1) Maidstone Property Holdings Ltd. (MPH)**

- G1.1 MPH is a wholly-owned subsidiary of the Council and was incorporated on 30th September 2016. It is primarily a vehicle for letting residential properties on assured short-hold tenancies.
- G1.2 An Internal Audit review identified that there should be a mechanism in place to enable the company to formally report to the Council. Given the current level of activity within the company is relatively low, it was decided that this would be done via the quarterly budget monitoring process (previously to the Policy and Resources Committee, now to this Committee). This section of the report provides an overview of the activity and performance of the company for the year to date.
- G1.3 The MPH financial year-end is 31<sup>st</sup> March, in order to align with the Council's financial reporting period.

## **G2) MPH Headlines**

- G2.1 During 2021/22 management of residential accommodation transferred from an external agent to the Council's in-house accommodation team. MPH also took on the lease of new flats at Tower Hill (Brunswick Street), Tylers Place (Union Street) Springfield Place and Springfield Mill. Granada House and a number of other individual residential properties are also included in the portfolio.
- G2.2 Net rental income up to the end of the fourth quarter of 2022/23 totals £591,964 (2021/22 £517,666) This represents rent collected, less running costs, maintenance costs and recharges for staff time. As at 31<sup>st</sup> December 2022, there were minimal rent arrears.
- G2.3 The Council receives income from the company through charges made for services provided, and the property lease. After these charges and other expenses, it is expected that the company will achieve a breakeven position for 2022/23.
- G2.4 As company activity increases over time, governance and reporting arrangements will be kept under review to ensure that they remain appropriate and commensurate with the scope of activity and associated risks.

## Part A – Corporate Services: Quarter 4 Performance Report

## Key to performance ratings

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

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

## Recovery: Communities

Performance Indicator	Q4 2022/23				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Year)
Number of new Council Tax Support (CTS) applications received	662				
Total number of live Council Tax Support (CTS) cases as of the end of the quarter	9,599				

## Recovery: The Council's Financial position

Performance Indicator	Q4 2022/23				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Year)
Percentage of Non-domestic Rates Collected (BV 010)	97.65%	95.20%			
Percentage of Council Tax collected (BV 009) (average is taken January – March 2023)	96.76%	95.75%			

## Recovery: The Way We Work

Performance Indicator	Q4 2022/23				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Year)
Total running costs of Maidstone House in the period	TBC				

Due to a delay in collecting the data, the information for this KPI was not available ahead of the Q4 report being published. An update will be provided to this PAC once available.

**Quarter 4 Key Performance Indicators (22/23) across all PACs that were missed by more than 10%**

Performance Indicator	Q4 2022/23				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Year)
Percentage of successful Relief Duty outcomes	38.41%	60%			
Footfall in the Town Centre	356,574	468,658			N/A
Percentage of unemployed people in Maidstone (out-of-work benefits) [NOMIS]	2.8%	2.2%			
Number of youths unemployed (18-24)	563	373			
Percentage of priority 1 enforcement cases dealt with in time	50%	95%			

We have created a Dashboard on our website, which tracks unemployment figures across all ages, taken from the ONS' data. This data is updated regularly and can be accessed here: <https://maidstone.gov.uk/home/primary-services/council-and-democracy/primary-areas/information-and-data/tier-3-primary-areas/performance-And-stats/tier-3-primary-areas/dashboards/dashboards/out-of-work-benefits-and-average-property-prices-data>

**HHE PAC – Housing**

The “**Percentage of successful Relief Duty outcomes**” indicator outcome achieved a result of 38.41%, which has declined against last quarter (45.79%), however has improved against Q4 2021/22 (37.74%). The indicator missed its target by 21.6%.

As previously reported, this target is ambitious and significantly higher than national figures on the percentages of homelessness being successfully relieved. The target has been revised for 2023/24.

The performance of 38.41% of homelessness relieved in the quarter demonstrates average performance and is on par with the national average of homelessness relieved for the quarter of 38.2%, taken from the detailed Local Authority tables for statutory homelessness. It is also much higher than the Kent average of 33.8%.

### **PIED PAC – The Economy**

Using the data from HUQ, the “**Footfall in Town Centre**” KPI achieved an outcome of 356,574 against a target of 468,658, missing its target by more than 10%. The footfall for the current quarter has increased by 5,000 compared to the previous quarter. However, it is important to note that this figure may be influenced by the inflation rate, which reached 10% by the end of March. As a result, people may be adapting their spending patterns, which could impact the footfall figures.

The “**Percentage of unemployed people in Maidstone (out of work benefits)**” KPI achieved a figure of 2.9% in March 2023, against a pre-pandemic target of 2.2%. The recent trend over the last nine months indicates that the percentage of unemployed individuals has been relatively stable, fluctuating between 2.8% and 2.9%. The long-term trend over the past year shows a gradual decline in the percentage of unemployment, although it has not fallen below 2.8% since June 2022. Whilst this rate is higher than the pre-pandemic target, it is significantly lower than the rates seen throughout 2020 and 2021.

The “**Number of youths unemployed (18-24)**” KPI achieved an average figure of 563 in Q4 22/23, against a target of 373. The target of 373 is taken from the average monthly number of youths employed in 2019/20 (pre-pandemic).

The number of unemployed youths remained steady at 560 in January, the same as in December, but decreased by 5 in February before increasing by 15 in March. Despite this, the figure of 560 marks a measurable decrease since January 2022 when the Omicron Variant of COVID was coming to an end. However, it is important to note that this figure is still significantly higher than pre-pandemic levels and has been slowly increasing since the summer of 2022.

In March 2023, the percentage of Youths (18-24 years) unemployed in Maidstone was 4.7%, which was higher than the Southeast average of 3.7% but lower than the National average of 4.9%.

### **PIED PAC – Embracing Growth & Enabling Infrastructure**

The “**Percentage of priority 1 enforcement cases dealt with in time**” KPI achieved 50% against a Q4 target of 100%. However, there were only two priority 1 enforcement cases in the period, and both were visited on time. However, due to one of the reports falling on a bank holiday, and annual leave being taken after, the system was not updated on time.





**Part B – Corporate Services : 2022/2023 End of Year Outturn**  
**Key to performance ratings**

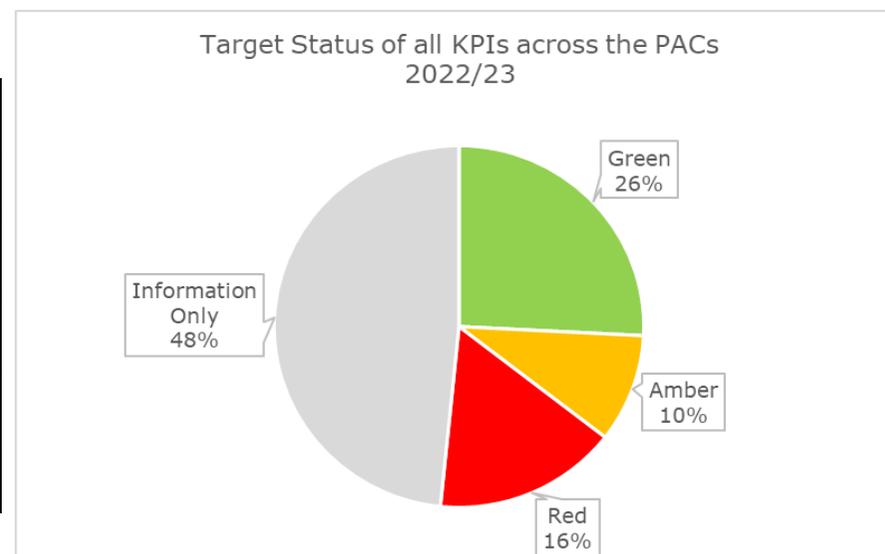
RAG Rating	
	Target not achieved
	Target slightly missed (within 10%)
	Target met
	Data Only

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

**Annual Performance Summary**

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Policy Advisory Committee	Green	Amber	Red	Information Only
Corporate Services	2	0	0	5
Planning, Infrastructure & Economic Development	4	1	3	5
Housing, Health & Environmental Services	2	2	2	5
Communities, Leisure & Arts	0	0	0	0
<b>Total</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>15</b>



**Recovery: Communities**

Performance Indicator	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Annual 2022/23	Annual Target 2022/23	Annual Status	Direction of travel (Last Year)
Number of new Council Tax Support (CTS) applications received	665	694	598	662	2,619			↓
Total number of live Council Tax Support (CTS) cases as of the end of the quarter	9,593	9,645	9,555	9,599	9,599			↓

**Recovery: The Council's Financial position**

Performance Indicator	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Annual 2022/23	Annual Target 2022/23	Annual Status	Direction of travel (Last Year)
Percentage of Non-domestic Rates Collected (BV 010)	35.80%	62.52%	82.61%	97.65%	97.65%	95.20%		↑
Percentage of Council Tax collected (BV 009)	19.03%	46.20%	73.03%	96.76%	96.76%	95.75%		↓
Council Investment in long term assets*	Annual PI				£10,945,189			↑

**Recovery: The Way we Work**

Performance Indicator	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Annual 2022/23	Annual Target 2022/23	Annual Status	Direction of travel (Last Year)
Total running costs of Maidstone House in the period	£154,681	£714,177	£772,799	TBC	TBC		TBC	TBC

Notes

- Due to a delay in collecting the data, the information for KPI “Total running costs of Maidstone House” was not available ahead of the Q4 and annual report being published. An update will be provided to this PAC once available.
- Direction of travel for targeted performance indicators shows if performance has improved or declined. For data only performance indicators direction of travel shows if there has been an increase or decrease in volume.
- \*Council Investments in long-term assets, as detailed in the Capital Programme summary:

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Service/Area of Investment	Spend
Housing – Disabled Facilities Grant Funding	£1,227,774
Temporary Accommodation	£450,656
Springfield Mill – Phase 1 & 2	£738,274
Private Rented Sector Housing Programme	£4,313,138
Affordable Housing Programme	£1,999,163
Flood Action Plan	£11,550
Crematorium & Cemetery Development Plan =	£240,868
Continued Improvement to Play Areas	£31,507
Parks Improvements	£132,797
Mote Park Visitor Centre & Mote Park Lane	£1,689,990
Mall Bus Station Redevelopment	£110,472

2022/23 Key Performance Indicators across all PACs, that were missed by more than 10%

Indicator	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Annual 2022/23	Annual Target 2022/23	Annual Status	Direction of travel (Last Year)																																							
Percentage of successful Relief Duty outcomes <i>HHE PAC</i>	47.12%	42.17%	45.79%	38.41%	43.06%	60%																																									
Footfall in the Town Centre <i>PIED PAC</i>	2,417,464	428,180	351,489	356,574	3,553,707	4,128,349																																									
Percentage of vacant retail units in the town centre <i>PIED PAC</i>	Annual KPI				16.3%	11%																																									
Number of youths unemployed (18-24 years) <i>PIED PAC</i>	<p>Youths unemployed (18-24) in Maidstone 2021-2023</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Number of people</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Apr-22</td><td>595</td><td>5.1%</td></tr> <tr><td>May-22</td><td>510</td><td>4.4%</td></tr> <tr><td>Jun-22</td><td>510</td><td>4.4%</td></tr> <tr><td>Jul-22</td><td>500</td><td>4.3%</td></tr> <tr><td>Aug-22</td><td>525</td><td>4.5%</td></tr> <tr><td>Sep-22</td><td>525</td><td>4.5%</td></tr> <tr><td>Oct-22</td><td>535</td><td>4.6%</td></tr> <tr><td>Nov-22</td><td>555</td><td>4.8%</td></tr> <tr><td>Dec-22</td><td>560</td><td>4.8%</td></tr> <tr><td>Jan-23</td><td>545</td><td>4.6%</td></tr> <tr><td>Feb-23</td><td>535</td><td>4.5%</td></tr> <tr><td>Mar-23</td><td>560</td><td>4.7%</td></tr> </tbody> </table>					Month	Number of people	Percentage	Apr-22	595	5.1%	May-22	510	4.4%	Jun-22	510	4.4%	Jul-22	500	4.3%	Aug-22	525	4.5%	Sep-22	525	4.5%	Oct-22	535	4.6%	Nov-22	555	4.8%	Dec-22	560	4.8%	Jan-23	545	4.6%	Feb-23	535	4.5%	Mar-23	560	4.7%	373 (March 2023)		
Month	Number of people	Percentage																																													
Apr-22	595	5.1%																																													
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### **HHE PAC – Housing**

The “**Percentage of successful Relief Duty outcomes**” indicator outcome achieved an annual result of 43.06%, against its target of 60%. However, as previously reported, this target is ambitious and significantly higher than national figures on the percentages of homelessness being successfully relieved. The target has been revised for 2023/24.

Those helped at the ‘Relief stage’ (those who approached as homeless on the day) has a success rate of 43%, which is slightly better than the national average. This figure largely depends on the availability of move on accommodation and unfortunately, we experienced a reduction in the number of vacant properties becoming available from our Housing Association partners. During 2022/23 we successfully nominated 555 households, which is the lowest number of lettings since 2008/09.

### **PIED PAC – The Economy**

The “**Footfall in the Town Centre**” indicator outcome achieved an annual result of 3,553,707 against its target of 4,128,349. The council no longer uses Springboard to record town centre footfall, (from a fixed camera in Week Street) which was unable to identify unique visitors and would record every movement past camera. From quarter two this year, the Council has used data from HUUQ, and the targets were adjusted accordingly, as per HUUQ’s guidance and benchmarking. HUUQ data measures unique visitors to the Town Centre using mobile phone data.

The footfall in quarter 4 (22/23) missed its new target, however had increased by 5,000 compared to the previous quarter. However, it is important to note that this figure may be influenced by the inflation rate, which reached 10% by the end of March. As a result, people may be adapting their spending patterns, which could impact the footfall figures.

The “**Percentage of vacant retail units in the town centre**” KPI achieved an annual outturn of 16.3%, against its target of 11%. This was a fall of 1.9% from April 2021, but a rise of 0.6% since January 2022 survey data.

The “**Number of youths unemployed (18-24 years)**” achieved an outturn of 570 in March 2023, compared to a pre-pandemic target of 373. Despite this, the figure of 570 marks a measurable decrease since January 2022 when the Omicron Variant of COVID was coming to an end. However, it is important to note that this figure is still significantly higher than pre-pandemic levels and has been slowly increasing since the summer of 2022. In March 2023, the percentage of Youths (18-24 years) unemployed in Maidstone was 4.7%, which was higher than the Southeast average of 3.7% but lower than the National average of 4.9%.



