

# AGENDA

## COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING



Date: Tuesday 19 January 2016

Time: 6.30 pm

Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors D Mortimer, Newton, Mrs Parvin,  
Perry, Mrs Ring (Chairman),  
Mrs Robertson, Webb, Webster and  
J.A. Wilson

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Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members
5. Disclosures by Members and Officers

**Continued Over/:**

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**Issued on Monday 11 January 2016**

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Caroline Matthews on 01622 602743**. To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk)

**Alison Broom, Chief Executive, Maidstone Borough Council,  
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

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|-----|--|---------|
| 6.  | Disclosures of Lobbying  |         |
| 7.  | To consider whether any items should be taken in private because of the possible disclosure of exempt information. |         |
| 8.  | Minutes of the Meeting Held on 8 December 2015   | 1 - 5   |
| 9.  | Presentation of Petitions (if any)   |         |
| 10. | Questions and answer session for members of the public (if any)  |         |
| 11. | Report of the Head of Policy and Communications - Strategic Plan 2015-20 refresh                                   | 6 - 27  |
| 12. | Report of the Head of Housing and Community Services - Maidstone Housing Strategy 2016-2020                        | 28 - 53 |
| 13. | Report of the Head of Finance and Resources - Medium Term Financial Strategy 2016-17 Onwards - Fees and Charges    | 54 - 69 |
| 14. | Report of the Head of Finance and Resources - Medium Term Financial Strategy 2016-17 Onwards - Final Update        | 70 - 82 |

## **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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|-----|--|--|---------|
| 15. | Report of the Head of Housing and Community Services - Property Acquisitions - Temporary Accommodation | Paragraph 3 – Info re business/financial affairs | 83 - 97 |
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## MAIDSTONE BOROUGH COUNCIL

### COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

#### MINUTES OF THE MEETING HELD ON TUESDAY 8 DECEMBER 2015

**Present:** Councillor Mrs Ring (Chairman) and  
Councillors Mrs Blackmore, Hemsley, D Mortimer,  
Newton, Perry, Mrs Robertson, Webb and Webster

**Also Present:** Councillor Sargeant

77. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Mrs Parvin and John Wilson.

78. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Mrs Blackmore was substituting for Councillor John Wilson and Councillor Hemsley was substituting for Councillor Mrs Parvin.

79. URGENT ITEMS

There were no urgent items.

80. NOTIFICATION OF VISITING MEMBERS

It was noted that Councillor Sargeant was present as a visiting Member and reserved his right to speak on any item.

81. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures from Members and Officers.

82. DISCLOSURES OF LOBBYING

Councillors Mrs Ring, D Mortimer, Newton, Perry, Mrs Robertson and Webb stated that they had been lobbied on Agenda Item 11 – Reference from Licensing Committee – Taxi Licensing Policy.

83. EXEMPT ITEMS

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

84. MINUTES OF THE MEETING HELD ON 17 NOVEMBER 2015

**RESOLVED:** That the Minutes of the meeting held on 17 November 2015 be approved as a correct record and signed.

85. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

86. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC (IF ANY)

A question had been received from Mr. Neil Cox which was as follows:-

"Given that you have the draft Taxi Policy on the agenda can you confirm that the taxi trade will be able to licence the Peugeot E7 which is more accessible to the wheelchair bound and those with other mobility problems than a TX4 and emits 22.6% less CO<sub>2</sub>, 17.3% less CO, 29.3% less NO<sub>x</sub>, 21.7% less HC and NO<sub>x</sub> and is 21.2% more fuel efficient and meets the objectives laid down in the introduction to the Taxi Policy and Integrated Transport Strategy and was viewed recently by Council Officers?"

The Chairman gave the following response:-

"I understand that the suggestion to broaden the type of hackney vehicle was made by the Trade Association during the consultation period of the draft policy. As such, the Council has not formally consulted on the proposal but has included in the draft policy a mechanism to allow officers to explore this further and report back.

Officers have looked at the Peugeot E7 and the initial reaction was in favour of recommending a broadening of the type of vehicle licensed for use. However, officers need to carry out more research before a recommendation to amend the policy can be made. The research will include looking at a range of vehicles, as other manufacturers than Peugeot might be providing a similar product.

The draft policy is on the papers for tonight's meeting and should this be approved this would enable officers to explore the proposal further.

Officers would carry out the research and consultation during early 2016 and a report would go to the Licensing Committee [on 29 March 2016](#) and they will then make a recommendation to this Committee to widen the type of vehicle or not, which will come to our meeting in April.

I hope this has helped to clarify the process Mr. Cox".

87. REFERENCE FROM LICENSING COMMITTEE - TAXI LICENSING POLICY

The Committee considered the Reference from Licensing Committee in which they were asked to approve the draft Taxi and Private Hire Licensing Policy.

The Head of Housing and Community Services advised Members that there had been extensive consultation and that the Licensing Committee had considered this at length. He drew Members' attention to a couple of errors in the body of the text in the Policy.

**RESOLVED:**

- 1) That the Committee adopt the draft Taxi and Private Hire Licensing Policy; and
- 2) That delegated authority be given to the Head of Housing and Community Services to make minor amendments to the Policy in consultation with the Chairman.

Voting: For: 9 Against: 0 Abstentions: 0

88. REPORT OF THE HEAD OF THE INTERIM HEAD OF ENVIRONMENT AND STREET SCENE - INCREASE FIXED PENALTY FINE LEVEL - LITTERING AND DOG OFFENCES

The Committee considered the report of the Interim Head of Environment and Street Scene which detailed proposed increases to two Dog Control Orders, the Fouling of Land by Dogs (Maidstone) Order 2013 and the Dog Exclusion (Maidstone) Order 2013 and the Clean Neighbourhood and Environment Act 2005 for the dropping of litter.

In response to Members questions, the following was noted:-

- There is no legislation currently in place for offenders throwing litter out of vehicles.
- The maximum penalty for dog fouling is set by legislation and cannot be increased above the maximum permissible level.
- The Council checks the authenticity of names and addresses of offenders against a robust data system which includes obtaining data from other Councils if necessary.
- Arrangements will be made to publicise these fines more widely across the Borough.

**RESOLVED:** That the Committee agrees the proposed increase in the penalties from 1<sup>st</sup> April 2016 as detailed in paragraphs 1.1 and 1.2 of the report of the Interim Head of Environment and Street Scene.

Voting: For: 9 Against: 0 Abstentions: 0

89. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - MAIDSTONE'S APPROACH TO THE SYRIAN REFUGEE CRISIS

Members considered the report of the Head of Housing and Community Services which sought Committee's approval for the Council to assist Syrian Refugees, as outlined by the Prime Minister in October 2015.

Members noted that the Scheme (Syrian Vulnerable Person Resettlement Scheme) (VPR) had been expanded by the Government as it intends to

resettle 20,000 Syrians. The scheme would prioritise those most vulnerable.

Members also noted that there would be a very stringent vetting process before the refugees were released to the Council by the Home Office and Government offices.

In response to questions from Members, the following was noted:-

- The Head of Finance and Resources advised that it was within this Committee's remit to purchase from capital funds but as the increase in homelessness has impacted on its capital funds already, this could have an additional burden on the Committee's budgetary resources.
- The Head of Housing and Community Services advised that the reasoning behind recommending that this Council take 6 single males is due to the fact that it would be easier to place these individuals in shared accommodation. The advantages being that it would make it easier to deliver good community support as it would be targeted to one place and the accommodation could be utilised for the homeless in the future.
- The funding received from the Home Office would be provided for five years. Should the funding exceed the allocated spend then the Council would not expect to deliver any further services.

It was moved by Councillor Mrs Blackmore and seconded by Councillor Newton that the report be referred to the Policy and Resources Committee providing it had no impact on any other deadlines which had to be met regarding the allocation of the individuals coming to this country.

Voting: For: 6 Against: 3 Abstentions: 0

The amendment was carried.

**RESOLVED:** That the report be referred to the Policy and Resources Committee providing it had no impact on any other deadlines which had to be met regarding the allocation of the individuals coming to this country.

Voting: For: 6 Against: 3 Abstentions: 0

90. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - PUBLIC HEALTH IMPROVEMENT SERVICE FOR ADULTS CONSULTATION

Members considered the report of the Head of Housing and Community Services which set out the suggested response to the Kent County Council's consultation on public health improvement.

Following concerns raised by Members, the Head of Housing and Community Services was asked to broaden the response in Section 3 as

health improvement services should not just be focussed on evidence provided from within the Kent Troubled Families Programme.

- 1) That the Committee endorses the consultation response as set out in Appendix 'C' to the report of the Head of Housing and Community Services; and
- 2) That delegated authority be given to the Head of Housing and Community Services, in consultation with the Chairman, to make amendments to the response to KCC.

Voting: For: 9 Against: 0 Abstentions: 0

91. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - FOOD SERVICE PLAN

Members considered the report of the Head of Housing and Community Services which related to the contents of the Maidstone Food Service Plan for 2015/16.

- 1) That the Committee notes the contents of the Food Service Plan 2015/16, together with the outline of the food service demands and output for Maidstone Borough Council; and
- 2) That the Committee approves the Food Service Plan 2015/16.

Voting: For: 9 Against: 0 Abstentions: 0

92. DURATION OF MEETING

6.30 p.m. to 7.45 p.m.

# Agenda Item 11

## Communities, Housing and the Environment Committee

19 January 2016

Is the final decision on the recommendations in this report to be made at this meeting?

**No**

### Strategic Plan 2015-20 refresh

<b>Final Decision-Maker</b>	Policy and Resources Committee
<b>Lead Head of Service</b>	Head of Policy and Communications
<b>Lead Officer and Report Author</b>	Policy and Information Manager
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### **This report makes the following recommendations to this Committee:**

1. To consider the projects under the Priority Action areas and whether there is anything missing
2. Agree the action plan, milestones and outcomes (attached at Appendix I)

#### **This report relates to the following corporate priorities:**

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Communities, Housing and the Environment Committee	19 January 2016
Policy and Resources Committee	24 February 2016
Council	2 March 2016



# Strategic Plan 2015-20 refresh

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Council's Strategic Plan sets the direction for the next five years and aligns with the Medium Term Financial Strategy. The Strategic Plan 2015-20 (Appendix II) will be refreshed for 2016 to ensure that it continues to align and projects remain relevant.
- 1.2 The Communities, Housing and the Environment Committee have the opportunity to shape the work that delivers the priority action areas for this committee.
- Planning for sufficient homes to meet our borough's needs
  - Providing a clean and safe environment
  - Encouraging good health and well being
- 1.3 The Committee are asked to review the projects and related draft action plan identifying any changes that they consider may be required.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Council's current Strategic Plan 2015-20 was agreed in March 2015 and set two priorities
1. Keeping Maidstone Borough an attractive place for all
  2. Securing a successful economy for Maidstone Borough
- 2.2 With eight priority action areas
- Providing a clean and safe environment
  - Encouraging good health and wellbeing
  - Respecting the character of our Borough
  - Ensuring there are good leisure and cultural attractions
  - Enhancing the appeal of the town centre for everyone
  - Securing improvements to the transport infrastructure of our Borough
  - Promoting a range of employment opportunities and skills required across the Borough
  - Planning for sufficient homes to meet our Borough's Needs
- 2.3 In September 2015 the Policy and Resource committee agreed that the existing strategic plan would be refreshed to ensure that the actions and performance measures align with changes to the budget strategy.
- 2.4 Chairmen and Vice Chairmen have already met with Head of Services and reviewed the proposed projects under the eight priority action areas and raised some areas for consideration. The draft action plan can be seen at appendix I.

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### **3. AVAILABLE OPTIONS**

- 3.1 The Committee reviews the projects and related actions plan and comments on areas for change or development, and help shapes the Council's Strategic Plan. This can be seen at Appendix I.
- 3.2 The Committee could decide not consider the update areas and defer any decision to the Policy and Resources Committee but they would be missing the opportunity to shape future direction.

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

- 4.1 The Committee reviews the projects and related actions plan and comments on areas for change or development, and help shapes the Council's Strategic Plan.

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

- 5.1 This agenda item is the first part of the consultation with members before the refresh is presented to Full Council in March 2016.
- 5.2 Residents were consulted on our strategic priorities as part of developing the Strategic Plan 2015-20. Further consultation has now been undertaken through a resident survey, top ten results can be seen at appendix III.

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

- 6.1 The Strategic Plan 2015-20 refresh will be reported to Policy and Resources committee along with any suggested changes from the committee on 24 February 2016 and will be agreed at Full Council on 2 March 2016.

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### **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	Keeping Maidstone Borough an attractive place for all  Securing a successful economy for Maidstone Borough	Angela Woodhouse
<b>Risk Management</b>		[Head of Service or Manager]

<b>Financial</b>	Any significant changes recommended by the committee would need to align with the medium term financial strategy	Paul Riley
<b>Staffing</b>	Any changes to existing projects or work programmes may affect the staff delivering this	John Littlemore and Dawn Hudd
<b>Legal</b>		[Legal Team]
<b>Equality Impact Needs Assessment</b>		[Policy & Information Manager]
<b>Environmental/Sustainable Development</b>		[Head of Service or Manager]
<b>Community Safety</b>		[Head of Service or Manager]
<b>Human Rights Act</b>		[Head of Service or Manager]
<b>Procurement</b>		[Head of Service & Section 151 Officer]
<b>Asset Management</b>		[Head of Service & Manager]

## 8. REPORT APPENDICES

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

- Appendix I: Action Plan
- Appendix II: Strategic Plan 2015-20
- Appendix III: Resident Survey Results

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## 9. BACKGROUND PAPERS

**Appendix I**

Strategic Priority: **Securing a successful economy for Maidstone**

Priority Action: **Planning for sufficient homes to meet our borough's needs**

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<b>Project</b>	<b>Detail</b>	<b>Milestones</b>	<b>Outcome</b>	<b>Responsible Owner</b>
<b>Housing strategy 2015-2020 Action Plan</b>	Delivers the council's vision for the delivery of new housing across the public and private sector markets, the improvement of the existing housing in Maidstone Borough and tackling key issues such as homelessness and assisting the most vulnerable members of our community.	Milestones to be confirmed following agreement of the Housing Strategy April 2016-2020.  Acquisition of property – March 2017	Everyone having access to affordable, decent housing.	John Littlemore
<b>Empty Homes strategic action plan</b>	To address the issue of bringing empty homes back into use, giving consideration to the amendments proposed in the Housing & Planning Bill, as it goes through Parliament to become legislation in 2016, that will make it easier to use existing powers.	Review Strategy – September 2016  Adopt new Strategy – March 2017  Care home (not yet named) initiative – July 2016	Empty properties brought back into use to provide homes for families in housing need	John Littlemore
<b>The delivery of the Homelessness Action Plan</b>	To increase the number of homeless cases that are prevented, this will be a challenging but highly important aspect of the	Under development - to be confirmed	Where possible prevent homelessness and where this unavoidable a	John Littlemore

**Appendix I**

Strategic Priority: **Securing a successful economy for Maidstone**

Priority Action: **Planning for sufficient homes to meet our borough's needs**

Project	Detail	Milestones	Outcome	Responsible Owner
	Services focus in 2016/17 in order		reduction in the time spent by families temporary accommodation	
<b>Affordable Housing Programme</b>	We will continue to attract significant external investment to enable the delivery of over 160 new affordable homes including affordable rent, shared ownership and Starter Homes. In addition the Council will through direct intervention embark on a programme of delivering its own housing.	Deliver starter homes scheme – 2020  March 2018 – delivery of more than 300 affordable homes  April 2018 – Begin delivery of programme of affordable rented accommodation.	Different housing products available to meet the change of income levels.	John Littlemore

**Appendix I**

Strategic Priority: **Securing a successful economy for Maidstone and Keeping Maidstone Borough an attractive place for all**

Priority Action: **Planning for sufficient homes to meet our borough's needs and Encouraging Good Health and Well Being**

<b>Project</b>	<b>Detail</b>	<b>Milestones</b>	<b>Outcome</b>	<b>Responsible Owner</b>
<b>Housing Assistance Policy</b>	Guides the Council to use its resources to improve or tackle instances of poor housing on people's health and well-being.	Review and update housing assistance policy – October 2016.  May 2016 – Complete stock condition survey  To determine the number of properties for improvement following review of outcome from stock condition survey – October 2016	Reduction on the negative impact of poor housing on people's health and well-being.	John Littlemore

**Appendix I**

Strategic Priority: <b>Keeping Maidstone Borough an attractive place for all</b>				
Priority Action: <b>Providing a clean and safe environment</b>				
<b>Project</b>	<b>Detail</b>	<b>Milestones</b>	<b>Outcome</b>	<b>Responsible Owner</b>
<b>Safer Maidstone Partnership Strategic Assessment</b>	Working with a range of partners including Police and Probation services to reduce crime and Anti-Social Behaviour and support the Government's PREVENT programme and raise awareness of child safeguarding	Adoption of Safeguarding Policy – July 2016	Maidstone is a safer place to live and visit.  Minimise child exploitation.	John Littlemore
<b>Review of Licensing Policies</b>	Following implementation of taxi and private hire policy and licensing policy complete remaining reviews.	Review Gambling Act Policy – November 2016 (in line with MBC procedures this will involve consultation, evaluation and then the Policy will be agreed and implemented).	Maidstone has a set of procedures and practices that promote safe and good quality services around those trades.	John Littlemore
<b>Waste and Recycling Strategy</b>	Implementing of the Waste and recycling strategy till 2019 to meet EU and local targets.	Complete review of uptake of food waste challenge – April 2016  Development of the Action Plan for the short and medium term – April 2016	A minimum of 50% recycling rate by 2019	Jennifer Shepherd

