

# AGENDA

## POLICY AND RESOURCES COMMITTEE MEETING



Date: Wednesday 15 February 2017

Time: 6.30 pm

Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors Mrs Blackmore (Vice-Chairman),  
Boughton, Brice, Cox, Fermor,  
Garland, Mrs Gooch, Harper, Harvey,  
Harwood, McLoughlin, Pickett, Powell,  
Round and Mrs Wilson (Chairman)

---

Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members

**Continued Over/:**

---

**Issued on Tuesday 7 February 2017**

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 Sam Bailey on 01622 602263**. 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**

5.	Disclosures by Members and Officers	
6.	Disclosures of Lobbying	
7.	To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8.	Minutes of the Meeting Held on 18 January 2017	1 - 6
9.	Presentation of Petitions (if any)	
10.	Questions and answer session for members of the public (if any)	
11.	Committee Work Programme	7
12.	Report of the Head of Policy and Communications - Councillor Referral from Heritage, Culture and Leisure Committee	8 - 19
13.	Report of the Head of Revenues and Benefits - Council Tax - Exceptional Hardship Scheme	20 - 30
14.	Report of the Head of Policy and Communications - Strategic Plan 2015-20, 2017-18 Refresh	31 - 60
15.	Report of the Director of Finance and Business Improvement - Medium Term Financial Strategy 2017/18 Onwards	61 - 103
16.	Report of the Head of Policy and Communications - Resident Survey 2017	104 - 112
17.	Report of the Head of Policy and Communications - Strategic Plan Performance Update Q3	113 - 153
18.	Report of the Director of Finance and Business Improvement - Third Quarter Budget Monitoring	154 - 170
19.	Report of the Director of Finance and Business Improvement - Medium Term Financial Strategy - Fees & Charges Update (Legal Services)	171 - 176

### **PUBLIC SPEAKING**

In order to book a slot to speak at this meeting of the Policy and Resources Committee, please contact Sam Bailey on 01622 602263 or by email on [sambailey@maidstone.gov.uk](mailto:sambailey@maidstone.gov.uk) by 5 pm one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

## **MAIDSTONE BOROUGH COUNCIL**

### **POLICY AND RESOURCES COMMITTEE**

#### **MINUTES OF THE MEETING HELD ON WEDNESDAY 18 JANUARY 2017**

**Present:** Councillor Mrs Wilson (Chairman), and  
Councillors Mrs Blackmore, Boughton, D Burton, Cox,  
English, Fermor, Mrs Gooch, Harper, Harvey,  
McLoughlin, Pickett and Powell

156. APOLOGIES FOR ABSENCE

It was noted that apologies had been received from Councillors Brice, Garland, Harwood and Round.

157. NOTIFICATION OF SUBSTITUTE MEMBERS

The following Substitute Members were noted:-

Councillor Perry for Councillor Garland  
Councillor Mrs Ring for Councillor Round  
Councillor D Burton for Councillor Brice  
Councillor English for Councillor Harwood

158. URGENT ITEMS

There were no urgent items.

159. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

160. DISCLOSURES BY MEMBERS AND OFFICERS

It was noted that Councillors Harper and McLoughlin disclosed an interest in Agenda Item 16 on Council Tax Empty Property Discounts as they were landlords. They indicated that they would leave the meeting whilst this item was considered.

161. DISCLOSURES OF LOBBYING

Councillor Mrs Blackmore arrived at 6.35 p.m.

All Members, except for Councillors D Burton, English, Perry and Mrs Ring stated that they had been lobbied in respect of Agenda Item 15 on Collection Tax – Tax Base 2017/18.

162. EXEMPT ITEMS

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

163. MINUTES OF THE MEETING HELD ON 14 DECEMBER 2016 ADJOURNED TO 3 JANUARY 2017

**RESOLVED:** That the Minutes of the meeting held on 14 December 2016 adjourned to 3 January 2017 be approved as a correct record and signed.

164. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

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

There were no questions from members of the public.

166. COMMITTEE WORK PROGRAMME

Members considered the Committee Work Programme.

It was noted that the report 'Maidstone Town Centre Investment and Development Plan – Update' would be incorporated into the Housing and Regeneration Strategy Report which would be presented to the committee at its meeting in March 2017.

167. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - STRATEGIC PLAN 2015-20, UPDATE 2017-18

The Head of Policy and Communications presented a report on the Strategic Plan 2016-20, 2017-18 Refresh.

Members made suggested changes to the Strategic Plan within the areas of their specific responsibilities.

The committee noted that the Service Committees had agreed that the performance indicators be considered when the Strategic Plan had been finalised and adopted.

**RESOLVED:**

1. That the following amendments to the draft Strategic Plan 2015-20, 2017-18 Update be made:-

<u>Page</u>	<u>As presented</u>	<u>Committee's amendments</u> (additions in <b>bold</b> )
<b><del>Regenerating the Town Centre-Enhancing the appeal of the town centre for everyone</del></b>		
6	First Paragraph	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, <b>residents</b> and consumers. <del><b>Investment in Maidstone town centre is needed if it is to continue to be a popular place for leisure, to live, shop and work.</b></del> A diverse and thriving town centre requires a full range of business, retail and cultural investment to support them.
6	We will	Delete: <del><b>Deliver the Town Centre Development Plan</b></del> Insert: <b>Deliver the Housing and Regeneration Strategy</b>
<b>Promoting a range of employment skills and opportunities across the borough</b>		
7	We mean	<b>Aiming to meet</b> the skills and employment need of our residents <b>and employers</b> Insert: <b>Supporting existing business and attracting new business to the borough</b>

2. That the Key Performance Indicators for the action areas be considered by each Service Committee following the finalisation and adoption of the Strategic Plan 2015-20, 2017-18 update.

Voting: For: 15 Against: 0 Abstentions: 0

168. REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT - MEDIUM TERM FINANCIAL STRATEGY 2017/18 ONWARDS - CAPITAL PROGRAMME

Members considered the report of the Director of Finance and Business Improvement on the Medium Term Financial Strategy 2017/18 Onwards – Capital Programme.

The committee noted the proposed capital programme for the next 5 years, as well as funding arrangements for the programme.

In response to questions from Members the Director of Finance and Business Improvement advised that:-

- £1.5m had been set aside for the acquisition of commercial assets. The fund allowed the Council to take advantage of opportunities that may arise such as premises on trading estates as it had done

in the past.

- The Museum Development Plan had been put in the capital programme, there were still opportunities for savings to be made.
- A vehicle was purchased two years ago to clean chewing gum from the streets.
- Details of the Section 106 contributions would be included in the quarterly budget reports in future.
- The Housing Regeneration programme was realistic but should the potential for a larger project arise then the Council may look at funding with a partner.
- Members could suggest locations that would benefit from a litter bin being sited.
- There was no cap on what the Council could borrow but the amount needed to be sustainable and affordable.
- Funding for Vinters Park Crematorium was still available for 2016/17 but should the work not be progressed then the unspent resources could be carried forward.

**RESOLVED:** That:

1. The strategy's principles as set out in paragraphs 2.5 to 2.10 of the report of the Director of Finance and Business Improvement be agreed;
2. The capital funding projection as set out in Appendix B to the report of the Director of Finance and Business Improvement be agreed;
3. The capital programme 2017/18 onwards, as set out in Appendix C to the report of the Director of Finance and Business Improvement, be agreed;
4. In agreeing to recommendations 2 and 3 above, prudential borrowing limit of £29,002,870 over the period of the programme be noted, which will be recommended to Council as part of the Treasury Management Strategy 2017/18 by the Audit, Governance and Standards Committee;
5. The Section 106 contributions be reported as part of the Quarterly Budget Monitoring Report.

Voting: For: 12 Against: 0 Abstention: 1

Councillors English and Pickett left the meeting during the discussion of this item and did not vote.

169. REPORT OF THE DIRECTOR OF MID KENT SERVICES - COUNCIL TAX  
EMPTY PROPERTY DISCOUNTS

The Committee considered the report of the Director of Mid Kent Services on Council Tax Empty Property Discounts.

Councillors Harper and McLoughlin, having declared an interest in this item left the room.

Councillors English and Pickett returned to the meeting at the start of this item.

Members were informed that under the Local Government Finance Act 2012 the Council had discretionary powers to vary the Council Tax discounts for certain categories of empty properties whilst maintaining a range of mandatory discounts and exemptions.

The Acting Head of Revenues and Benefits set out the two discretions that would be removed and advised that in doing so the Council would generate additional council tax and savings.

In response to a question from the committee the Acting Head of Revenues and Benefits advised that the proposed savings were not in the budget as it had not yet been agreed by Members.

**RESOLVED:**

1. That the Committee recommends to Council that the Council Tax Empty Property Discount Policy as set out in Appendix 1 to the report of the Director of Mid Kent Services be approved as amended.

Voting: For: 13 Against: 0 Abstentions: 0

2. That the Committee notes the intention to maintain protection to those properties which are uninhabitable due to natural disaster such as fire or flooding, or malicious damage.

Voting: For: 13 Against: 0 Abstentions: 0

170. REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT -  
MEDIUM TERM FINANCIAL STRATEGY - FEES AND CHARGES

The Director of Finance and Business Improvement presented a report on the Medium Term Financial Strategy 2017/18 – Fees and Charges.

Members noted that there were a range of services for which the Council charges, some of which were set by the Council and others that were set by government.

**RESOLVED**: That:

1. That the proposed fees and charges for 2017/18 as set out in detail in Appendix A to the report of the Director of Finance and Business Improvement be approved;
2. That the fees and charges set by the government for 2017/18 as detailed in Appendix A to the report of the Director of Finance and Business Improvement be noted.

Voting: For: 15 Against: 0 Abstentions: 0

171. REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT - COUNCIL TAX TAX BASE 2017/18

The committee considered the report of the Director of Finance and Business Improvement on Collection Tax – Tax Base 2017/18.

The Director of Finance and Business Improvement explained the mechanism for calculating the Council's Tax Base for the year.

**RESOLVED**: That:

1. Pursuant to the report and in accordance with the Local Authority (Calculation of Council Tax Base) (England) Regulations 2012, that the amount calculated by this Authority as its Council Tax Base for the year 2017/18 be agreed as 59,439.3;
2. In accordance with the Local Authority (Calculation of Council Tax Base) (England) Regulations 2012, that the amount calculated by this Authority as the Council Tax Base for each parish area for the year 2017/18 be agreed as detailed in Appendix II to the report;
3. The revised council tax adjustment figures as detailed in the revised Appendix III to the report of the Director of Finance and Business Improvement be agreed.

Voting: For: 14 Against: 0 Abstentions: 1

172. DURATION OF MEETING

6.30 p.m. to 8.30 p.m.

POLICY AND FINANCE COMMITTEE - WORK PROGRAMME

Committee	Theme	Report Title	Date
Policy and Resources Committee	Other Finance Issues	Council Tax - Exceptional Hardship Scheme	15 February 2017
Policy and Resources Committee	Monitoring Reports	Resident Survey	15 February 2017
Policy and Resources Committee	Monitoring Reports	Strategic Plan Performance Update Quarter 3	15 February 2017
Policy and Resources Committee	Monitoring Reports	Medium Term Financial Strategy and Budget Proposals 2017/18	15 February 2017
Policy and Resources Committee	Monitoring Reports	Third Quarter Budget Monitoring	15 February 2017
Policy and Resources Committee	Monitoring Reports	Strategic Plan 2015-20, 2017-18 Refresh	15 February 2017
Policy and Resources Committee	Medium Term Financial Strategy	Medium Term Financial Strategy - Fees and Charges Update	15 February 2017
Policy and Resources Committee	Other	Councillor Referral from HCL	15 February 2017
Policy and Resources Committee	Other	Review of the Fraud Investigation Team	29 March 2017
Policy and Resources Committee	Monitoring Reports	Housing and Regeneration Strategy Report	29 March 2017
Policy and Resources Committee	Other Finance Issues	Irrecoverable Business Rates	29 March 2017
Policy and Resources Committee	Other	Bi-annual risk register	29 March 2017
Policy and Resources Committee	Town Centre Regeneration	Phase 3 Public Realm - approval of outline designs	26 April 2017
Policy and Resources Committee	Monitoring Reports	Equality Objectives Annual Report	26 April 2017
Policy and Resources Committee	New/ Updates to Strategies and Plans	Workforce Strategy	01 June 2017
Policy and Resources Committee	New/ Updates to Strategies and Plans	Health and Safety Strategy	01 June 2017
Policy and Resources Committee	Medium Term Financial Strategy	Council Tax Tax Base 2017/18	23 November 2017
Policy and Resources Committee	Medium Term Financial Strategy	Council Tax 2017/18 - collection fund adjustments	23 November 2017
Policy and Resources Committee	Medium Term Financial Strategy	Projected Collection Fund Adjustment Account	14 December 2017
Policy and Resources Committee	Monitoring Reports	Business Terrace - operation and financial update	14 December 2017
Policy and Resources Committee	Other	Flood Risk Alleviation in the Medway Confluence	TBC
Policy and Resources Committee	Income Generation	Property Acquisition - Commercial	TBC
Policy and Resources Committee	Monitoring Reports	Fourth Quarter Budget Monitoring	TBC
Policy and Resources Committee	Monitoring Reports	Strategic Plan Performance Update Quarter 4	TBC
Policy and Resources Committee	New/ Updates to Strategies and Plans	Economic Development Strategy Update	TBC
Policy and Resources Committee	Town Centre Regeneration	Brunswick Street Redevelopment	TBC
Policy and Resources Committee	Town Centre Regeneration	Union Street Redevelopment	TBC
Policy and Resources Committee	Town Centre Regeneration	Maidstone East Redevelopment	TBC
Policy and Resources Committee	Town Centre Regeneration	Development of the Mall including Bus station	TBC
NA	Member Development and Training (not report specific)	Enforcement (all) workshop	24 January 2017
NA	Member Development and Training (not report specific)	Retrospective Planning Consent and Enforcement Workshop	24 January 2017
Licensing Committee	Member Development and Training	Bespoke Licensing Training	26 January 2017
Planning Committee	Member Development and Training	Bespoke Planning Training	26 January 2017
NA	Member Development and Training (links to Mote Park Visitor Centre 7 March 2017 and Mote Park Adventure Zone 4 April 2017)	Mote Park Projects	01 February 2017
Heritage, Culture and Leisure Committee	Members Briefing	Parks and Open Spaces 10 Year Plan	07 March 2017
Communities, Housing and Environment Committee	Members Briefing	Homeless Reduction Act	21 March 2017
NA	Member Development and Training (not report specific)	Masterplans for Lenham and Invicta Barracks workshop	TBC
NA	Member Development and Training (not report specific)	Masterplan for Maidstone East Redevelopment	TBC
NA	Member Development and Training (not report specific)	Housing and Planning Act - changes to National Policy in relation to Plan making	TBC (2017)

Key
Completing the Local Plan
Housing
Income Generation
Medium Term Financial Strategy
Member Development and Training (not report specific)
Monitoring Reports
Museums and Heritage
New/Updates to Strategies and Plans
Other
Other Finance Issues
Parks and Open Spaces
Town Centre Regeneration

7

# Agenda Item 12

## Policy and Resources Committee

15 February 2017

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

Yes

## Councillor Referral from Heritage, Culture and Leisure Committee

<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>	Head of Policy and Communications
<b>Classification</b>	Public
<b>Wards affected</b>	All Wards

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

1. That the referral be considered and a decision to either:
  - (a) endorse the original Committee decision; or
  - (b) substitute a different decision in place of the decision of the Committee

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

- Keeping Maidstone Borough an attractive place for all

### Timetable

<b>Meeting</b>	<b>Date</b>
Policy and Resources Committee	15 February 2017

# Councillor Referral from Heritage, Culture and Leisure Committee

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To consider the referral of a decision of Heritage, Culture and Leisure Committee related to the River Festival.

---

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Constitution as agreed by Council on 21 May 2016 sets out that when a decision is made by a service committee, any three Councillors may make a request to refer that decision to Policy and Resources Committee.
- 2.2 The Head of Policy and Communications received a referral request for a recent decision of the Heritage, Culture and Leisure Committee in relation to the River Festival as set out at Appendix C and 2.4 below.
- 2.3 The Chairman of Policy and Resources Committee has been consulted on the issue and agreed to accept the referral for consideration at the Policy and Resources Committee meeting on 15 February 2017.
- 2.4 The referral details are set out below:-

Decision making body:	Heritage, Culture and Leisure Committee
Decision made:	That it be agreed that the Council facilitate the River Festival Committee and links to the Safety Advisory Group and clean up after the event. (This has been amended to the exact wording used at the meeting).
Reason for referring the decision:	<p>The intention behind the oral report presented to the Committee, as the Chairman clearly stated, was to inform Members so that they may decide whether to receive a report into the possibility of the return of the River Festival.</p> <p>Instead, HCL Committee resolved, by a margin of a single vote, "that it be agreed that the Council facilitate the River Festival Committee, including links to the Safety Advisory Group and clean up after the event".</p> <p>It is flatly irresponsible that this Committee, or indeed any other, should commit both the support of the Council, or more explicitly,</p>

	<p>the resources owed to its taxpayers, to any project without proper prior assessment. We believe that the lack of due diligence applied in this instance has resulted in a foolhardy decision, which will place great strain on the Council and its partners. This will be the case not least because the River Festival will be due to fall on scheduled dates for the Ramblin' Man Festival later this year – an event that has been given proper consideration by the Committee and forms a part of the Festival and Events Policy.</p> <p>Not one of use is opposed to the River Festival per se, but we feel that it is inappropriate to make such an unthinking commitment to support the reinstatement of the event. Instead, we ask that Policy and Resources Committee review this decision in hope that Heritage, Culture and Leisure Committee may receive a report on the River Festival, outlining to resource costs to MBC, in due course. We believe that this will allow a considered, evidence-based conclusion to be reached as to how Maidstone Borough Council could support the River Festival in the future.</p>
Members calling in the decision:	Signatories: Councillors M Burton, Fort and Revell

---

### **3. AVAILABLE OPTIONS**

- 3.1 After consideration of the reasons for referral and the oral report and original decision of the Heritage, Culture and Leisure Committee, the Committee may endorse the original decision of Heritage, Culture and Leisure Committee.
- 3.2 However, the Committee may propose an alternative decision and substitute that for the decision of the Heritage, Culture and Leisure Committee.

---

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

- 4.1 As the matter is a decision based upon a referral there is no preferred option to be presented by officers.
- 4.2 Attached to this report is the published decision, a briefing note from the Head of Regeneration and Economic Development and a copy of the referral.