Part C – Corporate Services: 2023/24 Key Performance Indicators

Indicator	New or Existing	Frequency	Target	Service
<b>Lead Member for Corporate Services</b>				
Percentage of households receiving Council Tax Support (CTS)	New	Quarterly	Information Only	Zoe Kent
Percentage of Non-domestic rates collected	Existing	Quarterly	Incremental target throughout the year	Zoe Kent
Percentage of Council Tax collected	Existing	Quarterly	Incremental target throughout the year	Zoe Kent
Percentage of vacant commercial space (excluding property for development)	New	TBC	30%	Katie Exon
Percentage Change of Carbon Emissions from MBC Buildings/Fleet (Scope 1 and 2)	New	Annual	TBC	Katie Exon



# Fourth Quarter Risk Update

## 2022/23

June 2023  
Corporate Services PAC  
Report Author: Alison Blake  
*(Interim Deputy Head of Audit)*

## Introduction

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

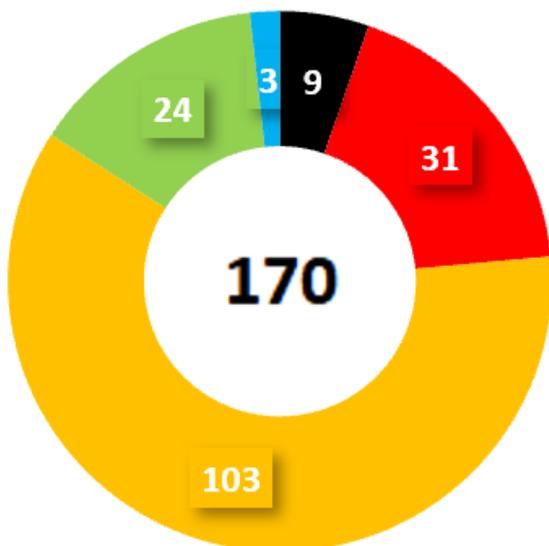
The Risk Management Framework sets out how the Council identifies, manages and monitors risks. This includes the risk appetite statement, which articulates how much risk the Council is comfortable with and able to bear. The Council is currently updating its Risk Management Framework (which was last reviewed in 2019). The new Framework will be taken to Audit, Governance and Standards Committee for approval in July.

A key part of the risk management process is to report risk information to understand how the risks to the Council are changing and what risks are emerging. This report sets out the Council’s corporate risks, describes the risks ‘on the horizon’ and includes the Council’s operational risk profile, detailing the most significant operational risks.

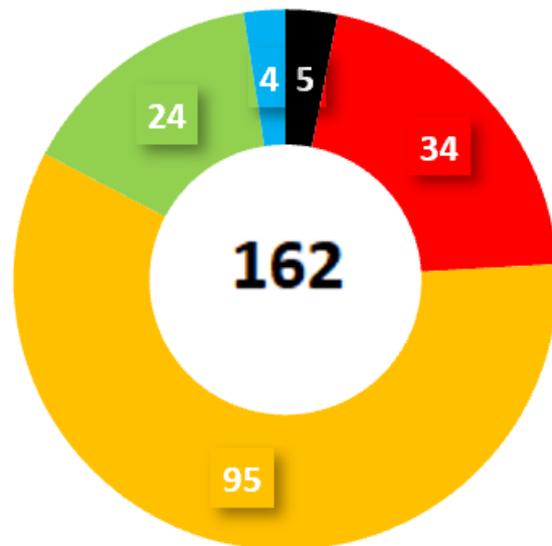
The Council will undertake a complete review and refresh of its Corporate Risk Register at a workshop involving Members and Officers in June. The new corporate risks will be reported to CS PAC as part of the next update report in September.

The Council’s overall risk profile is pictured in the diagrams below. These show a slight decrease in the overall number of risks and a decrease in the number of black risks following the incorporation of two housing operational risks into the corporate risk, and a reduction in the infrastructure risk.

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



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

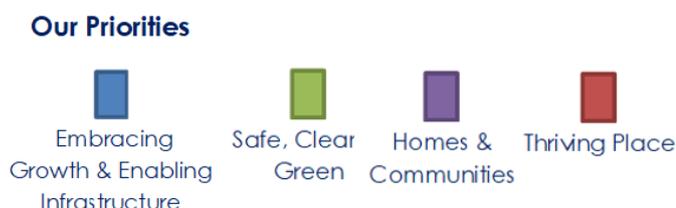


## Corporate Risks

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

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

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

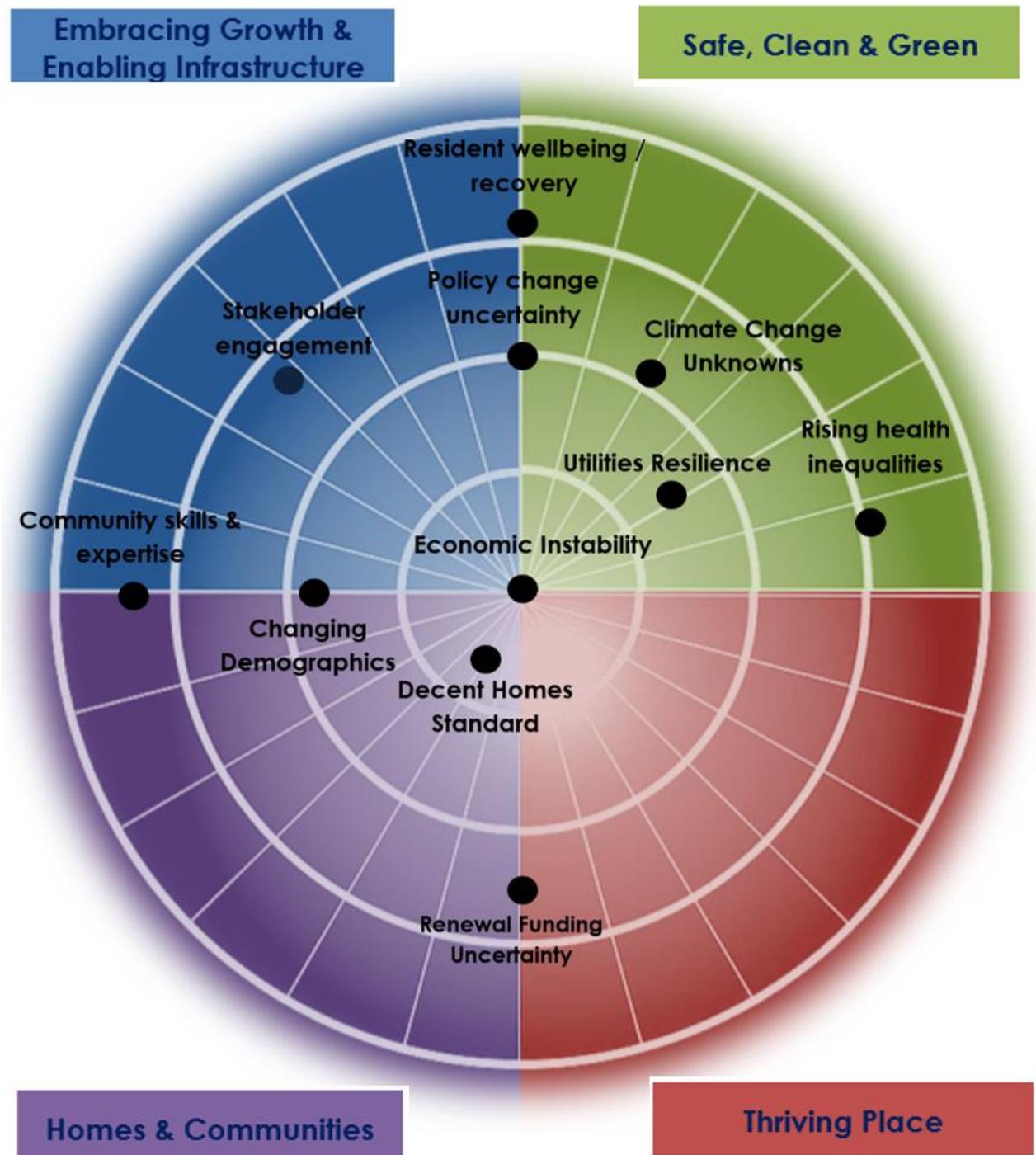


The **loss of workforce cohesion and talent** risk has reduced since the last report as a result of an improving recruitment market. The **contractor failure** risk description has been expanded to include suppliers and tenants. The **Elections** risk has been updated and re-framed to reflect the implications of voter ID on future elections. The resilience of the voluntary and community sector has been re-framed and re-scored to reflect the increased demands from the **cost of living crisis**.

### External Threats (horizon scanning)

Our horizon scanning process identifies external threats over which we have no direct control or ability to manage the impact on delivery of our priorities. Our response to these threats will be an important factor in how we develop our strategies, policies and how we translate that into service delivery. As such, we can draw down any of these threats into our corporate risk register if (or when) the time is right.

For the time being, we will keep our eye on these threats and continue to provide updates as part of the quarterly monitoring report. The diagram summarises the external threats aligned to each of our priorities with those closest to the centre being those likely to happen soonest.



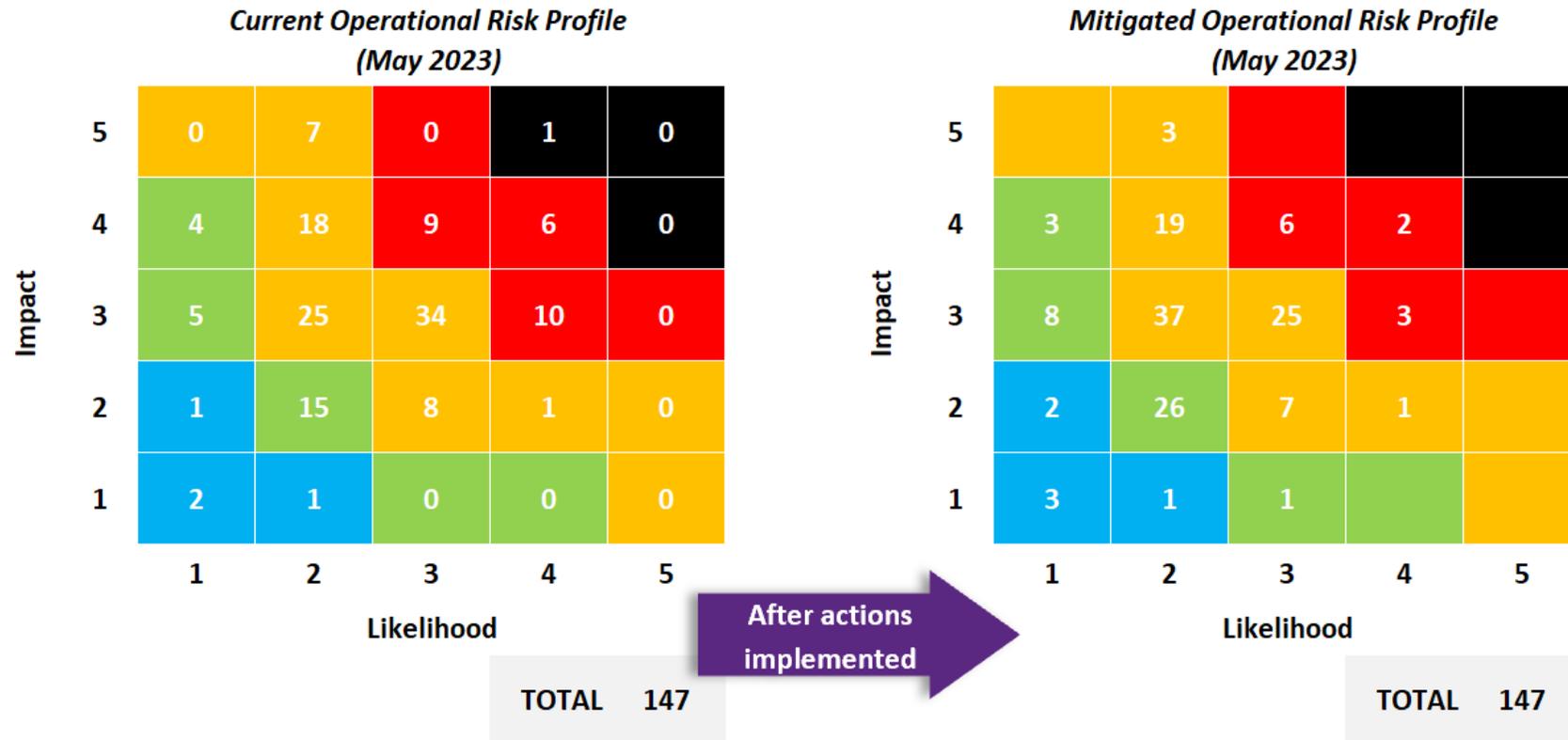
The following points provide some more detail on the threats outlined in the diagram above:

- **Changing Demographics** – changes in local demographics as local residential development expands and census results become clearer, changes predicted service provision.
- **Climate change unknowns** – some of the implications of climate change are already captured within the corporate risk register. But this reflects the possibility of other as yet unknown implications from climate change.
- **Community skills and expertise** – decline in diversity of skills and expertise within communities.
- **Decent homes standard** – ability of Maidstone BC to ensure its homes meet new guidelines.
- **Economic Instability** – uncertainty around employment rates, interest rates and inflation increases, and the effect this will have on the local economy, residents' financial position and our operational and contractual costs and wage bill.
- **Funding uncertainty** – ability of Maidstone BC to get funding which matches its aspirations and delivery goals.
- **Policy change uncertainty** – potential for changes in legislation and other central government policy changes.
- **Resident Wellbeing and recovery** – potential for residents in the borough to not have long term improvements to their wellbeing
- **Rising health inequalities** – increasing inequality in access to health care provisions.
- **Stakeholder engagement** – heightened sensitivity to Council plans leading to increased intolerance and complaints.
- **Utilities Resilience** – loss of water, electricity or telecoms over a wide area in the Borough.