**Appendix I**

<b>Strategic Priority: Keeping Maidstone Borough an attractive place for all</b>				
<b>Priority Action: Providing a clean and safe environment</b>				
<b>Project</b>	<b>Detail</b>	<b>Milestones</b>	<b>Outcome</b>	<b>Responsible Owner</b>
		Review household waste collection services including freighter and bulky service – April 16  Implementation of action plan June 2016 – April 2017		
<b>Depot Services Development Plan</b>	Identifies various strands of new income-generating and cost-saving projects, from Depot based services.	Consider feasibility of all potential projects – April 2016  Identify viable projects – ongoing from May 2016	A more financially efficient and commercial service	Jennifer Shepherd
<b>Low Emission Strategy</b>	The Low Emission Strategy will set out actions that we as a district council can have most influence over in addressing poor air quality where it exists.	Consultation Adoption – June 2016  Implement Action plan - TBC	Maidstone contributes towards cleaner air.	John Littlemore
<b>Environmental enforcement Strategy</b>	Developing new aspects to our current practices.	Increase in FPN littering and dog fouling charges – April 16  Draft new youth littering engagement programmes – May 16  Developing a coherent analysis of all environmental data – July 16	Greater awareness and reduction in incidences of environmental crime	Jennifer Shepherd



**Appendix I**

**Strategic Priority: Keeping Maidstone Borough an attractive place for all**

**Priority Action: Providing a clean and safe environment**

<b>Project</b>	<b>Detail</b>	<b>Milestones</b>	<b>Outcome</b>	<b>Responsible Owner</b>
<b>Street Cleansing Mobile Technology Development Plan</b>	improving and expanding upon the existing software functionality and reach of current street cleansing technology	Undertake Bin Audit borough wide – March 16  Implementation of Bin Audit review action plan – July 16  Explore opportunities for dynamic tasking of street cleansing operatives - July 16  Adoption of vehicle asset management systems- Sept16	More agile and efficient workforce	Jennifer Shepherd
<b>MBC Commercial Waste Service</b>	Identifying a future growth strategy	Achieve 350 business customers – April 16  Glass feasibility collection study – Sept 16  Food waste collection feasibility study – Jan 2017	Growth in business the commercial waste service	Jennifer Shepherd

**Appendix I**

Strategic Priority: **Keeping Maidstone an attractive place for all**

Priority Action: **Encouraging Good Health and Wellbeing**

<b>Project</b>	<b>Detail</b>	<b>Milestones</b>	<b>Outcome</b>	<b>Responsible Owner</b>
Affordable energy Strategy	Delivering actions to improve the energy efficiency of properties of the borough	Under development – To be Confirmed	Increased number of energy efficient homes in the borough. Residents’ bills reduced for more cost effective living.	John Littlemore
Health and Well Being Action Plan	Street level intervention to provide practical solutions to improve individual’s well being	Under development – To be Confirmed	Areas prevented from worsening	John Littlemore

# Strategic Plan 2015-2020



## Foreword from the Leader, Councillor Annabelle Blackmore



The Strategic Plan is Maidstone Borough Council's most important document because it illustrates how we will create the conditions in making Maidstone Borough an attractive place to live, work and visit. The council faces tough challenges over the next five years however we must create the conditions which allow for managed economic growth, but also respects our natural environment and the heritage which the county town of Kent possesses.

Maidstone is the county town of Kent and we have attracted investment and growth to help secure our future. We have a unique mix of rural Kentish villages, urban areas and a vibrant town centre, which makes Maidstone a highly desirable place in which to live, work and visit. However I believe we must not be complacent. Following public consultation about our priorities it was clear residents value a clean and safe borough and improvement to our transport infrastructure to ease the traffic congestion across the Borough of Maidstone.

The delivery of improved road infrastructure must occur through close working with key partners. For example work on the improved Bridges Gyratory scheme will start later in 2015. Other schemes across the borough will be funded through a variety of measures and will seek to improve key pinch points.

Although our borough is a clean and safe place we must work with all partners to continue to improve all areas of the public realm for the benefit of all. Working together with our parish councils and other local community groups we will facilitate improvements across the borough.

Over the next five years the Council will face a difficult financial future, along with most public sector organisations, as our funding for the provision of local services is reduced. We are taking steps to manage our assets more effectively through a series of measures including our Festivals and Events programme.

This document puts people at the heart of our plans. I want Maidstone to have a bright future and I believe the Strategic Plan sets out what we want to achieve over the next five years and what we will deliver for our residents, our businesses and also our visitors.

# Our Vision, Mission and Values

## OUR VISION

That our residents live in decent homes, enjoy good health and a pleasant environment, with a successful economy that is supported by reliable transport networks.

## OUR MISSION

Putting People First.

### PRIORITY 1

Keeping Maidstone Borough an attractive place for all

Providing a clean and safe environment

Encouraging good health and wellbeing.

Respecting the character of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

### PRIORITY 2

Securing a successful economy for Maidstone Borough

Securing improvements to the transport infrastructure of our Borough

Promoting a range of employment opportunities and skills required across our Borough

Planning for sufficient homes to meet our Borough's needs

## OUR VALUES

### Service

Everything we do impacts on our customers, both internal and external. We will listen to and understand their needs, then take action to provide the right service in a positive and professional manner.

### Teamwork

Working together to achieve our objectives and goals in a way that utilises the talents and creativity of everyone in our organisation.

### Responsibility

We work in an environment that encourages us to take ownership for our actions. Making the right choices and decisions that lead to a satisfactory outcome for all.

### Integrity

We have the courage to act on our convictions to build trust and honesty. We work with our partners and customers to create a feeling of openness and transparency in everything we do.

### Value

Taking care and weighing up our options, aiming to get the maximum effect for every penny of public money we spend.

### Equality

Valuing our differences and understanding how they can contribute to a better working environment and services that are fair and easy to access.

## Providing a Clean and Safe Environment

Over the past 5 years, Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services as a result our recycling rate has improved significantly. Maidstone does not experience high levels of crime. We have with our Community Safety Partnership agreed that reducing anti-social behaviour, domestic abuse, reoffending and improving road safety are our priorities up until 2018.

### We mean:

- People feel safe in the Borough and they live in a clean environment of high quality

### We will:

- Work with our partners to improve all areas of the public realm
- Deliver the waste and recycling strategy
- Deliver an efficient and effective street cleansing service
- Deliver the Community Safety strategy
- Deliver the Air Quality Strategy working with partners

### Measured by:

- Resident satisfaction
- British crime survey
- Environmental quality indicators
- Recycling
- Reduction in residual waste
- Estimated levels of CO2 Emissions (per head of population)

## Encouraging Good Health and Wellbeing

Deprivation in the borough is lower than average, however 15% (4,300) of children (under 16 years old) in Maidstone live in poverty. There is a larger difference in life expectancy of men and women; 7 years lower for men and 4 years lower for women in the most deprived areas of Maidstone than in the least deprived.

### We mean:

- Addressing the social determinants of health through our role in services like Housing, Environmental Health and Community Development and our provider role in terms of leisure activities
- Improved health outcomes for residents, reduced health inequality

### We will:

- Deliver our housing strategy
- Deliver our health inequalities action plan
- Work with businesses to promote health and wellbeing

### Measured by:

- Health Indicators
- Number of private sector homes improved
- Disabled Facilities Grants
- Homelessness Prevention

## Respecting the Character of our Borough

Maidstone is the county town of Kent, in terms of its geography it is largely rural and the countryside offers high quality landscape and biodiversity. Approximately 50% of the borough population lives in a parished area. We are focused on achieving economic prosperity, whilst at the same time balancing protecting the environment and landscape that makes the borough of Maidstone a great place to live, work in and visit.

### We mean:

- Thriving and Resilient Urban and Rural Communities
- Listening to our communities
- Respecting our Heritage and Natural Environment
- Devolving services where we can and working with Kent County Council to do the same

### We will:

- Deliver and honour our parish charter
- Deliver the communication and engagement action plan
- Work with our Parishes and Communities on the design of their communities

### Measured by:

- Resident survey
- Parish survey

## Ensuring there are good Leisure and Cultural Attractions

There is always something to see or do in Maidstone with the river, two museums and a theatre in the town centre, four green flag parks, a well-used leisure centre, a castle, various markets and a variety of festivals and events held across the Borough and throughout the year.

### We mean:

- Maidstone has leisure and cultural offers which attract visitors and meet the needs of our residents

### We will:

- Adopt and deliver a Destination Management Plan with a shared statement of intent to manage, develop and promote our borough
- Deliver the festival and events strategy
- Maximise the benefits of our leisure and cultural assets through our commercialisation approach to maintain key services

### Measured by:

- Customer satisfaction with our leisure and cultural attractions
- Visitor economy indicators

## Enhancing the Appeal of the Town Centre for Everyone

Maidstone has had an historically thriving town centre however we need to ensure that we keep pace with the changing economic environment and continue to meet the demands of businesses and consumers. Investment in Maidstone town centre is needed if it is to continue to be a popular place for leisure, to live, shop and work.

### **We mean:**

- Ensuring we have a thriving and attractive town centre that is fit for the future

### **We will:**

- Be proactive in delivering a vision for the town centre through working with partners, businesses and regenerating areas ourselves.

### **Measured by:**

- % of vacant retail units
- Conversion of office space to residential,
- How Maidstone is rated as a retail destination
- Resident satisfaction

## Securing Improvements to the Transport Infrastructure for our Borough

Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and M2, with rail connections to central London. With regard to travelling in and around the Borough by car, congestion is an issue particularly at peak time in the town centre. The bus transport network serving Maidstone town is relatively strong whilst rural transport presents distinct challenges.

### **We mean:**

- A transport network that meets the needs of residents and businesses

### **We will:**

- Deliver an integrated transport strategy and work with our partners to seek improvements to the transport infrastructure

### **Measured by:**

- Measures from Integrated Transport Strategy
- Resident Survey



## Promoting a range of employment skills and opportunities across the borough

There were 68,300 people employed in the Maidstone economy in 2012 with a high proportion in the public sector, reflecting the town's status as Kent's County Town and administrative capital. There were 6,760 registered businesses in Maidstone in 2012, equivalent to 43 businesses per 1,000 population, compared to 39 for England and an above average rate of self-employment.

### We mean:

- Meeting the skills and employment needs of our residents, not becoming a dormitory borough and supporting and attracting businesses

### We will:

- Adopt a Economic Development Strategy and Deliver with Partners.
- Work with businesses and support them to grow and develop
- Support the principle of an enterprise hub
- Work with our partners to support those not in education, employment or training (NEET)

### Measured by:

- % of our residents that are NEET
- Net change in jobs
- % of Job Seekers Allowance claimants
- Business Start-ups versus failures

## Planning for Sufficient Homes to meet our Borough's Needs

Over the last five years, the supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historic levels. 189 new affordable homes were built in the borough in 2013/14. In total 630 new homes were delivered in 2012/13, of these new homes over 80% were built on land that had previously been developed.

### We mean:

- Having enough homes to meet our residents needs with sufficient homes across a range of tenures

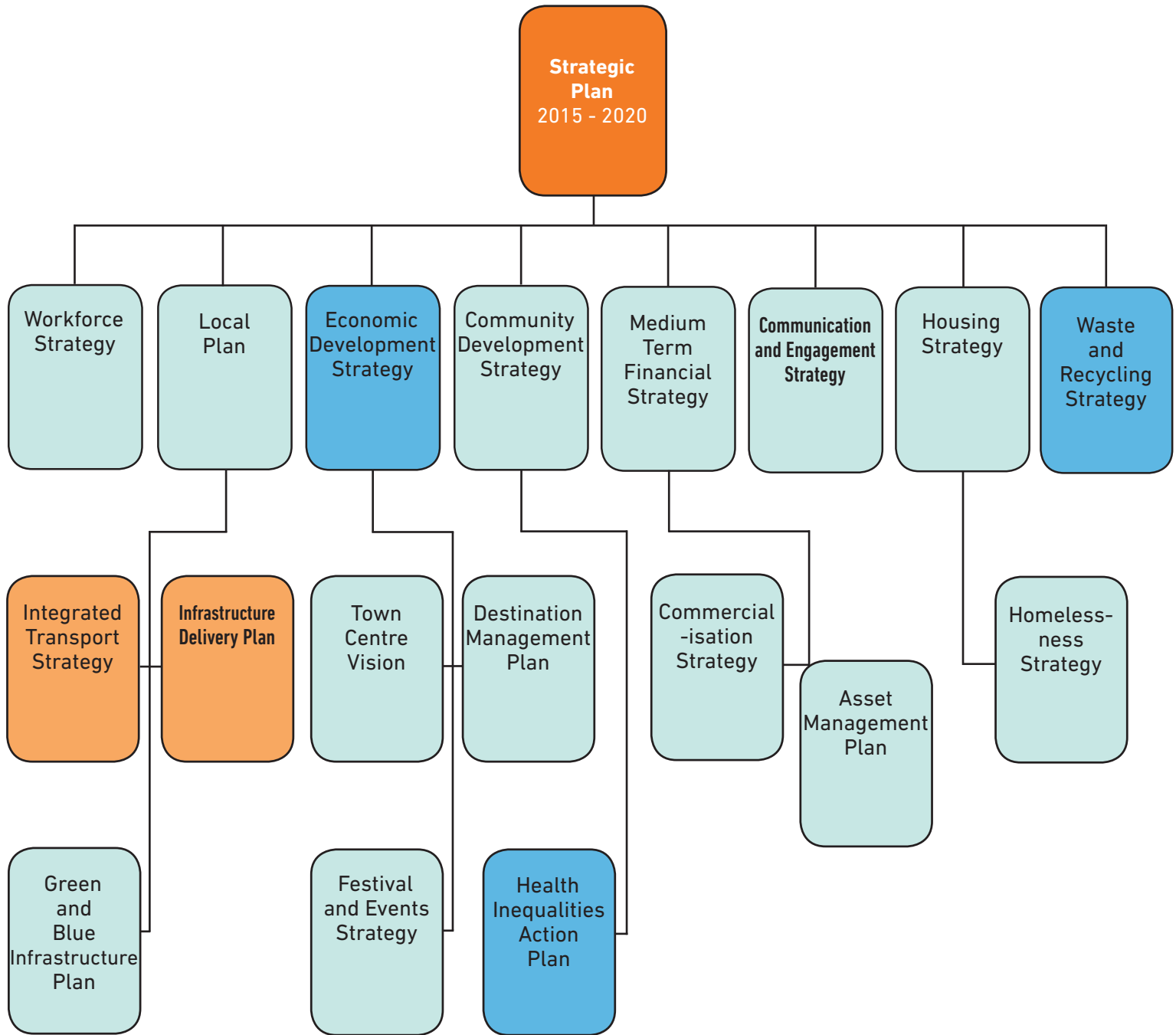
### We will:

- Adopt a local plan
- Deliver the Housing Strategy

### Measured by:

- Net Additional Homes
- % of additional homes that are affordable

# How it all fits together - Our Strategies and Plans

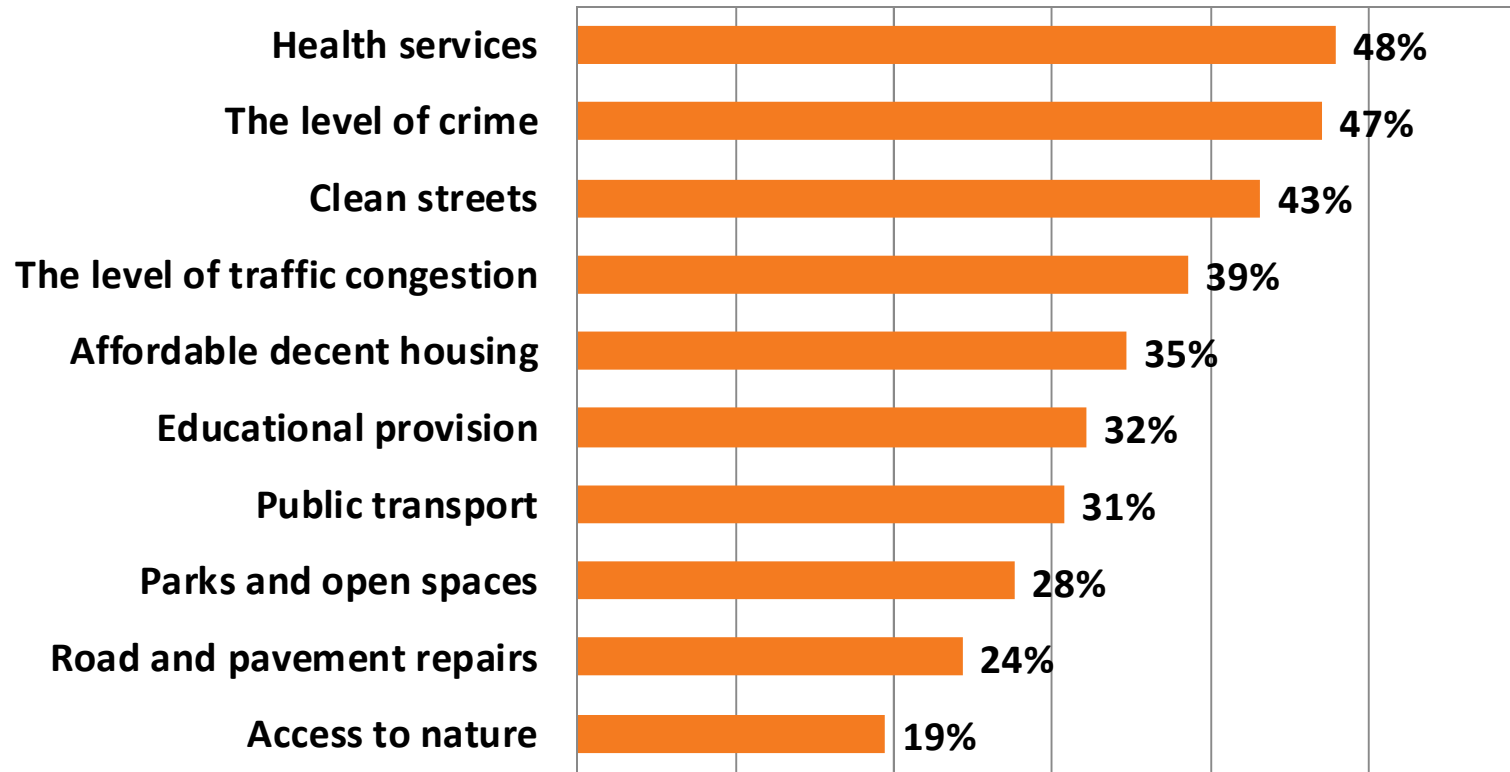


- Priority 1:** Keeping Maidstone an attractive place for all
- Priority 2:** Securing a successful economy
- Supports both priorities**