---

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

5.1 The decision of Heritage, Culture and Leisure Committee will either stand as published or be amended the decision of Policy and Resources will be published.

---

## 6. CROSS-CUTTING ISSUES AND IMPLICATIONS

6.1 The cross cutting issues are as follows:-

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The council has already agreed a festivals and events strategy which aligns with our priorities to keep Maidstone Borough and attractive place for all. The strategy is focused on creating an environment for others to facilitate and host rather than direct provision.	Head of Policy and Communications
<b>Risk Management</b>	No risks have been identified at this stage. Risks will have to be fully considered if the original decision stands and there may be cost implications to mitigate these particularly in relation to safety.	Head of Regeneration and Economic Development
<b>Financial</b>	Although the actual cost is unknown, the Council has not set aside any financial resource from within its budget.	Section 151 Officer & Finance Team
<b>Staffing</b>	Staffing implications would be implicit within this report.	Head of Regeneration and Economic Development
<b>Legal</b>	The referral has been made in accordance with the Constitution.	Interim Head of Legal Partnership
<b>Equality Impact Needs Assessment</b>	This would form part of the event organiser's event management plan	Head of Regeneration and Economic

		Development
<b>Environmental/Sustainable Development</b>	Not applicable.	Head of Policy and Communications
<b>Community Safety</b>	This would be implicit.	Head of Policy and Communications
<b>Human Rights Act</b>	None.	
<b>Procurement</b>	None.	
<b>Asset Management</b>	None	

**7. REPORT APPENDICES**

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

- Appendix A – Original Decision of the Heritage, Culture and Leisure Committee
- Appendix B – Briefing Note from the Head of Regeneration and Economic Development
- Appendix C – Copy of Decision Referral

**8. BACKGROUND PAPERS**

**MAIDSTONE BOROUGH COUNCIL**

**RECORD OF DECISION OF THE HERITAGE, CULTURE AND LEISURE  
COMMITTEE**

**Verbal Report of the Member for East Ward - River Festival**

**Issue for Decision**

To consider a verbal report of the Member for East Ward on the River Festival.

**Decision Made**

That it be agreed that the Council facilitate the River Festival Committee and links to the Safety Advisory Group and clean up after the event.

Should you wish to refer this decision to the Policy and Resources Committee, please submit a Decision Referral Form, signed by three Councillors, to the Head of Policy and Communications by: 9 February 2017

**Maidstone River Festival Briefing**

**Background**

The Maidstone River Festival first took place in 1980 and was organised by a committee of the Medway River users Association, Maidstone Borough Council and Maidstone Lions Club. The festival developed over the years but remained a free, non-profit event organised by volunteers and funded by sponsorship and donations from local businesses until 2008. The event usually took place over one day, but on occasion was a two day event.

With the introduction of Police charging for events, Maidstone Borough Council (MBC) agreed funding in addition to that raised by the River Festival Committee (RFC) for a 3 year period. This took the form of a grant to the RFC of £8,500 and a 50/50 split with the RFC on the post festival clean-up costs (£3,000 estimate for 2008 = £1,500 each), effectively making the grant £10,000.

**2008**

- Introduction of Police Charging - RFC Chairman agreed a fee with the Police a condition of which was the introduction for SIA stewards for security and safety to reduce police presence. The committee was advised as to the level of SIA stewards required. Unfortunately the use of Lockmeadow SIA stewards (who were employed there and could not leave area) meant that the level of stewarding was too low and not within the agreed number.
- Low key Friday night event in 2008 had no SIA Stewards as 'omitted' from event plan.
- Funding from MBC required adequate safety and security, hence introduction of SIA stewards.

**2009**

- SAG required more adequate event plan which had to be signed off and this took to the last week to produce. Contract for the use of MBC's entertainment license was on condition of SAG approval of event plan. There were also issues over MRF not being a legal entity and issues over their public liability insurance (taken out by Chairman's company).
- Cost of Policing increased.
- MBS provided additional support, staff, cleaning, clearing of pathways etc. not charged to RFC, absorbed into departmental budgets.

**2010**

- MBC meeting with Kent Police to agree police costs limited to £8,000. (Advised could be £25,000 in future).
- Cost against budget £12,551 excluding staff time.

## **2011**

- Police costs at £8,000, was suggested again that this would be the last year at this level of charge before the full community rate would apply circa £25,000.
- Cost to MBC - £13,214, no staff costs apart from MBS were included in total event cost (absorbed by individual MBC budgets). Staff costs were much higher than previous years, covering a longer period and event control staff on day. Real cost to MBC estimated at over £20,000 plus impact on MBC staff to carry out other work.

## **2013**

- Costs - £10,100 for an event company as no staff time available to manage the event, MBC also paid for the security company (but not police), MBS cleaning costs approximately £3,000. Total MBC costs £25,972 not including all staff time.

### **Issues for the return of a river festival supported by MBC:**

1. The HCL motion on 31 January 2017 was to "Facilitate the River Festival Committee, including links to the Safety Advisory Group and clean-up after the event". This is a very open statement which makes it difficult to assess the likely impact on MBC resources both staff and budget fully.
2. MBC supported the River Festival financially for a 3 year period, this funding ended in 2013 having cost MBC substantially more each year than the allocated budget without staff cost being factored in as evidenced above.
3. The RFC ceased to exist and no formal events have been held since 2013 although many of the boat owners have continued to congregate on the weekend the event usually took place.
4. If the RFC reforms then they will need to get agreement from the Safety Advisory Group for the event to go ahead and comply with the conditions of any major event including but not limited to:
  - Application Timescales
  - Licence requirements
  - Legislation
  - Carry out pre planning, detailed planning and final preparations
  - Health & Safety plan and Risk Assessments
  - Road Closures
  - Stewarding
  - First Aid and Medical Cover
  - Insurance
  - Contingency Planning
5. In the past the RFC have not had the resources or expertise to carry out many of these functions and a lot of the work was picked up by MBC. As

RFC also relied on using the council's town centre licence this put many obligations on MBC

6. Until a detailed event plan is completed by the RFC it is difficult to assess what MBCs facilitation role would be or the resources that would be required.
7. The clean-up after the event is an issue to be considered by Maidstone Borough Services (MBS) who estimate the costs at £7,243.
8. If the River Festival is the same weekend as another event e.g. Ramblin' Man, it would not be possible to provide this level of resource. In order to provide this level of resource we would already be reliant on the use of grounds maintenance staff to support cleansing. Due to the reliance on a high number of staff and the length of shifts, a shift bonus would be required on top of overtime to secure sufficient people.

### **MBS River Festival – Cost Estimate 2017**

Below are the estimated costs for the clear up and cleansing support for the River Festival. This is based on current costs and a review of previous charges (2011).

<b>Team</b>	<b>Duties</b>	<b>Cost</b>
Support Crew	Prep of route prior to event, including Fairmeadow toilets	£840
	Event – maintenance of toilets, early morning cleanse	£810
Street Cleansing	Additional staff for Friday night economy	£123
	Additional staff during day	£535
	Additional staff Saturday afternoon / evening	£612
	Additional town centre staff	£107
	Additional staff for Sunday clear up	£612
Supervision	Supervisor Saturday daytime	£196
	Supervisor Saturday afternoon / evening	£225
	Supervisor Sunday morning	£183
	Shift bonuses	£1200
Grounds maintenance	Additional works	£800
<b>SUB TOTAL</b>		<b>£6,243</b>
Contingency (damages, wheeled bins)		£1,000
<b>TOTAL</b>		<b>£7,243</b>

# Decision Referral

**To:**

The Head of Policy and Communications

**Decision making body**

Heritage, Culture & Leisure Committee

**Decision made**

"That it be agreed that the Council facilitate the River Festival Committee, including links to the Safety Advisory Group & clean up after the event."

**Reason for referring the decision**

Please see the attached letter.

**Desired outcome (please give full details)**

Please see attached also.

**Members referring the decision**

**Signed:**

1. Matt Burton	See attached.
2. Gill Fort	
3. Mike Revell	
4.	
5.	

(3 signatories are required to refer a decision of a Service Committee to the Policy and Resources Committee. However, a decision of the Policy and Resources Committee for referral to Council requires 5 signatories in accordance with the Constitution's rules of procedure). Any of the signatories making such a referral shall attend the meeting.

**Please note that should new and relevant information come to light, or a more acceptable course of action be proposed which may resolve the matter to the satisfaction of the Committee, then a Committee Chairman, at the request of any three Councillors in writing, may choose whether to call another meeting of the original Committee to re-consider the decision within five working days of receipt of a referral. The referral to Policy and Resources or the Council would then fall away and the matter would be treated as having been dealt with by the original Service Committee. No further referral of the matter would be permitted.**

**Committee (or Council) responsible for examining this decision**

Cllr Matt Burton  
Park Wood Ward  
M: 07793 243642  
E: [mattburton@maidstone.gov.uk](mailto:mattburton@maidstone.gov.uk)

Wednesday, 1<sup>st</sup> February 2017

**Request for referral to Policy & Resources Committee**

To whom it may concern,

We, the undersigned, request that the motion carried under agenda item 13 at the meeting of MBC's Heritage, Culture & Leisure Committee (31<sup>st</sup> January 2017) be referred to the Policy & Resources Committee for review.

The intention behind the oral report presented to us under this agenda item, as the Chairman clearly stated, was to inform Members so that we may decide whether to *receive a report* into the *possibility* of the return of the River Festival.

Instead, HCL Committee resolved, by a margin of a single vote, "[t]hat it be agreed that the Council facilitate the River Festival Committee, including links to the Safety Advisory Group and clean-up after the event."

It is flatly irresponsible that this Committee, or indeed any other, should commit both the support of the Council, or more explicitly, the resources owed to its taxpayers, to any project without proper prior assessment. We believe that the lack of due diligence applied in this instance has resulted in a foolhardy decision, which will place great strain on the Council and its partners. This will be the case not least because the River Festival will be due to fall on scheduled dates for the Ramblin' Man Festival later this year – an event that *has* been given proper consideration by the Committee and forms a part of the Festival and Events Policy.

Not one of us is opposed to the River Festival per se, but we feel that it is inappropriate to make such an unthinking commitment to support the reinstatement of the event. Instead, we ask that Policy & Resources Committee review this decision in hope that Heritage, Culture & Leisure Committee may receive a report on the River Festival, outlining to resource costs to MBC, in due course. We believe that this will allow a considered, evidence-based conclusion to be reached as to how Maidstone Borough Council could support the River Festival in the future.

Signed,



Matt Burton



Gill Fort



Mike Revell

# Agenda Item 13

## **POLICY AND RESOURCES COMMITTEE**

**15<sup>th</sup> February 2017**

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

Yes

### **Council Tax Exceptional Hardship Policy**

<b>Final Decision-Maker</b>	Policy and Resources Committee
<b>Lead Head of Service</b>	Sheila Coburn, Head of Revenues & Benefits (interim)
<b>Lead Officer and Report Author</b>	Sheila Coburn, Head of Revenues & Benefits (interim)
<b>Classification</b>	Public
<b>Wards affected</b>	All

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

1. That the Committee approves the Council Tax Exceptional Hardship Policy 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>
Policy and Resources Committee	15 <sup>th</sup> February 2017

# Council Tax Exceptional Hardship Policy

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Policy and Resources Committee considered future arrangements for Maidstone Borough Council's Council Tax Reduction Scheme in October and November 2016. Amongst other things the Committee agreed to introduce a scheme to help applicants suffering exceptional hardship.
  - 1.2 Section 13A of the Local Government Finance Act 1992 provides the Borough with the discretion to reduce or remit Council Tax for those who could be considered to be suffering hardship.
  - 1.3 The attached policy sets out the Council's proposed approach in making such awards.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 An exceptional Hardship Policy has been created to assist residents who have applied for Council Tax reduction and who are facing 'exceptional hardship'. This is to provide further assistance where a resident is in receipt of Council Tax Reduction but the level of support being paid by the Council does not meet their full Council Tax Liability.
  - 2.2 The main features of the proposed policy are as follows:
    - Exceptional Hardship falls within s13(A)(1a) of the Local Government Finance Act 1992 and forms part of the Council Tax Reduction Scheme;
    - The operation of the policy will be at the total discretion of the Council;
    - Exceptional Hardship awards are designed as short-term help;
    - All applicants will be expected to engage with the Council, undertake the full application process and take positive steps to help themselves.
  - 2.3 It is recommended that the award of an exceptional hardship payment is primarily based on consideration of the applicant's ability to pay, with the following factors considered.
    - The shortfall between Council Tax Reduction and Council Tax liability
    - Personal circumstances such as age and medical circumstances
    - The difficulty preventing the applicant from paying their Council Tax
    - Income, expenditure and any savings or capital
    - Other debts outstanding.
  - 2.4 An annual budget of £25,000 is proposed for the scheme. If it appears at any point during the course of the year that the budget may be overspent, the Head of Revenues and Benefits will discuss with the S 151 Officer how the Council can continue to fulfil its obligations under the policy.
-

### **3. AVAILABLE OPTIONS**

- 3.1 The Committee is requested to approve the policy for the award of exceptional hardship payments in order to promote a transparent and consistent process.
  - 3.2 Should the Committee decide not to adopt a policy for decision making, cases will be considered on a case by case basis.
- 

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

- 4.1 The Committee is recommended to approve the policy in order to promote a transparent and consistent process.
  - 4.2 The adoption of a policy for awards will also assist the Council in defending any decision at appeal through the Valuation Tribunal (which adjudicates on council tax disputes, including discretionary decisions) who will have regard to whether any decision is in accordance with such policy.
- 

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

- 5.1 The Council consulted on the Council Tax Reduction Scheme to be implemented for 2017/2018, which included the option (option 13) to introduce a scheme for Exceptional Hardship Payments.
  - 5.2 The results from the consultation showed strong support with 75% of respondents supporting the introduction of such a scheme.
  - 5.3 Kent County Council have been consulted and their comments built into the drafting of the policy.
- 

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

- 6.1 The Council will promote the availability of the scheme through:
    - The Gateway/Maidstone Link
    - Website
    - Signposting within Council Tax correspondence
    - Front line advisors
    - Local advice agencies
-

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	Keeping Maidstone Borough an attractive place for all - Securing a successful economy for Maidstone Borough -	Sheila Coburn, Head of Revenues and Benefits (interim)
<b>Risk Management</b>	No impact.	Sheila Coburn, Head of Revenues and Benefits (interim)
<b>Financial</b>	The cost of exceptional Hardship awards will be shared between MBC, KCC, Kent Police and Kent fire and Rescue in line with the Council Tax precept.  A budget of £25,000 is proposed for the scheme representing a cost to MBC of £3,750.	Section 151 Officer & Finance Team
<b>Staffing</b>	No impact.	Sheila Coburn, Head of Revenues and Benefits (interim)
<b>Legal</b>	Exceptional Hardship falls within s13(A)(1a) of the Local Government Finance Act 1992. The explanation of the rules is set out in the body of the report.	Interim Head of Legal Partnership
<b>Equality Impact Needs Assessment</b>	The introduction of an Exceptional Hardship Scheme helps to mitigate the risk of any adverse impact on people with protected characteristics.	[Policy & Information Manager]
<b>Environmental/Sustainable Development</b>	No impact	Sheila Coburn, Head of Revenues and Benefits (interim)
<b>Community Safety</b>	No impact	Sheila Coburn, Head of Revenues

		and Benefits (interim)
<b>Human Rights Act</b>	No impact	Sheila Coburn, Head of Revenues and Benefits (interim)
<b>Procurement</b>	No impact	Sheila Coburn, Head of Revenues and Benefits (interim)
<b>Asset Management</b>	No impact	Sheila Coburn, Head of Revenues and Benefits (interim)

## **8. REPORT APPENDICES**

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

- Appendix I: Council Tax Exceptional Hardship Scheme

---

## **9. BACKGROUND PAPERS**

None.

Maidstone Borough Council

Council Tax Reduction -  
Exceptional Hardship Policy

## **1. Background**

- 1.1 An Exceptional Hardship Policy has been created by Maidstone Borough Council to assist residents who have applied for Council Tax reduction and who are facing 'exceptional hardship'. This is to provide further assistance where the level of support being provided by the Council does not meet their full Council Tax Liability.
- 1.2 The main features on the policy are as follows:
- The operation of the policy will be at the total discretion of the Council;
  - The policy will be applied by the Head of Revenues and Benefits on behalf of the Council;
  - Exceptional Hardship falls within s13(A)(1a) of the Local Government Finance Act 1992 and forms part of the Council Tax Reduction Scheme;
  - Exceptional Hardship awards will only be available for a Council Tax liability from 1 April 2017 onwards and will not be available for any debt other than outstanding Council Tax.
  - A pre-requisite to receive an award is that an application for Council Tax Reduction has been made;
  - Where an Exceptional Hardship award is requested for a previous period, Exceptional Hardship must have been proven to have existed throughout the whole of the period requested and will only be backdated to the start of the financial year in which the claim is made;
  - Exceptional Hardship awards are designed as short-term help to the applicant only; and
  - All applicants will be expected to engage with the Council and undertake the full application process. Failure to do so may mean that no payment will be made.

## **2. Exceptional Hardship and Equalities**

- 2.1 The creation of an Exceptional Hardship Policy facility meets the Council's obligations under the Equality Act 2010.
- 2.2 The Council recognises the impact changes to our Council Tax Reduction Scheme will have on our most vulnerable residents and therefore the importance this policy has in protecting those applicants most in need from exceptional hardship. It should be noted that an Exceptional Hardship Policy is intended to help in cases of extreme financial hardship and not support a lifestyle or lifestyle choices.

## **3. Purpose of this Policy**

- 3.1 The purpose of this policy is to specify how Maidstone Borough Council will operate the scheme, to detail the application process and indicate a number of the factors which will be considered when deciding if an Exceptional Hardship payment can be made.
- 3.2 Each case will be considered on its merits and all applicants will be treated fairly and equally in both accessibility and also decisions made.

## **4. The Exceptional Hardship Process 26**

4.1 As part of the process of applying for the additional support, all applicants must be willing to undertake all of the following:

- Make a separate application in writing for assistance;
- Provide full details of their income and expenditure, together with last 3 months bank statements;
- Where a person is self employed or a director of a private limited company, provide details of their business including the supply of their business accounts;
- Accept assistance from either the Council or third parties (such as the Citizens Advice Bureau and Money Advice Service) to enable them to manage their finances more effectively – including the termination of non essential expenditure and assessment of the potential for additional paid employment where applicable;
- Identify potential changes in payment methods and arrangements to assist them;
- Assist the Council to minimise liability by ensuring that all discounts, exemptions and reductions are properly granted; and
- Maximise their income through the application for other welfare benefits, cancellation of non essential contracts and outgoings and by identifying the most economical tariffs for the supply of utilities and services generally.