## Operational Risks

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

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The 1 remaining black operational risk is detailed below:

<b>Waste Collection Contract costs increase. Annual contract financial review could result in increase in costs associated with the contract, or contract not being viable for the contractor.</b>				
Service Area: <b>Environmental Services &amp; Public Realm</b>	Ownership: <b>Jen Stevens</b>	Current Score: <b>I5 x L4</b>	<b>20</b>	
<p style="text-align: center;"><b>Causes</b></p> <p>National HGV driver shortage is having impact on collection costs due to substantial pay increases to attract and retain staff                  New contract from 2023 could be financially unviable given the requirements set out in the specification and if the full extent of the carbon reduction requirements are to be realised e.g. full electric RCV fleet</p> <p style="text-align: center;"><b>Consequences</b></p> <p>Financial burden on the council.                  Potential reconsideration of how the service is provided.</p>	<p style="text-align: center;"><b>Existing Controls</b></p> <ul style="list-style-type: none"> <li>• Agreed waste contract and T&amp;Cs around termination of contract and changes to the contract</li> <li>• Opportunities to review fees and charges to residents in line with costs</li> <li>• Quarterly monitoring of property growth and estimation of growth included in budget</li> <li>• Budget set aside from fees and changes to cover garden waste increases</li> <li>• Monitoring with finance on financial position</li> <li>• Income from Council tax growth to cover increase in service</li> <li>• Updated MTFS with likely increases in contract costs</li> </ul>	<p style="text-align: center;"><b>Risk Response</b></p> <ul style="list-style-type: none"> <li>• New waste collection contract awarded</li> </ul>		
Next Risk review: <b>June 2023</b>		Risk direction over time: <i>no change</i>	Mitigated Score: <b>I4 x L3</b>	<b>12</b>

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## Appendix A Corporate Risk Register

The following table shows the detail of the Council's Corporate Risks including the current rating (business as usual position) and the rating after the introduction of planned controls (the mitigated rating).

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>General <b>financial uncertainty</b>. Unexpected changes to government funding, failure to achieve income or savings targets, and increases in inflation and contractor costs and deteriorating economic environment places further financial restrictions on the Council resulting in difficulty maintaining standards or meeting aims.</p>	Mark Green	<ul style="list-style-type: none"> <li>• Agreed work programmes in transformation and commissioning</li> <li>• Budget monitoring in place</li> <li>• MTFS in place and monitored</li> <li>• Scenario planning in budget setting</li> <li>• Strategies for maintaining income (e.g. pricing policies and proactive management of property portfolio)</li> <li>• Holding reserves to mitigate impact of financial restrictions</li> <li>• Robust risk assessment of new business opportunities</li> <li>• Cost recovery through bidding for additional government support for one-off costs and strategic investments</li> <li>• Maximise Council Tax to referendum limit</li> </ul>	(5 x 5) 25	<ul style="list-style-type: none"> <li>• Lobbying to avoid unfavourable financial changes to government funding</li> <li>• Identifying measures to address future budget gaps</li> <li>• Early start to budgetary process for 24-25 to agree key areas</li> </ul>	(4 x 4) 16
<p>Elections Act 2022 implications in terms of Voter ID, Postal Votes and Overseas Voters could lead to <b>greater challenge or failure for a general election in the next three years</b> (A GE has to be called by January 2025)</p>	Angela Woodhouse	<ul style="list-style-type: none"> <li>• All usual election risk mitigations are in place including project planning, contingency planning and risk assessments.</li> <li>• DES Manager on DLUHC BCN group working on Elections Act 2022 implementation and liaising with AEA.</li> <li>• A number of actions completed around increasing the number of elections staff (including having staff on standby) and more targeted training.</li> <li>• Targeted communication plans and training for staff plus increasing the number of staff with electoral administration knowledge</li> </ul>	(5 x 4) 20	Contingency planning for post-election challenge impacts.	(4 x 4) 16

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>284</p> <p>Changes to national shopping patterns and the after-effects of the pandemic leads to <b>Maidstone town centre continuing to diminish as a retail and leisure destination</b>, limiting the appeal of Maidstone town centre threatening social cohesion and business rates income.</p>	<p>William Cornall</p>	<ul style="list-style-type: none"> <li>Working with Key stakeholders including One Maidstone to safely reopen the High Street.</li> <li>Regular network meetings with town centre retailers</li> <li>Public realm improvement work</li> <li>Supporting One Maidstone Business Improvement District</li> <li>Acquisition of key property (Royal Mail former sorting office refurbishment works expected to commence Q4)</li> <li>Work commissioned to promote Maidstone as business destination</li> <li>Planning Guidelines documents have now been approved by SPI for the Five town Centre Opportunity sites. Planning permissions have now been granted on two of these and pre-application advice given in respect of land parcels on Maidstone Riverside.</li> <li>Active management of Lockmeadow to enhance the local economy</li> <li>Support delivered to the sector through Business Rates grants and assistance grants</li> <li>Town Centre Opportunity guidance published and actively being used</li> </ul>	<p>(4 x 4) 16</p>	<ul style="list-style-type: none"> <li>Development of a Town Centre strategy to guide the reallocation of land uses within the Town Centre (including retail). This is now out to tender, with the successful firm expected to commence work in Jan 23, with a c 12-month commission.</li> <li>The Leader has agreed the LIP and it has been submitted; we are awaiting the outcome; we need to add reference to our successful bid to the safer Streets Fund which has secured £565k investment for community safety in the town centre</li> <li>The Council has now received a circa £1.2m Shared Prosperity Fund allocation for the next three years. Officers are in the process of preparing a draft investment plan for the monies for consideration by Members</li> <li>Town Centre Strategy now underway with "We Made That" appointed, with work scheduled to complete by Dec 2023.</li> </ul>	<p>(3 x 4) 12</p>
<p>Inflation continues to rise and a significant economic event (e.g. further pandemic impacts, BREXIT, supply chain issues) causes <b>significant changes in construction costs which may also result in a contractor insolvency, as they are generally locked into delivering schemes at a fixed price, and so need to manage their exposure to rising costs in their supply chain</b>. For the Council, this leads to a narrowing gap between build price and end of property values, increased costs to the Council and a possible time lag in delivery of 1000 affordable new homes, owing to a lack of capacity in the construction sector.</p>	<p>William Cornall</p>	<ul style="list-style-type: none"> <li>Use of "off-site" and other Modern Methods of Construction where possible to ensure schemes are delivered efficiently</li> <li>Designing buildable efficient schemes</li> <li>Financial stability and overall exposure checks for contractor</li> <li>Performance bonds and quality monitoring</li> <li>Realistically set financial scheme approval hurdle rates</li> <li>Appointment of a single architect, employers agent and development management specialist as a consistent professional team to support the Council in it delivery of the 1,000 homes programme</li> </ul>	<p>(4 x 5) 20</p>	<ul style="list-style-type: none"> <li>Exploration of suitable contractor frameworks to access.</li> <li>Managing exposure levels to different contractors as the programme gathers momentum.</li> <li>Delaying the letting of key contracts if tendering does not yield VFM proposals that are financially robust. <ul style="list-style-type: none"> <li>Careful scheme design evolution to enhance the "buildability" of new projects.</li> </ul> </li> <li>Internal team is being strengthened by the creation of three new roles, which are currently being recruited to</li> </ul>	<p>(4 x 4) 16</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>285</p> <p>Increased impacts from climate change (including flooding, severe storms, heatwaves and drought) causes <b>environmental damage</b> reducing residents' quality of life and increasing adaptation support required from the Council.</p>	<p>Angela Woodhouse</p>	<ul style="list-style-type: none"> <li>Comprehensive Biodiversity and Climate Change Strategy and action plan has been developed and is being implemented across council</li> <li>Air Quality Action Plan in place</li> <li>Emergency planning arrangements</li> <li>Parks and open spaces strategy to reduce risk of damage from trees and nature based mitigation of climate impacts</li> <li>Budget available to deliver actions and additional funding allocated</li> <li>Communication / engagement activities to increase resilience and awareness of residents and businesses for adverse weather events</li> <li>Use of Severe Weather Impacts Monitoring System (SWIMS) to understand impacts of severe weather in borough</li> <li>Member of the Kent Climate Change Network</li> <li>Permanent Biodiversity and Climate Change Manager in post</li> <li>Permanent Biodiversity and Climate Change engagement officer in post to support public and business adaptation to climate change</li> <li>Part of Medway Flood Partnership and Kent Resilience Forum</li> <li>Strong governance arrangements in place with operational board chaired by Director of Strategy Insight and Governance, Fortnightly oversight meetings with the Leader and quarterly reports to Corporate Leadership Team, Policy Advisory Committee and the Executive</li> <li>KPIs in place and a dashboard of performance has also been developed</li> </ul>	<p>(4 x 4) 16</p>	<ul style="list-style-type: none"> <li>Continue Implementation of the B&amp;CC strategy and action plan to engage with public and businesses to adapt to and mitigate impacts of climate change</li> <li>Review of our own estate in line with ambition to be carbon neutral by 2030, and work with partners to reduce carbon, reduce surface run off and increase natural solutions to mitigate impacts of climate change and pollution</li> <li>Partner with KCC, other Kent districts and private landowners on widescale tree planting and nature recovery to mitigate impacts of climate change</li> <li>Emergency Planning Officer will be trained on SWIMS and take on the task of uploading impacts on SWIMS more regularly and with closer ties to KCC.</li> <li>Work with Medway Flood Partnership to identify and develop actions, including natural flood management (nature-based solutions and sustainable urban drainage), which can help to reduce flooding.</li> <li>Ensure Local Plan review considers level of current and future projected flood/drought risk and that new developments are planned accordingly.</li> <li>Work with the Kent Resilience Forum, spatial planners and other partners to enhance adaptation and emergency planning contingencies for severe weather and other climate impacts. 'Strengthening' of power and water supply and other critical infrastructure should be a priority alongside ensuring more resilient settlements</li> </ul>	<p>(4 x 4) 16</p>

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

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p><b>Major unforeseen emergency</b> with national / international impact (e.g. new pandemic, environmental disaster)</p>	<p>Alison Broom</p>	<ul style="list-style-type: none"> <li>• Strong existing emergency planning framework</li> <li>• Active engagement with Local Resilience Forum</li> <li>• Flexible, committed and appropriately trained workforce</li> <li>• Quarterly oversight &amp; monitoring through the Emergency Planning Group (EPG)</li> <li>• Some financial reserves</li> <li>• Good partnership working as demonstrated during Covid-19 pandemic</li> <li>• Continued update to Business Continuity Plans and arrangements</li> <li>• Ongoing considerations of financial reserves which have been increased</li> </ul>	<p>(5 x 3) 15</p>	<ul style="list-style-type: none"> <li>• Plan for dealing with different types of major emergencies, including water supply interruptions</li> <li>• Review and update of the Council’s IT Disaster Recovery arrangements and Business Continuity Plans</li> <li>• Embedding arrangements over the quarterly review of emergency threats and risks through the EPG including horizon scanning and early warnings</li> <li>• Recovery and renewal funding allocated to strengthen work on community resilience</li> <li>• Report to CLT in November recommended improvements to the business continuity arrangements</li> </ul>	<p>(4 x 3) 12</p>
<p>287 Security breach or system weakness leading to <b>IT network failure</b> results in wide-spread system unavailability, increased legal and financial liability and reputational damage.</p>	<p>Georgia Hawkes</p>	<ul style="list-style-type: none"> <li>• Regular backup programmes</li> <li>• External testing of IT security by specialists –resulting findings and actions are implemented and tested</li> <li>• ICT policies &amp; staff training, including disaster recovery plan</li> <li>• Mandatory cyber security training was rolled out and completed</li> <li>• CLT monitoring of performance indicators, including ICT incidents</li> <li>• Nessus scanning software reporting daily on system vulnerabilities</li> <li>• New firewall tested and installed</li> <li>• Ongoing programme of awareness raising through Cyber events, training, and tests</li> <li>• Ongoing programme of IT campaigns including phishing</li> <li>• IT Business Continuity Plan which prioritises the systems that need to be bought back online.</li> <li>• Bulk messaging system to ensure adequate communication lines available. Gov.notify used and an awareness campaign run to encourage staff to sign up.</li> </ul>	<p>(4 x 3) 12</p>	<ul style="list-style-type: none"> <li>• Cyber Security Incident BC Exercise to be undertaken in November 2022</li> <li>• Business Impact Assessments are being reviewed and updated and will be used to update all BC Plans</li> <li>• Consider how to implement the recommendations from Zurich Cyber security report - New role of Security manager is now in post to support this. Recommendations now in place</li> </ul>	<p>(3 x 3) 9</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>Insufficient awareness / expertise leads to <b>not fulfilling residential property responsibilities</b> resulting in possible health &amp; safety breaches.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">288</p>	<p>William Cornall</p>	<ul style="list-style-type: none"> <li>• New Contractors appointed DMS (repairs and voids) and Clareglow (gas) to deliver a more tailored service for the Council</li> <li>• Faithfull Farrell &amp; Timms have been retained as a critical friend to allow the new housing management function to up skill.</li> <li>• The whole MBC residential portfolio is now being managed by a single team within Housing &amp; Communities, where previously it was split between Housing &amp; Property.</li> <li>• H&amp;S KPIs are now recorded and reported through a permanent software solution.</li> <li>• The H&amp;S KPIs are reported monthly to Corporate Leadership Team.</li> <li>• Good level of awareness from officers around H&amp;S obligations and compliance</li> <li>• Excellent levels of compliance being reported to the CLT monthly.</li> <li>• New Residential Portfolio Manager, and associated team appointed and in place since Sept 22, working exclusively on housing management and compliance.</li> </ul>	<p>(4 x 3) 12</p>	<ul style="list-style-type: none"> <li>• Eventual goal of real time reporting in terms of gas safety</li> <li>• Review of existing resources and skills underway to support the housing portfolio and management of properties.</li> <li>• Implementation of new specialist housing management software to support the growing portfolio.</li> <li>• The Council has almost completed a significant re-investment package of works of its two publicly owned G&amp;T sites and works nearing completion</li> </ul>	<p>(3 x 3) 9</p>
<p><b>Failure of a major contractors, suppliers or tenants:</b> As a result of market pressures one of the Councils contractors goes into liquidation / administration or seeks to negotiate an increase in the cost of the contract. Leading to disruption and increased costs.</p>	<p>Mark Green</p>	<ul style="list-style-type: none"> <li>• Regular contract monitoring and communication with contractors</li> <li>• Procurement expertise made available through the Partnership with Tunbridge Wells</li> <li>• Financial performance and sustainability embedded into the procurement process</li> <li>• Contractor business continuity plans in place and alternative contractors may be available</li> <li>• 'Exit plan' included as a requirement in the ITT document for all relevant contracts</li> </ul>	<p>(4 x 3) 12</p>	<ul style="list-style-type: none"> <li>• Ongoing financial performance and resilience checks of our suppliers and contractors</li> <li>• Risk register work being completed for each of the Council's strategic contracts</li> <li>• Increased consideration of in-house provision or alternative commissioning routes</li> </ul>	<p>(4 x 3) 12</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p>Difficulties in recruiting and retaining the right skills and adapting to hybrid working leads to a <b>loss of workforce cohesion and talent</b>. This results in a loss of productivity.</p> <p>289</p>	Georgia Hawkes	<ul style="list-style-type: none"> <li>Workforce strategy monitoring &amp; reporting</li> <li>Training &amp; development programme (including hybrid working skills)</li> <li>Occupational health, employee support and HSE Stress Survey</li> <li>Recruitment process that includes ability to adjust pay and market supplement for hard to recruit jobs</li> <li>Rewards package reviewed regularly</li> <li>Commissioning specialist external support as required</li> <li>Online onboarding of new staff</li> <li>Use of ClearReview to encourage continuous conversations and clear objectives</li> <li>Hybrid Policy and service review of hybrid working arrangements</li> <li>Market Supplement Policy reviewed and updated</li> <li>graduate microsite has been created to allow the council to recruit graduates in less skilled roles in order to provide the training to increase skill levels to progress in the role</li> </ul>	<p>(3 x 3) 9</p>	<ul style="list-style-type: none"> <li>Use of SmartPath to offer additional support to managers</li> <li>Review potential for different approaches to recruitment</li> </ul>	<p>(3 x 3) 9</p>
<p>Uncertainties relating to the Council's ability to access new funding and availability of PWLB loans. <b>Increases difficulty securing and leveraging funding</b> to help stabilise and support the delivery of our capital programme.</p>	Mark Green	<ul style="list-style-type: none"> <li>Access to professional networks to identify opportunities for funding</li> <li>Experienced officer capacity</li> <li>Good relationships with funding partners, e.g. Homes England</li> <li>Obtaining forward borrowing</li> </ul>	<p>(3 x 4) 12</p>	<ul style="list-style-type: none"> <li>Investment of one-off resources for putting together funding bids</li> </ul>	<p>(3 x 3) 9</p>
<p>As a result of significant changes to the Councils' governance (including moving to executive model and the boundary review) <b>sound governance processes may not be maintained during the change or poor processes may be introduced</b>. Leading to delays in decision making, reputational damage or legal implications.</p>	Angela Woodhouse	<ul style="list-style-type: none"> <li>Monitoring Officer in place to oversee Council activities and provide advice</li> <li>Code of Conduct</li> <li>Timeline agreed for the Local Government Boundary Commission review and work overseen by the Director of Finance and Business Improvement</li> <li>Software to facilitate consultation on ward boundaries</li> <li>Templates and system for agendas and decision publication updated</li> <li>New constitution agreed and in place</li> <li>Training carried out with Officers and Members on the new governance arrangements</li> </ul>	<p>(3 x 3) 9</p>	<ul style="list-style-type: none"> <li>Recruit two additional officers into Democratic Services to support the new model</li> <li>Log of issues kept by Democratic Services – contributed to by the Monitoring Officer, Democratic Services and Director of Strategy, Insight and Governance</li> </ul>	<p>(3 x 2) 6</p>