## Top 10 things that are most important in making somewhere a good place to live

0% 10% 20% 30% 40% 50% 60%

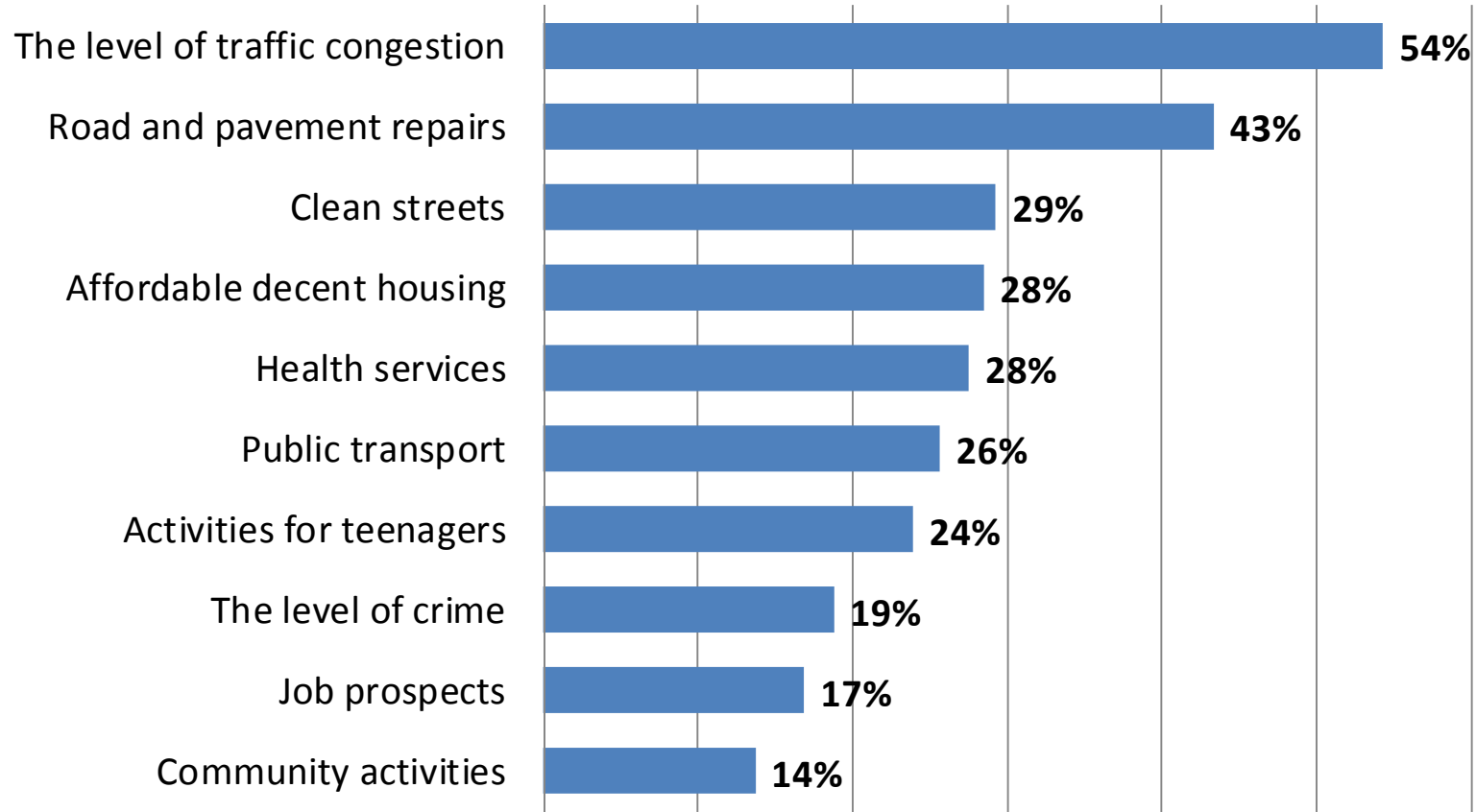
25





## Top ten things that most need improving

0% 10% 20% 30% 40% 50% 60%



# Agenda Item 12

## Community Housing and Environment Committee

19 January 2016

Is the final decision on the recommendations in this report to be made at this meeting? **No**

## Maidstone Housing Strategy 2016-2020

<b>Final Decision-Maker</b>	Council
<b>Lead Director or Head of Service</b>	John Littlemore, Head of Housing and Community Services
<b>Lead Officer and Report Author</b>	Tony Stewart, Senior Enabling Officer
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All wards

### This report makes the following recommendations to this Committee:

1. That the Committee note that a consultation process has been undertaken with relevant stakeholders. A summary of these consultations and responses are included within this report and at **Appendix B**. To also note Government changes to National Policy in the Housing and Planning Bill.
2. That the Committee agrees that following extensive research, analysis and consultation, the Key Priority Themes and stated outcomes identified for the new Maidstone Housing Strategy 2016-2020 be approved.
3. That the Committee gives delegated authority to the Head of Housing and Community Services to develop the Action Plan (attached at **Appendix A**) and final Maidstone Housing Strategy document, before it is presented to Policy and Resources Committee and full Council for adoption.
4. That the Committee endorses the first phase of actions that the council can commence in order to address the current housing situation in the first year of the new Maidstone Housing Strategy.

### This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

<b>Meeting/Event</b>	<b>Date</b>
Community, Housing and Environment Committee	13 October 2015
Consultation	14 October 2015 to 31 December 2015
Community, Housing and Environment Committee	19 January 2016
Policy and Resources Committee	17 February 2016
Council	2 March 2016

# Maidstone Housing Strategy 2016-2020

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report is updating the Committee following the consultation process which has been undertaken with relevant stakeholders through two workshops held in December 2015. An online survey was also placed on the Council's website and a summary of these consultations and responses are included in this report.
  - 1.2 It is proposed that following extensive research, analysis and consultation, the Committee approves the Key Priority Themes and stated outcomes for each theme identified for the new Maidstone Housing Strategy 2016-2020.
  - 1.3 A decision on the recommendations in this report also enables the Head of Housing and Community Services to continue to develop the Action Plan (attached at **Appendix A**) and final Maidstone Housing Strategy document before it is presented to Policy & Resources Committee and full Council for adoption.
  - 1.4 In response to the pressure for affordable housing currently being experienced by the Council there are immediate actions identified as part of the Key Priority Themes that it is imperative for the Council to address in the first year of the new Maidstone Housing Strategy. This report highlights some of the work that is already underway to help achieve these ambitions.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Housing Strategy is an overarching plan that guides the council and its partners in tackling the major housing challenges facing the borough. It sets out the priorities and outcomes that we wish to achieve and provide a clear strategic vision and leadership in an uncertain economic climate. The Strategy contributes to the council's corporate priorities for Maidstone '**to keep the Borough an attractive place for all and to secure a successful economy**'. As previously reported to the Committee, the Maidstone Housing Strategy is also intrinsically linked with other plans and strategies of the council, most notably the Local Plan.
- 2.2 It is proposed that the new strategy looks ahead for five years, covering 2016-2020. The Chancellor's Autumn Statement in 2014 included measures to extend capital investment to the current Affordable Homes Programme 2015-2018, for a further two years, up to 2019-20. The Council's Strategic Plan also runs from 2015-2020; in order to remain consistent with the Council's financial planning it is not considered appropriate to set a longer term than five years for the new Maidstone Housing Strategy.

- 2.3 The ambition behind this strategy is to ensure that all people in the Borough have access to good quality homes that are affordable for them and meet their needs. Every council has a responsibility to understand what matters most to its local communities and to respond to this through investment, service planning and delivery. The Council also has to take into account both national and regional aspirations and sometimes balance these against local priorities.
- 

### **3. CONSULTATION PROCESS AND FEEDBACK**

- 3.1 The Maidstone Housing Strategy for 2016-2020 is supported by a number of key background evidence papers, documents and research and data analysis of which were undertaken to determine the key housing related challenges facing Maidstone.
- 3.2 The identified Key Priority Themes as well as suggested outcomes and actions were presented in a report to the Committee on 13 October 2015. The Key Priority Themes identified for the new Maidstone Housing Strategy were approved for consultation with key stakeholders and partners, in order to develop the Action Plan and stated outcomes for each Key Priority Theme with the following amendments.
- The addition of the following wording to the end of Priority : to develop sustainable communities; and
  - The removal of the 18,500 figure from the Priority 1 outcomes.
- 3.3 A stakeholder mapping exercise was carried out to identify key partners, voluntary organisations and internal departments that needed to be consulted in order to develop the Maidstone Housing Strategy Action Plan.
- 3.4 Consultation with key stakeholders has been undertaken through two workshops held in December 2015 and via an online survey accompanied by supporting documentation on the Councils website.
- 3.5 Invites were sent to key stakeholders to attend one of two workshops that were held in December 2015. Attendees to the workshops included officers from Housing; Planning and Commercial and Economic Development; Developers; Registered Providers; Architects, Consultants; Kent Invicta Chamber of Commerce; the National Homebuilders Federation; Letting/Estate Agents; Social Care Commissioning; Public Health and Family Support Officers of Kent County Council; Homes and Communities Agency and Action with Communities in Rural Kent.
- 3.6 A scene setting presentation was given at each workshop in order to give delegates a context and purpose for the new Maidstone Housing Strategy, including key challenges facing the Borough. Table discussions with delegates then took place on each of the Key Priority Themes. The discussions were used to identify what the potential barriers were preventing us from achieving the actions and outcomes, and collaborative ways of working together in order to overcome them.



- 3.7 Feedback from the workshop sessions was very positive in what many saw as a diverse Action Plan for the Borough. There was general agreement over the Key Priority Themes that have been identified. Comments received have been organised according to the Key Priority Themes they address below.

**Priority 1: Enable and support the delivery of quality homes across the housing market to develop sustainable communities**

- It was generally agreed that there is a need to deliver more housing (a mixture of private and social) and that any new housing should benefit the community.
- Infrastructure (such as transport, local employment) was important to consider when regenerating areas and delivering new homes.
- There was general support for the council setting up a vehicle, such as a Local Housing Company in what was viewed as a positive step to address local ambitions and objectives. Lack of council owned land could however make delivery harder.
- Collaborative joint ventures and partnership work was encouraged with registered providers, developers, and the Homes & Communities Agency.
- There was agreement that the council should look to maximise and obtain investment to support housing delivery within Maidstone, as there are a range of potential funding sources available.
- Promoting self-build homes as an option (especially in smaller communities), as well as home ownership products, stimulated interest and was viewed as a positive approach.
- It was stressed that the 1% reduction in affordable/social rents over the next four years, plus the lack of grant, will have a negative impact on the viability of schemes to provide affordable rented homes.
- The requirement to have flexible policies and strategies was highlighted due to Government changes in national housing policy.
- There was recognition on an ageing population and the need to address older peoples housing needs.
- Following the Government's new space standards was encouraged as well as helping to enable the delivery of homes that can be adapted (wheelchair accessible/lifetime homes) to respond to peoples changing needs. Increase in cost though was raised as an issue.
- Rising costs in construction materials was noted as well as a shortage of skills in the construction sector. However local apprenticeship schemes were in operation and offered on-site experience to give apprentices the right mix of technical and practical skills.

**Priority 2: Ensure that existing housing in the Maidstone Borough is safe, desirable and promotes good health and well-being.**

- It was felt that the new Housing & Health team will be better able to signpost tenants and residents to relevant support services.
- Demonstrating value for money on health interventions was considered important along with being certain on the health demographics of some areas within the Borough.

- Promoting ways for residents to improve their health and well-being by tackling fuel poverty and advice on sustainable heating and energy efficiency in households was considered important.
- Working with health authorities to focus on long term health issues ensuring an efficient use of health and social care resources.
- Seeking good practice from the NHS Healthy New Town Initiative was raised where there will be a renewed focus on new affordable housing by offering support from the NHS to help “design in” health and modern care from the outset.
- More outreach work with the private sector and promoting further landlord incentives to access the private rented sector was encouraged.
- Unaffordable letting agency fees in the private rental sector was raised as an issue, and promoting housing associations to private landlords to be their managing agents could help with management and affordability issues.
- Exploring the use of Community Hub (Advice Centres) within schemes that can offer services and facilities to the wider community, as well as to residents of the scheme.
- There was widespread support for improving the condition and supply of accommodation within the private rental sector by engaging with landlords.
- A number of support issues were raised including the need to be able to challenge landlords on behalf of tenants, and landlords being kept up-to-date on their responsibilities and how they can take action when necessary.
- Partnership with housing associations and the voluntary sector can also be an opportunity to regenerate empty homes, and bring about some wider social benefits including opportunities for local employment, skills and training in the refurbishment of properties.
- Raising awareness of what affects housing quality can have on health and well-being was mentioned. There was also widespread agreement for ensuring sign-posting for appropriate advice and support was in place for residents to address health inequalities.

**Priority 3: Prevent homelessness, secure provision of appropriate accommodation for homeless households and supporting vulnerable people**

- There was support for increasing temporary accommodation supply with existing providers and for the council to directly acquire properties to house homeless and vulnerable households.
- Lack of affordable accommodation available for single less than 35 year olds was acknowledged.
- There was agreement that strengthening partnerships, investment and landlord incentives with the private sector would be a viable option to secure appropriate accommodation for homeless households.
- Working with KCC to reduce the negative impact on children in temporary accommodation was highlighted.
- The need to offer advice and support to affected households to manage welfare reform changes to the benefits system was acknowledged.

- The importance of mapping local services and strong partnerships and communications across all sectors of relevance to homelessness (health, employment, vulnerable service users) was stressed.
  - The Government emphasis on shared ownership and starter homes may restrict access to future affordable rented accommodation. Other tenure options for homeless households may therefore need to be considered.
  - Prevention methods were considered as vitally important in helping to prevent and relieve homelessness.
- 3.8 An online survey was on the council's consultations webpage for 6 weeks ending on 31 December 2015. The survey was also advertised on the Councils Facebook and Twitter pages and an email sent to all relevant stakeholders. A total of 106 responses were received. A summary of the responses to the main key questions asked are attached at **Appendix B**.
- 3.9 The majority of respondents agreed that the identified Key Priority Themes meets the challenges for Maidstone over the next 5 years. The majority of respondents also considered that the list of outcomes (what we plan to achieve to support the Key Priority Themes), were high priority for the council and its partners to address.
- 3.10 Many residents highlighted issues that relate more to the Local Plan rather than the Housing Strategy, when answering: **Are there any important issues missing from the proposed Maidstone Housing Strategy 2016-2020 Action Plan?** The common topic was the importance of associated infrastructure to support all the new housing (i.e. roads, transport, schools, hospitals, doctors' surgeries etc.).
- 3.11 The Community Infrastructure Levy (CIL) Charging Schedule will set out the standard charges that the council will levy on specified types of development, in order to fund the infrastructure needed to support growth. The timetable for preparing the Charging Schedule will closely follow the local plan programme, and the schedule will be supported by an Infrastructure Delivery Plan which will identify what, where, when and how the infrastructure is needed. Transport modelling is also taking place to consider future growth and congestion as well as potential measures to address this.

#### **4. KEY HOUSING PRIORITY THEMES / OBJECTIVES**

- 4.1 Following the extensive research, analysis and consultation, it is recommended that the Committee approves that the new Maidstone Housing Strategy 2016-2020 is designed around the following key priorities and stated outcomes:
- **Priority 1: Enable and support the delivery of quality homes across the housing market to develop sustainable communities.**

##### **Outcomes – What we plan to achieve.**

- a) Enable the delivery of homes as identified in the emerging Local Plan; and

has an appropriate policy framework in place that delivers an appropriate mix, tenure and range of housing to meet identified need.

b) Deliver a mix of homes of different types, tenure and size, via direct provision and in partnership with private developers, housing associations and other key partners, which meet the needs of the local population.

c) Deliver new affordable homes that are designed to a high standard, energy efficient, accessible and respond to people's changing needs.

d) Maximise housing investment opportunities by seeking innovative funding and delivery options to support housing delivery within Maidstone.