4.2 Through the operation of this policy the Council will look to:

- Allow a short period of time for someone to adjust to unforeseen short term circumstances and to enable them to “bridge the gap” during the time, whilst the applicant seeks alternative solutions;
- Help applicants through personal crises and difficult events that affect their finances;
- Help those applicants who are trying to help themselves financially; and
- Encourage applicants to contact the Job Centre Plus to obtain and sustain employment.

4.3 An Exceptional Hardship award will not be considered in the following circumstances:

- Where the full Council Tax liability is being met by Council Tax Reduction;
- For any reason other than to reduce Council Tax liability;
- Where the Council considers that there are unnecessary expenses/debts etc. and that the applicant has not taken all reasonable steps to reduce them;
- To pay for any arrears of Council Tax caused through a failure of the applicant to notify changes in circumstances in a timely manner or where the applicant has failed to act correctly or honestly; or
- To cover previous years’ Council Tax arrears

## **5. Exceptional Hardship Award**

- 5.1 The Council will decide whether or not to make an Exceptional Hardship award, and how much any award might be.
- 5.2 When making this decision the Council will consider:
- The shortfall between Council Tax Reduction and Council Tax liability;
  - Whether the applicant has engaged with the Exceptional Hardship process;
  - The personal circumstances, age and medical circumstances (including ill health and disabilities) of the applicant, their partner, dependants and any other occupants of the applicant's home;
  - The difficulty experienced by the applicant, which prohibits them from being able to meet their Council Tax liability and the length of time this difficulty will exist;
  - The income and expenditure of the applicant, their partner and any dependants or other occupants of the applicant's home;
  - All income received by the applicant, their partner and any member of their household irrespective of whether the income may fall to be disregarded under the Council Tax Reduction scheme;
  - Any savings, capital or investments that might be held or available to the applicant, their partner or any member of the household irrespective of whether the capital may fall to be disregarded under the Council Tax Reduction scheme;
  - Other debts outstanding for the applicant and their partner;
  - The exceptional nature of the applicant and/or their family circumstances that impact on finances, and
  - The length of time they have lived in the property
- 5.3 The above list is not exhaustive and other relevant factors and special circumstances may be considered.
- 5.4 An award of Exceptional Hardship does not guarantee that a further award will be made at a later date, even if the applicant's circumstances have not changed.
- 5.5 An Exceptional Hardship award may be less than the difference between the Council Tax liability and the amount of Council Tax Reduction paid. The application may be refused if the Council feels that, in its opinion, the applicant is not suffering 'exceptional hardship' or where the applicant has failed to comply with the Exceptional Hardship process.

## **6. Publicity**

- 6.1 The Council will promote the availability of the scheme through:
- The Gateway/Maidstone Link
  - Website
  - Signposting within Council Tax correspondence
  - Front line advisors
  - Local advice agencies

## **7. Claiming an Exceptional Hardship Award**

- 7.1 An applicant must make a fresh claim for an Exceptional Hardship award by submitting an application to the Council. The application form can be obtained via the telephone, Gateway/Maidstone Link or website.
- 7.2 Applicants can get assistance with the completion of the form from the Revenues and Benefits Service or Customer Services at the Council.
- 7.3 The application form must be fully completed and supporting information and evidence provided, as reasonably requested by the Council. The form must be returned within one calendar month of its issue.
- 7.4 In most cases the person who claims the Exceptional Hardship award will be the person entitled to claim Council Tax Reduction. However, a claim can be accepted from someone acting on another's behalf, such as an appointee, if it is considered reasonable.

## **8. Changes in circumstances**

- 8.1 The Council may revise an award of Exceptional Hardship where the applicant's circumstances have changed which either increases or reduces their Council Tax Reduction entitlement.

## **9. Duties of the applicant and the applicant's household**

- 9.1 A person claiming an Exceptional Hardship payment is required to:
- Provide the Council with such information as it may require to make a decision; and
  - Tell the Council of any changes in circumstances that may be relevant to their ongoing claim within 21 days of the change

## **10. The award and duration of an Exceptional Hardship award**

- 10.1 Both the amount and the duration of the award are determined at the discretion of the Council and will be done so on the basis of the evidence supplied and the circumstances of the claim.
- 10.2 The start date and duration of any award will be determined by the Council. The maximum length of the award will be limited to the financial year in which the claim is received.

## **11. Payment**

- 11.1 Any Exceptional Hardship award will be made direct onto the taxpayer's Council Tax account, thereby reducing the amount of Council Tax payable.

## **12. Overpaid Exceptional Hardship Payments**

- 12.1 Overpaid Exceptional Hardship payments will generally be recovered directly from the applicant's Council Tax account, thus increasing the amount of Council Tax due and payable.

## **13. Notification of an award**

- 13.1 The Council will notify the applicant of the outcome of their application for an Exceptional Hardship award in writing, setting out the period and amount of award or reasons for refusal.

## **14. Appeals**

- 14.1 Exceptional Hardship awards are granted under S13A (1a) of the Local Government Finance Act 1992 as part of the Council Tax Reduction scheme. As such the appeals process follows the same route. An appeal can be made at any time. The initial appeal should be made directly to the Council who will review their decision. If agreement cannot be reached the applicant will have a right of further appeal to the Valuation Tribunal.

## **15. Fraud**

- 15.1 The Council is committed to protecting public funds by ensuring awards are only made to applicants who are rightfully eligible to them.
- 15.2 An applicant who tries to fraudulently claim an Exceptional Hardship payment by falsely declaring their circumstances, providing a false statement or evidence in support of their application, may have committed an offence under the Fraud Act 2006.
- 15.3 Where the Council suspects that such a fraud may have been committed, the matter will be investigated and where appropriate criminal proceedings instigated.

## **16. Complaints**

- 16.1 The Council's complaint's procedure will be applied in the event of any complaint received about the application of this policy. However, it will not deal with a complaint about the decision itself as there is a separate appeals process for this.

## **17. Policy Review**

- 17.1 This policy will be reviewed on an annual basis and updated as appropriate to ensure it remains fit for purpose. However, a review may take place sooner should there be any significant change in legislation.

## Policy and Resources Committee

**15 February 2017**

Is the final decision on the recommendations in this report to be made at this meeting?	<b>No</b>
---	-----------

## Strategic Plan 2015-20, 2017-18 Refresh

<b>Final Decision-Maker</b>	Council
<b>Lead Director or Head of Service</b>	Chief Executive
<b>Lead Officer and Report Author</b>	Alison Broom, Chief Executive and Angela Woodhouse, Head of Policy and Communications
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

**This report makes the following recommendations:**

1. Policy and Resources are asked to consider the refreshed strategic plan at Appendix B and recommend it to full Council for approval making amendments as appropriate.

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

- Great People
- Great Place
- Great Opportunity

**Timetable**

<b><i>Meeting</i></b>	<b><i>Date</i></b>
Policy and Resources Committee	14 December 2017
Strategic Planning, Sustainability and Transportation Committee	10 January 2017
Communities, Housing and Environment Committee	17 January 2017
Policy and Resources Committee	18 January 2017
Heritage, Culture and Leisure Committee	31 January 2017
Policy and Resources Committee	15 February 2017
Council	1 March 2017

# Strategic Plan 2015-20, 2017-18 Refresh

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

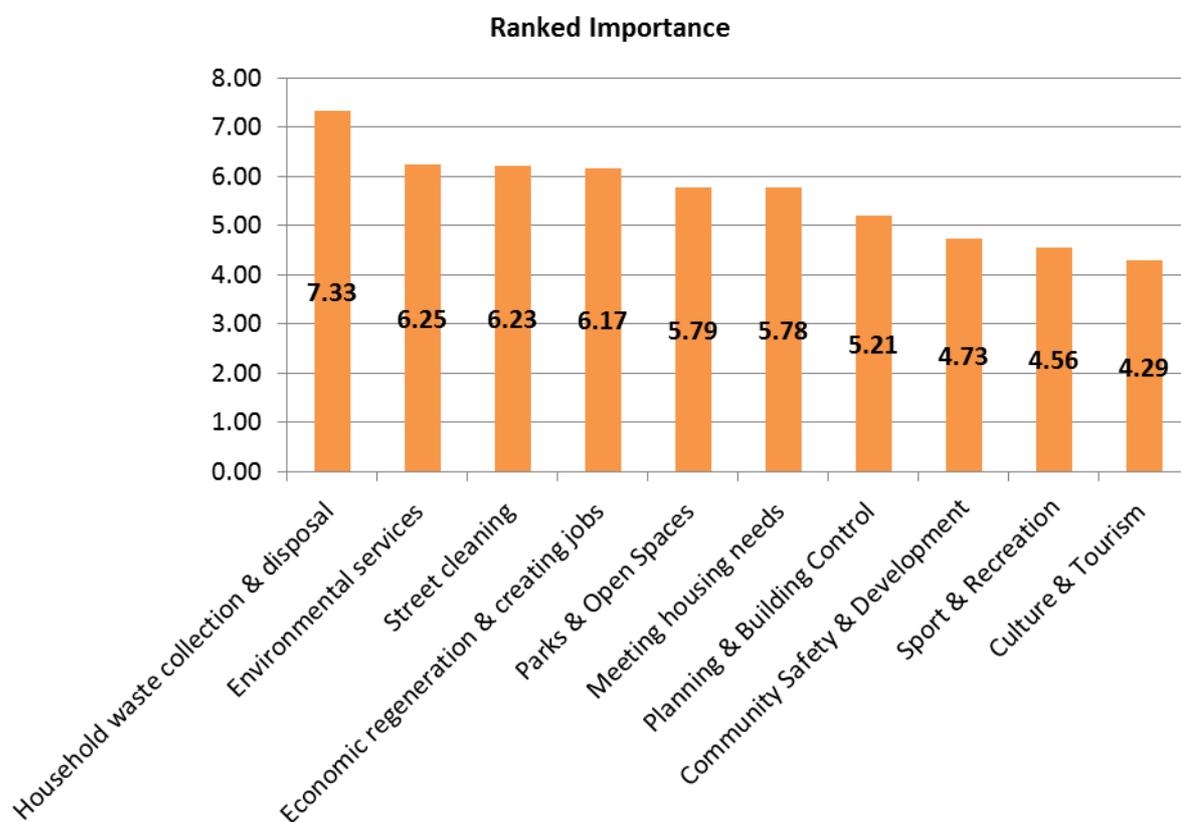
- 1.1 This report outlines the proposed changes to the Strategic Plan in line with the planned refresh for 2017-18.
  - 1.2 Appendix A outlines the recommendations on the plan as they have come forward from each committee along with analysis of the potential amendments and a suggested approach. Appendix B sets out the refreshed Strategic Plan for 2017-18 for this committee's consideration prior to submission to full council. On each action area the former and new have been placed alongside each other on a page so it is easy to see the changes that have been made. The final document will contain one version of each action area.
- 

## **2. INTRODUCTION AND BACKGROUND**

- 2.1 In September as part of the corporate planning process it was agreed that there would be a refresh of the council's strategic plan to ensure alignment with the new medium term financial strategy focussed on the "we will" sections of the original document. It was agreed that a rewrite would not be needed at this stage of the five year plan.
- 2.2 From October to November this year a budget consultation exercise was undertaken with the agreement of Policy and Resources Committee. Roadshows were held at a variety of locations around the borough and the survey was emailed to the Council's consultation mailing list and promoted via social media and available online. Respondents were asked two questions in the survey:
  - to rank ten services in order of importance where 1 was most important and 10 least important.
  - for the same list of services, to say if they thought funding for that service should remain the same, be reduced or be cut altogether.

We received a total of 926 (786 online and 140 through the roadshow) responses.

2.3 The bar chart below shows the ranked importance of the ten areas as prioritised by residents.



2.4 A workshop was held with the leadership team to consider the results of the survey, information from the residents' survey 2015, performance data and proposed actions and measures for 2017-18.

2.5 At the workshop three areas were identified as priorities for 2017-18, Policy and Resources Committee considered and agreed the priorities as:

- Providing a clean and safe environment
- A Home for Everyone
- Regenerating the Town Centre

2.6 These three areas have been highlighted on the Strategic Plan diagram in Appendix B as areas for focus in 2017-18.

2.7 Following the workshop the strategic plan was presented to each service committee for comment. Appendix A outlines the recommendations and comments from each committee on the areas of the plan relevant to their terms of reference.

2.8 The recommendations have been analysed and to ensure the spirit of change has been captured whilst maintaining style and consistency the plan has been refreshed as per Appendix B.

- 2.9 Each Committee was also asked to consider the performance indicators they would like to measure action areas. It has been agreed that the committees will consider this in March so indicators are in place for the new financial year.
- 2.10 The only area unchanged other than changing the section titles for each area to “we want” and “we will commit to” is the section on encouraging good health and wellbeing. The spirit of the changes is to ensure the document references strategic actions such as delivering key strategies and plans in the we will commit to section and taking out references that are now out of date or no longer relevant. For example the Town Centre Vision is now subsumed into the Housing and Regeneration Strategy. Other changes have been made to refresh the commentary for each action area updating the contextual information and to ensure the document flows well.
- 2.11 A further area for debate is introducing housing standards in terms of the houses built in the borough. On consultation with planning officers, the new Local Plan includes a specific policy for sustainable design (Policy DM2) which signposts the Building Control requirements for new homes and requires Building Research Establishment Environmental Assessment Method (BREEAM) ‘very good’ standards for water/energy use for new non-domestic development. In terms of further guidance, MBC has endorsed the Kent Design (KD) document as supplementary guidance. KD includes practical guidance for developers on sustainable construction and energy/water efficiency. It is not therefore necessary to create additional housing standards and reference these in the Strategic Plan.
- 2.12 As is evident from the report of the Director of Finance and Business Improvement on this agenda the Council faces significant financial challenges over the life of the plan with no revenue support grant in 2017/18 and a negative settlement by 2019/20. Despite the financial pressures the MTFs remains aligned to and underpins the delivery of the Strategic Plan priorities.

---

### **3. AVAILABLE OPTIONS**

- 3.1 The corporate planning timetable and process was approved in September this report represents the penultimate stage in the approval process.
- 3.2 Councillors are asked to consider and agree the refreshed strategic plan at Appendix B, the refresh aims to capture the views of all service committees whilst keeping the document strategic, with a consistent style and approach for each action area.
- 3.3 The committee could choose not to submit a revised plan for council and the original plan will stand, however the current plan is not up to date containing information that is from 2014/15 and actions that need updating or are no longer relevant.
-

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

- 4.1 The Committee is asked to review and approved the refreshed Strategic Plan for submission to Council on 1 March 2017 as per Appendix B. This is in line with the corporate planning timetable approved by the committee.
- 

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

- 5.1 The full budget consultation report was submitted to this committee in December and every service committee in January as part of the consideration of the strategic plan and medium term financial strategy.
- 5.2 Each service committee has been given the opportunity to formally review the plan and make recommendations for amendment. The committees were asked to consider the we will sections of the document and make recommendations as appropriate. These are laid out in Appendix A, set out by priority area for each committee. Analysis has been provided of the proposed changes and a new plan based on this and the recommendations is set out at Appendix B.
- 

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

- 6.1 The committee is asked to approve the Strategic Plan refresh for submission to Council.
- 6.2 Following full council on 1 March 2017, the priority posters and communication with staff will be updated. The refreshed strategic plan will be added to the Council's website under plans and strategies and the three areas of focus clearly communicated.
- 

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

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Strategic Plan sets the Council's priorities	Head of Policy and Communications
Risk Management	The Strategic Plan sets out our priorities and how they will be delivered informing the councils risk register and risk appetite. The council has a risk register which will pick up any actions from the strategic plan.	Head of Policy and Communications
Financial	The Strategic Plan sets the	Section 151

	Council's priorities. The Medium Term Financial Strategy aligns with the Strategic Plan and sets out the priorities in financial terms.	Officer & Finance Team
Staffing	The plan informs service plans and individual appraisals	Head of Policy and Communications
Legal	No implications	Legal Team
Equality Impact Needs Assessment	As decisions are made on each of the projects and actions these will need to take equality into account	Head of Policy and Communications
Environmental/Sustainable Development	The Strategic Plan sets out the high level priorities for Environment and Sustainable Development	Head of Policy and Communications
Community Safety	The Strategic Plan sets out the high level priorities for Community Safety	Head of Policy and Communications
Human Rights Act	No implications	Head of Policy and Communications
Procurement	No implications	Head of Policy and Communications
Asset Management	No implications	Head of Policy and Communications

## 8. REPORT APPENDICES

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

- Appendix A: Service Committee Feedback and Analysis
- Appendix B: Refreshed Strategic Plan

---

## 9. BACKGROUND PAPERS

None

Strategic Plan Development

Original Strategic Plan Page Number	SPST	CHE	Policy and Resources	HCL	Analysis and Comment
3	Reformat so that Our Mission is first section, followed by Our Vision.	Reformat so that <b>Our Mission is first section, followed by Our Vision.</b>			This will be reflected in the diagram
	Supported by Committee  Prioritisation of three actions for 2017/18: <ul style="list-style-type: none"> <li>• Providing a clean and safe environment</li> <li>• Regenerating the town centre</li> <li>• A home for everyone</li> </ul>				The diagram in Appendix B shows that these three areas are priorities for 2017-18
	Change action areas to:  Maintaining and enhancing the town centre.  Planning for the delivery of sufficient homes to meet our borough's needs.	<b>Planning for sufficient homes to meet our Borough's needs'</b> be re-inserted and <del>'A home for everyone'</del> be taken out			<p><u>Homes</u> The aim is to secure sufficient homes. It is important that this is expressed as clearly and succinctly as possible especially as this will be a key focus for the next few years. The process of planning for sufficient homes is reflected in the delivery of the Local Plan, Housing and Regeneration Strategy and Temporary Accommodation Strategies</p> <p>It is therefore recommended that this amendment is not taken forward.</p> <p><u>Town Centre</u> This proposed change broadens the action and could dilute the clarity of the original with its focus on regeneration.</p> <p>Maintenance and general enhancement of the town centre is embraced by the action area "Providing a Clean and Safe Environment" and this has been re-drafted on page 5 to reflect the importance of the quality of the public realm in the borough</p> <p>It is therefore recommended not to agree the change proposed and instead consider the proposed changes to the action area "Providing a Clean and Safe Environment"</p>
	Values section moved to the last page	Values section moved to the last page			This proposed change in presentation does not change the substance of the existing Strategic Plan. However