Risk (title & full description)	Risk Owner	Key Existing Controls	Current rating (I x L)	Planned Actions	Mitigated rating (I x L)
<p><b>Reduced effectiveness of relationships with strategic partners</b> Financial constraints and requirements from Government or regulators change the priorities or commitments of our strategic partners or their capacity to work with us. This causes a dislocation with our work and increases Member pressure to highlight concerns.</p>	<p>Alison Broom</p>	<ul style="list-style-type: none"> <li>• Collaboration with Kent County Council via a variety of project teams including Town Centre Strategy</li> <li>• The Community Safety Partnership with the Police and other key parties</li> <li>• The West Kent Health and Care Partnership Board which includes Executive Board (officers) and Elected Members Forum with</li> <li>• Participation in Kent One Public Estate Board</li> <li>• Maidstone Health and Well-being Partnership Group</li> <li>• Maidstone Inclusion Board</li> <li>• Survey of all voluntary and community sector to understand changes in community need and demand for services</li> <li>• Good integration with County-wide networks</li> <li>• Anchor Institutions engaged in various projects including UK Shared Prosperity Fund Local Investment Plan</li> <li>• Whole System event to review partnership working effectiveness – July 2022</li> </ul>	<p>(3 x 3) 9</p>	<ul style="list-style-type: none"> <li>• Strengthen processes for continued horizon scanning with partners to understand changes in priorities and formulate an overview of all key partners</li> <li>• Regular programme of Anchor Institutions stakeholder meetings planned from October 2022</li> <li>• Review of outputs from Whole System Event and significant actions to strengthen partnership working on key priorities</li> </ul>	<p>(3 x 3) 9</p>
<p>More residents moving from comfortable and making ends meet into financial crisis. If the current <b>cost of living crisis</b> continues and potentially intensifies there will be an increase in the need for support and demand for services. Leading to Increased financial pressures for residents of the Borough; Homelessness increased; Resident debt increased; Increased stress and mental health problems; Increased demand for support from us and the voluntary and community sector</p>	<p>Angela Woodhouse</p>	<ul style="list-style-type: none"> <li>• Anchor Institutions Partnership established and meeting regularly</li> <li>• Project to increase engagement in volunteering underway</li> <li>• Investment has been made in Trinity Foyer and it has opened as a Community Hub</li> <li>• Love Where You Live &amp; Get Involved project has been launched and continues to be delivered</li> <li>• Financial Inclusive Strategy has been agreed</li> <li>• The Community resilience fund first round of funding has been distributed across a range of VCS groups across the borough</li> <li>• Agreed part funding with the Citizens Advice Bureau for a Debt Management post</li> <li>• Community Sector newsletter established</li> <li>• VCS repository is live and under review to ensure it is kept up to date</li> </ul>	<p>(4 x 4) 16</p>	<ul style="list-style-type: none"> <li>• Currently we have a financial inclusion strategy and a number of other initiatives focussed on prevention, sign posting and advice as well as reactive measures through the use of Household Support Fund and our Community Resilience Grant. Plan is to bring this work together under a new strategy and action plan, with identified and coordinated resourcing</li> <li>• An action plan is in place, a welfare post has been appointed to and a hardship fund created. A number of other actions are planned</li> <li>• Review Financial Inclusion Strategy in light of cost-of-living crisis - Portfolio Holder cited, work underway including roadshows and webpages and the creation of a hardship fund. Full strategy review planned</li> </ul>	<p>(4 x 3) 12</p>

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## Appendix B Impact and Likelihood Definitions

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

### RISK IMPACT

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

### RISK LIKELIHOOD

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

Corporate Services PAC

THE WAY WE WORK					
<b>Embedding new ways of working and ensuring the office is fit for purpose</b>	£50,000 Recovery Fund £40,000 Capital Programme	Oct-23	TBC	<b>Flexible office space that supports the new ways of working with the right technology and facilities.</b>	Governance structure approved and a programme of work to deliver this is under way across the partnership through four workstreams – document collaboration, automation and workflow, wider use of M365, and Enterprise Social Media
<b>Ensure staff have the right equipment (office and home) to enable new ways of working</b>	Capital Programme	Oct-21	TBC	<b>Staff able to effectively work anywhere</b>	Complete. Staff are able to use corporate devices to connect to the Council’s IT systems from any location. This includes mobile phones and tablets.
<b>Increased capacity within Data Analytics to provide support for recovery and renewal projects</b>	£50,000 Recovery Fund	Jul-22	Jul-23	<b>18 dashboards in place by 2023</b>	Complete.

**UKSPF 2022/23 Quarter 4 Update:**

On 5<sup>th</sup> December 2022 the Department for Levelling up, Housing & Communities (DLUHC) approved the Investment Plan submitted in August 2022. Since then the authority has returned the Memorandum of Understanding and received year 1 grant at the end of January 2023. Due to the delay in approving year 1 grants the government agreed that authorities can carry over any underspend from year 1 into year 2. There was £7,397 underspend across year 1 as shown in the table below. It was agreed by the Leader that this underspend would be used on equipment and added to the Creative Communities Fund that was extremely oversubscribed in year 2.

Preparatory and delivery work for year 2 projects has continued with project leads, the year 2 projects include:

- Creative Communities Fund
- Continued Events expertise and Advertisements for events
- Literature Festival
- Iggy Sculpture Trail
- Arts Carnival
- Feasibility Study for a Community Arts Hub
- Borough Insight
- Green volunteering project to improve Town Centre Green Spaces

In April 2023 the authority received confirmation that the Rural England Prosperity Fund (REPF) investment plan had been approved by Government. The first year of spending of this is 2023/24. The first round of applications was opened in mid-April and closes in June 2023.

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Intervention	Project	Detail	2022/23 budget	Amount spent:	£ Committed	Q4 Update:
E1: Improvements to town centres & high streets	Project B A Safe and Attractive Town Centre achieved through Greening and Lighting	Feasibility study in year 1. The feasibility study will be combined with other work required for the Town Centre Strategy so the amount allocated reflects the study being partly funded from the TCS allocation	£20,000	£20,000		Consultant started work in January 2023, a feasibility study is nearly complete and will form part of the wider Town Centre Strategy that will be adopted in 2023.
E6: Local arts, cultural, heritage &	Project A - Building Pride in Place through	Creative communities funds for local organisations and groups to support events	£30,000	£30,000		Completed. In 2022/23 a single round was published, funding was then distributed across 18 projects.

creative activities	promotion of the Town Centre and Events.	Festive Trail event – working with One Maidstone to create a festive trail to run through the Town Centre	£20,000	£19,999		Completed in December 2022.
		Events Expertise to develop bespoke events	£4,500	£4,200		Support for the Festive Trail and Magic of Xmas Parade.
		Equipment purchase to support events	£15,000	£12,249		Videography equipment, speaker on wheels, Go Pro and accessories, uplighters for events, equipment storage, poster cases, event furniture.
E8: Campaigns to encourage visits and exploring of local area	Project A - Building Pride in Place through promotion of the Town Centre and Events.	Advertising budget to promote events across all channels	£20,000	£16,122		Support the Festive Trail, Magic of Xmas Parade, Lunar Festival, Light Festival and many others.
		Borough Insight Events and Town centre focussed	£25,000	£25,000		Completed.
		Promotional video for business and events in TC	£5,218	£4,750		Promotional video for the Magic of Xmas Parade.
Management Overheads			£5,822	£5,820		
<b>Total:</b>			£145,540	£138,143	£0	£7,397 underspend carried over to year 2.
				£138,143		

## Business Rates Write Off - Quarter 4 2022/23

Business Name	Fin. Year	O/S debt	Costs	Total to be written off	Reason for write off	Action taken
LHR HOLDING LIMITED	2021/22	£0.00				
	2019/20	£31,806.83		<b>£31,806.83</b>	CVA	Was in CVA until 10.3.22 last payment made so have put rest for write off as no chance of further dividend
LHR HOLDING LIMITED	2021/22	£0.00				
	2020/21	£12,604.38				
	2019/20	£4,950.92		<b>£17,555.30</b>	CVA	Was in CVA until 10.3.22 last payment made so have put for write off as no chance for dividend.
JB GLOBAL LTD T/A OAK FURNITURE LAND	2020/21	£13,887.12	£0.00	<b>£13,887.12</b>	Administration	In administration 15.06.2020 - insufficient funds for a distribution to unsecured creditors
GENUS UK LIMITED T/A SELECT	2019/20	£37,318.79	£200.00			
	2021/22	£11,957.15			Administration	In administration 01.06.2022, previously under a CVA
	2022/23	£3,914.69		<b>£53,390.63</b>		
WIMPY KENT LTD	2017/18	£11,425.51				
	2018/19	£7,926.58		<b>£19,352.09</b>	Liquidation	In liquidation 22.11.2018, no dividend paid to unsecured creditors and company now dissolved.
REDACTED	2017/18	£3,005.38	£200.00	<b>£12,790.38</b>		
	2016/17	£5,324.00	£200.00		Irrecoverable /	Has been to bailiff. No assets, on benefits unable to pay
	2015/16	£2,780.00	£200.00		managers decision	outstanding balances refuses to engage.
	2014/15	£881.00	£200.00			
VSW LTD	2019/20	£16,325.75		<b>£17,881.26</b>		
	2018/19	£1,355.51	£200.00		Dissolved	Has been to bailiff and returned as unable to trace. Now dissolved from 12.04.22 no chance or recovery or dividend.
MILL STREET GROUP LTD	2021/22	£4,038.73				
	2020/21	£10,430.45	£200.00	<b>£14,669.18</b>	Dissolved	No response, Companies House shows company dissolved 07.09.2021. Dividend to unsecured creditors not
DAVE OF SEVENOAKS LIMITED	2022/23	£5,393.30	£200.00			
	2021/22	£3,820.83			Dissolved	Numerous emails and billing sent Companies House now shows dissolved 20.12.22. Dividend to unsecured
	2019/20	£8,666.29	£200.00	<b>£18,280.42</b>		creditors not expected.