- **Priority 2: Ensure that existing housing in Maidstone Borough is safe, desirable and promotes good health and well-being.**

**Outcomes – What we plan to achieve.**

a) To raise housing quality and standards across all tenures and improve the condition of existing homes to maximise health and wellbeing outcomes for all.

b) To improve health outcomes for residents by reducing health inequality to ensure a healthy standard of living for all.

c) Promote ways for residents to improve their health and wellbeing by tackling fuel poverty, energy efficiency advice and managing domestic bills.

- **Priority 3: Prevent homelessness; secure the provision of appropriate accommodation for homeless households and supporting vulnerable people.**

**Outcomes – What we plan to achieve.**

a) Prevent and relieve homelessness amongst local residents who are at risk of homelessness by offering timely, expert advice that helps to prevent their homelessness.

b) Increase the availability of suitable accommodation for homeless households via direct provision and the use of the private rented sector, to reduce temporary accommodation costs, length of stay and reliance on bed and breakfast accommodation.

c) Support independent living and reduce risk of repeat homelessness for vulnerable residents by offering a range of housing options, advice and support to maintain or improve their health and well-being.

- 4.2 This new Housing Strategy for Maidstone gives the Council an excellent opportunity to make a real difference for the residents of the Borough. **Appendix A** lists the suggested actions to help us achieve the above key

priority themes and outcomes. This includes working with partners to facilitate housing development, maximising investment opportunities, raising housing quality standards, promoting ways for residents to improve their health and wellbeing and preventative measures and services for homeless persons.

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## **5. HOUSING AND PLANNING BILL**

- 5.1 It is important to note Government changes to National Policy since the last report to Committee, and how this impacts on Maidstone's Housing Strategy. On 13 October 2015, the Government published the Housing and Planning Bill, which sets out measures to boost house building and makes a number of changes to the planning system.
- 5.2 On publication of the Housing and Planning Bill the Government said it would kick-start a "national crusade to get 1 million homes built by 2020" and transform "generation rent into generation buy." The supply-side measures in the Bill are primarily focused on speeding up the planning system with the aim of delivering more housing. There is also a clear focus on home ownership, with measures to facilitate the building of Starter Homes; Self/Custom Housebuilding; and the extension of the Right to Buy to housing association tenants following a voluntary agreement with the National Housing Federation (NHF). A brief summary of these initiatives are set out below.
- 5.3 Starter Homes: The Bill puts into legislation the Government's commitment to provide a number of Starter Homes for first-time buyers under the age of 40. Starter Homes would be sold at a discount of at least 20% of the market value. Specifically, the Bill puts a general duty on all planning authorities to promote the supply of Starter Homes, and provides a specific duty, which will be fleshed out in later regulations, to require a certain number or proportion of Starter Homes on site.
- 5.4 Concerns have been expressed about the impact on the number of affordable rented homes developed, whether the 20% discount would be deliverable, whether these homes would be genuinely affordable and how this policy supports other planning policies on housing provision.
- 5.5 In addition, the Homes and Communities Agency have recently announced that Affordable Rent will not be grant funded post March 2018. The Government's approach to the delivery of affordable rented accommodation is now very different from previous grant funded programmes. The Government will now only be promoting Starter Homes and Shared Ownership products. The greatest demand for affordable housing identified by the Council's Strategic Housing Market Assessment is for affordable rented accommodation.
- 5.6 Self Build and Custom Housebuilding: The Bill adds to and amends the Self-build and Custom Housebuilding Act 2015, which requires local authorities to keep a register of people seeking to acquire land to build or commission their own home. The Bill specifically requires local authorities to grant "sufficient

suitable development permission” of serviced plots of land to meet the demand based on this register.

- 5.7 Rogue landlords and letting agents: The Bill will give local authorities additional powers to tackle rogue landlords in the private rented sector. They will gain the ability to apply for banning orders against private landlords. A database of rogue landlords and agents will assist authorities in England in carrying out their enforcement work. Landlords will benefit from a clear process to secure repossession of properties abandoned by tenants.
- 5.8 Voluntary Right to Buy: The Queens Speech 2015 confirmed the Governments’ intention to take forward the extension of the Right to Buy for Housing Association Tenants. The Bill will not, as originally expected, introduce a statutory Right to Buy (RTB) for housing association tenants. Following the Government’s acceptance of the National Housing Federation’s offer to implement the RTB on a voluntary basis, the Bill provides for grants to be paid to associations to compensate them for selling homes at a discount.
- 5.9 Reforms to the Planning System: The Bill contains a number of different reforms to the planning system, with the aim of speeding it up and allowing it to deliver more housing. Powers are given to the Secretary of State to intervene in the local and neighbourhood plan making process. A new duty to keep a register of brownfield land within a local authority’s area will tie in with a new system of allowing the Secretary of State to grant planning permission in principle for housing on sites identified in these registers.
- 5.10 This Bill represents a significant change in emphasis from Government. It is important that the Council sets in place a strategy and framework in order to respond to the Bill’s initiatives. Actions in order to achieve our Key Priority Themes and stated outcomes will continue to be developed to ensure we have a robust Action Plan in place. The Maidstone Housing Strategy provides us with an opportunity to work positively in partnership with key agencies to achieve local priorities and as a vehicle to help promote and deliver many of the proposals put forward by government.

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## **6. MAIDSTONE HOUSING STRATEGY ACTION PLAN**

- 6.1 There are some first phase actions that support our Key Priority Themes of which the Council can start to address within the first year of the new Maidstone Housing Strategy. To enable these proposals to succeed work is already underway to help achieve local priorities, as well as to respond to Government initiatives announced in the aforementioned Housing and Planning Bill. A brief summary is provided below.
- 6.2 Promoting Starter Homes: - The council is keen to support and promote home ownership as part of wider plans to regenerate the town centre and promote town centre living as a key component of the 5 year development plan for the county town. Starter Homes are being promoted by the Government as an alternative to other housing tenures, such as shared ownership and social/affordable rent. If successful, the initiative will enable first time buyers to

come back into the market and alleviate pressure on other parts of the market, such as the rented and affordable housing sectors.

- 6.3 A £26m fund has been made available in support of this initiative for housebuilders to demonstrate a range of high quality homes that will be available for first-time buyers. In a further move to support aspiring homeowners the government has also made available up to £10m for local authorities to prepare more brownfield land for development of starter homes.
- 6.4 Promoting starter homes ties in with the following action points on the Housing Strategy Action Plan.
- Promote home ownership products e.g. Starter Homes, Help to Buy, Shared Ownership and Self-Build in Maidstone.
  - Monitor and respond to the changing social housing market
  - Explore opportunities for funding investment with a range of partners including the Local Enterprise Partnership, Homes & Communities Agency, institutional investors that will contribute towards the delivery of housing across the market.
- 6.5 The Council is already starting to engage with developers about the supply and building of Starter Homes within the Borough. Officers are also actively involved in discussions with the Homes & Communities Agency (who administer the funds for Starter Homes) regarding securing investment for the supply of Starter Homes on brownfield town centre sites.
- 6.6 The Council however understands the potential impact the introduction of Starter Homes may have on the supply of traditional affordable housing. The requirement to deliver a particular number or proportion of Starter Homes to be granted planning permission and the ability of developers to use Starter Homes to meet their section 106 affordable housing obligations, risks having a significant impact on the delivery of traditional affordable rented housing.
- 6.7 The Housing Strategy will look to promote and support Starter Homes where appropriate, but in accordance with Local Plan Policy. Wherever possible they should be in addition to, not at the expense of much needed homes for affordable rent and shared ownership. As the Bill progresses, there are a number of issues the Council will continue to raise and gain clarity on such as how the general duty to promote Starter Homes interacts with local policy and requirements to get local plans in place.
- 6.8 Increasing Supply of Accommodation for Homeless Households: - The Council in the last two years has purchased two properties (Magnolia House and Aylesbury House) to assist with reducing the rising cost of providing temporary accommodation for homeless households. But more still needs to be done and the Council is keen to build upon the success of these schemes. Officers are currently looking to purchase two more properties to increase the supply of accommodation for homeless households of which is the subject of a separate report to this Committee.

- 6.9 Property A – This 6 bedroom shared facilities property is looking to be purchased potentially for use as shared accommodation to discharge duty for single homeless persons under 35's. This client group have trouble accessing the private rented sector, especially those in receipt of housing benefit and therefore subject to the Shared Accommodation Rate, which limits how much housing benefit people under 35 can claim.
- 6.10 Property B – This property is looking to be purchased and developed into 6 self-contained flats. It is proposed that this property would be suitable for use as self-contained, emergency accommodation for homeless families, in the same way that Aylesbury House is utilised. It is in a town centre location within easy reach of local amenities, public services, transport links and the council's Gateway.
- 6.11 In addition, the Council is in the process of negotiating access arrangements to properties in Maidstone, with existing temporary accommodation providers to help maximise availability of suitable accommodation for homeless households and reduce temporary accommodation costs.
- 6.12 Properties being targeted are those in or close to the town centre, with good access to public transport, schools, shops and local amenities. These include flats and houses across a range of property sizes.
- 6.13 Increasing the availability of suitable accommodation for homeless households ties in with the following action points in the Maidstone Housing Strategy Action Plan.
- To build/acquire new affordable and private homes to meet the commercial and housing objectives of the council.
  - Enable the delivery of new affordable housing, particularly 1 and 2 bedroom homes to meet the identified need.
  - Consider on a site by site basis joint venture and partnership models to share expertise, income, resources and risk.
  - To expand on the success of Aylesbury House by investing in the acquisition/purchase of additional temporary accommodation within Maidstone to house homeless and vulnerable households.
  - Secure shared housing for under-35s single homeless people.
- 6.14 Building new affordable and private homes to meet commercial and housing objectives: - Evidence is that councils are most successful when working in partnership with others and where they actively use their own assets to promote housing development opportunities. This was highlighted in the Elphicke-House Report recently commissioned by Government, which reviewed local authorities' role in housing supply. The key recommendation is that council's change from being statutory providers to being Housing Delivery Enablers.
- 6.15 The Brunswick Street Car Park is viewed as an underperforming asset by the Council and its potential use is now under review for complete or partial



redevelopment for housing with retained car parking provision. The main objectives for the proposed development of this site is to maximise revenue income for the Council, regenerate the surrounding area and delivering affordable housing. The Council is considering options for the redevelopment of the site. This could be achieved by entering into a joint venture partnership with an existing Registered Provider partner.

6.16 Building new affordable and private homes to meet commercial and housing objectives ties in with the following action points on the Housing Strategy Action Plan.

- To build/acquire new affordable and private homes to meet the commercial and housing objectives of the Council.
- Bring forward Brunswick Street car park to deliver a quality housing scheme to meet housing and commercial objectives
- Enable the delivery of new affordable housing, particularly 1 and 2 bedroom homes to meet the identified need.
- Explore opportunities for funding investment with a range of partners including the Local Enterprise Partnership, Homes & Communities Agency, institutional investors that will contribute towards the delivery of housing across the market.
- Consider on a site by site basis joint venture and partnership models to share expertise, income, resources and risk.

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

7.1 The consultation process has now finished and the responses received were generally positive feedback as to the Council's plans to address the emerging housing challenges facing Maidstone over the next five years. The Council will also take into account the recent Government changes in National Policy as published in the Housing and Planning Bill, and will ensure the Maidstone Housing Strategy Action Plan responds to these new initiatives.

7.2 A number of actions are already well underway to help support and deliver the stated outcomes for each of the identified Key Priority Themes. A brief summary of these are highlighted within the report.

7.3 The recommendations within this report will also enable the Head of Housing and Community Services to continue to develop the Action Plan and final Maidstone Housing Strategy report, before it is presented to Policy and Resources Committee and full Council for adoption.

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

8.1 Now that the consultation period has finished, the final Maidstone Housing Strategy 2016-2020 needs to be written for submission firstly to the Policy & Resources committee on 24 February 2016 and then to full Council on 2 March 2016.

8.2 The timetable for the development of the new Maidstone Housing Strategy is set out in the table below.

<b>Timetable</b>	
<b>Meeting/Event</b>	<b>Date</b>
Community, Housing and Environment Committee	13 October 2015
Consultation	14 October 2015 to 31 December 2015
Community, Housing and Environment Committee	19 January 2016
Policy and Resources Committee	17 February 2016
Council	2 March 2016

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## 9. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The adoption of the housing strategy will assist in the delivery of the council's corporate priorities.	John Littlemore, Head of Housing and Community Services
<b>Risk Management</b>	The delivery of this strategy will depend upon the effectiveness of the partnership working between the statutory and voluntary sector and through listening to and involving service users. Housing is a cross-cutting issue and new partners need to come on board and recognize the importance of tackling the challenges identified. The way forward will require an effective strategic partnership that focuses on delivery of successful outcomes across services, combined with robust risk analysis.	John Littlemore, Head of Housing and Community Services
<b>Financial</b>	To be developed as part of the housing investment plan.	Paul Riley, S151 Officer & Ellie Dunnett,

		Finance
<b>Staffing</b>	Appropriate staffing resources will need to be in place to deliver the outcomes and actions established for the strategy.	John Littlemore, Head of Housing and Community Services
<b>Legal</b>	N/A	Kate Jardine, Team Leader (Planning), Mid Kent Legal Services
<b>Equality Impact Needs Assessment</b>	The Housing Strategy potentially affects all population sections and groups. A preliminary EQIA has been carried out, which will be reviewed following the stakeholder consultation exercise, before the new Housing Strategy is presented to full council for adoption.	Anna Collier, Policy & Information Manager
<b>Environmental/Sustainable Development</b>	Environmental and sustainability issues will need to be fully considered to support any housing related development proposals, such as Brunswick Street car park.	John Littlemore, Head of Housing and Community Services
<b>Community Safety</b>	N/A	John Littlemore, Head of Housing and Community Services
<b>Human Rights Act</b>	N/A	John Littlemore, Head of Housing and Community Services
<b>Procurement</b>	N/A	John Littlemore, Head of Housing and Community Services & Paul Riley Section 151 Officer
<b>Asset Management</b>	None	

## 10. REPORT APPENDICES

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

- Appendix A: Priorities, Outcomes and Actions
  - Appendix B: Online Survey Consultation Feedback
-

## Housing Strategy 2016-2020

### Priorities, Outcomes and Actions

#### Priority 1: Enable and support the delivery of quality homes across the housing market to develop sustainable communities

##### Outcomes – What we plan to achieve

- a) Enable the delivery of homes as identified in the emerging Local Plan; and has an appropriate policy framework in place that delivers an appropriate mix, tenure and range of housing to meet identified need.
- b) Deliver a mix of homes of different types, tenure and size, via direct provision and in partnership with private developers, housing associations and other key partners, which meet the needs of the local population.
- c) Deliver new affordable homes that are designed to a high standard, energy efficient, accessible and respond to people's changing needs.
- d) Maximise housing investment opportunities by seeking innovative funding and delivery options to support housing delivery within Maidstone.

##### Actions – What we will do in order to achieve the stated outcomes

Outcome	What we plan to do	Key Partners
1b	<ul style="list-style-type: none"> <li>• Create a Local Housing Company to build/acquire new affordable and private homes to meet the commercial and housing objectives of the council.</li> </ul>	MBC Housing & Enabling Team, Legal & Finance Consultants, Housing Developers, MBC Planning, Landowners, Homes & Communities Agency
1a/b/c/d	<ul style="list-style-type: none"> <li>• Ensure the emerging Local Plan provides an appropriate policy framework for affordable housing, including the production of an Affordable Housing Supplementary Planning Document (SPD)</li> </ul>	MBC Housing & Enabling Team , MBC Spatial Planning Policy, Housing Developers, Registered Providers, Homes & Communities Agency
1a/b/c	<ul style="list-style-type: none"> <li>• Promote home ownership products e.g. Starter Homes, Help to Buy, Shared Ownership and self-build in Maidstone.</li> </ul>	MBC Housing & Enabling Team , Landowners, Housing Developers, MBC Planning
1b	<ul style="list-style-type: none"> <li>• Monitor and respond to the changing social housing market, including:</li> </ul>	MBC Housing & Enabling Team ,

	<ul style="list-style-type: none"> <li>○ Impact of the 1% annual reduction in social rents over the next 4 years.</li> <li>○ Impact of the affordable rent regime on affordability.</li> <li>○ Impact of the Allocation Scheme to ensure social housing is being allocated effectively and fairly.</li> </ul>	Housing Developers, Registered Providers, Homes & Communities Agency, MBC Benefits
1a/b	<ul style="list-style-type: none"> <li>● Enable the delivery of new affordable housing, particularly 1 and 2 bedroom homes to meet the identified need.</li> </ul>	MBC Housing & Enabling Team , MBC Planning, Housing Developers, Registered Providers
1d	<ul style="list-style-type: none"> <li>● Explore opportunities for funding investment with a range of partners including the Local Enterprise Partnership, Homes &amp; Communities Agency, institutional investors that will contribute towards the delivery of housing across the market.</li> </ul>	MBC Housing & Enabling Team , Landowners, Housing Developers, Registered Providers, Homes & Communities Agency, DCLG, LGA, LEP
1b/c	<ul style="list-style-type: none"> <li>● Consider on a site by site basis joint venture and partnership models to share expertise, income, resources and risk.</li> </ul>	MBC Housing & Enabling Team , Registered Providers, Housing Developers, Landowners, External Contractors / Consultants, Kent Housing Group, DCLG, LEP, KCC,
1a/b	<ul style="list-style-type: none"> <li>● Work with planning, the local and Gypsy Traveller and Travelling communities to identify potential housing sites to meet identified need.</li> </ul>	MBC Housing & Enabling Team , MBC Planning, Gypsy and Traveller Community, Parish Councils, Kent County Council
1b/c	<ul style="list-style-type: none"> <li>● Bring forward Brunswick Street car park to deliver a quality housing scheme to meet housing and commercial objectives</li> </ul>	MBC Housing & Enabling Team, MBC Planning, Housing Developers, External contractors/consultants, Registered Providers, Landowners.