Original Strategic Plan Page Number	SPST	CHE	Policy and Resources	HCL	Analysis and Comment
					<p>the link between our ambitions and the values with which we will deliver them is separated. This is an important consideration for staff.</p> <p>It is recommended to agree the change within the Strategic Plan document and keep it together for the succinct "Strategic Plan on a page" poster for communication with staff</p>
<b>Providing a Clean and Safe Environment</b>					
4		<p>Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services. <del>as a result our recycling rate has improved significantly.</del> 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. <del>During the first year of the Strategic Plan</del> The Council has introduced street cleansing <b>and we will ensure we meet that objective.</b></p>			<p>The Strategic Planning, Sustainability and Transport Committee have identified the issue of "maintaining and enhancing" in the context of the town centre, which resonates with this objective.</p> <p>To reflect this and integrate with our original narrative the following amendment to the opening paragraph is recommended (as shown on page 5 of Appendix B):</p> <p>Maidstone Borough Council is committed to creating an attractive environment which is safe, well maintained and clean. Our borough does not experience high levels of crime and through the Community Safety Partnership we aim to protect the most vulnerable people in our community.</p> <p>Our recycling levels have reached 51%. Maidstone has areas of poor air quality due to high concentrations of nitrogen dioxide associated with road traffic and has designated the urban area of the borough as an Air Quality Management Zone.</p> <p>It is also recommended that the Community Safety Partnership priorities are referenced in the "We will commit" section through the Community Safety Plan.</p>
		<p>We mean: People feel safe in the Borough and they live in <del>a clean environment of high quality an attractive a safe</del> and clean environment.</p>			<p>It is suggested that this statement is slightly widened so that it embraces residents and people who come to work or visit the borough:</p> <p>People to feel safe in the borough and experience an attractive, clean and safe environment</p>
		<p>We will: <b>Working with partners to deliver the Community Safety Plan Strategy 2017-18.</b></p>			<p>It is suggested that we widen this statement to include other relevant strategies as follows</p>

<u>Original Strategic Plan Page Number</u>	<u>SPST</u>	<u>CHE</u>	<u>Policy and Resources</u>	<u>HCL</u>	<u>Analysis and Comment</u>
		Amend: Deliver the Air Quality <b>Strategy working with partnerships.</b>			<p>We will commit too</p> <ul style="list-style-type: none"> <li>Investing to improve street infrastructure and the efficiency of cleansing services in accordance with our Medium Term Financial Strategy</li> <li>Deliver the Waste and Recycling Strategy</li> <li>Deliver the Community Safety Plan 2017-18</li> <li>Deliver the Low Emissions Strategy</li> </ul> <p>It is suggested that working in partnership is endemic to delivery of all our strategies and that this does not need to be repeated throughout our Strategic Plan</p>
<b>Respecting the Character and Heritage of our Borough</b>					
				<p>In terms of its geography Maidstone Borough is largely rural and the countryside currently offers high quality landscape and biodiversity. Maidstone is the county town of Kent. A focus on achieving economic prosperity recognises that protecting the environment both built and natural is essential in making this a great place to live, work and visit.</p>	<p>The following amendment to the opening paragraph is recommended (as shown on page 7 of Appendix B):</p> <p>Maidstone is a largely rural borough with high quality landscapes, countryside and urban green spaces and associated rich bio-diversity. Our borough has many attractive and protected buildings and we want these to remain in place for future generations. Our focus on economic prosperity embraces the need to protect and enhance and enhance these features so that the borough remains a great place to live, work and visit.</p>
				<p>We mean:</p> <ul style="list-style-type: none"> <li>Thriving and resilient urban and rural communities</li> <li>Listening to our communities</li> <li>Respecting our heritage, <b>history</b> and natural environment.</li> <li>Devolving services where we can and working with Kent County Council to do the same</li> </ul>	<p>It is recommended that the “We mean” now known as “We want ” section (page 7 Appendix B) remains unchanged other than changing the syntax to ensure it flows, as heritage includes history by its definition.</p>
	<p>We will:</p> <p>Add</p> <ul style="list-style-type: none"> <li><b>Deliver the blue and green infrastructure strategy and the biodiversity action plan</b></li> </ul>	<p>We will:</p> <p>Delete - <b>Deliver the blue and green infrastructure strategy</b></p> <p>Retain - <b>Deliver the biodiversity action plan</b></p>		<p>We will:</p> <ul style="list-style-type: none"> <li>Deliver and honour our Parish Charter</li> <li>Deliver the Communication and Engagement Action Plan</li> <li>Work with our Parishes and Communities on the design of their</li> </ul>	<p>The following additions are recommended:</p> <ul style="list-style-type: none"> <li><b>Adopting and delivering our Parks and Open Spaces 10 Year Plan</b></li> <li><b>Delivering our Green and Blue Infrastructure Strategy</b></li> </ul>

Original Strategic Plan Page Number	SPST	CHE	Policy and Resources	HCL	Analysis and Comment
				<p><b>neighbourhoods</b></p> <ul style="list-style-type: none"> <li>• <b>Deliver our Green and Blue Infrastructure Strategy</b></li> <li>• <b>Adopt and deliver our Parks and Open Spaces 10 Year Plan</b></li> </ul>	<p>It is also recommended that the word 'neighbourhoods' is added to the existing bullet point regarding working with parishes, to read as follows:</p> <ul style="list-style-type: none"> <li>• <b>Work with our Parishes and Communities on the design of their neighbourhoods</b></li> </ul>
<b>Ensuring there are good Leisure and Cultural Attractions</b>					
5		<p>There is always something to see or do in Maidstone <b>borough</b> with the river, two museums and a theatre in the town centre, <b>quality parks and open spaces</b> and a well used leisure centre, a castle, various markets and a variety of festivals and events held across the Borough and throughout the year.</p>		<p>There is always something to see or do in Maidstone <b>Borough with its quality parks and open spaces, rivers, museums, opportunities for sporting, leisure, musical and cultural pursuits, historic buildings and monuments,</b> markets and a variety of festivals and events held throughout the year.</p>	<p>With the amendments brought forward this section is becoming a list carrying a risk that something will be omitted eg the complex at Lockmeadow or when a new facility is created it will need to be added.</p> <p>It is recommended that the following paragraph be included: (page 8 Appendix B)</p> <p>There is always something to see or do in Maidstone borough reflecting the wide variety of venues, facilities and good quality public spaces. This not only enhances quality of life for our residents but also contributes significantly to the local economy. Our population is growing and we estimate an increase of approximately 10,000 people by 2020. We are also growing as a destination for visitors and so our leisure and culture offer has continued importance for those living in and visiting the borough.</p>
				<p>We mean:</p> <p><b>Maidstone offers a great range of sport, leisure and culture which meets the needs of our residents and attracts visitors.</b></p>	<p>Recommend this section remains unchanged.</p>
		<p><b>We will:</b></p> <p>Keep the bullet point: <b>Maximise the benefits of our leisure and cultural assets through our commercialisation approach to maintain key services</b></p> <p>Delete: <b>Deliver the programme of projects a sustainable future for Mote Park</b></p> <p>Add: <b>Ten year Parks and Open Spaces Strategy</b></p>		<p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver the Destination Management Plan</li> <li>• <b>Maximise the benefits of our sports, leisure and cultural assets to support and enhance Maidstone's economic performance</b></li> <li>• Deliver the Festival and Events Strategy</li> <li>• <b>Adopt and deliver the Museum 20 Year Plan</b></li> </ul>	<p>It is recommended that these changes are amended to fit the presentational style of the overall Strategic Plan so that this section (page 8 Appendix B) becomes</p> <p>We will commit to</p> <ul style="list-style-type: none"> <li>• Delivering the Commercialisation Strategy which refers to a sustainable future for our parks</li> <li>• Delivering the Destination Management Plan</li> <li>• Delivering the Festival and Events Strategy</li> <li>• Adopting and delivering the Museum 20 year</li> </ul>

<u>Original Strategic Plan Page Number</u>	<u>SPST</u>	<u>CHE</u>	<u>Policy and Resources</u>	<u>HCL</u>	<u>Analysis and Comment</u>
				<ul style="list-style-type: none"> <li>Support a sustainable future for Mote Park</li> </ul>	Plan <ul style="list-style-type: none"> <li>Adopting and delivering the Parks and Open Spaces 10 year Strategic Plan</li> </ul>
<b>Regenerating the Town Centre</b>					
6	<b>Regenerating the Town Centre</b> Maintaining and enhancing the town centre		<b>Regenerating the Town Centre</b> Enhancing the appeal of the town centre for everyone		See comment on first page
	Maidstone has a 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, residents and consumers.		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, <b>residents</b> and consumers. <del>Investment in Maidstone town centre is needed if it is to continue to be a popular place for leisure, to live, shop and work.</del> A diverse and thriving town centre requires a full range of business, retail and cultural investment to support them.		Considering both and with the aim of capturing the spirit of the changes promoted and expressing them in a consistent style with the rest of the document it is recommended that the first paragraph (page 9 Appendix B) becomes  Maidstone has a historically thriving town centre benefitting from its role as the county town and a diverse mix of residential, business, retail, cultural uses and public services. The changing economic environment has created challenges and the need for further investment in the town centre to meet the needs and expectations of residents, businesses and visitors Investment will be key and it is suggested that this could be reflected in the “We will commit to” section <ul style="list-style-type: none"> <li>Deliver the Housing and Regeneration Strategy</li> </ul>
	We mean: Ensuring that we provide a diverse and thriving town with a full range of business, retail, cultural, and leisure opportunities with the investment to support them.				Investment will be key and it is suggested that rather than amending we want this could be reflected in the “We will commit to” section <ul style="list-style-type: none"> <li>Deliver the Housing and Regeneration Strategy</li> </ul>
	We will: <ul style="list-style-type: none"> <li>Deliver (review and update) the Town Centre Development Plan</li> <li>Deliver the Destination Management Plan</li> </ul>		We will:  Delete: <del>Deliver the Town Centre Development Plan</del> Insert: <b>Deliver the Housing and Regeneration Strategy</b>		The Policy and Resources Committee has agreed to the production of a Housing and Regeneration Strategy which will subsume the Town Centre Development Plan.  It is suggested that there is no need to make reference to reviewing and updating plans within our Strategic Plan as this is good practice and occurs regularly; any changes from year to year with a strategic impact can be reflected when the Strategic Plan is refreshed  In addition to the housing and commercial investment needed in the town centre it is also important to ensure

<u>Original Strategic Plan Page Number</u>	<u>SPST</u>	<u>CHE</u>	<u>Policy and Resources</u>	<u>HCL</u>	<u>Analysis and Comment</u>
					<p>that the infrastructure that residents need keeps pace with the growing population for example healthcare facilities; this is reflected to some extent in the Local Plan policies</p> <p>Recommended change – add to the “We will commit to” section</p> <ul style="list-style-type: none"> <li>• Delivering the Housing and Regeneration Strategy</li> <li>• Delivering the Local Plan</li> </ul>
	<p>Measured by:</p> <ul style="list-style-type: none"> <li>• % of vacant retail units</li> <li>• Target to minimise conversion of office space to residential</li> <li>• % hotel occupancy</li> <li>• Resident satisfaction</li> <li>• How Maidstone is rated as a retail, cultural and leisure destination</li> </ul>				<p>As the plan has progressed through the Committees it has been identified that performance measures should be considered once the actions are agreed and clear. It is proposed that each committee consider performance measures in March to measure the progress of the plan’s agreed action areas.</p>
<b>Securing Improvements to the Transport Infrastructure for our Borough</b>					
6	<p>We mean:</p> <ul style="list-style-type: none"> <li>• A <b>sustainable</b> transport network that meets the needs of residents and businesses</li> </ul> <p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver an Integrated Transport Strategy and work with our partners to seek improvements to the transport infrastructure</li> <li>• <b>Deliver the walking and cycling strategy</b></li> </ul> <p><i>Remaining bullet points deleted.</i></p>				<p>This change reflects our adopted Integrated Transport Strategy and it is recommend that the change is agreed (page 10 Appendix B)</p> <p>The suggested changes simplify the “We will commit to” section; arguably there could be further simplification to</p> <ul style="list-style-type: none"> <li>• Deliver the Integrated Transport Strategy</li> <li>• Deliver the Walking and Cycling Strategy</li> </ul> <p>As partnership working is key to delivery of all our strategies and action plans it could be referenced in the foreword rather than intermittently in the document.</p>
<b>Promoting a range of employment skills and opportunities across the Borough</b>					
7	<p>We mean:</p> <ul style="list-style-type: none"> <li>• Meeting the skills and employment needs of our residents <b>and employers</b>, supporting and attracting</li> </ul>		<p><b>We mean:</b></p> <ul style="list-style-type: none"> <li>• <b>Aiming to meet</b> the skills and employment need of our residents <b>and employers. Supporting existing business and</b></li> </ul>		<p>The reference to the skills needs of employers is a helpful addition however the wording doesn’t particularly flow so the following is recommended (page 11 Appendix B)</p>

<u>Original Strategic Plan Page Number</u>	<u>SPST</u>	<u>CHE</u>	<u>Policy and Resources</u>	<u>HCL</u>	<u>Analysis and Comment</u>
	businesses and not becoming a dormitory Borough.		attracting new business to the borough		We want:  To meet the skills needs of our residents and employers, supporting existing businesses and attracting new ones
<b>A Home for Everyone</b>					
7	<b>Planning and delivery for sufficient homes to meet our Borough's needs</b>	<b>Planning and delivery for sufficient homes to meet our Borough's needs</b>			See comment on page 1 regarding name change of action area
	<p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver the Local Plan</li> <li>• Deliver the Housing Strategy</li> <li>• Implement the Housing Assistance Strategy</li> <li>• Deliver the Homelessness Action Plan</li> <li>• Deliver the Affordable Housing Programme</li> <li>• Deliver the Temporary Accommodation Strategy</li> </ul> <p><b>Develop and implement a housing standards strategy</b></p>	<p>We mean:</p> <p>Amend sentence to read: Having enough homes to meet our residents' <b>long term needs, to include homes for affordable rent and affordable home ownership. These must be economically sustainable for all our residents.</b></p> <p><b>We will:</b> Delete: <del>deliver the affordable housing programme.</del></p> <p>Not to include: develop and implement a housing standards strategy</p>			<p>The suggested amendment clarifies what we mean by tenure and is recommended for inclusion</p> <p>There was discussion on housing standards at SPST and a request for a housing standards strategy. The new Local Plan includes a specific policy for sustainable design (Policy DM2) which signposts the Building Control requirements for new homes and requires BREEAM 'very good' standards for water/energy use for new non-domestic development. In terms of further guidance, MBC has endorsed the Kent Design document as supplementary guidance. KD includes practical guidance for developers on sustainable construction and energy/water efficiency. It is not therefore necessary to create additional housing standards and reference these in the Strategic Plan.</p> <p>It is recommended that this section becomes</p> <p>We will commit to</p> <ul style="list-style-type: none"> <li>• Delivering the Local Plan</li> <li>• Delivering the Housing and Regeneration Strategy</li> <li>• Delivering the Housing Strategy</li> <li>• Implementing the Housing Assistance Strategy</li> <li>• Delivering the Homeless Action Plan</li> </ul>

<u>Original Strategic Plan Page Number</u>	<u>SPST</u>	<u>CHE</u>	<u>Policy and Resources</u>	<u>HCL</u>	<u>Analysis and Comment</u>
					<ul style="list-style-type: none"> <li>• Delivering the Affordable Housing Programme</li> <li>• Deliver the Temporary Accommodation Strategy</li> <li>• Develop and implement a housing standards planning document</li> </ul>

# Maidstone Council's Strategic Plan 2015-2020

45





I am writing this foreword as an update to our strategic plan during a period of severe financial constraints as we continue to focus on delivering a full range of services with all funding from central government removed. Despite this challenge the council remains ambitious for this year and has identified three areas for action:

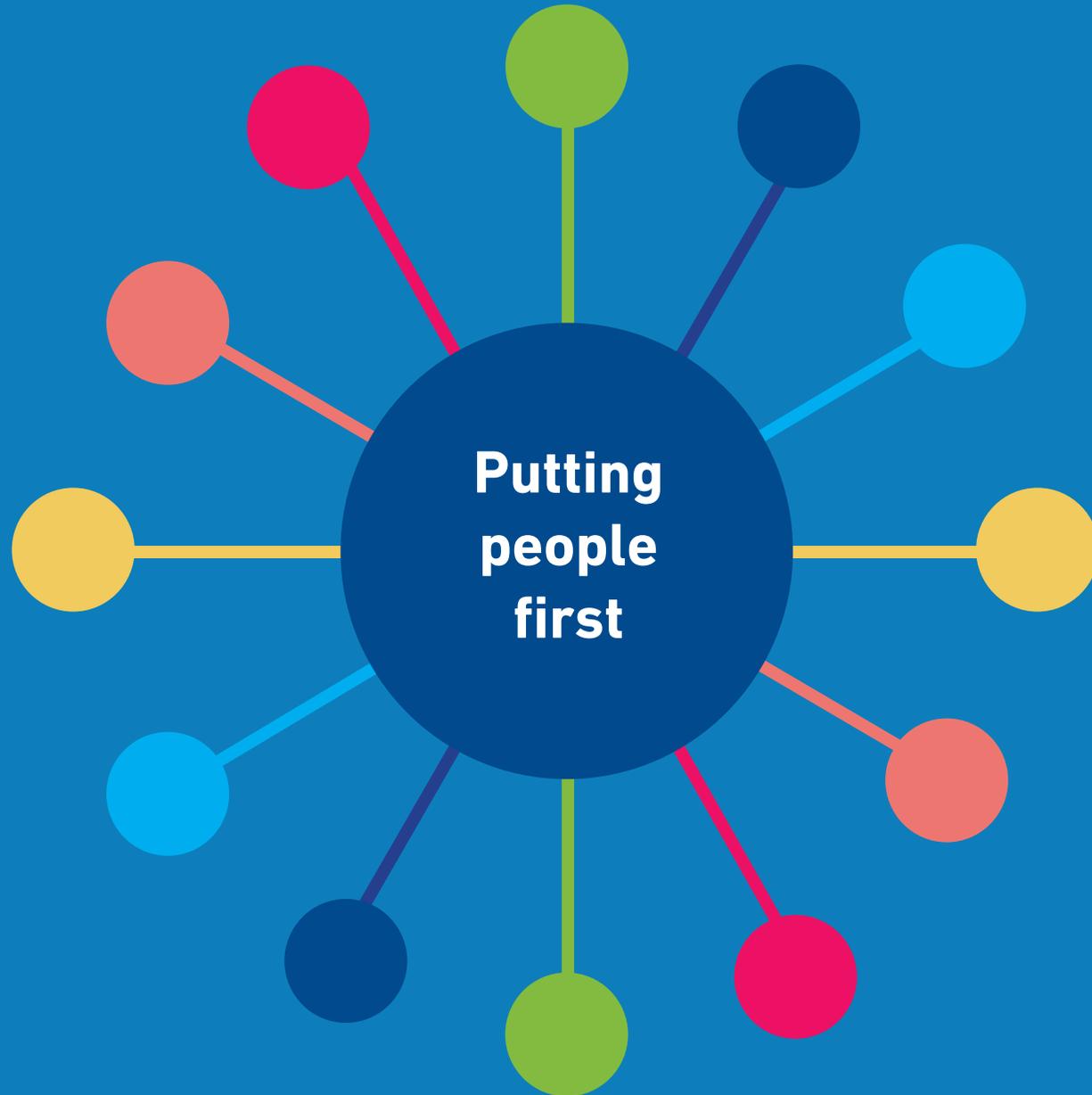
- A home for everyone
- A clean and safe environment and;
- Regenerating the town centre

As a council our mission is to put people first. The three areas of focus will see action to ensure we have an attractive borough that respects our heritage and environment. This year we will deliver a new housing and regeneration strategy which will focus on providing much needed sustainable housing for our residents across the borough and further investment in Maidstone town centre. The importance of maintaining clarity of communication between us and all our stakeholders cannot be over emphasised if we are going to achieve our priorities and ensure we are all working towards a common goal. I want our residents to be proud of where they live, our businesses to be enabled to thrive and our visitors to enjoy our offer to the extent that they would come back to Maidstone over and over again.