Total

**£199,613.21**

## 2023/24 Key Performance Indicators



Indicator	New or Existing	Frequency	Target	Head of Service	PAC
<b>Lead Member for Communities, Leisure &amp; Arts</b>					
Footfall at the Museum and Visitors Information Centre	New	Quarterly	12,500	Mark Green	CLA
Number of users at the Leisure Centre	New	Quarterly	126,033	Katie Exon	CLA
Number of outreach projects/work undertaken by the Hazlitt	New	Quarterly	Information Only	Katie Exon	CLA
Percentage of tickets sold at the Hazlitt	New	Quarterly	50%	Katie Exon	CLA
Percentage change in Utility costs for public use leisure assets	New	Half-Yearly	TBC	Katie Exon	CLA
Extra visits to the Borough for Events (HUQ)	New	Annual	Information Only	Julie Maddocks	CLA
Number of households at risk of (or in) financial crisis (LIFT data)	New	Quarterly	Information Only	Zoe Oldfield	CLA
<b>Lead Member for Corporate Services</b>					
Percentage of households receiving Council Tax Support (CTS)	New	Quarterly	Information Only	Zoe Kent	CS
Percentage of Non-domestic rates collected	Existing	Quarterly	Incremental target throughout the year	Zoe Kent	CS
Percentage of Council Tax collected	Existing	Quarterly	Incremental target throughout the year	Zoe Kent	CS
Percentage of vacant commercial space (excluding property for development)	New	TBC	30%	Katie Exon	CS

Indicator	New or Existing	Frequency	Target	Head of Service	PAC
Percentage Change of Carbon Emissions from MBC Buildings/Fleet (Scope 1 and 2)	New	Annual	TBC	Katie Exon	CS
<b>Lead Member for Housing &amp; Health</b>					
<b>Housing</b>					
Number of households living in temporary accommodation last night of the month (NI 156 & SDL 009-00)	Existing	Quarterly	Information Only	John Littlemore	HHE
Number of households living in nightly paid temporary accommodation last night of the month	Existing	Quarterly	Information Only	John Littlemore	HHE
Number of Rough Sleepers accommodated by the Council on the last night of the month	Existing	Quarterly	Information Only	John Littlemore	HHE
Percentage of successful Prevention Duty outcomes	Existing	Quarterly	65%	John Littlemore	HHE
Number of households prevented or relieved from becoming homeless	Existing	Quarterly	125	John Littlemore	HHE
Percentage of successful Relief Duty outcomes	Existing	Quarterly	40%	John Littlemore	HHE
Number of homeless cases where the cause of homelessness is domestic abuse	Existing	Quarterly	Information Only	John Littlemore	HHE
<b>Private Sector Housing</b>					
Number of completed Disabled Facilities Grants	New	Quarterly	Information Only	John Littlemore	HHE
Number of private sector homes improved through PSH interventions	New	Quarterly	Information Only	John Littlemore	HHE
Number of completed Home Assistances	New	Annual	Information Only	John Littlemore	HHE
<b>Housing Allocation &amp; Strategy</b>					
Number of affordable homes delivered (Gross)	Existing	Quarterly	50	John Littlemore	HHE
Affordable homes as a percentage of all new homes	Existing	Annual	20%	John Littlemore	HHE
<b>Community Safety</b>					

Indicator	New or Existing	Frequency	Target	Head of Service	PAC
Percentage of CPWs to CPNs in period (CPT/SMP)	Existing	Quarterly	Information Only	John Littlemore	HHE
Number of Community Protection Warnings (CPWs) in period	Existing	Quarterly	Information Only	John Littlemore	HHE
Number of Community Protection Notices (CPNs) in period	Existing	Quarterly	Information Only	John Littlemore	HHE
<b>Health, Biodiversity &amp; Climate Change</b>					
Improvement in Air Quality	New	Annual	TBC	John Littlemore	HHE
Borough wide carbon emissions reduction (Gov Data)	New	Annual	TBC	Anna Collier	HHE
<b>Lead Member for Environmental Services</b>					
The percentage of relevant land and highways that is assessed as having acceptable levels of litter	New	Quarterly	98%	Jennifer Stevens	HHE
The percentage of relevant land and highways that is assessed as having acceptable levels of detritus	New	Quarterly	95%	Jennifer Stevens	HHE
Missed bins per 100,000 collections	New	Quarterly	35	Jennifer Stevens	HHE
Tonnage of household waste produced per household	New	Quarterly	Information Only	Jennifer Stevens	HHE
Percentage of household waste sent for reuse, recycling and composting	New	Quarterly	53%	Jennifer Stevens	HHE
Contaminated tonnage (rejected) as a percentage of tonnage of household waste sent for reuse, recycling or composting	New	Quarterly	6%	Jennifer Stevens	HHE
Number of trees planted/size of area rewilded	New	Annual	TBC	Anna Collier	HHE
<b>Lead Member for Planning, Infrastructure &amp; Economic Development</b>					
Percentage of priority 1 enforcement cases dealt with in time	Existing	Quarterly	98%	Rob Jarman	PIED

Indicator	New or Existing	Frequency	Target	Head of Service	PAC
Percentage of Priority 2 enforcement cases dealt with in time	Existing	Quarterly	92%	Rob Jarman	PIED
Number of enforcement complaints received	Existing	Quarterly	Data	Rob Jarman	PIED
Open planning enforcement cases (as at start of month)	Existing	Quarterly	Data	Rob Jarman	PIED
Number of enforcement cases closed	New	Quarterly	Data	Rob Jarman	PIED
Processing of planning applications: Major applications (NI 157a)	Existing	Quarterly	90%	Rob Jarman	PIED
Processing of planning applications: Minor applications (NI 157b)	Existing	Quarterly	95%	Rob Jarman	PIED
Processing of planning applications: Other applications (NI 157c)	Existing	Quarterly	98%	Rob Jarman	PIED
Percentage of planning applications meeting Biodiversity Net Gain 20% adopted standard <i>*Not in place until November 2023</i>	New	TBC	TBC	Rob Jarman	PIED
MBC Success rate at planning appeals within a rolling 12-month period	New	Quarterly	76%	Rob Jarman	PIED
New additional homes provided (NI 154)	Existing	Annual	1,157	Karen Britton	PIED
Percentage of onsite renewable energy generation in new developments 10% adopted standard	New	TBC	TBC	Karen Britton	PIED
Footfall in the Town Centre	Existing	Quarterly	468,658	Karen Britton	PIED
Percentage of vacant retail units in the town centre	Existing	Annual	11%	Karen Britton	PIED
Percentage of unemployed people in Maidstone	Existing	Quarterly	Data	Karen Britton	PIED
Number of youths unemployed (18 - 24)	Existing	Quarterly	Data	Karen Britton	PIED
Number of Electric Vehicle Charging Points Installed	New	Annual	TBC	Anna Collier	

# Agenda Item 23

**CABINET**

**26 July 2023**

## Medium Term Financial Strategy 2024/25-2028/29 – Initial Scoping and Assumptions

<b>Final Decision-Maker</b>	Council
<b>Lead Head of Service</b>	Director of Finance, Resources and Business Improvement
<b>Lead Officer and Report Author</b>	Director of Finance, Resources and Business Improvement
<b>Classification</b>	Public
<b>Wards affected</b>	All

### Executive Summary

This report sets out the background to be considered in updating the Medium Term Financial Strategy (MTFS) and rolling it forward to cover the five-year period 2024/25 to 2028/29. It describes the issues and risks involved, starting with the Council's current financial position, and sets out the key assumptions to be made in determining the strategy. The report concludes by setting out the subsequent steps involved in developing an updated MTFS and agreeing budget proposals for 2024/25.

### This report makes the following recommendations to the Cabinet: To

1. Note the issues and risks associated with updating the Medium Term Financial Strategy.
2. Approve the assumptions described in this report for planning purposes and to establish the remit for detailed budget development, in particular the assumptions set out in paragraphs 2.21 (Council Tax increases), 2.30 (Fees and Charges) and 2.40 (Housing Investment Fund).
3. Approve the proposed approach outlined to development of an updated Medium Term Financial Strategy for 2024/25 – 2028/29 and a budget for 2024/25.

### Timetable

<b>Meeting</b>	<b>Date</b>
Corporate Services Policy Advisory Committee	12 July 2023
Cabinet	26 July 2023
All Policy Advisory Committees	September 2023
Overview & Scrutiny Committee	19 September 2023
Cabinet	20 September 2023
Council	21 February 2024

## Medium Term Financial Strategy 2024/25-2028/29 – Initial Scoping and Assumptions

### 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

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

	assessment will be undertaken. Should an impact be identified appropriate mitigations will be identified.	
<b>Public Health</b>	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Section 151 Officer & Finance Team
<b>Crime and Disorder</b>	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Section 151 Officer & Finance Team
<b>Procurement</b>	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Section 151 Officer & Finance Team
<b>Biodiversity and Climate Change</b>	<p>Sufficient resources to begin decarbonising MBC buildings have been allocated for 23-24 financial year, with officers seeking to bid for the Public Sector Decarbonisation Scheme funding to support MBC achieve Net Zero.</p> <p>The resources to achieve the Council's Net Zero commitment by 2030 for its own operations have been estimated as part of the Biodiversity and Climate Change Action Plan Update and will need further investigation and integration into the Long Term Financial Strategy.</p>	Biodiversity and Climate Change Manager

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Medium Term Financial Strategy (MTFS) sets out in financial terms how the Council will deliver its Strategic Plan over the next five years. The Council adopted a Strategic Plan for the period 2021 – 2045 in December 2018, and the existing MTFS for the period 2023/24 to 2027/28 reflects the Strategic Plan. The new MTFS will continue to reflect the Strategic Plan priorities.
- 2.2 A key outcome of the process of updating the MTFS is to set a balanced budget and agree a level of council tax for 2024/25 at the Council meeting on 21 February 2024. This report is the first step towards achieving that objective.

### **Current Financial Position**

- 2.3 A key element in developing the Medium Term Financial Strategy is a consideration of Maidstone's current financial position. This section sets out

the current revenue spending position, given the final outturn for the 2022/23 financial year and the agreed budget for 2023/24.

- 2.4 The outturn for 2022/23 was an underspend of £212,000 (0.9%) against the budget. Overspends, most significantly on temporary accommodation for homeless families, were more than offset by underspends elsewhere, arising mainly from better than budget performance on income generation and from staff vacancies. See table below.

<b>Service</b>	<b>Budget £000</b>	<b>Actual £000</b>	<b>Variance £000</b>
Economic Development	620	720	-100
Planning	2,112	2,444	-332
Parking	-1,410	-1,865	455
Mid Kent Services	3,306	3,456	-150
Corporate Services (excl MKS)	7,589	6,814	775
Housing & Health	2,726	3,711	-985
Environmental Services	6,874	6,364	510
Communities, Leisure & Arts	1,414	1,375	39
<b>Total</b>	<b>23,231</b>	<b>23,019</b>	<b>212</b>

**Table 1: 2022/23 Revenue Outturn**

- 2.5 The capital programme underspent by a large margin. The main reason was a lack of acquisition opportunities at suitable prices in both residential property (for the temporary accommodation purchase and repair programme) and commercial property. The underspends will be rolled forward and added to the budget for 2023/24.

	<b>Budget £000</b>	<b>Actual £000</b>	<b>Variance £000</b>
Affordable Housing	8,260	4,961	3,299
Private Rented Sector	3,041	2,391	650
Temporary Accommodation	4,330	451	3,879
Disabled Facilities	1,640	1,228	412
Housing - Other	1,721	1,328	393
Environment	1,599	921	678
Communities, Leisure & Arts	2,166	2,347	-181
Planning & Infrastructure	341	268	73
Corporate Services	9,535	2,440	7,095
<b>Total</b>	<b>32,633</b>	<b>16,335</b>	<b>16,298</b>

**Table 2: 2022/23 Capital Outturn**

- 2.6 The conclusions to be drawn from the performance of the Council on revenue and capital in 2022/23 can be summarised as follows.

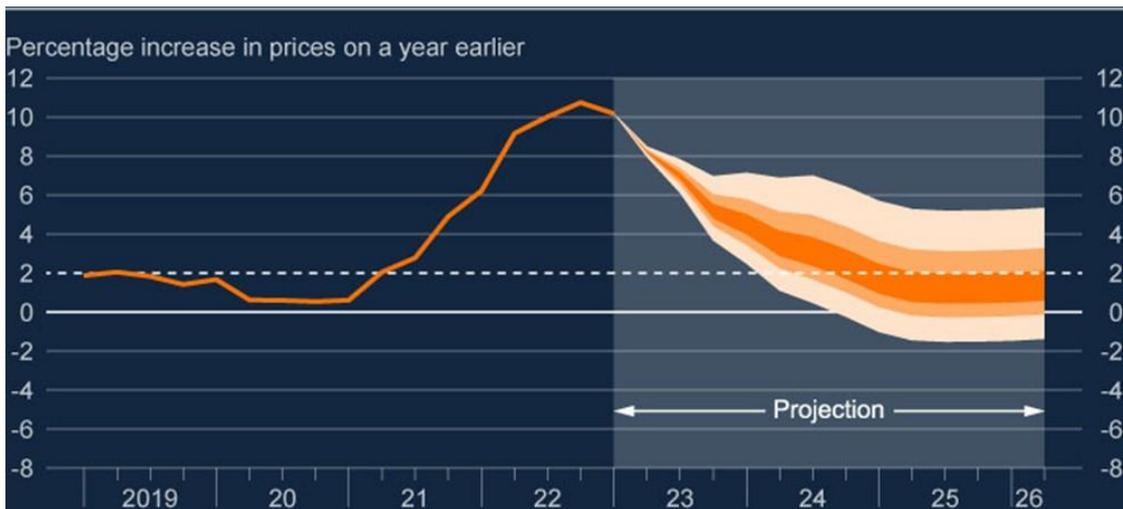
- The Council is effective in managing financial performance. This is underpinned by regular quarterly meetings at which Heads of Service are

held to account for performance against budget and reporting of quarterly financial performance to Policy Advisory Committees and the Executive.

- There continue to be budget risks, particularly around temporary accommodation. An additional £600,000 has been built into the budget for temporary accommodation for 2024/25, but this may still not be adequate given the level of demand.
- Capital programme slippage avoids financing costs, but equally will lead to a delay in the investment returns anticipated from future capital expenditure.