**Priority 2: Ensure that existing housing in the Maidstone Borough is safe, desirable and promotes good health and wellbeing**

**Outcomes – What we plan to achieve**

- a) To raise housing quality and standards across all tenures and improve the condition of existing homes to maximise health and wellbeing outcomes for all.
- b) To improve health outcomes for residents by reducing health inequality to ensure a healthy standard of living for all.
- c) Promote ways for residents to improve their health and wellbeing by tackling fuel poverty, energy efficiency advice and managing domestic bills.

**Actions – What we will do in order to achieve the stated outcomes**

<b>Outcomes</b>	<b>What we plan to do</b>	<b>Key Partners</b>
2a	<ul style="list-style-type: none"> <li>• Improve the condition and supply of accommodation within the private rental sector by engaging with landlords to support good management and bring empty properties back into use.</li> </ul>	National Landlords Association, Maidstone Landlords Forum, Landlords, Homeowners, MBC Housing & Health Team
2a/b/c/d	<ul style="list-style-type: none"> <li>• Assist with delivery of the Health Inequalities Action Plan</li> </ul>	Maidstone Health and Well-Being Group, MBC KCC Children’s Centres West Kent NHS Trust – Midwives and Health visitors West Kent CCG – Commissioners and GPs KCHT Registered Providers, Schools, Age UK, Youth Providers.
2a	<ul style="list-style-type: none"> <li>• Review key strategic documents to ensure they remain relevant to today’s market, including:               <ul style="list-style-type: none"> <li>○ The Council’s Tenancy Strategy</li> <li>○ The new national technical standards.</li> <li>○ Council’s Housing Assistance Policy</li> <li>○ The Council’s Housing Standards Enforcement Policy</li> </ul> </li> </ul>	MBC Planning, MBC Housing, Registered Providers, Housing Developers, private landlords

2c	<ul style="list-style-type: none"> <li>Promote closer co-operation with the Revenues and Benefits and DHP Team to assist customers in difficulty who require further support to help solve their financial issues.</li> </ul>	MBC Housing and Inclusion Team, Registered Providers MBC Benefits, CAB
2a	<ul style="list-style-type: none"> <li>Promote the review of the Disabled Facilities Grant to provide an efficient service that assists disabled residents to remain in their home.</li> </ul>	KCC, MBC Housing and Health Team, Registered Providers, Private Sector Landlords, Homeowners
2b/c/d	<ul style="list-style-type: none"> <li>Initiate projects such as the Roseholme Healthy Homes Pilot, that will improve the health and well-being of residents within the Borough</li> </ul>	MBC Housing & Inclusion Team, MBC Housing & Health Team, Maidstone Health and well-being group, KCC, External businesses, Voluntary groups
2b/d	<ul style="list-style-type: none"> <li>Work with NHS Health trainers to support residents to achieve healthier lifestyle choices with issues such as Healthy eating, quitting smoking, exercise and emotional well-being</li> </ul>	Kent Community Health (NHS Health Trainers), MBC Housing & Health Team , GP's, Registered Providers, CAB



**Priority 3: Prevent Homelessness, Secure Provision of Appropriate Accommodation for Homeless Households and Supporting Vulnerable People**

**Outcomes – What we plan to achieve**

- a) Prevent and relieve homelessness amongst local residents who are at risk of homelessness by offering timely, expert advice that helps to prevent their homelessness.
- b) Increase the availability of suitable accommodation for homeless households via direct provision and the use of the private rented sector, to reduce temporary accommodation costs, length of stay and reliance on bed and breakfast accommodation.
- c) Support independent living and reduce risk of repeat homelessness for vulnerable residents by offering a range of housing options, advice and support to maintain or improve their health and well-being.

**Actions – What we will do in order to achieve the stated outcomes**

<b>Outcomes</b>	<b>What we plan to do</b>	<b>Key Partners</b>
3a/b/c	<ul style="list-style-type: none"> <li>• Deliver our existing Homelessness Strategy Action Plan</li> </ul>	MBC Housing & Inclusion team, MBC Housing & Enabling Team, Private Landlords, Registered Providers, Voluntary Groups, CAB, KCC Social Services, Schools, Supported Housing Providers
3b	<ul style="list-style-type: none"> <li>• To expand on the success of Aylesbury House by investing in the acquisition/purchase of additional temporary accommodation within Maidstone to house homeless and vulnerable households.</li> </ul>	MBC Housing & Inclusion team, MBC Housing & Enabling Team, Homes & Communities Agency, DCLG, Land owners, Property owners, Private institutional investors, Agents
3c	<ul style="list-style-type: none"> <li>• Strengthen partnership working at local, county and national level and understanding of assistance and options available to homeless and vulnerable households.</li> </ul>	MBC Housing & Inclusion team, KCC, DCLG, KHOG, CAB, Voluntary groups, Registered Providers
3a	<ul style="list-style-type: none"> <li>• Continue to support private sector</li> </ul>	Private Sector

	landlords and tenants to maintain their tenancies by offering pre-tenancy training.	Landlords, Registered Providers, Tenants, MBC Housing & Inclusion team
3a/c	<ul style="list-style-type: none"> <li>• Provide specialist targeted information and advice services that will enable people to improve their own housing and health circumstances, prevent homelessness and make best use of resources.</li> </ul>	MBC Housing & Inclusion team, MBC Housing & Health team, MBC Housing & Enabling Team, CAB, KCC, NHS Health trainers
3a/c	<ul style="list-style-type: none"> <li>• Support affected households to manage welfare reform changes to the benefit system.</li> </ul>	MBC Housing & Inclusion team, MBC Benefits, Registered Providers, CAB, Private Landlords
3c	<ul style="list-style-type: none"> <li>• Ensure homeless households have access to volunteering, training and employment opportunities</li> </ul>	Job Centre Plus, Voluntary groups, MBC Housing & Inclusion team, CAB
3b	<ul style="list-style-type: none"> <li>• Secure shared housing for under-35s single homeless people.</li> </ul>	MBC Housing & Inclusion team, MBC Housing & Enabling team, Private Sector Landlords, Agents
3b	<ul style="list-style-type: none"> <li>• Expand the Homefinder incentive scheme to more landlords within Maidstone and neighbouring boroughs</li> </ul>	MBC Housing & Inclusion team, Private Landlords, National Landlords Association, Maidstone Landlords Forum, Agents

## Maidstone Housing Strategy 2016-2020

## Online Survey Consultation Feedback

1. A profile of respondents replying to the questionnaire available online is shown in the table below. It should be noted that only 53 (50%) of the total respondents answered this question.

Options	Response Percent
A resident of the Borough	56.6%
A service user	1.9%
A service provider	11.3%
A councillor of Maidstone	3.8%
A member of MBC staff	11.3%
Other	15.1%

2. Respondents were asked: **How far do you agree or disagree that the identified key priorities meets the challenges for Maidstone over the next 5 years?** A summary of the responses are given in the table below.

Priority	Agree	Neutral	Disagree
<b>Priority 1: Enable and support the delivery of quality homes across the housing market to develop sustainable communities</b>	44.7%	25.2%	30.1%
<b>Priority 2: To ensure that existing housing in Maidstone Borough is safe, desirable and promotes good health and well-being</b>	64.5%	24.0%	11.5%

<b>Priority 3: Prevent homelessness; secure the provision of appropriate accommodation for homeless households and supporting vulnerable people.</b>	65.2%	20.2%	14.6%
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3. Respondents were asked: **From the following list of outcomes, please indicate the extent to which you think the council and its partners need to address each outcome as identified in the Action Plan?** A summary of the responses are given in the table below.

<b>Outcomes</b>	<b>Low Priority</b>	<b>Medium Priority</b>	<b>High Priority</b>
Enable the delivery of homes as identified in the emerging Local Plan. An appropriate policy framework is in place that delivers a mix of tenure and range of housing to meet identified need.	22.4%	22.4%	55.2%
Deliver a mix of homes of different types, tenure and size, via direct provision and in partnership with private developers, housing associations and other key partners, which meet the needs of the local population.	18.8%	18.8%	62.3%
Deliver new affordable homes that are designed to a high standard, energy efficient, accessible and respond to people's changing needs.	15.9%	17.4%	66.7%
Maximise housing investment opportunities by seeking innovative funding and delivery options to support housing delivery within Maidstone.	23.2%	29.0%	47.8%

**APPENDIX B**

To raise housing quality and standards across all tenures and improve the condition of existing homes to maximise health and wellbeing outcomes for all.	18.8%	26.1%	55.1%
To improve health outcomes for residents by reducing health inequality to ensure a healthy standard of living for all.	26.5%	29.4%	44.1%
Promote ways for residents to improve their health and wellbeing by tackling fuel poverty, energy efficiency advice and managing domestic bills.	26.5%	30.9%	42.6%
Prevent and relieve homelessness amongst local residents who are at risk of homelessness by offering timely, expert advice that helps to prevent their homelessness.	15.9%	17.4%	66.7%
Increase the availability of suitable accommodation for homeless households via direct provision and the use of the private rented sector, to reduce temporary accommodation costs, length of stay and reliance on bed and breakfast accommodation.	20.3%	21.7%	58.0%
Support independent living and reduce risk of repeat homelessness for vulnerable residents by offering a range of housing options, advice and support to maintain or improve their health and wellbeing.	23.2%	18.8%	58.0%

4. Respondents were asked: **Are there any important issues missing from the proposed Maidstone Housing Strategy 2016-2020 Action Plan?**  
A summary of the responses are given below.

Answer Options	Response Percent
Yes	52%
No	48%

5. Where respondents answered yes, they were asked to tell us why. A summary of the general comments are given below.

General Comments
A failure to recognise the importance of adequate social and physical infrastructure.
Coordination with infrastructure and employment plans.
A more robust plan with firm details about where new housing will be built, also what infrastructure will be included and thought through prior to those developments taking place.
There could be a lot more focus on strategic partnerships with health, social care and council services to make firmer plans and support achieving some of the actions, particularly around health inequalities, fuel poverty, preventing homelessness etc.
The infrastructure needed to support the housing strategy appears to be lacking
Failure to aim to build so many houses, less would be better
Preservation of the quality of life for existing residents including adequate infrastructure investment
It assumes that finance will be from private sector. There is only one place for good social housing and that is with public authorities as in the 50's and 60's
There is absolutely no reference to council homes.
The infrastructure is not in place to support all of these new houses and this is an extremely high priority.
Maidstone needs to develop as a high class town full of rich people with upmarket shops and restaurants.
How will all the additional traffic that will be generated by all this additional houses.
Associated infrastructure to support all the new housing (i.e. roads, transport, schools, hospitals, doctors' surgeries etc.
It's not just the housing that is a problem, you need the infrastructure in place for these new homes, schools and doctors are needed for new occupants, also the parking situation in roads out of town on housing estates is ridiculous, you cram in the houses putting pressure on the services already there and stretching them to breaking point and unable to deliver a quality service.

<p>If you plan to build more houses first think about the infrastructure better roads, better schools, new surgeries, hospitals you can't build more houses without these.</p>
<p>Need to make the houses bigger so you can get better use of them.</p>
<p>You do not include that due to so many additional houses Maidstone which is constantly grid locked will get worse.</p>
<p>No joined up thinking with authorities which provide infrastructure such as roads, education and health care.</p>
<p>Constructive use of brown field land i.e. housing.</p>
<p>Transport infrastructure, Office accommodation to promote business within Maidstone. Sufficient GP places close to Housing.</p>
<p>More explicit content on Local Needs Housing for parishes within the borough. Also more information on sheltered and semi-sheltered housing strategy for our ageing population.</p>
<p>Need affordable rented homes - not just homes to buy</p>
<p>A concerted effort in exploring the brown field sites in the Borough. Prioritising planning proposals for the change of use of empty buildings in these areas.</p>
<p>The call for sites seems to ignore the need to regenerate urban and village cores by not obliging developers to put forward site in those locations rather to allow them to specify what they consider 'viable' i.e. most profitable for them. High quality homes and workspaces like those at Beddington Urban Development should be the default development with urban fringe and greenfield developments the last resort.</p>

# Agenda Item 13

## COMMUNITIES HOUSING & ENVIRONMENT COMMITTEE

19 JANUARY 2016

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

## MEDIUM TERM FINANCIAL STRATEGY 2016/17 – FEES & CHARGES

<b>Final Decision-Maker</b>	Communities Housing & Environment Committee
<b>Lead Head of Service</b>	Head of Finance & Resources
<b>Lead Officer and Report Author</b>	Head of Finance & Resources
<b>Classification</b>	Public Report
<b>Wards affected</b>	All

### **This report makes the following recommendations to this Committee:**

1. That the Committee approves the proposed fees and charges for 2016/17 as set out in detail in Appendix A.
2. That the Committee approves the budget increase set out in Appendix A and summarised in Table 1 at paragraph 2.6.

### **This report relates to the following corporate priorities:**

Increases in fees and charges can have a significant impact on the Council's objectives. The use of the policy as a guide to assessing a correct level of increase means that the most appropriate levels are proposed in this report.

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Communities Housing & Environment Committee	19 <sup>th</sup> January 2016



# **MEDIUM TERM FINANCIAL STRATEGY 2016/17 – FEES & CHARGES**

## **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 To consider proposals for setting the level of fees and charges for 2016/17 for services where the Committee raises income by charging the user of the service and where the setting of the fee or charge is discretionary. To also note the level of any fees and charges that may be set in accordance with statutory requirements where these apply to the Committee's range of services.
  - 1.2 To consider the impact of the proposed changes in the level of fees and charges on the Council's medium term financial strategy and the budget for 2016/17.
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## **2. INTRODUCTION AND BACKGROUND**

- 2.1 The Council adopted a corporate fees and charges policy in May 2009. The Policy promotes consistency across the Council, is focused on the strategic aims of the Council and sets out the approach that the Council takes in setting fees and charges.
- 2.2 The Policy covers fees and charges that are set at the discretion of the Council. It does not apply to services where the Council is prohibited from charging, e.g. collection of household waste or services where the charge is currently determined by Central Government, e.g. fees for statutory licences. However consideration of any known changes to such fees and charges and any consequence to the medium term financial strategy are included in this report.
- 2.3 The headline objective of the Policy is that fees and charges are set at the maximum level after taking into account conscious decisions on the subsidy level for individual services, concessions, impact of changes on users and any impact on the delivery of the Strategic Plan. Therefore there is a presumption that a charge will be levied for a service unless justified by strategic consideration or legal constraints.
- 2.4 The Policy also proposes that a review of all fees and charges will occur annually in line with the development of the Medium Term Financial Strategy. The review of fees and charges should consider the following factors:
  - a) The Council's strategic plan and values, and how they relate to the specific services involved;
  - b) The level of subsidy currently involved and the impact of eliminating that subsidy on the level of fees and charges, the effect on users and the social impact;

- c) The actual or potential impact of any competition in terms of price or quality;
- d) Trends in user demand including the forecasted effect of price changes on customers;
- e) Customer survey results;
- f) Impact on users of proposals both directly and in terms of delivery of the Council's objectives;
- g) Financial constraints including inflationary pressure and service budget targets;
- h) The implications arising from developments such as an investment made in a service;
- i) The corporate impact on other service areas of Council wide pressures to increase fees and charges;
- j) Alternative charging structures that could be more effective;
- k) Proposals for targeting promotions during the year and the evaluation of any that took place in previous periods.

2.5 The detailed results of the review carried out this year are set out in **Appendix A** and the approval of the Committee is sought to the amended fees and charges for 2016/17 as set out in that appendix.

2.6 As required by the policy, the fees and charges budgets for 2016/17 set out in Appendix A reflect consideration of the effect of increasing the charges, such as elasticity of demand and creating movement of users to competitors or ceasing to use a service. Where services have proposed an increase in individual fees and charges these have not necessarily resulted in an increase in the budget due to current levels of demand being lower than current expectations. Licencing fees are set by the Licencing Committee and controlled across the partnership. The current figures are reported here for completeness. The change in each services' fees and charges budget is given in the table below:

<b>Service</b>	<b>2014/15 Actual £</b>	<b>2015/16 Budget £</b>	<b>Proposed Increase £</b>	<b>2016/17 Budget £</b>
Licences - Discretionary	135,893	123,240	0	123,240
- Hackney & Private Hire	32,886	40,250	0	40,250
- Statutory	169,961	131,320	0	131,320
Environmental Health	12,230	12,480	0	12,480
Environmental Enforcement	143,201	193,920	0	193,920
Recycling & Refuse	853,228	856,470	85,620	942,090
HMO Licencing	8,405	2,380	8,000	10,380
<b>Totals</b>	<b>1,355,804</b>	<b>1,360,060</b>	<b>93,620</b>	<b>1,453,680</b>

Table 1: Fees & Charges Budgets 2016/17 by service.