**Fran Wilson**  
**Leader of the Council**

A handwritten signature in black ink that reads "Fran Wilson".





# 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.



# Providing a Clean and Safe Environment

## Current

Maidstone 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. During the first year of the Strategic Plan the Council has introduced a street cleansing service designed to meet the current and future needs of the Borough.

69

### **We mean:**

People feel safe in the Borough and they live in an attractive and clean environment.

### **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 Plan 2017-18
- Deliver the Air Quality Action Plan

## Proposed

Maidstone Borough Council is committed to creating an attractive environment which is safe, well maintained and clean. Our borough does not experience high levels of crime and through the Community Safety Partnership, we aim to protect the most vulnerable people in our community.

Our recycling levels have reached 51%. Maidstone has areas of poor air quality due to high concentrations of nitrogen dioxide associated with road traffic and has designated the urban area of the borough as an Air Quality Management Zone.

### **We want:**

People to feel safe in the borough and experience an attractive, clean and safe environment.

### **We will commit to:**

- Investing to improve street infrastructure and the efficiency of cleansing services in accordance with our medium term financial strategy
- Delivering the Waste and Recycling Strategy
- Delivering the Community Safety Plan 2017-18
- Delivering the Low Emissions Strategy



# Encouraging Good Health and Wellbeing

## Current

Deprivation in the borough is lower than average, however 14.1% (4,100) of children (under 16 years old) in Maidstone live in poverty. There is a difference in life expectancy of men and women; women are expected to live 3 years longer than men and there is a 13 year gap between the ward with the highest life expectancy and the one with the lowest life expectancy

### 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 and Wellbeing Action Plan

## Proposed

Deprivation in the borough is lower than average, however 15.2% (4,455) of children (under 16 years old) in Maidstone live in poverty. There is a difference in life expectancy of men and women; women are expected to live 3 years longer than men and there is a 11 year gap between the ward with the highest life expectancy and the one with the lowest life expectancy

### We want:

- To address 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
- To improve health outcomes for residents, reduced health inequality

### We will commit to:

- Delivering our Housing Strategy
- Delivering our Health and Wellbeing Action Plan
- Adopting and delivering our Parks and Open spaces 10 year strategic plan

50



# Respecting the Character and Heritage of our Borough

## Current

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

## Proposed

Maidstone is a largely rural borough with high quality landscapes, countryside and urban green spaces and associated rich bio-diversity. Our borough has many attractive and protected buildings and we want these to remain in place for future generations. Our focus on economic prosperity embraces the need to protect and enhance these features so that the borough remains a great place to live, work and visit.

### **We want:**

- Thriving and resilient urban and rural communities
- To continue to listen to our communities
- To continue to respect our heritage and natural environment
- To continue to devolve services where we can and working with Kent County Council to do the same

### **We will commit to:**

- Delivering the Local Plan
- Delivering the Green and Blue Infrastructure Strategy
- Adopting and delivering our Parks and Open Spaces 10 year strategic plan
- Delivering and honouring our Parish Charter
- Working with our Parishes and Communities on the design of their neighbourhoods



# Ensuring there are good leisure and cultural attractions

## Current

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 and 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:**

- Deliver the Destination Management Plan with a shared statement of intent to manage, develop and promote our borough
- Deliver the Festival and Events Strategy
- Adopt and deliver the Museum 20 year plan
- Deliver the programme of projects for a sustainable future for Mote Park

## Proposed

There is always something to see or do in our borough reflecting the wide variety of venues, facilities and good quality public spaces. This not only enhances quality of life for Maidstone residents but also contributes significantly to the local economy. Our population is increasing at the highest rate in Kent. We are also growing as a destination for visitors and so our leisure and culture offer has continued importance for those living in and visiting the borough.

### **We want:**

Maidstone to have a leisure and cultural offer which attracts visitors and meets the needs of our residents.

### **We will commit to:**

- Delivering the Commercialisation Strategy which refers to a sustainable future for our parks
- Delivering the Destination Management Plan
- Delivering the Festival and Events Strategy
- Adopting and delivering the Museum's 20 year plan
- Adopting and delivering the Parks and Open Spaces 10 year Strategic Plan



# Regenerating the Town Centre

## Current

Maidstone has had a 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 business 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:

- Deliver the Town centre Development Plan
- Deliver the Destination Management Plan

## Proposed

Maidstone has a thriving town centre benefitting from its role as the county town and has a diverse mix of residential, business, retail, cultural uses and public services. The changing economic environment has created challenges and the need for further investment in the town centre to meet the expectations of residents, businesses and visitors.

### We want:

To ensure we have a thriving and attractive town centre that values our heritage and is fit for the future.

### We will commit to:

- Delivering the Local Plan
- Delivering the Housing and Regeneration Strategy
- Delivering the Destination Management Plan



# Securing Improvements to the Transport Infrastructure for our borough

## Current

Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and the 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 times 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
- Deliver the Local Plan
- Introduce a Community Infrastructure Levy
- Create a transport operators group

## Proposed

Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and the M2, with rail connections to central London. We do however recognise that travelling in and around the borough by car during peak periods can be difficult due to congestion. The bus transport network serving Maidstone town is relatively strong whilst rural transport presents distinct challenges

### We want:

A sustainable transport network that meets the needs of residents, businesses and visitors.

### We will commit to:

- Delivering the Integrated Transport Strategy
- Delivering the Walking and Cycling Strategy



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

## Current

There were 83,100 people employed in the Maidstone economy in 2015 with a high proportion in the public sector, reflecting the town's status as Kent's County Town and administrative capital. There were 6,735 registered businesses in Maidstone in 2015, equivalent to 42 businesses per 1,000 population, compared to 39 for England and above average rate of self-employment

### We mean:

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

### We will:

- Deliver our Economic Development Strategy with partners
- Work with businesses and support them to grow and develop
- Build on the success of the Enterprise Hub
- Work with our partners to support those not in education, employment of training (NEET)

## Proposed

There were 83,200 people employed in the Maidstone economy in 2015/16 with a high proportion in the public sector, reflecting the town's status as Kent's County Town and administrative capital. There were 7,080 registered businesses in Maidstone in 2016, equivalent to 43 businesses per 1,000 population, compared to 39 for England and above average rate of self-employment

### We want:

To meet the skills needs of our residents and employers, supporting existing businesses and attracting new ones.

### We will commit to:

- Delivering our Economic Development Strategy
- Working with businesses to support them to grow and develop



# A Home for Everyone

## Current

The supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historical levels. 163 new affordable homes were built in the borough in 2014/15.

### **We mean:**

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

### **We will:**

- Deliver the Local Plan
- Deliver the Housing Strategy
- Implement the Housing Assistance Strategy
- Deliver the Homelessness Action Plan
- Deliver the affordable housing programme
- Deliver the Temporary Accommodation Strategy

## Proposed

The supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historical levels. 139 new affordable homes were built in the borough in 2015/16. 13% of Maidstone households live in socially rented accommodation which is comparable to the rest of Kent.

### **We want:**

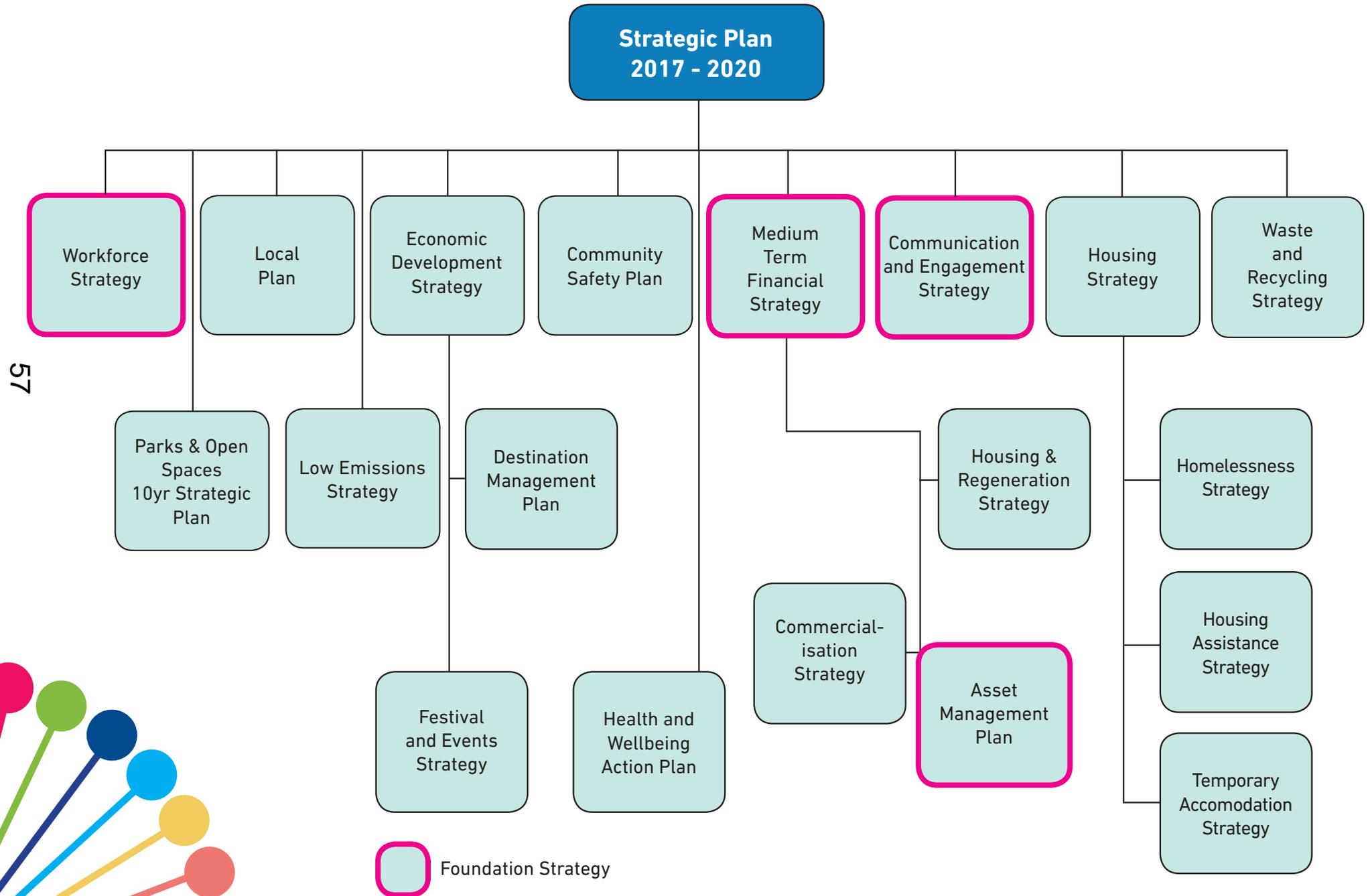
To have enough homes to meet our residents' long term needs, to include homes for affordable rent and affordable home ownership. These must be economically sustainable for all our residents.

### **We will commit to:**

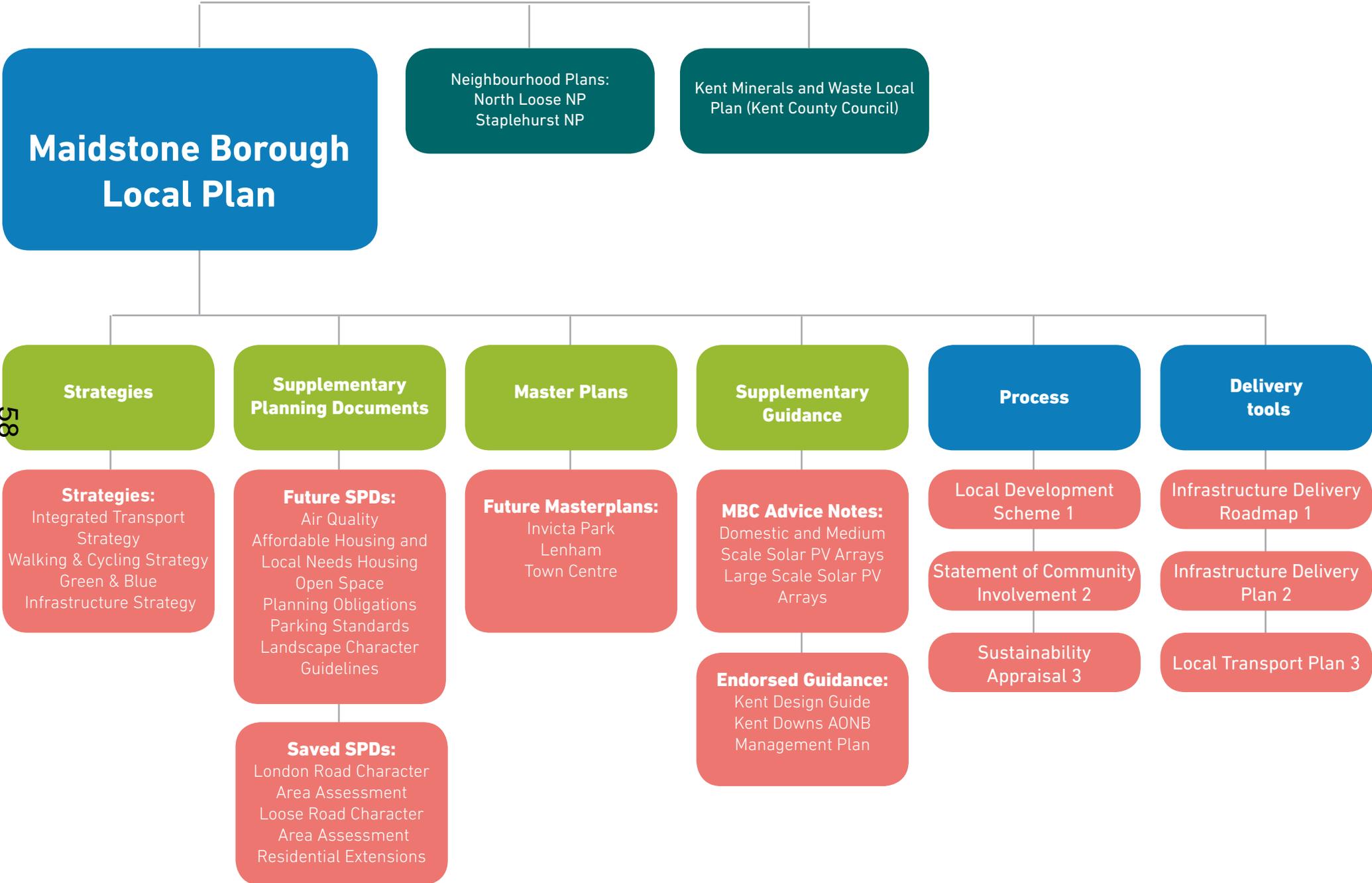
- Delivering the Local Plan
- Delivering the Housing and Regeneration Strategy
- Delivering the Housing Strategy
- Implementing the Housing Assistance Strategy
- Delivering the Homelessness Action Plan
- Delivering the Affordable Housing Programme
- Delivering the Temporary Accommodation Strategy



# Strategy Map



# Maidstone Local Plan Flow Chart



# Our Values



## Services

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





## **POLICY & RESOURCES COMMITTEE**

**15 FEBRUARY 2017**

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

**No**

## **MEDIUM TERM FINANCIAL STRATEGY AND BUDGET PROPOSALS 2017/18**

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

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

It is recommended that the Committee:

1. Notes the outcomes of consideration of budget proposals by the Service Committees;
2. Agrees an updated Strategic Revenue Projection as set out in Appendix A;
3. Agrees updated budget proposals as set out in Appendix B;
4. Agrees the Revised Estimate for 2016/17 as set out in Appendix C for recommendation to Council;
5. Agrees the Budget Estimate for 2017/18 as set out in Appendix C for recommendation to Council;
6. Agrees the Capital Programme set out in Appendix D for recommendation to Council;
7. Agrees a £4.95 increase in Council Tax for 2017/18 for recommendation to Council;
8. Agrees the updated Medium Term Financial Strategy/ Efficiency Plan as set out in Appendix F;
9. Recommends to Council the appropriate matters for decision to set a balanced budget for 2017/18 and the necessary level of Council Tax in accordance with the Local Government Finance Act 1992 and the Localism Act 2011 including the decisions made above.

### **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.

The Capital Programme identifies key <sup>61</sup> projects requiring long term funding to improve

assets and regenerate the borough. These can be to meet any of the key priorities.