### Issues for future financial projections

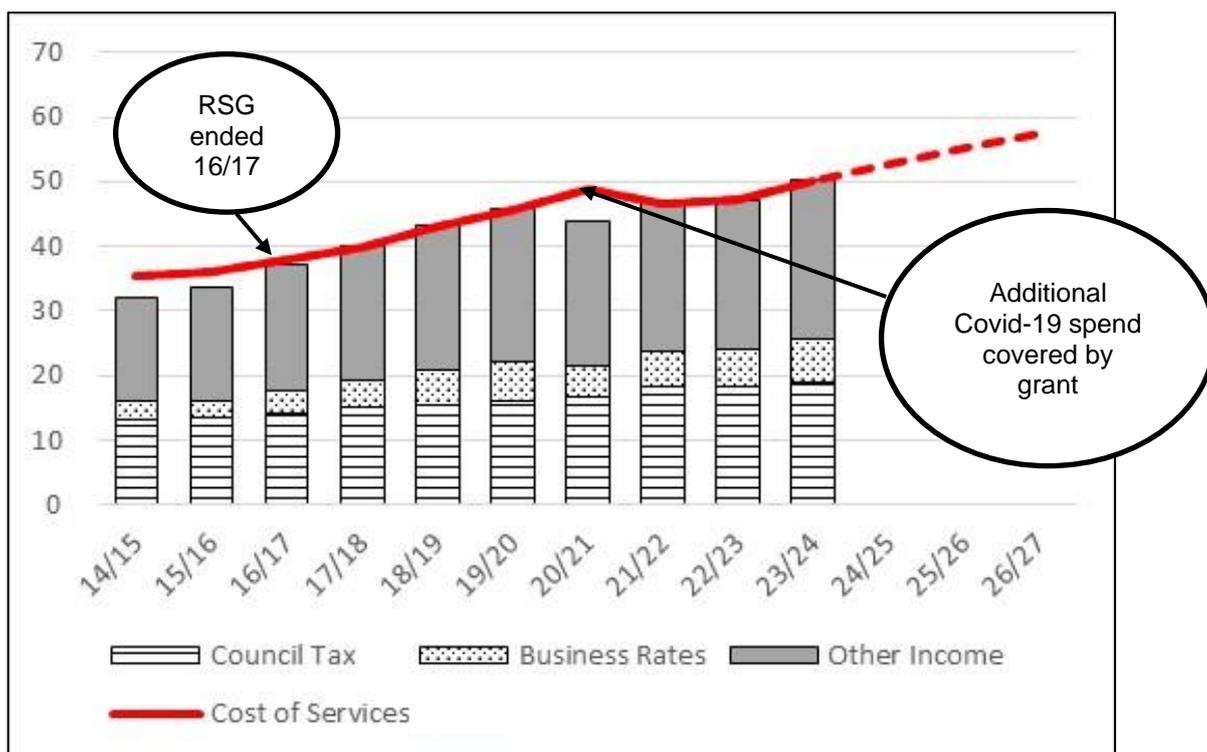
- 2.7 CPI inflation is currently (May 2023) running at 8.7%. Whilst the Bank of England's core projection is for a reduction to the target level of 2% by the end of 2024 (see figure below), its projections have consistently been over-optimistic and there is a high likelihood that inflation will remain around 5% for some years to come.



**Figure 1: CPI inflation projection**

Source: Bank of England Monetary Policy Report, May 2023

- 2.8 The implications for the Council are very significant, given the constraints on its capacity to increase revenues to offset increases in prices. See figure below, which shows Council revenues as compared with the cost of services.



**Figure 2: Revenue Funding Trends**

- 2.9 Maidstone Borough Council is largely self-sufficient financially: as shown in the figure above, locally generated sources of income (Council Tax, Business Rates and Other Income) cover most of the Council’s cost of services. Direct unringfenced government support in the form of the Revenue Support Grant ended in 2016/17, although additional support was provided by government subsequently to assist with additional Covid-19 spend.
- 2.10 The local authority funding framework set by government remains a crucial determinant of the Council’s future financial position. This is primarily because (a) central government restricts the amount by which Council Tax can be increased and (b) it determines the share of business rates that can be retained locally. The Council is therefore severely constrained in its capacity to increase revenues in response to increased costs.
- 2.11 At this stage we do not have any clarity about the Council Tax referendum limit, the Business Rates baseline and any other grants such as New Homes Bonus for 2024/25. The usual pattern whereby the local government finance settlement is announced just before Christmas suggests that we will not have any definitive figures until late December. However, for planning purposes and to advance the budget setting process it is essential to make prudent assumptions about likely government announcements. Details of key assumptions are set out in paragraphs 2.15 - 2.32 below.

### Scenario Planning

- 2.12 As Maidstone’s financial position is so dependent on government policy and on broader economic factors such as inflation, neither of which can be predicted with any certainty, it is appropriate to model the impact of different scenarios on the Council. Following a similar approach to that

adopted when developing the current 2023/24 – 2027/28 Medium Term Financial Strategy, the following four scenarios can be sketched out.

**Scenario 1: Inflation falls, limited funding flexibility**

The rate of price inflation falls in line with BoE forecasts, but government maintains existing constraints on local government finances in order to reduce debt and create capacity for tax cuts.

**Scenario 2: Inflation falls, some funding flexibility**

Inflation falls in line with BoE forecasts, and government adopts more accommodative local government finance settlements to help councils address demand pressures.

**Scenario 3: Inflation remains elevated, some funding flexibility**

Inflation only reaches the target level of 2% at the end of the MTFS planning period. Owing to the continued high level of inflation, government relaxes constraints on local government finances to allow council services to be protected.

**Scenario 4: Inflation remains elevated, limited funding flexibility**

Inflation only reaches the target level of 2% at the end of the MTFS planning period, but government maintains the existing level of constraints on local government finances.

Scenario 4 is the most challenging of those sketched out above, as it represents a combination of continued high inflation and tight constraints on the Council's revenue raising capacity. For planning purposes, we consider it prudent at this stage to adopt Scenario 4. However, the other scenarios will be modelled and the implications considered when developing the detailed Medium Term Financial Strategy.

**Strategic Revenue Projection**

2.13 In drawing up financial projections, assumptions need to be made about what future scenarios might mean. The key dimensions are:

- (a) the Council Tax base;
- (b) the level of Council Tax;
- (c) retained Business Rates, which in turn depends on overall business rates and government policy on distributing Business Rates income;
- (d) other local income, eg fees and charges;
- (e) the cost of service delivery, which is subject to the effect of inflation on input prices.

Each of these is considered in more detail below.

*Council Tax base*

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

**Table 3: Number of Dwellings in Maidstone**

	2018	2019	2020	2021	2022
Number of dwellings	70,843	71,917	73,125	75,034	76,351
% increase compared with previous year	1.74%	1.52%	1.68%	2.61%	1.76%

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

- 2.16 The Council tax base is also affected by collection rates and the number of households benefitting from the Council Tax Reduction Scheme. Typically these factors do not vary significantly between years but in the event of a major downturn in the economy, collection rates could be expected to fall and more households would be eligible for the Council Tax Reduction Scheme.
- 2.17 Future growth assumptions for each scenario are set out below.

<b>Council Tax base growth assumptions</b>					
	24/25	25/26	26/27	27/28	28/29
Scenario 1 – Inflation falls, limited funding flexibility	1.5%	1.5%	2.0%	2.0%	2.0%
Scenario 2 – Inflation falls, some funding flexibility	1.5%	1.5%	2.0%	2.0%	2.0%
Scenario 3 – Inflation remains elevated, some funding flexibility	1.5%	1.0%	1.0%	1.0%	1.0%
Scenario 4 – Inflation remains elevated, limited funding flexibility	1.5%	1.0%	1.0%	1.0%	1.0%

*Level of Council Tax*

- 2.18 The level of council tax increase for 2024/25 is a decision that will be made by Council based on a recommendation made by the Cabinet. In practice, the Council’s ability to increase the level of council tax is limited by the need to hold a referendum for increases over a government set limit. In 2023/24, the limit was 3%. The Council approved the maximum possible increase. The rationale for this approach was that:

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

2.19 Given that CPI inflation was 8.7% for the year to May 2023, it is hard to see the referendum limit being reduced from the current level of 3%. A prudent assumption (Scenario 4) would therefore be that the referendum limit will be 3% in 2024/25, but after the General Election that is due to take place by January 2025, the government will seek to bear down on inflation by restricting the limit to 2%, being the target level of inflation<sup>1</sup>.

2.20 Future growth assumptions for each scenario are set out below.

<b>Council Tax increase assumptions</b>					
	24/25	25/26	26/27	27/28	28/29
Scenario 1 – Inflation falls, limited funding flexibility	3.0%	2.0%	2.0%	2.0%	2.0%
Scenario 2 – Inflation falls, some funding flexibility	3.0%	2.0%	2.0%	2.0%	2.0%
Scenario 3 – Inflation remains elevated, some funding flexibility	5.0%	3.0%	2.0%	2.0%	2.0%
Scenario 4 – Inflation remains elevated, limited funding flexibility	3.0%	2.0%	2.0%	2.0%	2.0%

2.21 **Regardless of the actual level of the Council Tax referendum limit, owing to the expected inflationary growth in the cost of services, it is proposed that a key MTFs assumption is that Council Tax increases are maximised within the constraints of the referendum limit.**

*Retained business rates*

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

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<sup>1</sup> The Leader of the Labour Party announced in March 2023 that a Labour government would freeze Council Tax in 2024/25, using the proceeds of a windfall tax on oil and gas companies. Presumably this means that central government would reimburse local authorities with an amount equivalent to that by which they would have increased tax locally.

**Table 4: Baseline Business Rates Income 2023/24**

	£000	%
Baseline Business Rates income	62,333	100
Government share	-31,166	-50
Kent County Council / Kent Fire & Rescue Authority	-6,233	-10
Government tariff	-21,551	-35
Baseline Business Rates income retained by MBC	3,382	-5

To the extent that business rates income exceeds the baseline, this growth element is retained locally, subject to a levy payable to central government by tariff authorities like Maidstone.

- 2.23 The Council has been able to minimise the levy payable on business rates growth through its membership of the Kent Business Rates Pool. This is because the levy payable by some pool members (district councils) is offset against the top-up received by the major preceptors (Kent County Council and Kent Fire and Rescue).
- 2.24 Business rates pool income is allocated, in accordance with the Pool Memorandum of Understanding between Kent authorities, as follows.

Maidstone Borough Council – used for specific projects that form part of the Economic Development strategy. £250,000 of this amount is top-sliced in the budget for ED salaries and spatial planning.	30%
Growth Fund – In Maidstone this is split 50:50 between MBC and Kent County Council for the regeneration of the Town Centre and is deployed at Maidstone East and Sessions House / Invicta House respectively.	30%
Kent County Council	30%
Contingency - To compensate Kent local authorities who do not benefit directly from pool membership (eg because their business rates growth is lower than the baseline)	10%

- 2.25 There are a number of factors affecting the future pattern of business rates income:
- Government uses the share of business rates that local authorities are allowed to retain as a mechanism for directing resources towards the areas of perceived need (hence Maidstone, as a relatively prosperous area, only retaining 5% of baseline business rates). This resource allocation has remained broadly unchanged since 2014, when the current local government funding system was introduced, but a 'fair funding review', which will update the resource allocation, has been mooted for several years. In practice it is now unlikely to be implemented before 2026/27.
  - The government share of business rates and the tariff (see Table 4 above) are fixed £ amounts, based on a predetermined business rates baseline. This has benefited the Council over the past ten years, as the rate of business rates growth has been greater locally than general price

inflation, and the Council has benefited from this excess growth. However, the reverse could be the case if there is a downturn in total business rates income.

- As part of any change to the funding system, the business rates baseline is expected to be adjusted. This will give a higher baseline for the Council, with the result that the accumulated business rates growth of the past ten years, which (subject to the levy) is currently retained locally, would be lost.

2.26 These factors are generally likely to have an adverse impact on business rates income. However, the government has indicated that changes such as implementation of the fair funding review and a revision of the baseline would be implemented over a period of time, dampening any immediate adverse impact.

2.27 Future growth assumptions for each scenario are set out below.

<b>Business rates growth assumptions</b>					
	24/25	25/26	26/27	27/28	28/29
Scenario 1 – Inflation falls, limited funding flexibility	3.0%	2.0%	-2.0%	-2.0%	-2.0%
Scenario 2 – Inflation falls, some funding flexibility	3.0%	2.0%	0.0%	0.0%	0.0%
Scenario 3 – Inflation remains elevated, some funding flexibility	5.0%	3.0%	0.0%	0.0%	0.0%
Scenario 4 – Inflation remains elevated, limited funding flexibility	5.0%	2.0%	-2.0%	-2.0%	-2.0%

#### *Other income*

2.28 Other income, in aggregate, is now a major contributor to the Council’s total revenue budget. The main components of other income are set out below:

**Table 5: Projected Other Income 2023/24**

	£ million
Fees and charges	10.5
Property rental income	7.1
Shared services trading income	3.7
Other income	2.8
<b>TOTAL</b>	<b>24.1</b>

The Council has a policy that guides officers and councillors to set the appropriate level of fees and charges based on demand, affordability and external factors. Given the current inflationary environment, it is important to target an appropriate overall increase in the amount of fees and charges to mitigate the expected increase in the Council’s input costs. The alternative would be for the Council to have to make further savings, potentially reducing the level of services that it provides to residents.

- 2.29 Note that some fees and charges are set by central government and are not necessarily increased annually. Property rentals may only change at the point of periodic rent reviews.
- 2.30 Future growth assumptions for each scenario are set out below. These correspond to the inflation level projected for the respective scenarios, on the basis that it is reasonable to expect income to increase in line with expenditure. **It is proposed that a key MTFS assumption is that overall income from fees and charges increases in line with expected increases in the Council's cost of services.**

<b>Other income growth assumptions</b>					
	24/25	25/26	26/27	27/28	28/29
Scenario 1 – Inflation falls, limited funding flexibility	3.0%	2.0%	2.0%	2.0%	2.0%
Scenario 2 – Inflation falls, some funding flexibility	3.0%	2.0%	2.0%	2.0%	2.0%
Scenario 3 – Inflation remains elevated, some funding flexibility	5.0%	5.0%	4.0%	3.0%	2.0%
Scenario 4 – Inflation remains elevated, limited funding flexibility	5.0%	5.0%	4.0%	3.0%	2.0%

#### *Cost of services*

- 2.31 The cost of services is subject to inflation. Service cost increases tend to lag behind published inflation indices, but they are likely to follow the same pattern. Salaries account for around 50% of total input costs, and market pressures are likely to mean that inflation will impact salaries in the medium term. Many other costs, in particular contract costs, are directly linked to inflation indices.
- 2.32 As described above, there is considerable doubt about whether inflation will fall as quickly as official forecasts suggest. Accordingly, the preferred scenario 4 adopts a more prudent approach than simply following the Bank of England forecast.