2.7 Each service has been considered separately and in all cases the policy has been followed.

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### **3. AVAILABLE OPTIONS**

**3.1 Option 1:** The Committee could approve the recommendations as set out in the report, adopting the revised fees and charges as proposed in Appendix A. As these proposals have been developed in line with the Council's policy on fees and charges they will create a manageable impact on service delivery and demand while maximising income levels.

**3.2 Option 2:** The Committee could agree different increases to those proposed. Any alternative increase may not be fully compliant with the policy, would require further consideration before implementation and may not deliver the necessary levels of income to ensure a balanced budget for 2016/17.

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

4.1 Option 1 is the recommended option. Officers have considered all aspects of the policy in developing the proposed fees and charges set out in Appendix A and they are in line with the policy's factors set out earlier in this report.

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

5.1 No specific consultation has been completed on these fees and charges but the resident's survey included questions relating to direct payment for services and this option is seen by residents as the second most popular way of managing pressures on Council budgets, with over one third of responders voting in favour of this option. The most popular option relates to being more efficient in the delivery of services.

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

6.1 The decision of the Committee will be reported to Policy & Resources Committee. This will assist Policy & Resources Committee to make a final recommendation on a balanced budget to Council.

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### **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	Increases in fees and charges can have a significant impact on the Council's objectives. The use of the policy as a	Head of Finance & Resources

	<p>guide to assessing a correct level of increase means that the most appropriate levels are proposed in this report.</p> <p>The direct charging of a fee for a service reduces the level of subsidy required by all council tax payers and ensures a greater element of the cost is recovered directly from the service users where this approach is appropriate.</p>	
<b>Risk Management</b>	<p>The budget agreed will form part of the medium term financial strategy for 2016/17. The major risk is that the proposed increases do not deliver the income that is reflected in the budget once it is approved. If the income does not reach the levels expected within the budget the Committee will have to take corrective action to manage the shortfall.</p> <p>This risk is faced every year and, where the income generated is not sufficient to reach the budget, corrective action is taken by service managers. In such cases the quarterly budget monitoring report will highlight any significant issues to the Committee. In addition the constitution requires that any significant variances from income targets (greater than £40,000) are reported to the Policy &amp; Resources Committee along with proposed actions to resolve the budget pressure created.</p>	Head of Finance & Resources
<b>Financial</b>	<p>The MTFS impacts upon all activities of the Council. The future availability of resources to address specific issues is planned through this process.</p> <p>Not all proposals set out in this report provide an increase in budgeted income from charged for services within this Committee's remit. Where increased individual fees and charges are proposed for services without a budget increase these are expected to resolve</p>	Head of Finance & Resources

	any shortfall in income during 2015/16 so the budget have been held at the level of the current year.	
<b>Staffing</b>	No specific issues identified.	Head of Finance & Resources
<b>Legal</b>	<p>A number of the fees and charges made for services by the Council are set so as to provide the service at cost. These services are set up as trading accounts to ensure that the cost of service is clearly related to the charge made. In other cases the fee is set by statute and the Council must charge the set fee. In both cases the proposals in this report meet the Council's obligations.</p> <p>Where a customer defaults the fee or charge for a service must be defensible, in order to recover it through legal action. Adherence to the policy on setting fees and charges provides some assurance that appropriate factors have been considered in setting these charges.</p>	Head of Finance & Resources
<b>Equality Impact Needs Assessment</b>	The objective of the review of fees and charges including a focus on the factors required by the corporate policy minimises the opportunity for unintended disadvantage to be created.	Head of Finance & Resources
<b>Environmental/Sustainable Development</b>	No specific issues identified	Head of Finance & Resources
<b>Community Safety</b>	No specific issues identified	Head of Finance & Resources
<b>Human Rights Act</b>	No specific issues identified	Head of Finance & Resources
<b>Procurement</b>	No specific issues identified	Head of Finance & Resources
<b>Asset Management</b>	No specific issues identified.	Head of Finance & Resources

## **8. REPORT APPENDICES**

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

- Appendix A: Proposed level of fees and charges for 2016/17 – Communities Housing & Environment Committee
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## **9. BACKGROUND PAPERS**

None

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

## FEES AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
<b>Licences</b>									
<b>Animal Boarding - C200/C201/C202/C204</b>		13,665	12,590				0	12,590	These charges are approved by the licensing committee
Cats only - up to 30				115.00	115.00	0.00%			
Cats only - 31+				265.00	265.00	0.00%			
Dogs only - up to 50				330.00	330.00	0.00%			
Dogs only - 51+				510.00	510.00	0.00%			
Cats and Dogs - up to 50				265.00	265.00	0.00%			
Cats and Dogs - 51 - 90				395.00	395.00	0.00%			
Cats and Dogs - 91 - 125				510.00	510.00	0.00%			
Cats and Dogs - 126+				605.00	605.00	0.00%			
Performing Animals				150.00	150.00	0.00%			
Dangerous Wild Animals				435.00	435.00	0.00%			
Zoo (plus deposit of £2,150)				550.00	550.00	0.00%			
Breeding of Dogs - up to 5				265.00	265.00	0.00%			
Breeding of Dogs - 6 - 10				395.00	395.00	0.00%			
Breeding of Dogs - 11 - 15				510.00	510.00	0.00%			
Breeding of Dogs - 16 - 20				645.00	645.00	0.00%			
Pet Shops				395.00	395.00	0.00%			
Additional Licences				80.00	80.00	0.00%			
Horse Riding Establishments - up to and including 10 horses				530.00	530.00	0.00%			
Horse Riding Establishments - 11 horses and above				750.00	750.00	0.00%			
<b>Tattooing, Electrolysis, Acupuncture &amp; Ear-piercing - C205</b>		3,280	570				0	570	
Registrations				290.00	290.00	0.00%			
<b>Scrap Metal Dealers C218</b>		2,827	2,400					2,400	
<b>Site Licence</b>									These are new fees agreed by Licensing Committee on 7.10.13
Grant				480.00	480.00	0.00%			
Renewal				410.00	410.00	0.00%			
Collectors licence				320.00	320.00	0.00%			
<b>Sex Establishments - F124</b>		2,200	2,260				0	2,260	
New Application				4,000.00	4,000.00	0.00%			
Renewal				2,000.00	2,000.00	0.00%			
Transfer				2,000.00	2,000.00	0.00%			
<b>Pleasure Boats F126</b>		521	670					670	
Rowing Boat, small motorised boat & pedalo				126.00	126.00	0.00%			
Boatmen				25.00	25.00	0.00%			
				15.00	15.00	0.00%			
<b>Street Trading - C207 &amp; C208</b>		13,797	11,640				0	11,640	These were agreed in 2012 to encourage Street Traders to 'try before they buy'
up to 12 days				385.00	385.00	0.00%			
up to 30 days				30.00	30.00	0.00%			
up to 90 days				65.00	65.00	0.00%			
Full year consent				180.00	180.00	0.00%			
				385.00	385.00	0.00%			
<b>Farmers Markets</b>									The fees for Street trading meets the cost of the service in respect of the granting of a licence but losses are made because if unsuccessful the Council has to return the fee.
Up to and including 12 events				30.00	30.00	0.00%			
13 - 23 events				185.00	185.00	0.00%			
24 or more events				370.00	370.00	0.00%			
<b>River Festival</b>									
New Consent Holders				210.00	210.00	0.00%			
Existing Consent Holders				30.00	30.00	0.00%			
<b>Taxi Fees &amp; Charges</b>									
Hackney Carriage Compliance and Licence Fee - F101		15,975	16,620	267.00	267.00	0.00%	0	16,620	
Private Hire Compliance and Licence Fee - F102		68,802	63,030	265.00	265.00	0.00%	0	63,030	
Operators Licences - F105		14,173	13,020				0	13,020	
Operators Licences - per vehicle licenced				65.00	65.00	0.00%			
Plate Charge				23.00	23.00	0.00%			
Transfer on Testing		655	440				0	440	
<b>Discretionary Licence Total</b>		<b>135,893</b>	<b>123,240</b>				<b>0</b>	<b>123,240</b>	

COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

FEEES AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
<b>Hackney Carriage and Private Hire Drivers Licences</b>									
Hackney Carriage and Private Hire Drivers Licences - F103 & F104		32,866	40,250				0	40,250	
1 Year licence New				180.00	180.00	0.00%			
1 Year Licence Renewal				85.00	85.00	0.00%			
3 Year licence New				265.00	265.00	0.00%			
3 Year licence Renewal				200.00	200.00	0.00%			
Dual 1 Year Licence New				329.00	329.00	0.00%			
Dual 1 Year licence Renewal				130.00	130.00	0.00%			
Dual 3 year licence New				463.00	463.00	0.00%			
Dual 3 year licence Renewal				300.00	300.00	0.00%			
Hackney Carriage and Private Hire Drivers Licences Total		<u>32,866</u>	<u>40,250</u>				<u>0</u>	<u>40,250</u>	
<b>Licensing Statutory</b>									
		169,961	131,320				0	131,320	
<b>Licensing Act 2003 Fee Levels</b>									
<b>New Application and Variation Fees</b>									
Band A				100.00	100.00	0.00%			These fees are statutory and cannot be changed.
Band B				190.00	190.00	0.00%			
Band C				315.00	315.00	0.00%			
Band D				450.00	450.00	0.00%			
Band D*				900.00	900.00	0.00%			
Band E				635.00	635.00	0.00%			
Band E*				1,905.00	1,905.00	0.00%			
<b>Annual Charge</b>									
Band A				70.00	70.00	0.00%			
Band B				180.00	180.00	0.00%			
Band C				295.00	295.00	0.00%			
Band D				320.00	320.00	0.00%			
Band D*				640.00	640.00	0.00%			
Band E				350.00	350.00	0.00%			
Band E*				1,050.00	1,050.00	0.00%			
<b>Exceptionally Large Events</b>									
5,000 to 9,999				1,000.00	1,000.00	0.00%			
10,000 to 14,999				2,000.00	2,000.00	0.00%			
15,000 to 19,999				4,000.00	4,000.00	0.00%			
20,000 to 29,999				8,000.00	8,000.00	0.00%			
30,000 to 39,999				16,000.00	16,000.00	0.00%			
40,000 to 49,999				24,000.00	24,000.00	0.00%			
50,000 to 59,999				32,000.00	32,000.00	0.00%			
60,000 to 69,999				40,000.00	40,000.00	0.00%			
70,000 to 79,999				48,000.00	48,000.00	0.00%			
80,000 to 89,999				56,000.00	56,000.00	0.00%			
90,000 and over				64,000.00	64,000.00	0.00%			
<b>Other fees</b>									
Application for a grant or renewal of personal licence				37.00	37.00	0.00%			
Temporary event notice				21.00	21.00	0.00%			
Theft, loss, etc. of premises licence or summary				10.50	10.50	0.00%			
Application for a provisional statement where premises being built, etc.				315.00	315.00	0.00%			
Notification of change of name or address				10.50	10.50	0.00%			
Application to vary licence to specify individual as premises supervisor				23.00	23.00	0.00%			
Application for transfer of premises licence				23.00	23.00	0.00%			
Interim authority notice following death etc. of licence holder				23.00	23.00	0.00%			
Theft, loss etc. of certificate or summary				10.50	10.50	0.00%			
Notification of change of name or alteration of rules of club				10.50	10.50	0.00%			
Change of relevant registered address of club				10.50	10.50	0.00%			
Theft, loss etc. of temporary event notice				10.50	10.50	0.00%			
Theft, loss etc. of personal licence				10.50	10.50	0.00%			
Duty to notify change of name or address				10.50	10.50	0.00%			
Right of freeholder etc. to be notified of licensing matters				21.00	21.00	0.00%			

No



COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

FEEs AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
<b>Gambling Fees</b>									
<b>Premises type</b>									
New Small Casino New Application				7,200.00	7,200.00	0.00%			
New Small Casino Annual Fee				4,025.00	4,025.00	0.00%			
New Small Casino Application to vary				2,600.00	2,600.00	0.00%			
New Small Casino Application to Transfer				1,660.00	1,660.00	0.00%			
New Small Casino Application for Reinstatement				1,480.00	1,480.00	0.00%			
New Small Casino Application for Provisional Statement				7,200.00	7,200.00	0.00%			
New Small Casino Licence Application (Provisional Statement Holders)				2,600.00	2,600.00	0.00%			
New Small Casino Copy of Licence				11.00	11.00	0.00%			
New Small Casino Notification of Change				28.00	28.00	0.00%			
New Large Casino New Application				8,120.00	8,120.00	0.00%			
New Large Casino Annual Fee				7,875.00	7,875.00	0.00%			
New Large Casino Application to Vary				3,425.00	3,425.00	0.00%			
New Large Casino Application to Transfer				1935	1935	0.00%			
New Large Casino Application for Reinstatement				2105	2105	0.00%			
New Large Casino Application for Provisional Statement				8015	8015	0.00%			
New Large Casino Licence Application (Provisional Statement Holders)				4045	4045	0.00%			
New Large Casino Copy of Licence				21	21	0.00%			
New Large Casino Notification of Change				42	42	0.00%			
Regional Casino New Application				12785	12785	0.00%			
Regional Casino Annual Fee				11815	11815	0.00%			
Regional Casino Application to Vary				5670	5670	0.00%			
Regional Casino Application to Transfer				4255	4255	0.00%			
Regional Casino Application for Reinstatement				4255	4255	0.00%			
Regional Casino Application for Provisional Statement				12575	12575	0.00%			
Regional Casino Licence Application (Provisional Statement Holders)				6355	6355	0.00%			
Regional Casino Copy of Licence				21	21	0.00%			
Regional Casino Notification of Change				42	42	0.00%			
Bingo Club New Application				2660	2660	0.00%			
Bingo Club Annual Fee				790	790	0.00%			
Bingo Club Application to Vary				1680	1680	0.00%			
Bingo Club Application to Transfer				1200	1200	0.00%			
Bingo Club Application for Reinstatement				1200	1200	0.00%			
Bingo Club Application for Provisional Statement				2660	2660	0.00%			
Bingo Club Licence Application (Provisional Statement Holders)				1000	1000	0.00%			
Bingo Club Copy of Licence				11	11	0.00%			
Bingo Club Notification of Change				28	28	0.00%			
Betting Premises (excluding Tracks) New Application				2660	2660	0.00%			
Betting Premises (excluding Tracks) Annual Fee				520	520	0.00%			
Betting Premises (excluding Tracks) Application to Vary				1500	1500	0.00%			
Betting Premises (excluding Tracks) Application to Transfer				1200	1200	0.00%			
Betting Premises (excluding Tracks) Application for Reinstatement				1200	1200	0.00%			
Betting Premises (excluding Tracks) Application for Provisional Statement				2425	2425	0.00%			
Betting Premises (excluding Tracks) Licence Application (Provisional Statement Holders)				1000	1000	0.00%			
Betting Premises (excluding Tracks) Copy of Licence				11	11	0.00%			
Betting Premises (excluding Tracks) Notification of Change				28	28	0.00%			
Tracks New Application				1880	1880	0.00%			
Tracks Annual Fee				790	790	0.00%			
Tracks Application to Vary				1250	1250	0.00%			
Tracks Application to Transfer				950	950	0.00%			
Tracks Application for Reinstatement				950	950	0.00%			
Tracks Application for Provisional Statement				1880	1880	0.00%			
Tracks Licence Application (Provisional Statement Holders)				950	950	0.00%			
Tracks Copy of Licence				11	11	0.00%			
Tracks Notification of Change				28	28	0.00%			
Family Entertainment Centres New Application				1880	1880	0.00%			
Family Entertainment Centres Annual Fee				610	610	0.00%			
Family Entertainment Centres Application to Vary				1000	1000	0.00%			
Family Entertainment Centres Application to Transfer				950	950	0.00%			
Family Entertainment Centres Application for Reinstatement				950	950	0.00%			
Family Entertainment Centres Application for Provisional Statement				1880	1880	0.00%			