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Policy & Resources Committee	15 <sup>th</sup> February 2017
Council	1 <sup>st</sup> March 2017

# **MEDIUM TERM FINANCIAL STRATEGY AND BUDGET PROPOSALS 2017/18**

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

- 1.1 This report brings together the revenue and capital budgets for 2017/18 with a view to recommending a balanced budget to Council on the 1st March 2017 including a proposed level of Council Tax.
  - 1.2 The budget outlined in this report incorporates the revenue budget proposals considered by this Committee at its meeting on 3<sup>rd</sup> January 2017 and the capital budget proposals considered at the meeting on 18<sup>th</sup> January 2017. The report also identifies issues emerging since that time and recommends amendments to the budget proposals as appropriate.
  - 1.3 The report concludes by proposing an updated Medium Term Financial Strategy, reflecting the detailed revenue and capital budgets and current information about the financial position over the five year financial planning period.
- 

## **2. INTRODUCTION AND BACKGROUND**

### **Background**

- 2.1 This Committee has considered the developing Medium Term Financial Strategy for 2017/18 onwards on a number of occasions during the course of the municipal year. In June 2016 a Strategic Revenue Projection and a Council Tax level was set for planning purposes and the process for developing a Medium Term Financial Strategy and Efficiency Plan was agreed.
- 2.2 In September 2016 the Committee considered a draft Medium Term Financial Strategy and Efficiency Plan for submission to Council. The MTFS / Efficiency Plan considered how the Council's corporate objectives and key priorities could be delivered within the constraints of the government's four year funding settlement to local authorities, together with assumptions about service pressures, the Council's capacity to generate income and the broader economic environment. A budget gap over the five year planning period was identified and an approach was proposed for closing the gap. The MTFS / Efficiency Plan was agreed by Council at its meeting on 21 September 2016.
- 2.3 Public consultation took place on service priorities and officers developed detailed budget proposals that contributed £3.2 million towards the £4 million budget gap. On 3<sup>rd</sup> January 2017 the Committee considered revenue budget proposals for services within its own remit and referred the remaining budget proposals to the relevant Service Committees. A second report was considered at the Committee's 18 January meeting

specifically on the capital programme. The outcomes of the consideration of budget proposals are set out in paragraphs 2.40 to 2.43 below.

- 2.4 In addition the Committee has considered two quarterly budget monitoring reports for the current financial year. These reports have reviewed revenue, capital and other balance sheet items and reported on any major variances or other issues. The reports identified areas where income or expenditure are significantly above or below budget. Consideration of the third quarter's performance against budget is reported elsewhere on this agenda and the implications for future financial planning are considered below.

### **Current Year 2016/17**

- 2.5 The second quarterly budget monitoring report, considered by the Committee on 23<sup>rd</sup> November 2016, projected an overspend for the year of £445,000. A number of actions were identified that sought to reduce the overspend in the remaining months of the year.

- 2.6 The third quarterly budget monitoring report projects a reduced overspend of £281,000 for the year. This represents welcome progress, but there remains further work to be done over the remaining two months of the year to try and reduce the overspend still further. The most significant variances are as follows.

- 2.7 Temporary Accommodation - £357,000 adverse

This represents a reduction from the previous projection of a £500,000 adverse variance. The Council has agreed a new Temporary Accommodation Strategy, incorporating more in-house provision and a greater focus on quick turnaround. However, pressures will continue into 2017/18 and may be exacerbated by new legislation. Accordingly, the Strategic Revenue Projection provides an additional £235,000 budget for 2017/18 only.

- 2.8 Development Management - £213,000 adverse

The Planning Service made extensive use of agency staff in the first part of the year but it has now been able to bring monthly spend back in line with budget.

- 2.9 Mote Park Café - £197,000 adverse

A report on the café's performance will be considered by Heritage, Culture and Leisure Committee on 7<sup>th</sup> March 2017. This will consider a range of options for the future of the café, given that performance indicates that the current operating model is not sustainable. Given the current position, and in spite of urgent efforts being devoted to remedying it, it is unrealistic to expect the café to achieve its budgeted performance for the full 2017/18 financial year. Accordingly a contingency against failure to meet the budget is included in next year's estimates and is shown in Appendix A, Strategic Revenue Projection.

## 2.10 Pay and Display Parking - £320,000 favourable

Further income growth of £100,000 was already assumed for 2017/18 in the budget proposals. Given that the service is already over-achieving against this, it is not unreasonable to incorporate an additional £200,000 saving in the budget proposals. This is reflected in Appendix B, Budget Proposals 2017/18 – 2021/22.

## 2.11 Debt Recovery Income

The current year's trading indicates that the Debt Recovery Service has established itself successfully. This has led to an upward revision of the net revenue projection for 2017/18 by £38,000 as compared with that shown in the original savings proposals.

### **Strategic Revenue Projection**

- 2.12 The Committee originally considered a Strategic Revenue Projection at its meeting on 29 June 2016 and considered and agreed an update at its meeting on 3 January 2017. Set out below is the latest information about the key elements of the updated projection. The Strategic Revenue Projection itself is included at Appendix A.

### **Local Government Finance Settlement 2017/18 – Revenue Support Grant and Business Rates Adjustment**

- 2.13 The provisional local government finance settlement was announced on 15 December 2016. This confirmed that figures for year 2 of the government's four year funding settlement for local authorities, ie 2017/18, would remain as previously announced. No change is therefore required to the Strategic Revenue Projection in this respect. Maidstone will receive no Revenue Support Grant (RSG) in 2017/18, as anticipated, and will be subject to a Business Rates adjustment, in effect negative RSG, of £1.589 million in 2019/20.
- 2.14 The main impact of the local government finance settlement for District Councils like Maidstone has been the reduction in New Homes Bonus. Previously, New Homes Bonus was paid for six years after a new home is built. From 2017/18 it will only be paid for five years, and from 2018/19 for four years. Additionally, the bonus will only be paid on housing growth in excess of 0.4% (growth in Maidstone has averaged around 1% in recent years). The impact on Maidstone's New Homes Bonus income, as compared with the projected amounts, will be a reduction of £750,000 in 2017/18 and an ongoing annual reduction of around £1.5 million. However, there is no direct impact on the revenue budget, as Maidstone has used New Homes Bonus to support capital expenditure rather than revenue expenditure. The effect will be that the Council will need to start borrowing to fund the capital programme sooner than would otherwise have been the case. This will be reflected in the Treasury Management Strategy, which will be considered by Council alongside the Budget at its Council Tax setting meeting on 1<sup>st</sup> March 2017.

### **Business Rates**

2.15 The business rates estimate for 2017/18 is based on the recently calculated NNDR1 return provided to the Department for Communities & Local Government on 31st January 2017. The return predicts growth above the baseline business rates level set out in the finance settlement. The table at paragraph 2.17 below sets out the distribution of the business rates calculated for the NNDR1 return and compares this to the assumed values from the government's finance settlement announced on 15<sup>th</sup> December 2016.

2.16 The significant differences in the table occur due to four factors:

- a) The finance settlement figures are the product of inflationary increases in the original baseline figures set at the commencement of the system on 1 April 2013. The figures do not reflect growth or changes in exemptions and allowances.
- b) There are a number of allowances that have been introduced by central government such as retail relief and the extension of the 100% small business rates relief and the effect of these were unknown in 2013/14 and were built into the system at a value that allowed a high level of take up which has not materialised yet.
- c) In the initial year of the system, 2013/14, the Council was required to set aside a significant provision against the cost of backdated and current appeals by businesses against their rateable value assessments. This provision requires an annual adjustment each year.
- d) A small amount of real growth in the rateable businesses premises in the borough.

2.17 The table below shows that the Council technically retains 40% of the income collected, but in practice there is a tariff payable to central government which reduces this percentage to 5.8%. The tariff is set as part of the finance settlement in each year and the Council must pay a tariff of £18,110,632 from its share in 2017/18. The balance is termed the 'business rates baseline' in the finance settlement. Any growth above this baseline is attributable to the Council.

<b>Authority and share</b>	<b>Provisional Settlement Figures £</b>	<b>Retained Income Forecast £</b>	<b>Growth against Baseline £</b>
Business Rates Collectable	52,887,200	58,012,124	5,124,924
Central Government – 50%	26,443,600	29,006,062	
Kent County Council – 9%	4,759,848	5,221,091	
Kent & Medway Fire & Rescue – 1%	528,872	580,121	
Maidstone Borough Council – 40%	21,154,880	23,204,850	
Government Tariff on Maidstone	-18,110,632	-18,110,632	
Business Rates Baseline	3,044,248	5,094,219	2,049,970

2.18 In normal circumstances the growth of £2,049,970 would be subject to a 50% levy which is payable to central government. Due to the fact that the Council is a member of the Kent Business Rates Pool the levy will not be due in full. The shares of the growth that are retained locally are set out in the table below:

<b>Description</b>	<b>Amount £</b>
Business Rates Growth	2,049,970
MBC Retains first 50%	-1,024,985
Levy paid to Government	-90,660
<b>Balance - shared within Pool as follows:</b>	<b>934,325</b>
Retained by Maidstone (30%)	280,298
Growth Fund contribution (30%)	280,298
Passed to Kent County Council (30%)	280,298
Held as provision against losses (10%)	93,433
	<b>934,325</b>

2.19 The Committee has previously agreed the principles governing use of the growth. It has been agreed that it should be utilised in two ways. The initial 50% share retained by the Council will be included as a contribution to the revenue budget and is accordingly shown as such in the Strategic Revenue Projection (£1,025,000).

2.20 The balance retained from the pool will be utilised in accordance with the Memorandum of Understanding which suggests two purposes:

- To enhance financial resilience for each of the pool members; and
- To promote further economic growth within the district based pool area.

Having considered options to utilise the resources to achieve the second purpose, Committee has agreed to use the funds to support actions required in the Economic Development Strategy.

### **Council Tax**

2.21 The Local Government Finance Settlement confirmed that, as last year, local authorities may increase Council Tax by £5.00 per annum or up to 2%, whichever is the greater, without having to consult voters in a referendum.

2.22 In Maidstone's case, the cash limit of £5 generates a higher increase than the percentage increase. Policy and Resources Committee agreed at its meeting on 29<sup>th</sup> June 2016 that a Council Tax increase of £5 should be assumed for planning purposes. Given the loss of Revenue Support Grant and the other spending pressures faced by the Council, it is reasonable that the Council should seek to maximise the potential revenue from Council Tax.

- 2.23 As last year, it is recommended that the Council Tax increase is based on the maximum cash increase. This is treated as being £4.95 rather than £5, as a figure that is divisible by 9 facilitates compliance with the legislation about the rates for different Council Tax bands. The additional income that a £4.95 increase generates for Maidstone Borough Council is £294,225 and this is included within the projected Council Tax income in the Strategic Revenue Projection. The £4.95 increase gives a Band D Council Tax of £245.61. An increase at this level will help to ensure that the Council is able to deliver on its priorities and maintain financial stability.
- 2.24 To aid the Committee's decision making:
- a) For each 1% increase in the charge for this Council's element of the council tax, the income generated in 2017/18 is approximately £143,000.
  - b) At the current Band D council tax charge, a 1.99% increase in council tax would equate to an annual increase of £4.79. This is a monthly increase of 40 pence.
  - c) A £4.95 increase in council tax charge equates to 41 pence per month and would be a 2.06% increase.
  - d) Indications are that the major preceptors' increases, at the current Band D council tax charge, will be:
    - Kent County Council: 3.99%, an annual increase of £45.27 (including 2% adult social care precept);
    - Kent Police: £5.00 maximum annual increase allowable to low precept police forces (equal to a 3.3% increase); and
    - Kent & Medway Fire & Rescue Authority: 1.88%, an annual increase of £1.35.
  - e) The total increase if all these precept increases are agreed the band D council tax charge would move from £1,598.36 for 2016/17 to £1,654.93, an increase of £56.57 or £4.71 per month.
  - f) In rural areas tax payers may be required to pay a charge to cover a parish precept. At this time a full list of precepts or intended movements in the charge is not available.
  - g) Under the Council's currently agreed council tax reduction scheme, tax payers who are assessed as in need can receive a discount. This is dependent on circumstances and is provided through a scheme agreed by Council in December 2016.
- 2.25 A further increase of £4.95 is assumed in in 2018/19 in the Strategic Revenue Projection. From 2019/20 a 2% figure is used as this gives a higher cash increase.

2.26 The following further adjustments need to be made to Council Tax income as follows:

- Collection Fund adjustment – as reported to the Committee on 18<sup>th</sup> January, there is projected to be a one-off surplus of £96,000 arising from Council Tax collection activity in 2016/17.
- Empty Property Discount – The Committee agreed at its meeting on 18<sup>th</sup> January to remove the Council Tax discount on Empty Properties, with certain exceptions, thus providing an additional £73,200 of income and £20,000 of staff savings.
- Council agreed at its meeting on 7<sup>th</sup> December to a new Council Tax Reduction Scheme, which is expected to generate an additional £60,000 of Council Tax income.

### **Parish Funding**

2.27 Parishes are in the process of setting their precepts for 2017/18. In 2016/17, these precepts generated £1.497 million in total, an average amount for Band D Council Tax payers in parished areas of £48.54. Details of the precepts for 2017/18 will be reported to Council at its budget setting meeting on 1<sup>st</sup> March 2017.

2.28 At its meeting on 16<sup>th</sup> December 2015 Policy and Resources Committee considered the amount and distribution of the Local Council Tax Support Grant that the Council had hitherto received as part of Revenue Support Grant. The Council had previously passported the relevant portion of the Local Council Tax Support Grant to parish councils. However, the Committee agreed, and it was subsequently confirmed by Council, that when the Council ceased receiving Revenue Support Grant in 2017/18 the grant to parishes would cease.

2.29 The Council continues to make a contribution to parishes for services that they provide and which are provided by the Council itself in non-parished areas. This contribution is made through the Parish Services Scheme, which is included in the budgets for the Communities, Housing and Environment Committee. The Parish Services Scheme will be reviewed in 2017/18 and the outcomes of this review will be reported to the Communities Housing and Environment Committee in the first instance.

### **Other Income**

2.30 A major contribution to the Council's budget is made by income generated from sources such as Car Parks, Planning Fees, Commercial and Garden Waste collection. At each service committee meeting in January 2017 the level of fees and charges made by each committee's service areas was considered and set for 2017/18.

2.31 A further increase in Fees and Charges in respect of the Legal Service is proposed in a report elsewhere on this agenda.

2.32 The combined considerations of all fees and charges including the Legal Service amendment will increase the income budget by £371,490 and this has been incorporated into the budget proposals set out in Appendix B.

- 2.33 In considering future years of the strategy an assumption of approximately a 1% increase in fees and charges income has been incorporated into the strategic revenue projection for the period 2018/19 to 2021/22.

### **Spending Pressures**

- 2.34 Specific changes to expenditure budgets have been considered and are set out in the Strategic Revenue Projection attached at Appendix A. The principal changes to the Strategic Revenue Projection that was reported to this Committee at its meeting on 3<sup>rd</sup> January 2017 are as follows.

- 2.35 Homelessness Prevention

A new Homelessness Reduction Bill is currently going through the parliamentary process and may be implemented as early as October 2017, and by April 2018 at the latest. This places a number of new duties on local authorities in respect of preventing homelessness. Grant funding to carry out the extra duties will in principle be available under the 'new burdens' doctrine.

The Council already recognises the value of homelessness prevention, both in itself and for the financial benefits in terms of reducing the cost of providing temporary accommodation. We wish to develop our prevention service in advance of the legislation being implemented so that the Council is well placed to meet its statutory obligations. Accordingly, one-off funding of £96,000 in 2017/18 and £34,000 in 2018/19 (£130,000 in total) is proposed. Given the potential for grant funding in the future, this funding would only be made available for one year.

- 2.36 Mote Park Café reprovision

The overspend against the Café's budget is reported above at paragraph 2.9 above. Urgent action is being undertaken to address the problem, but it is nevertheless appropriate to build in a contingency against failure to meet the budget in next year's estimates.

- 2.37 Local Plan review

In his interim findings, the Local Plan Inspector has identified a number of issues that will need to be addressed in a review, which would have a target adoption date of April 2021. In practice, this means that the review process will need to start much earlier. Based on the scale of one-off resource input needed to prepare the current draft Local Plan, it would be prudent to provide a contingency of £200,000 per annum for the period to 2020/21. As more detailed costings are prepared and scrutinised they will be included in the revenue budgets.

## **Savings Required**

2.38 As set out in the Strategic Revenue Projection, the Council will need to identify £4 million of net savings over the period of the medium term financial strategy. In 2017/18 the requirement is £1.8 million. This figure has increased as compared to the figure of £1.5 million reported to the Committee on 3<sup>rd</sup> January 2017, owing to the spending pressures outlined in the previous section. However, the additional requirement can be met, thanks to further savings which are summarised at paragraph 2.46 below.

2.39 Proposals intended to reduce the budget gap were presented to Policy and Resources Committee at its meeting on 3<sup>rd</sup> January 2017. All Service Committees have now considered the individual budget proposals for services within their remit. They were asked to demonstrate how their budget proposals responded to the priorities expressed in the budget consultation and specifically in relation to Sports and Recreation and Culture and Tourism. The Heritage, Culture and Leisure Committee was also asked to review the growth item of £100,000 relating to the Museum Service (£50,000 in 2017/18 and £50,000 in 2018/19) and the benefits that it would provide and whether that is justified. The outcomes of Service Committees' consideration of the budget proposals have been as follows.

2.40 Policy and Resources Committee (3rd January 2017)

Budget proposals for services within the remit of the Committee were agreed.

2.41 Strategic Planning, Sustainability and Transportation Committee (10th January 2017)

Members commented that a reduction in staffing levels could negatively affect the team's improved performance. The Local Plan was on track for adoption, but the Inspector had requested commitment to a full review and this may require further Officer time. Any savings should be sought through the application of system improvements and through maximising income generation, eg through Planning Performance Agreements, rather than reductions in staffing.

The proposed budget reduction of £45,000 within Planning Policy for 2017/18 was not supported, as the Committee believed that to make this cut would lead to a reduction in the service to a level of deterioration which would be unacceptable. It requested that alternative areas for savings be considered, but no specific suggestions for savings were proposed by the Committee.

2.42 Communities, Housing and Environment Committee (17th January 2017)

Questions were asked about the Parish Services Scheme and about budget proposals relating to CCTV, Disabled Facilities Grants and Recycling Collection. The conclusion was that budget proposals for services within the remit of the Committee were agreed.