<b>Cost of services growth assumptions</b>					
	23/24	24/25	25/26	26/27	27/28
Scenario 1 – Inflation falls, limited funding flexibility	3.0%	2.0%	2.0%	2.0%	2.0%
Scenario 2 – Inflation falls, some funding flexibility	3.0%	2.0%	2.0%	2.0%	2.0%
Scenario 3 – Inflation remains elevated, some funding flexibility	5.0%	5.0%	4.0%	3.0%	2.0%
Scenario 4 – Inflation remains elevated, limited funding flexibility	5.0%	5.0%	4.0%	3.0%	2.0%

For the purposes of detailed budget planning, a more granular approach is taken to forecasting budget growth, and specific percentages are applied to the different categories within cost of services.

### Capital Programme

2.33 The capital programme plays a vital part in delivering the Council’s strategic plan, since it is only through long term investment that our ambitions for the borough, in particular the 1,000 Affordable Homes programme, can be realised. The capital programme has an impact on revenue, because of the cost of borrowing and the annual charge (Minimum Revenue Provision – MRP) that the Council is required to make to set aside sufficient money to fund the repayment of borrowing.

2.34 The profile of the current five year capital programme is as follows.

**Table 6: Capital Programme 2023/24 – 2027/28**

	<b>23/24</b>	<b>24/25</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Affordable Housing	6,123	20,080	22,825	25,487	22,442	96,958
Social Housing Grant	-5,790	-3,120	-1,290	-8,250	-6,060	-24,510
Private Rented Sector	3,090	6,765	6,832	9,578	6,861	33,125
Temporary Accommodation	12,000	12,000	8,000	0	0	32,000
Disabled Facilities	800	800	800	800	800	4,000
Housing – Other	675	1,325	974	543	100	3,616
Environment	6,970	880	730	580	590	9,750
Communities, Leisure & Arts	4,329	3,700	3,350	1,000	1,000	13,379
Planning & Infrastructure	206	0	0	0	0	206
Corporate Services	10,514	7,280	5,423	5,249	4,903	33,369
<b>Total</b>	<b>38,917</b>	<b>49,710</b>	<b>47,644</b>	<b>34,986</b>	<b>30,636</b>	<b>201,893</b>

2.35 As the level of investment increases, the revenue cost of borrowing increases. Ultimately this is offset by income, to the extent that capital schemes generate income, eg in the form of housing rents. However, there is a period during which capital schemes need to be funded before they start to generate income.

2.36 There are a number of risks associated with the capital programme which potentially will impact the revenue account, to the extent that capital expenditure is abortive or leads to the write-down of capital investments:

- Construction price

- Contractor failure / liquidation
  - Availability / cost of finance (currently the Council has arranged £80 million of funding, but the availability and cost of finance when this is exhausted is not known).
- 2.37 Finally, there is a specific requirement in relation to the Affordable Housing programme to provide the necessary subsidy for tenants. The requirement for a subsidy arises because affordable housing (ie housing to be let at a rent of no more than 80% of the Local Housing Allowance) does not achieve the normal rate of return that is required on Council investments to satisfy the prudential borrowing rules.
- 2.38 In order to avoid the Council facing an ongoing revenue burden from subsidising affordable housing tenants, and to avoid setting deficit budgets in the Housing Revenue Account (HRA) when it is established, it is assumed that a capital sum of around £50,000 per unit must be set aside as a lump sum subsidy for each unit of affordable housing. Note that there are strict rules about the HRA ringfence, above all the fact that the HRA cannot set a deficit budget. The lump sum must be set aside **before** housing units are transferred into the HRA. Otherwise, the HRA would run a deficit for every unit of housing transferred in, because of the excessive cost of funding housing stock that is transferred into it.
- 2.39 If the target of 1,000 affordable homes is to be achieved over a ten year period, the Council needs to set aside funds now to provide the necessary subsidy. An opportunity to provide this subsidy, without impacting core revenue spending, is available thanks to the government's continued deployment of one-off resources each year to local authorities in the form of New Homes Bonus and Services Grant. In 2022/23, an initial tranche of £3.2 million was earmarked from New Homes Bonus and transferred to a Housing Investment Fund. Although there is no assurance that such grants will continue to be available into the future, if the Council is to provide affordable homes as part of its capital programme, it needs to maximise the amount of one off resources, eg New Homes Bonus and Services Grant, that are transferred into the Housing Investment Fund. Note that there is a risk that New Homes Bonus will reduce in future, as housing growth falls.
- 2.40 **It is proposed that a key MTFs assumption is that one-off resources such as New Homes Bonus and Services Grant are earmarked for the Housing Investment Fund.**

### **Reserves**

- 2.41 The Council maintains reserves as a safety net to allow for unforeseen circumstances. There is no statutory definition of the minimum level of reserves: the amount required is a matter of judgement. However, the Council has agreed to set £4 million as the minimum General Fund balance.
- 2.42 In addition to uncommitted General Fund balances, the Council holds reserves that are earmarked for specific purposes. Full details of reserves held are set out below:

**Table 7: General Fund balances as at 31 March 2023**

	31.3.22 £000	31.3.23 £000
<b>Earmarked Reserves</b>		
Spatial Planning	0	559
Housing Investment Fund	0	3,216
Neighbourhood Plans	97	77
Planning Appeals	286	229
Civil Parking Enforcement	400	370
Future Capital Expenditure	2,426	2,455
Future Funding Pressures	969	2,269
Housing Prevention & Temporary Accommodation	1,279	1,124
Business Rates Earmarked Balances	3,681	3,529
Funding for future collection fund deficits	10,284	0
Commercial Risk Reserve	500	500
Invest to Save Reserve	500	500
Recovery and Renewal Reserve	778	575
Renewable Energy	119	188
Enterprise Zone	4	0
Major Works Sinking Fund	0	213
Resources carried forward from 2021/22 to 2022/23	1,184	0
Resources carried forward from 2022/23 to 2023/24	0	200
<b>Sub-total Earmarked Reserves</b>	<b>22,508</b>	<b>16,005</b>
Unallocated Balances	11,362	11,386
<b>Total General Fund balances</b>	<b>33,870</b>	<b>27,390</b>
<b>Total General Fund balances excluding Collection Fund deficits</b>	<b>23,586</b>	<b>27,390</b>

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

### Revenue Projections

2.44 Strategic revenue projections for scenario 4 are summarised in table 8 below. In light of the many uncertainties around future funding, it is important to note that projections like these can only represent a 'best estimate' of what will happen. These projections will be updated as more information becomes available, prior to a final version of the projections being included in the updated Medium Term Financial Strategy.

**Table 8: MTFS Revenue Projections 2024/25-2028/29**

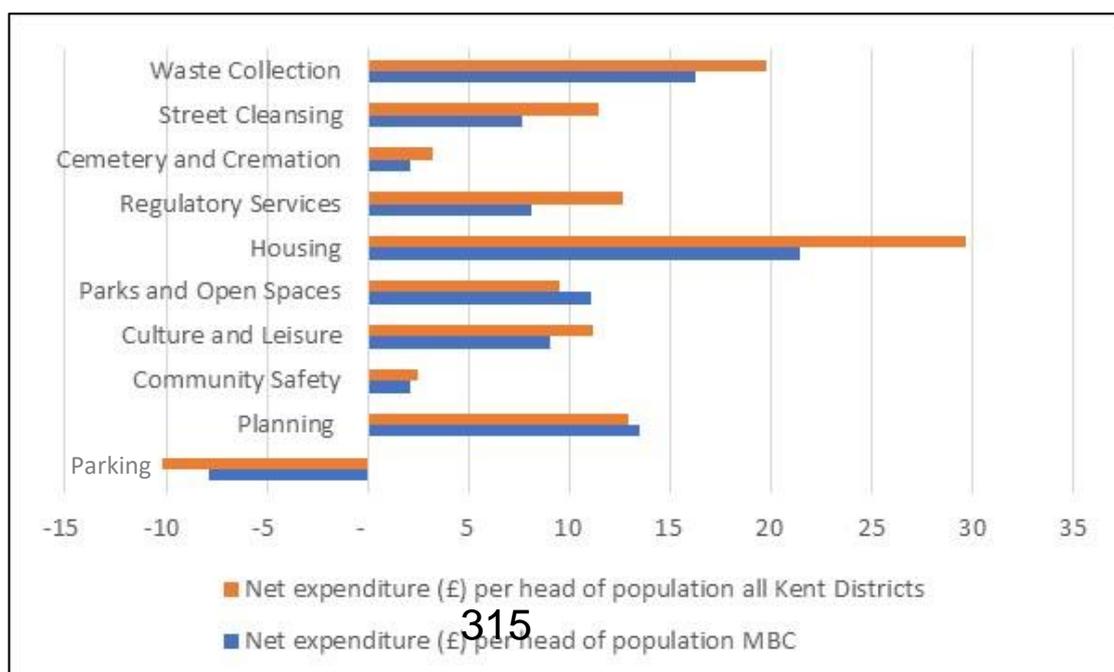
	24/25	25/26	26/27	27/28	28/29
	£m	£m	£m	£m	£m
<b>Scenario 4</b>					
Total Resources	53.7	54.7	56.4	58.5	60.2
Predicted Expenditure	55.3	59.2	61.0	61.9	62.7
Budget Gap	1.6	4.5	4.6	3.4	2.5
Existing Planned Savings	0.7	0.0	0.2	0.1	0.1
Savings Required	0.9	4.5	4.4	3.3	2.4

2.45 Note that all these assumptions assume that Council Tax income is increased by the maximum possible given the referendum limit, and fees and charges are increased in line with inflation. In all cases, the budget gap would be greater if these measures were not taken.

	£000
'Do nothing' budget gap	2,023
Increase Council Tax by 3%	-573
Increase Other Income by 5%	-525
Budget gap per Strategic Revenue Projection	<u>925</u>

2.46 It is proposed that within the Medium Term Financial Strategy it is assumed that Council Tax is increased by the maximum possible, which in Scenario 4 is 3%; and that in order to deliver a 5% increase in other income, fees and charges are increased appropriately. To the extent that individual categories of fees and charges are not increased by this amount, compensating additional increases will be found elsewhere.

2.47 In seeking areas where there may be potential for making savings, it is worth comparing the Council's most recent spending data with those of its peers – the other district Councils of Kent. This is not to imply that this Council is over-spending or under-spending in particular areas. Rather, it is intended to put our allocation of expenditure against the different priorities in context.



### **Figure 3: Expenditure per head of population**

*Source: Local Authority 2021/22 Revenue Outturn returns*

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

- Parks and Open Spaces
- Planning and Development
- Parking (ie income is lower than average).

2.49 The next stage in development of the Medium Term Financial Strategy will be to identify savings that will address the budget gap. It is envisaged that the outcome of this review will be a set of growth and savings proposals that can be put forward to members and incorporated in an updated Medium Term Financial Strategy.

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### **3. AVAILABLE OPTIONS**

3.1 The approach outlined to development of an updated Medium Term Financial Strategy for 2024/25 – 2028/29 and a budget for 2024/25 is agreed.

3.2 A number of factors that influence the annual budget and the MTFS are not yet known. However, the disadvantage of this approach is that it could take some time for full information to emerge, and in the meantime the Council needs to take steps to set a budget for the coming year.

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

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

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### **5. RISK**

5.1 The preceding paragraphs have indicated at several points the risks and uncertainty surrounding the Council's financial position. In order to address these in a structured way and to ensure that appropriate mitigations are developed, the Council has developed a budget risk register. This seeks to capture all known budget risks and to present them in a readily comprehensible way. The budget risk register is updated regularly and is reviewed by the Audit, Governance and Standards Committee at each meeting.

5.2 It should be recognised that risks are not usually discrete. There are interrelationships between the risks, such that (for example) inaccurate inflation projections could impact the overall risk of failing to deliver a balanced budget.

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## 6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Consultation with all relevant stakeholders is an important part of the process of developing the MTFS. A public budget consultation is due to take place shortly and the results will be reported to the Policy Advisory Committees and the Cabinet in the Autumn. Individual Policy Advisory Committees will be consulted on the details of the MTFS proposals as they affect the respective Committee portfolios.
- 6.2 The Corporate Services Policy Advisory Committee considered the matter on the 12 July 2023 and the Committee recommended that the Cabinet approve the recommendations.
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## 7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 An outline timetable for developing the Medium Term Financial Strategy and budget for 2024/25 is set out below.

<b>Date</b>	<b>Meeting</b>	<b>Action</b>
26 July 2023	Executive	Agree approach to development of updated MTFS and key assumptions
July – August		Officers develop detailed budget proposals for 2024/25, informal consultation takes place with Policy Advisory Committees
September 2023	All Policy Advisory Committees	Consider 24/25 budget proposals and draft MTFS
19 September 2023	Overview & Scrutiny Committee	Agree 24/25 budget proposals and draft MTFS
20 September 2023	Cabinet	Agree 24/25 budget proposals and draft MTFS
December 2023		Provisional Local Government Finance Settlement published
5 February 2024	Corporate Services Policy Advisory Committee	Consider final budget proposals and MTFS
7 February 2024	Corporate Services Policy Advisory Committee	Agree final budget proposals and MTFS for recommendation to Council
21 February 2023	Council	Approve 24/25 budget

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**8. REPORT APPENDICES**

None.

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**9. BACKGROUND PAPERS**

None.

# Agenda Item 24

**CABINET**

**26 July 2023**

## Archbishop's Palace – Next Steps

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Corporate Services PAC	12 July 2023
Cabinet	26 July 2023

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Cabinet
<b>Lead Head of Service</b>	Mark Green, Director of Finance, Resources and Business Improvement
<b>Lead Officer and Report Author</b>	Deborah Turner, Corporate Property
<b>Classification</b>	Public report with private appendix  The information contained within Appendices 1 and 2 is considered exempt under the following paragraph of part I of schedule 12A to the Local Government Act 1972:-  3 = Information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>Wards affected</b>	High Street

### Executive Summary

An extensive process of member and public consultation has been carried out about future use of the Archbishop's Palace. Following expiry of our former preferred development partner's exclusivity period, and vacation of the building by Kent County Council, it is appropriate to consider the next steps.

The report recommends that plans are developed for use of the Palace as a wedding and events venue. This is likely to be a viable option in financial terms and would

meet the Council's objectives for future use of the Palace. It would also be consistent with the emerging Town Centre Strategy.

**Purpose of Report**

Decision.

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

1. To agree option 2 as set out in this report, namely to develop plans for use of the Palace as a wedding and events venue.
2. To delegate authority to the Director of Finance, Resources and Business Improvement to select and appoint professional advisers to develop the plans, enter into contracts for applicable services as necessary, and to invite offers from potential operators for a conditional agreement for lease.
3. To delegate authority to the Head of Legal Services to negotiate and complete all necessary legal formalities arising from the purchase of services and invitation for offers as set out above.