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## FEES AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
Family Entertainment Centres Licence Application (Provisional Statement Holders)				950	950	0.00%			
Family Entertainment Centres Copy of Licence				11	11	0.00%			
Family Entertainment Centres Notification of Change				28	28	0.00%			
Adult Gaming Centre New Application				1880	1880	0.00%			
Adult Gaming Centre Annual Fee				800	800	0.00%			
Adult Gaming Centre Application to Vary				1000	1000	0.00%			
Adult Gaming Centre Application to Transfer				1200	1200	0.00%			
Adult Gaming Centre Application for Reinstatement				1200	1200	0.00%			
Adult Gaming Centre Application for Provisional Statement				1880	1880	0.00%			
Adult Gaming Centre Licence Application (Provisional Statement Holders)				1000	1000	0.00%			
Adult Gaming Centre Copy of Licence				11	11	0.00%			
Adult Gaming Centre Notification of Change				28	28	0.00%			
<b>Permits</b>									
FEC Gaming Machine Application Fee				300.00	300.00	0.00%			
FEC Gaming Machine Renewal Fee				300.00	300.00	0.00%			
FEC Gaming Machine Transitional Application Fee				100.00	100.00	0.00%			
FEC Gaming Machine Change of Name				25.00	25.00	0.00%			
FEC Gaming Machine Copy of Permit				15.00	15.00	0.00%			
Prize Gaming Application Fee				300.00	300.00	0.00%			
Prize Gaming Renewal Fee				300.00	300.00	0.00%			
Prize Gaming Transitional Application Fee				100.00	100.00	0.00%			
Prize Gaming Change of Name				25.00	25.00	0.00%			
Prize Gaming Copy of Permit				15.00	15.00	0.00%			
Alcohol Licences Premises – Notification of 2 or less machines Application Fee				50.00	50.00	0.00%			
Alcohol Licences Premises – More than 2 machines Application Fee				150.00	150.00	0.00%			
Alcohol Licences Premises – More than 2 machines Annual Fee				50.00	50.00	0.00%			
Alcohol Licences Premises – More than 2 machines Transitional Application Fee				100.00	100.00	0.00%			
Alcohol Licences Premises – More than 2 machines Change of Name				25.00	25.00	0.00%			
Alcohol Licences Premises – More than 2 machines Copy of Permit				15.00	15.00	0.00%			
Alcohol Licences Premises – More than 2 machines Variation				100.00	100.00	0.00%			
Alcohol Licences Premises – More than 2 machines Transfer				25.00	25.00	0.00%			
Club Gaming Permit Application Fee				200.00	200.00	0.00%			
Club Gaming Permit Annual Fee				50.00	50.00	0.00%			
Club Gaming Permit Renewal Fee				200.00	200.00	0.00%			
Club Gaming Permit Transitional Application Fee				100.00	100.00	0.00%			
Club Gaming Permit Copy of Permit				15.00	15.00	0.00%			
Club Gaming Permit Variation				100.00	100.00	0.00%			
Club Gaming Machine Permit Application Fee				200.00	200.00	0.00%			
Club Gaming Machine Permit Annual Fee				50.00	50.00	0.00%			
Club Gaming Machine Permit Renewal Fee				200.00	200.00	0.00%			
Club Gaming Machine Permit Transitional Application Fee				100.00	100.00	0.00%			
Club Gaming Machine Permit Copy of Permit				15.00	15.00	0.00%			
Club Gaming Machine Permit Variation				100.00	100.00	0.00%			
Club Fast-track for Gaming Permit or Gaming Machine Permit Application Fee				100.00	100.00	0.00%			
Club Fast-track for Gaming Permit or Gaming Machine Permit Annual Fee				50.00	50.00	0.00%			
Club Fast-track for Gaming Permit or Gaming Machine Permit Renewal Fee				200.00	200.00	0.00%			
Club Fast-track for Gaming Permit or Gaming Machine Permit Copy of Permit				15.00	15.00	0.00%			
Club Fast-track for Gaming Permit or Gaming Machine Permit Variation				100.00	100.00	0.00%			
<b>Miscellaneous</b>									
Small Society Lottery Registration Application Fee				40.00	40.00	0.00%			

COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

FEEs AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
Small Society Lottery Registration Annual Fee				20.00	20.00	0.00%			
Temporary Use Notice Application Fee				375.00	375.00	0.00%			
<b>Licensing Statutory Total</b>		<b>169,961</b>	<b>131,320</b>				<b>0</b>	<b>131,320</b>	

All the fees that are set locally will be reviewed in line with guidance that has been issued which stipulates that you can cover your costs, done in conjunction with the Partnership

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

## FEES AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
<b>Environmental Health</b>									
Level 2 Food Hygiene Courses		42	1,910	45.00	60.00	33.33%		1,910	Neighbouring local authorities charge £60 and it is proposed to implement a consistent fee of £60 across the Shared Service
Voluntary Surrender of unsound food (certificate)		0	0	172.00	177.00	2.91%		0	To align with the Shared Service fees.
Food Export certificate		0	0	69.00	74.00	7.25%		0	
Contaminated Land search fee		1,602	1,000	70.00	25.00	-64.29%		1,000	Case law and the East Sussex (relating to Land Charges and EIR requests) ruling indicate the fee should be £25 per hour rather than a set fee. This will be consistent with the charge across the partnership.
Private Water Risk Assessment- Proposed charge £40 per hour- Max £500				40.00	40.00	0.00%			This charge is in line with Swale and Tunbridge Wells, it is an hourly rate up to a max of 500.00. These fees are set by the DWI not local government
Private Water Sampling Charge - Max £100				40.00	40.00	0.00%			hourly rate up to a max of 100.00
Private water Authorisation Charge £40 per hour- Max £100				40.00	100.00	0.00%			hourly rate up to a max of 100.00
Private Water Investigation Charge £40 per hour- Max £100				40.00	100.00	0.00%			hourly rate up to a max of 100.00
Analysis – under Reg 10 (Domestic supplies)				25.00	25.00	0.00%			Where a domestic supply provides < 10 cubic meters per day or serves < 50 people.
Analysis – Check monitoring (Commercial supplies) (Maximum £100)				40.00	100.00	0.00%			change from hourly rate to set fee
Analysis – Audit monitoring (Commercial supplies) (Maximum £500)				40.00	100.00	0.00%			change from hourly rate to set fee
Statutory Fees for 48 Pollution Prevention Control Processes		10,586	9,570	*	*			9,570	The fee levels for this are set by the Environmental Permitting Regulations.
<b>Environmental Health Total</b>		<b>12,230</b>	<b>12,480</b>				<b>0</b>	<b>12,480</b>	

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

## FEES AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments	
<b>Environmental Enforcement</b>										
Fixed Penalty Fines-Litter		136,260	187,500	75.00	80.00	6.67%		187,500	Propose modest increase - first increase since FPN process started some years ago - consistent with neighbouring TWBC also.	
Fixed Penalty Fines-Other		970	2,520					2,520		
Dog Control Order (Fouling)				75.00	80.00	6.67%			Although an increase to £100 via a Public Space Protection Order may yet be proposed, this would involve a public consultation first and would have to be taken forward in slightly slower time via the CHE committee. Therefore a rise to the DEFRA guidance FPN permissible maxima of £80 for these types of offences is still recommended in the interim from April 2016. Comments as above Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Set to default amount by Cabinet member report 2005 Discounted to £30 for early payment- Set by central government Discounted to £150 for early payment, Set by central government New powers introduced by New ASB legislation. Amount is the maximum but may set lower New powers introduced by New ASB legislation. Amount is the maximum but may set lower	
Dog Control Order (Exclusion)				75.00	80.00	6.67%				
Failure to produce waste documents				300.00	300.00	0.00%				
Failure to produce authority to transport waste				300.00	300.00	0.00%				
Unauthorised distribution of free printed matter				75.00	75.00	0.00%				
Fly Posting				80.00	80.00	0.00%				
Abandonment of a vehicle				200.00	200.00	0.00%				
Repairing vehicles on a road				100.00	100.00	0.00%				
Graffiti				75.00	75.00	0.00%				
Failure to comply with a waste receptacles notice				100.00	100.00	0.00%				
Smoking in a smoke free place				50.00	50.00	0.00%				
Failure to display no smoking signs				200.00	200.00	0.00%				
Community Protection Notice Fixed Penalty Notice				100.00	100.00	0.00%				
Public Space Protection Order Fixed Penalty Notice				100.00	100.00	0.00%				
<b>Stray dog charges</b>										
Collection charge (office hours)		5,971	3,900	40.00	45.00	12.50%		3,900		Propose a £5 per fee increase across the stray dog range. Again first modest rise in some years. Includes statutory fee of £25 Includes statutory fee of £25 Includes statutory fee of £25
Collection charge (out of office hours)				60.00	65.00	8.33%				
Collection charge (out of office hours (after midnight))				70.00	75.00	7.14%				
<b>Pest Control charges</b>										
Hourly charge for treatments carried out on industrial and commercial properties				"Call for quote"	"Call for quote"				Set by tender/contract - whilst fee levels are set by M.B.C. the income remains with Contractor under the terms of the contract - MBC receives % of turnover only New charges under contract renewal set to commence on 1st January 2016  Flexible to allow competition in bidding for contracts  Per visit charge (Wasp nest requiring treatment using a ladder/tower scaffold, this will require a survey as a surcharge may be applied) Additional nests treated on same visit  For mandatory two visits  Per visit charge  Subsequent minimum charge will apply for further treatments after a period of 14 days has elapsed Nature of treatment and number of visits required necessitate steep price rise. Subsequent minimum charge will apply for further treatments after a period of 14 days has elapsed As above	
For treatments outside of normal office hours				96.00	96.00	0.00%				
Charge per visit for the treatment of wasps nests carried out on domestic properties				45.50	58.50	28.57%				
Additional nests treatment				8.00	8.00	0.00%				
Charge per visit for the treatment of rat and mouse nests carried out on domestic premises for initial two visits.				45.00	58.00	28.89%				
Additional rat and mouse treatment visits £29 per visit										
Minimum charge for the treatment of ants carried out on domestic premises				23.50	30.00	27.66%				
Squirrels: for a 2 x Fenn Trapping Programme				75.00	96.00	28.00%				
Culls				55.00	70.00	27.27%				
For the treatment of fleas and other household pests (Flies, Lice, Silverfish etc.) carried out on a domestic premises upto 6 x rooms. Additional rooms over the original 6 are £10 each				55.00	70.00	27.27%				
Minimum charge (including up to four rooms) for the treatment of bedbugs carried out on a domestic premises				55.00	280.00	409.09%				
For each additional room (up to four rooms additional)				10.00	10.00	0.00%				
Documentation charge added to charges above where it is necessary to send an invoice for payment.				29.50	29.50	0.00%				
<b>Environmental Enforcement Total</b>		<b>143,201</b>	<b>193,920</b>				<b>0</b>	<b>193,920</b>		

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

## FEES AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
<b>Recycling &amp; Refuse Collection Total</b>									
<b>Bulky Collection</b>		84,728	67,620				0	67,620	
1-4 items				23.00	23.50	2.17%			Any increased income through the bulky collection service will be required to fund any additional contract cost for the increased number of collections. For this reason the 15-16 estimate and thus the 16-17 estimate are maintained at current budgeted figures, not the probable likely higher sums that will be achieved.
5-8 items				33.00	33.50	1.52%			
<b>Garden Waste Service</b>									
140 litre bin hire				31.50	31.50	0.00%			The charge for garden waste bins was increased in 2013 to £32.50 for a 240 litre bin following 4 years without a price increase. An agreement was made across the Mid Kent Partnership to increase the charge of 240 litre bins to £35 in 2015 to ensure consistency across the three boroughs. The 140 litre bin will continue with a 10% reduction on the price of a 240 litre bin. The cost for compostable sack customers (who are unable to have a garden bin due to storage) also increased in 2015 to £35 to stay in line with the charge for a 240 litre garden bin. It is not proposed to amend these charges in 2016-17 as only a small increase could be justified and the time and costs involved in amending invoicing arrangements for an amount such as a 50pence increase every year does not make business sense. Larger incremental rises every two or three years is the route to be adopted. However current estimates indicate that the 15-16 fees will receipt approximately £776,000, and service demand growth suggests that the 16-17 fees receipted will be more in the order of £798,750
		674,025	713,130				85,620	798,750	
240 litre bin hire				35.00	35.00	0.00%			
<b>Trade Waste</b>		94,475	75,720				0	75,720	£115,000 is an estimate of the 15-16 year-end income. There is an average increase of about 10% across the various pricing structures therefore an estimate of 10% income growth from increased fees.
Sack collection - refuse only				2.50	3.00	20.00%			There was no increase in these charges in the first 2 years of the service operating to allow the fledgling business to develop and for the customer base to continue to grow to achieve target of 350 customers in first few years of operation. The customer base has now reached 305 and is on target to reach 350 by approximately April 2016. Budget to grow by £11,500 but this to be used by Trade Waste. There are obviously significant additional operational costs arising from the constant growth of the business, which need to be reflected elsewhere in additional budget funding.
240 litre bin - refuse only				9.00	10.00	11.11%			
500 litre bin - refuse only				16.50	20.00	21.21%			
1100 litre bin - refuse only				24.00	25.00	4.17%			
Sack collection - with recycling				1.80	2.00	11.11%			
240 litre bin - with recycling				7.00	8.00	14.29%			
500litre bin - with recycling				15.00	16.00	6.67%			
1100 litre bin - with recycling				19.50	20.00	2.56%			
New £1 charge per 240 litre bin or weekly sacks collection - for paper/cardboard				0.00	1.00	100.00%			<b>New charge</b>
<b>Recycling &amp; Refuse Collection Total</b>		<b>853,228</b>	<b>856,470</b>				<b>85,620</b>	<b>942,090</b>	

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

## FEES AND CHARGES 2016/17

Fees and Charges April 2015 - March 2016	* Includes VAT	2014-2015 Actuals	2015-2016 Current Estimate	Current Charges 2015-2016	Proposed Charges 2016-2017	% Change	2016-2017 + / - Income	2016 -2017 Estimate	Comments
<b>HMO Licensing</b>									
		8,405	2,380				8,000	10,380	
<b><u>Mandatory HMO Licensing</u></b>									
<b>Initial Licence Fees</b>									
<b>Landlord Accreditation Status</b>									
Accredited landlord on application				420.00	425.00	1.19%			(These fees are applicable on first application for a licence, or where a licence has been revoked or has lapsed for whatever reason.)
Non-accredited landlord				435.00	440.00	1.15%			
<b>Renewal Licence Fees</b>									
<b>Landlord Accreditation Status</b>									
Accredited landlord on application				385.00	390.00	1.00%			(These fees are applicable on application for a licence renewal, where a licence remains in force at the time of the application.)
Non-accredited landlord				385.00	390.00	1.00%			
<b>Variation application licence fees applicable</b>									
<b>Proposed Licence Variation</b>									
Change of address details of any existing licence holder, manager, owner, mortgagor, freeholder, leaseholder etc.				no charge	no charge				(These fees are applicable on application for a licence variation, where a licence remains in force at the time of the application.)
Change of mortgagor, owner, freeholder, and leaseholder (unless they are also the licence holder or manager)				no charge	no charge				
Reduction in the number of maximum occupiers for licensing purposes				100.00	100.00	0.00%			
Variation of licence instigated by the council				no charge	no charge				
69 Increase in the number of habitable rooms				100.00	100.00	0.00%			Initial licence application fee applicable, less fee paid on application to be varied (minimum £100.00)
69 Increase in the number of maximum occupiers for licensing purposes				100.00	100.00	0.00%			Initial licence application fee applicable, less fee paid on application to be varied (minimum £100.00)
Change of use of HMO, e.g. from bedsits to shared house				100.00	100.00	0.00%			Initial licence application fee applicable, less fee paid on application to be varied (minimum £100.00)
Change in room sizes of HMO				100.00	100.00	0.00%			This type of charge is rarely made.
Change in amenity provision				100.00	100.00	0.00%			This type of charge is rarely made.
<b>Other licence fees applicable</b>									
Revocation of licence				no charge	no charge				(These fees are applicable as appropriate in relation to HMO licensing applications, or where HMOs are licensed.)
Application to licence following revocation of licence				0.00	0.00	0.00%			
Application refused by the council				0.00	0.00	0.00%			Initial application fee (see 1.1 & 1.2) with no refund
Application withdrawn by the applicant				0.00	0.00	0.00%			Initial application fee (see 1.1 & 1.2) with no refund
Application made in error				0.00	0.00	0.00%			Refund of application fee will be made
Properties that cease to be licensable during the licensing process				0.00	0.00	0.00%			Initial application fee (see 1.1 & 1.2) with no refund
Application received following the expiry of a Temporary Exemption Notice (TEN) made by the council				100.00	100.00	0.00%			Additional charge for non-compliance with the TEN in addition to initial licence fee
Enforcement action under Part 1 of the Housing Act 2004 relating to a licensed HMO				0.00	0.00	0.00%			No reduction in the charge for taking enforcement action
<b><u>Charge for enforcement under S49 of the Housing Act 2004</u></b>									
<b>Enforcement Action</b>									
Service of Improvement Notice under s11 and/or s12				355.00	360.00	1.00%			This type of charge is rarely made.
Service of Prohibition Order under s20 and/or s21				355.00	360.00	1.00%			This type of charge is rarely made.
Service of Hazard Awareness Notice under s28 and/or s29				355.00	360.00	1.00%			New charge in line with current powers to charge for this type of work
Taking Emergency Remedial Action under s40				355.00	360.00	1.00%			New charge in line with current powers to charge for this type of work - Charge In addition to cost of works plus administration fee of 30% (minimum £100)
Making of Emergency Prohibition Order under s43				355.00	360.00	1.00%			This type of charge is rarely made.
Works in Default of Enforcement Notice				100.00	100.00	0.00%			Cost of works + 30% (minimum of £100)
<b><u>Immigration - housing inspection and accommodation certificates</u></b>									
Fee for inspection	YES			185.00	185.00	0.00%			
<b><u>Housing Register Application Medical Fee</u></b>									
				75.00	75.00	0.00%			
<b>HMO Licensing Total</b>		<b>8,405</b>	<b>2,380</b>				<b>8,000</b>	<b>10,380</b>	

# Agenda Item 14

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

19 JANUARY 2016

Is the final decision on the recommendations in this report to be made at this meeting?

**No**

### MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS – FINAL REVIEW

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

#### This report makes the following recommendations to this Committee:

1. That the Committee agrees the additional savings and efficiencies set out in Appendix B to this report.
2. That the Committee agrees the budget proposed for 2016/17 as set out in Appendix C to this report and confirm the decision to Policy and Resources Committee.
3. That the Committee agrees the capital programme 2016/17 to 2020/21, for this Committee, as set out in Appendix F to this report and submits the decision to Policy and Resources Committee for inclusion in the full programme.