The Committee also considered a report on Service Level Agreements and Grant Budgets. This recommended that the Council's grants budget of £223,500 be reduced by 25% over the five year period from 2017/18, ie £55,000 in total, rather than 100% as set out in the initial budget proposals presented to Policy and Resources Committee, and that a number of uncommitted project budgets be removed.

2.43 Heritage, Culture and Leisure Committee (31st January 2017)

Budget proposals for services within the remit of the Committee were agreed. The growth of £100,000 in the Museum Service was considered. A motion to remove £50,000 of this growth was proposed but was not seconded. There were no changes proposed to any other budget items.

2.44 It can be seen that the Service Committees proposed only one substantive change to the budget proposals, being removal of the budget reduction of £45,000 in relation to Planning Policy.

2.45 The Strategic Planning, Sustainability and Transportation Committee's representation has been considered carefully. It is recommended that the proposed budget reduction be retained, for the following reasons.

- The total expenditure budget of the Planning Service is around £3.5 million. The proposed saving is around 1% of this budget, so it is hard to see that it would lead to an unacceptable deterioration in service levels.
- A review of the Planning Service is currently being undertaken which is likely to generate a range of recommendations for the future of the service. These will address the level of service provided and it would be inappropriate to prejudge the findings of the review.
- Additional resources of £200,000 per annum have been allocated to the Planning Service to allow it to carry out an update of the Local Plan in 2021, reflecting the Committee's comments. Whilst these resources do not directly substitute for the £45,000, they help to ensure that the core Planning service will not be impaired by having to support this major one-off piece of work.

Accordingly, the saving of £45,000 continues to be included amongst the budget proposals.

2.46 Appendix B sets out the budget proposals, as discussed by Service Committees, with the addition of further Parking and Debt Recovery income as described in paragraph 2.10 and 2.11 above and revised proposals from Communities, Housing and Environment Committee as described at paragraph 2.41. The savings total the required £1.8 million. The proposals therefore produce a balanced budget. Save for the specific items described, the proposals have all been considered by this Committee previously. The outcome is that this report brings together all previous considerations into a balanced budget for recommendation to Council.

- 2.47 For future years, 2018/19 to 2021/22, Appendix B includes savings of £1.6 million. The Medium Term Financial Strategy requires additional savings and efficiencies in order to balance over the next five years. These savings remain to be achieved to ensure plans exist for the continued future financial resilience of the Council.

### **Revenue Estimates**

- 2.48 Attached at Appendix C is a summary of the revenue budget for 2017/18. The summary shows the Original Estimate 2016/17 as approved by Council in March 2016; the Revised Estimate 2016/17 calculated as part of the budget development work completed this year; and the Estimate for 2017/18 based upon the details set out in this report. The Estimate for 2017/18 is analysed between gross expenditure, income and net expenditure, so that Members may see clearly how income generated by the Council contributes towards expenditure budgets.
- 2.49 Appendix C presents the Committee with the budget structured in line with the relevant Service Committees and separately structured in line with the strategic priorities set out in the Strategic Plan.
- 2.50 The Revised Estimate 2016/17 shown in Appendix C totals £19,428,410. This figure is net of all income with the exception of the use of balances, the finance settlement and the council tax requirement.
- 2.51 The Estimate for 2017/18 shown in Appendix C totals £18,896,890. This incorporates the savings and other adjustments discussed above. The figure is net of all income with the exception of the use of balances, business rates income and the finance settlement and the council tax requirement. This figure excludes the value of all precepts.

### **Capital Estimates**

- 2.52 A draft Capital Programme was reported to Committee at its meeting on 18<sup>th</sup> January. The programme covers the same period as the strategic revenue projection, ie 2017/18 to 2021/22. A small number of minor modifications have been made to the programme and a proposed Capital Programme for consideration by Council is set out in Appendix D.
- 2.53 The Council has previously made the decision that New Homes Bonus should not be used as a temporary resource to provide a balanced revenue budget. With the exception of Local Plan development and some small value revenue projects that were one-off in nature, resources gained from New Homes Bonus have been reserved for support to the capital programme.
- 2.54 For the financial year 2017/18 the Council will receive a New Homes Bonus grant of £4,001,418. This is around £750,000 less than originally projected and will lead to a greater reliance on borrowing to fund the Capital Programme than would otherwise have been the case.
- 2.55 Other resources available to the council for capital expenditure are:

- 1) Capital Grants and Contributions, eg Disabled Facilities Grant
- 2) Developer Contributions (S 106) and Community Infrastructure Levy
- 3) Prudential Borrowing
- 4) Internal Borrowing, ie use of the Council's own cash balances.

2.56 The programme was considered by the Committee at its meeting on 18th January 2017 and has only received minor modification. The focus of the Programme is largely on Housing and Regeneration, reflecting the updated Commercialisation Strategy agreed by this Committee at its meeting on 23rd November 2016. By building up our existing asset base, the Council can secure a long term, stable revenue stream that will support core services in the medium to long term. A focus on housing in particular will allow the Council to address the shortage of good quality homes for market rent in Maidstone, whilst generating an attractive financial return. By building new homes (rather than acquiring second hand stock) the Council can also help to regenerate the borough and make an active contribution to the delivery of the emerging Local Plan.

### **Balances / Earmarked Reserves**

- 2.57 Attached at Appendix E is a statement of general fund balances and details of the earmarked reserves.
- 2.58 The earmarked reserves incorporate a capital reserve that includes all of the retained New Homes Bonus and other revenue support to the capital programme available from previous years.
- 2.59 The estimated level of resources available from business rates growth is identified. The in year receipt will be held for use in the following year based on the principles set out in the memorandum of understanding to the Kent Business Rates Pool.
- 2.60 General fund balances are estimated to be £3,624,000 by 31 March 2018. In considering the level of reserves that should be maintained Committee should make two decisions:
- a. The first is an absolute minimum below which the Committee cannot approve the use of balances without agreement by the Council. Since 2009 this has been held stable at £2,000,000 despite the net revenue expenditure level decreasing from £22 million to £19 million. It is recommended that Committee propose to Council that the minimum level of balances be maintained at £2,000,000.
  - b. The second is an operational minimum set for daily use of balances by the Policy & Resources Committee. In the past this has been set £300,000 above the Council set minimum. This would be £2,300,000 and it is recommended that Committee approve the principle that the minimum level of balances for daily use should be £300,000 above the Council set minimum.

### **Medium Term Financial Strategy / Efficiency Plan**

- 2.61 Attached as Appendix F is the updated Medium Term Financial Strategy / Efficiency Plan. The Strategy covers the five year period of the Council's planning cycle.
- 2.62 The financial projection that complements the Medium Term Financial Strategy Statement is the Strategic Revenue Projection given at Appendix A. The financial projection considers the targeted need for growth and savings over the period of the Medium Term Financial Strategy and incorporates a number of assumptions about inflation and changes in local and national initiatives.
- 2.63 The financial projection that complements the Capital Medium Term Financial Strategy Statement is the capital programme given at Appendix D.
- 2.64 The Strategy may require amendment following Committee's consideration of this report or following consideration by Council on 1st March 2017. The final versions will be published as part of the budget documents on the Council's website following the Council meeting.
- 

### **3. AVAILABLE OPTIONS**

- 3.1 **Option 1:** To not recommend a budget or recommend a budget that is not balanced to Council.
- 3.2 The Council is statutorily required to set a balanced budget in time for the new financial year and in time for council tax billing to be achieved. If the Committee were to decide not to recommend a budget or recommend a budget that was not balanced Council would not be able to accept the proposal. A budget would need to be set and this would happen without the information or guidance from this Committee's work over the past year.
- 3.3 **Option 2:** The Committee could amend the budget set out in this report but would need to take care that the final recommendation to Council is a balanced budget.
- 3.4 The Director of Finance and Business Improvement (section 151 Officer) must provide confirmation to Council that "the budget calculations are based upon robust estimates and that the level of reserves is sufficient for the purposes of the budget exercise". Care must be taken in amending the budget set out in this report so that the Director of Finance and Business Improvement is able to make the necessary confirmation.
- 3.5 **Option 3:** the Committee recommend the budget set out in this report, including the proposed council tax charge.
- 

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

- 4.1 Option 3 is the recommended option.

- 4.2 A significant amount of work has been completed by all four service committees and officers. The resulting budget plans set out in this report are deliverable; create a balanced budget; achieve this within the requirements of legislation and other government controls. In addition the budget proposed will enable the Council to achieve the priorities set out in the strategic plan update reported elsewhere on this agenda.
- 

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

### **Consultation with the Public**

- 5.1 Consultation on the budget in Autumn 2016 took the form of a short survey. Residents were asked to prioritise ten areas of spending and then to consider whether the spending for those ten areas should remain the same, be reduced or cut altogether. The survey could be accessed both as a paper document or on-line via the Council's website. It was promoted through face to face budget roadshows at a wide range of venues around the borough, in the Kent Messenger and in a range of other media. In total, 2,008 responses were received. Both the number of responses and an analysis of respondents suggest that the information obtained is statistically significant and can be seen as a reasonable representation of residents' views. The results of the survey have been reported to each Service Committee and have informed their consideration of the budget proposals.

### **Consultation with Service Committees**

- 5.2 The Service Committees have been involved in the development of the Medium Term Financial Strategy and have specifically considered budget proposals at their meetings in January 2017. The outcomes of this consultation are reported at paragraphs 2.40 to 2.43 above.

### **Consultation with Audit, Governance and Standards Committee**

- 5.3 The Audit, Governance and Standards Committee is responsible as part of its remit for the consideration of risk. Accordingly, it considered a risk analysis for the Budget Strategy at its meeting on 16th January 2017.
- 5.4 The Audit Governance and Standards Committee has also considered the Treasury Management Strategy, which is due to be considered by Council alongside the Budget at its meeting on 1<sup>st</sup> March 2017.
- 

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

- 6.1 As Members will be aware, it is a statutory requirement of this Authority to resolve the level of Council Tax for the area. To achieve this objective the recommendations detailed in this report need to be addressed. In addition the precepts of Kent County Council, the Police Authority, the Fire

Authority and all parish councils are required. These will all be incorporated into a resolution to the Council meeting on 1st March 2017.

- 6.2 It is the intention of officers to collate the decisions from this meeting and incorporate them into the necessary resolutions required by the Localism Act 2011 in order to achieve the above in time for the Council meeting.
- 6.3 In addition it is necessary for the s151 Chief Financial Officer to give his opinion to Council, when setting the above requirements, that the budget calculations are based upon robust estimates and that the level of reserves is sufficient for the purposes of the budget exercise. Based upon the process undertaken this year and subject to the recommendation made by this Committee it is not anticipated that this opinion will include any adverse comments.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The capital and revenue budget developed from this strategy provide resources for the achievement of the Council's priorities. The MTFS has been developed in conjunction with the strategic plan and the budget summary set out at Appendix C is reported by committee and by strategic priority.	Director of Finance and Business Improvement
<b>Risk Management</b>	<p>The development of the medium term financial strategy and the budget for 2017/18 supports the mitigation of the strategic risk of not having the resources available to achieve the Council's priorities. The robust process followed, along with the Council's policy to deliver a balanced budget ensure that expenditure estimates appropriately support the delivery of council services.</p> <p>The policy on balances helps to mitigate the risk of budget pressures arising from unbudgeted costs from the financial consequences of</p>	Director of Finance and Business Improvement

	<p>unforeseen emergencies.</p> <p>The key risks at an operational level are identified as part of the process of developing the annual budget.</p>	
<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>The prudential borrowing proposed in this report is governed by the Prudential Code for Capital Finance in Local Authorities and is governed by a number of principles that are set out in the Council’s published medium term financial strategy.</p> <p>The council tax charge proposed in this report includes an increase that is below the threshold that would otherwise require the Council to hold a referendum.</p>	Director of Finance and Business Improvement
<b>Staffing</b>	<p>The current budget provides the resources necessary to fund the proposed staffing levels and the proposed pay strategy.</p>	Director of Finance and Business Improvement
<b>Legal</b>	<p>The report and the recommendations it proposes will enable the Council to set a balanced budget and a council tax charge within the time limits and constraints of legislation. The most recent legislation specifying the decisions required and the responsibilities for making those decisions is the Localism Act 2011 and the recommendations that Committee make to Council will</p>	Director of Finance and Business Improvement

	be set out in the Council report as required by the legislation.	
<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.	Director of Finance and Business Improvement
<b>Environmental/Sustainable Development</b>	None identified	Director of Finance and Business Improvement
<b>Community Safety</b>	None identified	Director of Finance and Business Improvement
<b>Human Rights Act</b>	None identified	Director of Finance and Business Improvement
<b>Procurement</b>	None identified	Director of Finance and Business Improvement
<b>Asset Management</b>	Resources for management and maintenance of the Committee's assets are included within the proposed programme.	Director of Finance and Business Improvement

## **8. REPORT APPENDICES**

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

- Appendix A: Strategic Revenue Projection 2017/18 to 2021/22
- Appendix B: Budget strategy savings proposals 2017/18
- Appendix C: Summary Budget 2017/18
- Appendix D: Capital programme 2017/18 to 2021/22
- Appendix E: Statement of General Fund Balances and Earmarked Reserves
- Appendix F: Draft Medium Term Financial Strategy Statement

## **9. BACKGROUND PAPERS**

Policy and Resources Committee 03.01.17, Medium Term Financial Strategy and Budget Proposals  
Strategic Planning, Sustainability and Transportation Committee 10.01.17, Medium Term Financial Strategy and Budget Proposals  
Audit, Governance and Standards Committee 16.01.17, Budget Strategy – Risk Assessment  
Communities, Housing and Environment Committee 17.01.17, Medium Term Financial Strategy and Budget Proposals  
Policy and Resources Committee 18.01.17, Medium Term Financial Strategy – Capital Programme  
Heritage, Culture and Leisure Committee 31.01.17, Medium Term Financial Strategy and Budget Proposals

**APPENDIX A**  
**REVENUE ESTIMATE 2017/18 TO 2021/22**  
**RECOMMENDED STRATEGIC REVENUE PROJECTIONS**

2016/17 £,000		2017/18 £,000	2018/19 £,000	2019/20 £,000	2020/21 £,000	2021/22 £,000
<b>AVAILABLE FINANCE</b>						
870	REVENUE SUPPORT GRANT	0	0	0	0	0
2,983	RETAINED BUSINESS RATES (BR)	3,044	3,142	3,254	3,297	3,324
1,321	BR GROWTH	1,025	1,076	1,130	1,187	1,246
	BUSINESS RATES ADJUSTMENT			-1,589	-1,621	-1,634
169	COLLECTION FUND ADJUSTMENT	96				
14,085	COUNCIL TAX	14,599	15,042	15,493	15,960	16,442
	EMPTY PROPERTY DISCOUNTS	73				
	CHANGES TO LCTS	60				
19,428	<b>BUDGET REQUIREMENT</b>	18,897	19,260	18,288	18,823	19,378
16,419	OTHER INCOME	16,419	16,583	16,749	16,917	17,086
<b>35,847</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>35,316</b>	<b>35,843</b>	<b>35,037</b>	<b>35,740</b>	<b>36,464</b>
<b>EXPECTED SERVICE SPEND</b>						
36,552	<b>CURRENT SPEND</b>	35,625	35,316	35,843	35,037	35,740
	<b>INFLATION INCREASES</b>					
730	PAY, NI & INFLATION INCREASES	560	400	404	408	412
	<b>NATIONAL INITIATIVES</b>					
100	LOSS OF ADMINISTRATION GRANT	25	100			
50	PENSION DEFICIT FUNDING	0	60	60	150	150
	ADDITIONAL RESPONSIBILITIES				1,300	
	<b>LOCAL PRIORITIES</b>					
74	HOMELESSNESS PREVENTION	94	36			
42	SHARED PLANNING SUPPORT					
	MAIDSTONE HOUSE RENT INCREASE		40	40		
30	ECONOMIC DEVELOPMENT STAFFING					
150	TEMPORARY ACCOMMODATION	235	-235			
	REPLACE CONTINGENCY	200				
87	MK LEGAL SERVICES GROWTH					
25	MUSEUM	50	50			
40	STAFFING CHANGES					
	LOCAL PLAN REVIEW	200				
	MOTE PARK CAFÉ - REVIEW OF OPTIONS	96	-96			
	<b>MINOR INITIATIVES</b>					
	GROWTH PROVISION	50	50	50	50	50
<b>37,880</b>	<b>TOTAL PREDICTED REQUIREMENT</b>	<b>37,135</b>	<b>35,721</b>	<b>36,397</b>	<b>36,945</b>	<b>36,352</b>
<b>2,033</b>	<b>SAVINGS REQUIRED</b>	<b>1,819</b>	<b>(123)</b>	<b>1,361</b>	<b>1,205</b>	<b>(112)</b>
<b>2,033</b>	<b>SAVINGS IDENTIFIED</b>	<b>1,819</b>	<b>928</b>	<b>476</b>	<b>159</b>	<b>26</b>