# ARCHBISHOP'S PALACE – NEXT STEPS

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p><i>The four Strategic Plan objectives are:</i></p> <ul style="list-style-type: none"> <li>• <i>Embracing Growth and Enabling Infrastructure</i></li> <li>• <i>Safe, Clean and Green</i></li> <li>• <i>Homes and Communities</i></li> <li>• <i>A Thriving Place</i></li> </ul> <p>The project described in this report supports the Council's Strategic Plan objectives, most notably A Thriving Place.</p>	Director of Finance, Resources & Business Improvement
<b>Cross Cutting Objectives</b>	<p><i>The four cross-cutting objectives are:</i></p> <ul style="list-style-type: none"> <li>• <i>Heritage is Respected</i></li> <li>• <i>Health Inequalities are Addressed and Reduced</i></li> <li>• <i>Deprivation is reduced and Social Mobility is Improved</i></li> <li>• <i>Biodiversity and Environmental Sustainability is respected</i></li> </ul> <p>The report recommendations support the achievements of the cross-cutting objectives by respecting the heritage of the existing building with sensitive design and addressing environmental sustainability by upgrade works to improve the use and condition of the building.</p>	Director of Finance, Resources & Business Improvement
<b>Risk Management</b>	Already covered in the risk section.	Director of Finance, Resources & Business Improvement
<b>Financial</b>	Running costs of the building are currently approximately £250k per annum. These have until recently been met by the tenant, who additionally paid the Council £100k per annum. Accordingly, there is a net shortfall of £350k per annum against ongoing budgets whilst the building remains in its present state.	Director of Finance, Resources & Business Improvement

<b>Staffing</b>	We may need access to extra external expertise to deliver the recommendations.	Director of Finance, Resources & Business Improvement
<b>Legal</b>	Acting on the recommendations is within the Council's powers as set out in local authority legislation (including the general power of competence under the Localism Act 2011) and the Council's Constitution.	Interim Team Leader (Contentious and Corporate Governance)
<b>Information Governance</b>	No implications.	Director of Finance, Resources & Business Improvement
<b>Equalities</b>	There is no impact on Equalities as a result of the recommendations in this report. An EqIA would be carried out as part of a policy or service change, should one be identified.	Equalities and Communities Officer
<b>Public Health</b>	No implications.	Director of Finance, Resources & Business Improvement
<b>Crime and Disorder</b>	No implications.	Director of Finance, Resources & Business Improvement
<b>Procurement</b>	The Council will follow its usual procurement processes in selecting professional advisers and a contractor for works at the site.	Director of Finance, Resources & Business Improvement
<b>Biodiversity and Climate Change</b>	Any new use/lease of the Archbishop's Palace would need to be consistent with the Biodiversity and Climate Change Action Plan.	Biodiversity and Climate Change Manager

## 2. INTRODUCTION AND BACKGROUND

### Background

- 2.1 The Archbishop's Palace is a landmark building of unique significance for the borough and the town of Maidstone. Until recently, it was let to Kent County Council (KCC) for use as a Registry Office and Coroners Court.

Knowing that KCC were due to vacate, an extensive process of member and public consultation has been carried out about its future use, starting in early 2020. The following objectives were set for any future use:

- Respect the historical fabric of the buildings
- Bring the building promptly back into active use
- Any proposed use should be economically viable
- Develop linkages to the property with the surrounding area, particularly the River Medway, Lockmeadow and the Town Centre.

2.2 The steps in this process may be summarised as follows.

February 2020	Options for future use of Palace were considered at an open meeting for councillors on 20 <sup>th</sup> February.
July 2021	A feasibility study was presented to Policy and Resources Committee. This considered a wide range of different potential uses, with the following short list drawn up as meriting detailed review: <ol style="list-style-type: none"> <li>1. Co-Working and/or Serviced Offices</li> <li>2. Training and Seminar Centre</li> <li>3. Wedding and Seminar Venue</li> <li>4. Boutique Hotel</li> <li>5. Commercial Mixed Use (ie combination of 1 and 2)</li> <li>6. Mixed Use Culture and Weddings</li> </ol> <p>Agreement was reached to seek a preferred partner, through an open procurement process, for development of further proposals.</p>
October 2021	Council undertook public consultation. This attracted considerable interest, with over 2,000 individual responses. The top three options for respondents were a wedding and seminar venue, mixed use culture and weddings, and a boutique hotel.
March 2022	Policy and Resources Committee selected a preferred partner. This was Balfour Hospitality, who proposed to develop the Palace as a boutique hotel.
March 2023	KCC vacated the premises and the building was taken over on a temporary basis by Parking Services.
April 2023	The preferred partner exclusivity period expired. Balfour Hospitality, as promoter of the boutique hotel concept, concluded that it would not be commercially viable, given the scale of investment required.

2.3 The Council remains committed to seeking an appropriate use for the Archbishop's Palace. Although its chosen partner was not in the end able to produce suitable proposals, an extensive body of information about the Palace and its potential has now been accumulated, and the feasibility of

different potential options for the future have been thoroughly researched, allowing an informed decision to be made about the next steps.

- 2.4 The Palace's current use as a service location ensures that the building is occupied, but it does not generate any income, and the council must now incur the costs of occupancy, previously borne by KCC. These comprise principally business rates and repairs and maintenance costs. The total marginal cost now incurred amounts to approximately £350,000 – being £100,000 of annual rent foregone and approximately £250,000 of running costs.
- 2.5 A further factor in consideration of the next steps is that, as a new Town Centre Strategy emerges, the heritage quarter of which the Archbishop's Palace forms a key component will become a vital part of the Council's plans for the future. Any future use of the Palace will need to form an integral part of the whole offer presented by the Town Centre to residents and visitors.

### **Market Testing**

- 2.6 The Council has now undertaken further market testing, going back to the options originally considered by members in July 2021. Based on discussions with leading local participants in the market, this indicates strong interest in commercial use of the Palace as a wedding and events venue. This would be less capital intensive than the 'boutique hotel' concept and it will be seen that it is supported by a strong business case.
- 2.7 The Archbishop's Palace is already well-known as a wedding venue through its use as a Registry Office. Heritage venues are very popular for weddings and special events, as they provide a suitably attractive setting for big occasions. This is reflected in the strong interest that we have found amongst established businesses in the market.
- 2.8 It is proposed to seek a specialist operator who already has experience of this market. Although an in-house operation was considered by Members when selecting our preferred partner in March 2022, the Council does not have the requisite business knowledge in-house to run the Palace as a wedding and event venue.
- 2.9 The Palace would not require major alterations to accommodate use as a wedding venue. This is a key benefit, given its Grade 1 listing and the accompanying constraints on any changes.
- 2.10 An operator's main requirement would be a commercial kitchen, to allow large scale catering. As part of our previous partner's planning, an outline concept for providing a commercial kitchen on the ground floor of the Palace has already been developed and broad cost indications obtained. Detailed plans now need to be drawn up.
- 2.11 Wedding and event organisers are specialists, and (unlike our previous partner) could not be expected to have the project management skills to fit out the Palace. This work therefore more appropriately falls to the Council, as the property owner, to carry out. The fit-out would be

provided by the Council as landlord, using our financial resources, and commissioning architects and contractors as appropriate. The specification would be generic, such that we would not be committed to any one operator, and to ensure an enhancement in the value of the Palace from carrying out these works.

- 2.12 Having carried out initial fit-out works as landlord, the Palace would be let on a commercial lease, with the tenant taking on full responsibility for business rates and repairs and maintenance. These costs, currently borne by the Council, would therefore be passed on to the tenant.
- 2.13 Market testing has indicated that the rental cost of suitable venues is broadly aligned with office rental values. This allows an estimate of return on investment to be drawn up. Details are set out in the Part 2 Appendix. These show a strong investment return and a positive net present value. Modelling has also been carried out on an alternative, more pessimistic scenario. This still generates a positive net present value and a return in excess of the Council's capital strategy hurdle rate.
- 2.14 Public consultation highlighted the value that residents place on access to the Palace and its grounds. This has been reiterated as part of our market testing with potential operators. The organisations with whom we have engaged recognise that use of a heritage asset like the Palace is bound to be accompanied by a requirement for public access. It is customary for the arrangements to be reflected in a formal agreement with the operator and there are many established models on which we would draw, in order to ensure that local aspirations for public access are met.

### **Next Steps**

- 2.15 This report proposes that the Council instruct architects to produce a design concept and to liaise with Historic England and MBC planners to obtain the necessary consents. Alongside this work, we would engage with the market and invite potential operators to submit offers for an agreement to lease the Palace as a wedding and event venue. A further report will be brought to the Policy Advisory Committee and to Cabinet in Autumn 2023 with a recommendation as to the preferred operator, the lease terms, and the capital investment to be incurred.
- 2.16 Work is under way on a new Town Centre Strategy, which would set out a vision for the Council for the period to 2050. This is likely to take advantage of the rich heritage of the quarter in which the Palace is located. The proposed use of the Palace as a wedding and events venue would reflect this, by showcasing the building and ensuring that it remains in active use. As the Strategy develops, it will be important to ensure that plans for the Palace, and in particular any agreement to lease the Palace to a third party, are consistent with its objectives.

### **3. AVAILABLE OPTIONS**

#### **3.1 Option 1: Do nothing**

The Council would continue to incur significant annual costs in maintaining the Palace. There would be an opportunity cost, both in financial terms and in failing to allow potential users to benefit from this prime Council asset.

#### **3.2 Option 2: Develop plans for use of the Palace as a wedding and events venue**

This option has been described above. Market testing has established that it would be a viable option in financial terms, and it would meet the objectives set by members for future use of the Palace.

#### **3.3 Option 3: Develop alternative plans for use of the Palace**

##### **a. Co-working and Serviced Office Space**

This option was considered as part of the feasibility study presented to Members in 2021. It would require some internal work to the building, to enable good quality communications links and to provide secure and safe partitioning between offices. If used for this purpose, the Palace would be competing in what is already an active market in Maidstone Town Centre, with potential disadvantages compared with the competition in not being able to provide modern accommodation or extensive parking facilities.

##### **b. Training and Seminar Centre**

This option was considered as part of the feasibility study presented to Members in 2021. Like option 3a above, it would require internal work to the building. However, it is not clear that there would be sufficient demand in the market to make this use viable.

##### **c. Mixed Use Culture and Weddings**

Members requested that this option be considered in 2021. Whilst they acknowledged the potential of the Palace as a venue for weddings, some members wanted to see a café, an arts space, and exhibition and gallery spaces, which would enable interpretation of the building, to give the widest public access. Such uses would have limited revenue generating potential and would limit the potential of the Palace as a wedding and event venue, by taking up dates in the calendar and/or space at the Palace that would otherwise have commercial potential. Accordingly, this option is unlikely to be economically viable.

##### **d. Boutique Hotel**

This option was considered extensively by our preferred partner in 2022/23. It relies on a minimum number of bedrooms to be offered to establish a viable hotel business. The existing building could not accommodate the required number of rooms, whilst at the same time providing space for dining and events. It became clear during the course of our partner's

research that the financial and conservation challenges of new building in the grounds of the Palace were very significant. This position is unlikely to change in the foreseeable future.

e. Residential conversion

This option was not considered as part of the original feasibility study, but has been included here for the sake of completeness. The option would face a number of very significant practical obstacles. Residential property values in central Maidstone make the financial return much less attractive than option 2 above. There would be potentially insuperable challenges from a conservation viewpoint, given the Palace's Grade 1 listing, in installing the necessary partitioning, ventilation and other services needed to create units of residential accommodation. Finally, it would be very difficult to reconcile members' and residents' aspirations for public access with private residential accommodation.

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

- 4.1 The preferred option is option 2, Develop plans for use of the Palace as a wedding and events venue. It is likely to be a viable option in financial terms, and it would meet the Council's objectives for future use of the Palace.

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#### **5. RISK**

- 5.1 There are a number of risks associated with this proposal.

Project risk – Delivering the required improvements to the Palace to accommodate a new tenant will bring all the usual risks associated with construction projects. These will be mitigated as much as possible by use of experienced and qualified contractors and application of strong project management disciplines.

Commercial risk – The proposed future use of the Palace depends on the commercial success of the operator, which in turn depends on the overall health of the local economy.

Site specific risks – The palace is a historic and sensitive site. Carrying out any work at the site therefore brings a heightened degree of risk. These will be mitigated so far as possible by working with contractors and partners who have relevant experience and can be expected to anticipate and respect the specific issues involved. The Council's conservation specialists have been consulted during the course of the project to date and will continue to be involved.

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

## 6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 As described above, a comprehensive public consultation exercise was held in 2021 about the future of the Palace. It is considered that the findings from this remain relevant and they have helped to determine the recommended way forward.
- 6.2 The matter was considered by the Corporate Services Policy Advisory Committee on the 12 July 2023 and the Committee recommended that the Cabinet approve the recommendations.

## 7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The proposed next steps are set out below.

<b>2023</b>	<b>Action to be undertaken</b>
By end July	Council appoint Architect to produce illustrative design concepts and scope of essential works and suggested operator specified works
August	Appointed Architect to commence discussions with Historic England (Listed Building Consent) and Planners (Change of Use and Planning Consent) for necessary consents
September	Formal Supplier Engagement to consult as to commercial Lease Terms and determine specific operator building requirements. Options to be offered : Palace only; Palace and Gatehouse; Palace, Gatehouse and Dungeon.
October	Council to seek Planning Pre App advice and prepare Heads of Terms (HoTs) for the lease and costed scope of works. HoTs to include payment of commercial rent and public access arrangements
Oct/Nov	Invite Best Offers from Operators for a Conditional Agreement for Lease based on the approved HoTs and agreed scope of works
By end November	Cabinet select Operator and agree terms
By end December	Council enter into the Conditional Agreement for Lease with the preferred operator and submit Planning and Listed Building Consent
<b>2024</b>	<b>Action to be undertaken</b>

March	Council obtain Planning and all other necessary consents and commence the agreed improvement works to the building.
By end July	Building work completed, Lease signed and completed
August	Venue opens to host Weddings and Events

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## **8. REPORT APPENDICES**

Exempt Appendix – Financial Modelling

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## **9. BACKGROUND PAPERS**

None.

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

Document is Restricted