#### This report relates to the following corporate priorities:

The medium term financial strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan.

#### Timetable

<b>Meeting</b>	<b>Date</b>
Communities Housing & Environment Committee	19 <sup>th</sup> January 2016
Policy & Resources Committee	17 <sup>th</sup> February 2016
Council	2 <sup>nd</sup> March 2016



# MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS – FINAL REVIEW

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report details the current revenue and capital budget plans of this Committee for 2016/17 incorporating the budget pressures and savings agreed by this committee in November 2015 and endorsed by Policy & Resources in December 2015.
  - 1.2 This is a final opportunity for the Committee to consider resources available to provide the services that are its responsibilities and comment to Policy and Resources Committee on any matters for their consideration before a recommendation is made to Council in March 2016.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The work to date this year on the medium term financial strategy for revenue was reported to Policy and Resources Committee on 16<sup>th</sup> December 2015. At that meeting the Policy and Resources Committee confirmed the proposals put forward by this committee for growth, savings and efficiencies.
- 2.2 At the time of the meeting of the Policy and Resources Committee the provisional finance settlement had not been announced. The reported details, as endorsed by that committee, produced a balanced budget for 2016/17 based upon an earlier estimate of the revenue support grant and business rates values.
- 2.3 The provisional finance settlement was received on 17<sup>th</sup> December 2015 and provided significantly less resources than the earlier estimate. The variance between the estimated figures and the provisional settlement figures are set out in **Appendix A**.
- 2.4 The Council must agree a balanced budget at the budget settling meeting on 2<sup>nd</sup> March 2016 and it is therefore necessary for this Committee to consider additional savings and efficiencies to achieve a balanced budget. Proposed areas are set out in **Appendix B**.
- 2.5 The outcome of each service committee's consideration of the additional savings will be reported to the Policy & Resources Committee on 27<sup>th</sup> January 2016. In addition the medium term financial strategy for capital will be considered by the Policy & Resources Committee on 27<sup>th</sup> January 2016 including submissions made by this Committee arising from this report.
- 2.6 Final approval of the budget is reserved for the Council's budget setting meeting on 2<sup>nd</sup> March 2016. The Policy & Resources Committee will consider the final details and agree a set of recommendations to Council at its meeting on 17<sup>th</sup> February 2016.

- 2.7 Elsewhere on this agenda the Committee has considered the level of fees and charges it wishes to set for the services of this Committee that make a direct charge.
- 2.8 This report combines all of the information confirmed to date for this Committee's services. Contained within the appendices are the following details:
- Appendix C**, providing a summary of the revenue budget for this Committee's services. This includes all endorsed growth, savings and efficiencies; and the recommended level of fees and charges as reported on this agenda. It DOES NOT include the additional savings and efficiencies proposed in Appendix B;
- Appendix D**, providing details of growth included in Appendix A and endorsed by Policy & Resources Committee;
- Appendix E**, providing details of savings and efficiencies included in Appendix A and endorsed by Policy & Resources Committee; and
- Appendix F**, providing details of the capital programme as it reflects the actions and strategies of this Committee.
- 2.9 The Committee is requested to consider the details set out in the appendices, agree the proposals set out in Appendix B and confirm that the final details meet the previously agreed amendments to the budget.
- 

### **3. AVAILABLE OPTIONS**

- 3.1 **Option 1:** The Committee could chose to confirm the budget as set out in this report. This will enable the Committee's services to be funded at a level that is compatible with continued service provision while supporting the Council corporately to agree a balanced budget for 2016/17.
- 3.2 **Option 2:** The Committee could propose alternative additional savings and efficiencies. Subject to a suitable level of savings and efficiencies, this option could provide a balanced budget. However any decision made at this late stage may not allow adequate time to evaluate and action any alternative proposals in time for 1<sup>st</sup> April 2016.
- 3.3 **Option 3:** The Committee could reject the proposed savings or propose further growth. The proposal would be referred to Policy & Resources Committee on 17<sup>th</sup> February 2016. Given the financial pressure on the organisation it is unlikely that Policy & Resources Committee would be able to accept a request of this type and may need to choose savings options without the Committee's consent.
- 

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

4.1 Option 1 is the preferred option as it provides the committee with revised and reduced resources and supports the Council’s medium term financial strategy in a managed and controlled way.

**5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 Both this Committee and Policy & Resources Committee have previously considered and endorsed the revenue budget.
- 5.2 This is the first formal consideration of the capital programme that includes resources proposed for the actions and strategies of this committee. It is also the first formal consideration of the additional savings and efficiencies proposed to resolve the additional pressure created by the provisional finance settlement.

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

- 6.1 The decision of the Committee will be reported to Policy & Resources Committee. This will assist Policy & Resources Committee to make a final recommendation on a balanced budget to Council.

**7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

Issue	Implications	Sign-off
<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. It reflects the Council’s decisions on the allocation of resources to all objectives of the strategic plan.	Head of Finance & Resources
<b>Risk Management</b>	<p>Matching resources to priorities in the context of the significant pressure on the Council’s resources is a major strategic risk.</p> <p>The significance of the effect of the provisional finance settlement on the medium term financial strategy requires additional savings and efficiencies when the medium term financial strategy is in the final stage of development. Late</p>	Head of Finance & Resources

	developments such as these increase the risk of non-delivery. It will be necessary for the budget and specifically these proposals to be carefully monitored in 2016/17.	
<b>Financial</b>	<p>The MTFS impacts upon all activities of the Council. The future availability of resources to address specific issues is planned through this process.</p> <p>It is important that the committee is aware of the additional budget pressure placed upon the medium term financial strategy by the provisional finance settlement. The settlement is for the four years to 2019/20</p>	Head of Finance & Resources
<b>Staffing</b>	The report proposes funding to ensure that the Committee has resources to fund appropriate salaries.	Head of Finance & Resources
<b>Legal</b>	The Council has a statutory obligation to set a balanced budget and development of the savings proposals assists this obligation.	Head of Finance & Resources
<b>Equality Impact Needs Assessment</b>	The objective of the MTFS is to match available resources to the priorities set out in the Strategic Plan. Delivery of those priorities should enable delivery in line with the impact assessment of the strategic plan.	Head of Finance & Resources
<b>Environmental/Sustainable Development</b>	None identified	Head of Finance & Resources
<b>Community Safety</b>	None identified	Head of Finance & Resources
<b>Human Rights Act</b>	None identified	Head of Finance & Resources
<b>Procurement</b>	None identified	Head of Finance &

		Resources
<b>Asset Management</b>	Resources for management and maintenance of the Committee's assets are included within the proposed budget.	Head of Finance & Resources

## **8. REPORT APPENDICES**

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

- Appendix A: Comparison of the resources available from the estimated finance settlement and the provisional finance settlement.
- Appendix B: Additional Budget Savings and Efficiencies 2016/17 – Communities Housing & Environment Committee.
- Appendix C: Budget Summary 2016/17 – Communities Housing & Environment Committee.
- Appendix D: Budget Growth 2016/17 – Communities Housing & Environment Committee.
- Appendix E: Budget Savings & Efficiencies 2016/17 – Communities Housing & Environment Committee.
- Appendix F: Proposed Capital Programme 2016/17 to 2020/21 – Communities Housing & Environment Committee.

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## **9. BACKGROUND PAPERS**

None

## MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS

## IMPACT OF PROVISIONAL FINANCE SETTLEMENT

TABLE 1: DATA FROM 16 DECEMBER 2015 REPORT TO P&amp;R

2015/16 £,000		2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	2020/21 £,000
2,267	REVENUE SUPPORT GRANT	1,463	922	420	0	0
2,959	RETAINED BUSINESS RATES	3,018	3,078	3,140	3,203	3,267
1,176	BUSINESS RATES GROWTH & POOL INCOME	1,186	1,196	1,206	1,216	1,226
302	COLLECTION FUND ADJUSTMENT	169				
13,429	COUNCIL TAX	14,069	14,456	14,855	15,264	15,685
20,133	<b>BUDGET REQUIREMENT</b>	19,905	19,652	19,621	19,683	20,178
14,214	OTHER INCOME	14,214	14,214	14,214	14,214	14,214
<b>34,347</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>34,119</b>	<b>33,866</b>	<b>33,835</b>	<b>33,897</b>	<b>34,392</b>

TABLE 2: DATA FROM PROVISIONAL FINANCE SETTLEMENT

2015/16 £,000		2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	2020/21 £,000
2,267	REVENUE SUPPORT GRANT	870	0	0	0	0
2,959	RETAINED BUSINESS RATES	2,983	3,042	3,132	3,232	3,297
1,176	BUSINESS RATES GROWTH & POOL INCOME	1,186	1,196	1,206	1,216	1,226
	BUSINESS RATES ADJUSTMENT		-223	-868	-1,589	-2,909
302	COLLECTION FUND ADJUSTMENT	169				
13,429	COUNCIL TAX	14,069	14,456	14,855	15,264	15,685
20,133	<b>BUDGET REQUIREMENT</b>	19,277	18,471	18,325	18,123	17,299
14,214	OTHER INCOME	14,214	14,214	14,214	14,214	14,214
<b>34,347</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>33,491</b>	<b>32,685</b>	<b>32,539</b>	<b>32,337</b>	<b>31,513</b>

TABLE 3: REVISED TARGET FIGURES

2015/16 £,000		2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	2020/21 £,000
	DECEMBER P&R SAVINGS TARGET	1,753	1,198	910	572	61
	SAVINGS IDENTIFIED	1,753	459	418	49	0
	<b>BALANCE REMAINING PER P&amp;R REPORT</b>	<b>0</b>	<b>739</b>	<b>492</b>	<b>523</b>	<b>61</b>
	REVISED SAVINGS TARGET FROM PFS	2,381	1,751	1,025	836	1,380
	SAVINGS IDENTIFIED	1,753	459	418	49	0
	<b>BALANCE REMAINING PER P&amp;R REPORT</b>	<b>628</b>	<b>1,292</b>	<b>607</b>	<b>787</b>	<b>1,380</b>
	<b>INCREASED IMPACT</b>	<b>628</b>	<b>553</b>	<b>115</b>	<b>264</b>	<b>1,319</b>

**COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE  
ADDITIONAL SAVINGS PROPOSALS**

**2016/17   2017/18   2018/19   2019/20   2020/21**  
**£,000   £,000   £,000   £,000   £,000**

**ADDITIONAL SAVINGS PROPOSALS**

PAY AND INFLATION ADJUSTMENT	-10				
ALTERNATE WEIGHBRIDGE	-8				
WASTE FREIGHTER SERVICE	-40				
	-58	0	0	0	0

## SUMMARY BUDGET 2016/17

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

Cost Centre	Original Estimate 2015/16 £	Revised Estimate 2015/16 £	Original Estimate 2016/17 £
Community Safety	46,440	56,440	46,440
C C T V	243,260	243,270	243,480
Drainage	31,700	31,700	31,700
Licences	-14,400	-7,370	-7,370
Licensing Statutory	-32,930	-61,040	-61,040
Licensing Non Chargeable	14,060	7,030	7,030
Dog Control	24,150	24,150	24,150
Health Promotion	0	33,000	0
Health Improvement Programme	1,000	1,000	1,000
Pollution Control - General	25,610	25,820	26,060
Environmental Enforcement	13,580	11,080	13,580
Food Hygiene	8,840	8,840	8,840
Sampling	3,300	3,300	3,300
Occupational Health & Safety	24,000	24,240	24,240
Infectious Disease Control	1,150	800	920
Noise Control	1,190	-1,210	1,190
Pest Control	-12,000	-12,000	-12,000
Public Conveniences	116,320	139,190	141,070
Licensing - Hackney & Private Hire	-96,510	-69,180	-68,400
Street Cleansing	971,220	1,004,230	1,027,760
Household Waste Collection	1,139,140	1,097,090	1,120,030
Commercial Waste Services	-61,500	-61,520	-61,300
Recycling Collection	779,330	672,610	633,940
Switch Cafe Project	15,060	15,060	15,060
Community Development	14,950	19,350	14,780
Social Inclusion	7,040	21,540	7,040
Troubled Families	1,010	46,140	30
Public Health - Obesity	0	21,670	0
Grants	217,270	217,270	217,270
Delegated Grants	2,100	2,100	2,100
Parish Services	199,800	199,800	199,800
Strategic Housing Role	13,500	13,500	13,500
Housing Register & Allocations	10,000	10,000	10,000
Private Sector Renewal	2,630	2,630	2,630
HMO Licensing	-2,380	-2,380	-10,380
Homeless Temporary Accommodation	294,930	266,530	416,530
Homelessness Prevention	60,400	95,280	60,400
Aylesbury House	760	28,940	30,340
Magnolia House	420	60	150
Marden Caravan Site (Stilebridge Lane)	18,080	18,080	18,150
Ulcombe Caravan Site (Water Lane)	6,030	6,030	6,230
Head of Environment and Public Realm	84,860	84,850	86,860
Street Scene Section	239,800	229,760	188,650
Waste Collection Section	205,870	210,600	219,850
Environmental Operations Enforcement Section	307,340	305,680	317,260
Community Safety Co-ordinator Section	61,440	61,420	64,520
Licensing Section	96,500	95,880	99,160
Environmental Protection Section	236,450	236,650	243,170



## SUMMARY BUDGET 2016/17

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE

Cost Centre	Original Estimate	Revised Estimate	Original Estimate
	2015/16	2015/16	2016/17
	£	£	£
Food and Safety Section	283,690	281,070	291,930
Community Development & Partnerships Section	307,870	35,190	0
Head of Housing & Community Services	94,530	96,740	102,380
Housing Services Manager	53,500	0	0
Policy & Development Section	71,690	9,010	0
Private Sector Housing Section	196,100	17,780	0
Housing Options Section	267,940	34,960	0
Housing & Enabling Section	0	291,720	387,350
Housing & Inclusion Section	0	274,940	281,230
Housing & Communities Section	0	301,530	341,590
Fleet Workshop & Management	727,700	703,590	745,450
MBS Support Crew	-80,050	-80,080	-78,520
Grounds Maintenance	1,280,100	1,287,210	1,309,200
<b>Communities, Housing &amp; Environment</b>	<b>8,523,880</b>	<b>8,631,570</b>	<b>8,748,330</b>

**COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE  
BUDGET STRATEGY GROWTH 2016/17 ONWARDS**

2016/17    2017/18    2018/19    2019/20    2020/21  
£,000      £,000      £,000      £,000      £,000

**ENDORSED GROWTH PROPOSALS**

PAY AND INFLATION INCREASES	169	120	122	123	125
HOUSING TEMPORARY ACCOMMODATION	150				
HOUSING HOMELESSNESS PREVENTION	74	7			
	393	127	122	123	125

NB: Some corporate growth proposals relating to employee costs will be included if required following consideration of the proposals by the Employment Committee.

COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE  
 MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS

SAVINGS PROPOSALS - MTFS 2016/17 ONWARDS

ENDORSED PROPOSALS

Committee	Head of Service	Proposal	Saving			2016/17 £	2017/18 £	2018/19 £	2019/20 £	2020/21 £	Setup Funding
			Priority	Category	Risk						
Communities Housing & Environmen	Environment & Public Realm	Weightbridge	2	3	L	-	10,000	-	-	-	20,000
Communities Housing & Environmen	Environment & Public Realm	Street Cleaning Review	1	3	L	50,000	-	-	-	-	-
						<b>50,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>

<sup>1</sup> Corporate Priorities

Keeping Maidstone Borough an attractive place for all	1
Securing a successful economy for Maidstone Borough	2

<sup>2</sup> Savings Categories: 1 - Efficiency; 2 - Income; 3 - Service Reconfiguration

## MEDIUM TERM FINANCIAL STRATEGY - CAPITAL PROGRAMME 2016/17 ONWARDS

## COMMUNITIES HOUSING AND ENVIRONMENT COMMITTEE COMMITTED SCHEMES AND ADDITIONAL BIDS

<b>Estimate 2015/16 £</b>	<b>COMMITTED SCHEME LIST</b>	<b>Estimate 2016/17 £</b>	<b>Estimate 2017/18 £</b>	<b>Estimate 2018/19 £</b>	<b>Estimate 2019/20 £</b>	<b>Estimate 2020/21 £</b>
1,100	CCTV Control Room					
4,900	Land Drainage/Improvement to Ditches & Watercourses					
326,880	Housing Grants	1,180,420	300,000	300,000	300,000	300,000
1,400,000	Housing Acquisition					
264,500	Support for Social Housing	600,000	600,000	600,000	600,000	600,000
450,000	Housing Grants funding from DFG Grant.	450,000	450,000	450,000	450,000	450,000
50,000	Flood Defences	50,000	50,000	50,000	50,000	50,000
<b>2,497,380</b>	<b>TOTAL</b>	<b>2,280,420</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>

<b>Estimate 2015/16 £</b>	<b>ADDITIONAL PROPOSALS</b>	<b>Estimate 2016/17 £</b>	<b>Estimate 2017/18 £</b>	<b>Estimate 2018/19 £</b>	<b>Estimate 2019/20 £</b>	<b>Estimate 2020/21 £</b>
75,000	Brunswick Street	2,000,000	6,500,000			
<b>75,000</b>		<b>2,000,000</b>	<b>6,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Document is Restricted