**Budget Proposals  
2017/18 - 2021/22**

APPENDIX B

Service	Proposal	17/18	18/19	19/20	20/21	21/22	Total	Category
Street Cleansing	Bring large mechanical sweeper in-house	20	40				60	Efficiency
Commercial Waste Services	Increase income generation	5	5				10	Income
Recycling Collection	Reduce general publicity and focus on increased garden waste income generation	89		44	22		155	Income, Efficiency
Grounds Maintenance	Increase income generation		50				50	Income
Fleet Workshop & Management	Alternative delivery model for fleet and relevant maintenance along with a reduction in fleet		50				50	Transform
Private Sector Renewal	Charging staff costs to Disabled Facilities Grants	50					50	Efficiency
Homeless Temporary Accommodation	New temporary accommodation strategy		100				100	Transform
CCTV	Commissioning review	50	75	25			150	Reduction
Environmental Enforcement	Commissioning review of enforcement			125			125	Transform
Parking Enforcement								
Public Conveniences	Review of public toilet cleaning contract	10					10	Efficiency
Licences	Shared Service - increased levels of income and greater efficiency.	10					10	Efficiency
Environmental Protection	Unspent professional services budget	10					10	Efficiency
Food Safety Section	Unspent professional services budget	10					10	Efficiency
Voluntary Sector Grants*	Phase out direct grants over MTFS period	11	11	11	11	11	55	Reduction
Grants to outside bodies *	Uncommitted project budgets	27	11				38	Reduction
<b>Communities, Housing &amp; Environment Total</b>		<b>292</b>	<b>342</b>	<b>205</b>	<b>33</b>	<b>11</b>	<b>883</b>	
Museum **	Review operating and governance model	25	50	50			125	Efficiency
Parks & Open Spaces	New operational model to be incorporated within Parks and Open Spaces 10 Year Plan.	50	100	50			200	Efficiency
Festivals & Events **	Cease direct delivery of festivals and events		10	10	10		30	Reduction
Festivals & Events	Withdrawal of Christmas lights provision			30			30	Reduction
Crematorium	Increased income from fees & charges (to be agreed under fees & charges report)	55					55	Income
<b>Heritage, Culture &amp; Leisure Total</b>		<b>130</b>	<b>160</b>	<b>140</b>	<b>10</b>	<b>0</b>	<b>440</b>	
Members' Allowances	Saving on allowances and expenses	20					20	Efficiency
Members' Facilities	Saving on running costs	20					20	Efficiency
Press & Public Relations	Centralise marketing and communications	50					50	Efficiency
Corporate Management	External audit contract	50		10			60	Efficiency
Registration Of Electors	Reduce frequency of canvassing	10					10	Reduction
New commercial investments	Additional income from new commercial acquisitions	200	100				300	Income
Economic Research	Move discretionary budgets into business rates retention pool and remove from base budget	70					70	Efficiency
Business Support & Enterprise	Capitalise staff costs for project work	56					56	Efficiency
Customer Services Section	Reduce staff costs following shift from face to face to digital contacts.	20	20	20			60	Transform
ICT Non-pooled	Retire redundant ICT systems		10				10	Efficiency
Office Cleaning Contract	Review office cleaning contract		10				10	Efficiency
Office Accommodation **	Charging for non-essential staff parking	15					15	Income
Finance	Recover cost of credit card payments		10				10	Income
Corporate Support	Office stationery commissioning exercise	5					5	Efficiency
Finance and Business Improvement	Restructure/review following departure of Head of F & R	100					100	Efficiency
Debt Recovery Service *	Business growth as part of the commercialisation agenda	88					88	Income
Council Tax Collection	Various savings	88	50				138	Efficiency
Council Tax Collection	Reduction in staff costs resulting from changes in empty property relief	20					20	
Legal Services Section *	Various savings	51					51	Efficiency, Income
Fraud Partnership	Fraud partnership			10			10	Efficiency
Gateway	Gateway rationalisation	150					150	Transform
<b>Policy &amp; Resources Total</b>		<b>1,013</b>	<b>200</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>1,253</b>	
Development Control Applications	Savings arising from Planning Review including income generation		120				120	Income, Transform
Development Control Appeals	Reduction following adoption of local plan.		40				40	Reduction
Planning Policy	Following conclusion of local plan work, reduction in staff levels based on Planning Review	45	50				95	Efficiency
Building Regulations Chargeable	Increase income recovery on chargeable services (to be agreed under fees & charges report)	25					25	Income
Planning Support	Increase in shared service income - planning	14					14	Income
Pay & Display Car Parks *	5% increase in income (to be agreed under fees & charges report)	300			100		400	Income
Park & Ride	Potential opportunity to re-specify service and deliver at reduced cost.			75			75	Reduction
Grants to outside bodies	Remove grants as part of voluntary sector grants reduction strategy		16	16	16	15	63	Reduction
<b>Strategic Planning, Sustainability and Transportation</b>		<b>384</b>	<b>226</b>	<b>91</b>	<b>116</b>	<b>15</b>	<b>832</b>	
<b>GRAND TOTAL</b>		<b>1,819</b>	<b>928</b>	<b>476</b>	<b>159</b>	<b>26</b>	<b>3,408</b>	

\* = New / amended budget proposal

\*\* = Reprofiled budget proposal

## MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES

## REVISED ESTIMATE 2016/17 AND ESTIMATE 2017/18

## COMMITTEE SUMMARY

<b>Cost Centre/Service</b>	<b>Original Estimate 2016/17 £</b>	<b>Revised Estimate 2016/17 £</b>	<b>Estimate 2017/18 £</b>
Policy & Resources	5,944,230	6,413,500	6,564,030
Strategic Planning, Sustainability & Transportation	-1,056,640	-604,190	-1,020,660
Communities, Housing & Environment	8,700,330	8,809,510	8,773,840
Heritage, Culture & Leisure	431,370	509,760	410,590
	<b>14,019,290</b>	<b>15,128,580</b>	<b>14,727,800</b>
Slippage	-250,000	-416,500	-314,500
	<b>13,769,290</b>	<b>14,712,080</b>	<b>14,413,300</b>
Transfers to and from General Balances		-568,990	-78,540
Transfers to and from Earmarked Reserves	5,659,120	5,285,320	4,562,130
<b>Net Revenue Expenditure</b>	<b>19,428,410</b>	<b>19,428,410</b>	<b>18,896,890</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Policy &amp; Resources</b>					
Contingency		304,660	200,000		200,000
Unapportionable Central Overheads	1,686,380	1,686,370	1,751,580		1,751,580
Non Service Related Government Grants	-5,098,410	-4,979,660		-4,001,420	-4,001,420
Appropriation Account	866,110	933,610	1,010,710		1,010,710
<b>Balances, Pensions &amp; Appropriations</b>	<b>-2,545,920</b>	<b>-2,055,020</b>	<b>2,962,290</b>	<b>-4,001,420</b>	<b>-1,039,130</b>
Business Support & Enterprise	19,100	19,100			0
Town Centre Management Sponsorship	15,000	15,000			0
Business Terrace	100,090	84,540	164,170	-94,350	69,820
<b>Business Support</b>	<b>134,190</b>	<b>118,640</b>	<b>164,170</b>	<b>-94,350</b>	<b>69,820</b>
Council Tax Collection	-285,200	-240,900	64,860	-393,760	-328,900
Council Tax Benefits Administration	-160,200	-163,800		-163,800	-163,800
NNDR Collection	-244,370	-195,170	10,600	-250,970	-240,370
Registration Of Electors	78,310	108,930	61,480	-2,270	59,210
Elections	115,690	102,250	223,870	-121,620	102,250
External Interest Payable	150,820	150,820	124,980		124,980
Interest & Investment Income	-270,000	-270,000		-220,000	-220,000
<b>Central Services to the Public</b>	<b>-614,950</b>	<b>-507,870</b>	<b>485,790</b>	<b>-1,152,420</b>	<b>-666,630</b>
Palace Gatehouse	-4,130	-9,710	2,830	-13,490	-10,660
Archbishops Palace	-98,280	-99,230	39,170	-138,380	-99,210
Parkwood Industrial Estate	-301,540	-307,340	12,900	-320,240	-307,340
Industrial Starter Units	-22,300	-19,480	25,840	-46,010	-20,170
Parkwood Equilibrium Units	-34,630	-38,930	37,370	-76,400	-39,030
Sundry Corporate Properties	-101,450	-93,150	44,200	-141,300	-97,100
Parks Dwellings	-26,090	-9,420	34,720	-51,300	-16,580
Chillington House	-41,130	-35,430	6,500	-41,130	-34,630
Phoenix Park Units	-217,240	-217,910	12,620	-230,530	-217,910
Granada House - Commercial		-61,900	22,960	-138,800	-115,840
Granada House - Residential		-41,100		-105,950	-105,950
<b>Commercial Investments</b>	<b>-846,790</b>	<b>-933,600</b>	<b>239,110</b>	<b>-1,303,530</b>	<b>-1,064,420</b>
Performance & Development	14,800	14,800	14,800		14,800
Corporate Projects	49,610	42,840	42,840		42,840
Press & Public Relations	41,200	40,050	40,050		40,050
Corporate Management	180,880	152,860	103,000		103,000
<b>Corporate Management</b>	<b>286,490</b>	<b>250,550</b>	<b>200,690</b>	<b>0</b>	<b>200,690</b>
Economic Development Section	215,850	226,250	228,320		228,320
Head of Economic and Commercial Dev.	99,110	91,760	95,500		95,500
Commercial Projects Manager		54,750			0
Democratic Services Section	106,460	132,940	136,030		136,030
Mayoral & Civic Services Section	101,600	102,220	104,710		104,710
Chief Executive	161,430	158,930	160,680		160,680
Communications Section	120,790	123,540	111,270	-32,370	78,900
Policy & Information	204,240	215,730	213,120		213,120
Head of Policy and Communications	100,130	99,410	104,850		104,850
Democratic & Admin. Services Manager		43,910	45,960		45,960
Registration Services Section	103,570	110,670	128,850		128,850
Director of Finance & Business Imp.	133,600	133,400	134,010		134,010
Head of Finance and Resources	101,760	99,080			0
Accountancy Section	604,810	637,940	646,290	-4,380	641,910
Director of Regeneration & Place	134,170	133,500	134,110		134,110
Property & Procurement Manager	80,630	80,860	81,060		81,060
Procurement Section	68,840	67,090	145,280	-75,300	69,980
Property & Projects Section	255,500	260,750	264,330		264,330
Facilities & Corporate Support Section	432,330	434,510	409,710		409,710
Improvement Section	234,340	236,450	240,900		240,900
Executive Support	154,950	152,360	156,820		156,820
Customer Services Manager	75,150	77,090	75,190		75,190
Customer Services Section	654,860	646,990	621,410	-8,000	613,410
<b>Corporate Support Services</b>	<b>4,198,870</b>	<b>4,321,700</b>	<b>4,238,400</b>	<b>-120,050</b>	<b>4,118,350</b>
Civic Occasions	37,510	34,810	34,850		34,850
Members Allowances	412,540	362,540	342,540		342,540
Members Facilities	67,790	60,090	40,100		40,100
Subscriptions	18,100	18,100	18,100		18,100
Overview & Scrutiny	9,350	1,660			0
<b>Democratic Representation</b>	<b>545,290</b>	<b>477,200</b>	<b>435,590</b>	<b>0</b>	<b>435,590</b>
Economic Dev Government Initiatives	1,400	1,400			0
Economic Dev - Promotion & Marketing	25,900	36,100	4,300	-3,500	800
<b>Economic Development</b>	<b>27,300</b>	<b>37,500</b>	<b>4,300</b>	<b>-3,500</b>	<b>800</b>

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
Economic Research	9,350	9,350			0
<b>Economic Research</b>	<b>9,350</b>	<b>9,350</b>	<b>0</b>	<b>0</b>	<b>0</b>
Emergency Centre	33,980	29,080	29,080		29,080
<b>Emergency Planning</b>	<b>33,980</b>	<b>29,080</b>	<b>29,080</b>	<b>0</b>	<b>29,080</b>
Housing Benefits Administration	-339,660	-475,700		-450,700	-450,700
<b>Housing Benefit Administration</b>	<b>-339,660</b>	<b>-475,700</b>	<b>0</b>	<b>-450,700</b>	<b>-450,700</b>
Medway Conservancy	111,050	111,050	108,870		108,870
<b>Levies</b>	<b>111,050</b>	<b>111,050</b>	<b>108,870</b>	<b>0</b>	<b>108,870</b>
Town Hall	81,830	89,120	85,460	-3,990	81,470
South Maidstone Depot	128,910	129,820	133,430		133,430
The Gateway King Street	133,740	143,850	333,120	-241,390	91,730
Maidstone House	1,227,660	1,141,660	1,181,970	-124,300	1,057,670
<b>Office Accommodation</b>	<b>1,572,140</b>	<b>1,504,450</b>	<b>1,733,980</b>	<b>-369,680</b>	<b>1,364,300</b>
Rent Allowances	-344,090	-203,330	46,373,690	-46,577,020	-203,330
Non HRA Rent Rebates	3,320	-5,000	491,400	-496,400	-5,000
Discretionary Housing Payments	2,300	1,000	100,600	-99,600	1,000
<b>Rent Rebates</b>	<b>-338,470</b>	<b>-207,330</b>	<b>46,965,690</b>	<b>-47,173,020</b>	<b>-207,330</b>
Mid Kent Improvement Partnership			130,490	-130,490	0
Revenues Section	391,870	385,210	354,330	-9,760	344,570
Benefits Section	434,150	425,880	464,060	-31,760	432,300
Fraud & Visiting Partnership Section	99,320	97,900	210,650	-163,350	47,300
Head of Internal Audit & Risk Strategy	203,350	186,790	665,880	-469,510	196,370
Head of Human Resources	86,520	85,200			0
Human Resources	184,130	177,550			0
Pay & Information	117,840	125,190			0
Learning & Development	102,910	113,440			0
Legal Services Section	518,650	518,650	543,150	-60,000	483,150
Revenues & Benefits Manager	233,370	224,970	245,780	-11,800	233,980
Revenues & Benefits Business Support	129,780	131,920	277,720	-141,710	136,010
Mid Kent ICT Services	653,580	661,530	1,575,680	-895,620	680,060
GIS Section	95,930	98,850	168,130	-65,690	102,440
Director of Mid Kent Services		31,550	72,120	-47,300	24,820
Mid Kent HR Services Section			604,090	-243,210	360,880
MBC HR & Payroll Section			228,920	-520	228,400
I.T. Operational Services	331,090	320,840	327,190		327,190
Central Telephones	60,200	60,200	60,200		60,200
<b>Shared Services</b>	<b>3,642,690</b>	<b>3,645,670</b>	<b>5,928,390</b>	<b>-2,270,720</b>	<b>3,657,670</b>
Mid Kent ITC Software	141,270	174,520	521,820	-334,400	187,420
Youth Development Programme	47,950	47,950	64,900	-16,700	48,200
Internal Printing	-85,240	-85,240	50,890	-136,130	-85,240
Debt Recovery Service	-35,310	-49,400	567,270	-710,580	-143,310
<b>Trading Accounts</b>	<b>68,670</b>	<b>87,830</b>	<b>1,204,880</b>	<b>-1,197,810</b>	<b>7,070</b>
<b>Policy &amp; Resources</b>	<b>5,944,230</b>	<b>6,413,500</b>	<b>64,701,230</b>	<b>-58,137,200</b>	<b>6,564,030</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Strategic Planning, Sustainability and Transportation</b>					
Building Regulations Chargeable	-295,160	-295,160	6,690	-326,850	-320,160
Building Control	-990	-990	2,000	-2,990	-990
Street Naming & Numbering	-49,000	-49,000		-49,000	-49,000
<b>Building Control</b>	<b>-345,150</b>	<b>-345,150</b>	<b>8,690</b>	<b>-378,840</b>	<b>-370,150</b>
Land Charges	-231,040	-210,360	36,350	-269,750	-233,400
<b>Central Services to the Public</b>	<b>-231,040</b>	<b>-210,360</b>	<b>36,350</b>	<b>-269,750</b>	<b>-233,400</b>
Development Management Section	802,980	765,650	787,690		787,690
Spatial Policy Planning Section	472,290	477,630	442,350		442,350
Head of Planning and Development	99,700	99,300	102,100		102,100
Development Mgt.Enforcement Section	139,970	140,530	143,850		143,850
Building Surveying Section	348,980	349,200	358,410		358,410
Heritage Landscape and Design Section	164,150	167,490	171,560		171,560
Planning Business Management		102,810	107,200		107,200
Parking Services Section	283,390	300,040	419,590	-108,990	310,600
<b>Corporate Support Services</b>	<b>2,311,460</b>	<b>2,402,650</b>	<b>2,532,750</b>	<b>-108,990</b>	<b>2,423,760</b>
Development Control Advice	-115,000	-115,000		-115,000	-115,000
Development Control Applications	-1,157,140	-1,295,980	23,080	-1,319,060	-1,295,980
Development Control Appeals	19,410	119,410	119,410		119,410
Development Control Enforcement	67,070	47,310	64,520		64,520
<b>Development Control</b>	<b>-1,185,660</b>	<b>-1,244,260</b>	<b>207,010</b>	<b>-1,434,060</b>	<b>-1,227,050</b>
Environment Improvements	14,240	17,660	17,170		17,170
Name Plates & Notices	17,600	17,600	17,600		17,600
<b>Network &amp; Traffic Management</b>	<b>31,840</b>	<b>35,260</b>	<b>34,770</b>	<b>0</b>	<b>34,770</b>
On Street Parking	-277,560	-281,780	395,400	-668,930	-273,530
Residents Parking	-223,060	-223,930	44,180	-267,180	-223,000
Pay & Display Car Parks	-1,282,530	-1,327,790	358,370	-1,938,570	-1,580,200
Non Paying Car Parks	9,310	9,230	9,310	-10	9,300
Off Street Parking - Enforcement	-179,580	-192,070	139,380	-327,750	-188,370
Mote Park Pay & Display	-187,560	-175,750	22,150	-197,330	-175,180
Mote Park - Enforcement	24,340	23,940	24,660		24,660
Sandling Road Car Park			128,330	-240,100	-111,770
<b>Parking Services</b>	<b>-2,116,640</b>	<b>-2,168,150</b>	<b>1,121,780</b>	<b>-3,639,870</b>	<b>-2,518,090</b>
Planning Policy	-3,340	333,250	200,000		200,000
Conservation	-11,670	-11,470	10,000	-21,470	-11,470
<b>Planning Policy</b>	<b>-15,010</b>	<b>321,780</b>	<b>210,000</b>	<b>-21,470</b>	<b>188,530</b>
Park & Ride	185,460	185,160	565,590	-366,690	198,900
Socially Desirable Buses	63,780	63,780	63,780		63,780
Other Transport Services	-9,300	-9,300	15,700	-25,000	-9,300
<b>Public Transport</b>	<b>239,940</b>	<b>239,640</b>	<b>645,070</b>	<b>-391,690</b>	<b>253,380</b>
Mid Kent Planning Support Service	253,620	336,630	661,400	-265,330	396,070
Mid Kent Local Land Charges Section		27,770	134,390	-102,870	31,520
<b>Shared Services</b>	<b>253,620</b>	<b>364,400</b>	<b>795,790</b>	<b>-368,200</b>	<b>427,590</b>
<b>Strategic Planning, Sustainability and Transportation</b>	<b>-1,056,640</b>	<b>-604,190</b>	<b>5,592,210</b>	<b>-6,612,870</b>	<b>-1,020,660</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Communities, Housing &amp; Environment</b>					
Grants	217,270	217,270	205,270		205,270
Delegated Grants	2,100	2,100	2,100		2,100
Parish Services	103,000	103,000	130,170		130,170
Local Council Tax Support	96,800	96,800			0
<b>Central Services to the Public</b>	<b>419,170</b>	<b>419,170</b>	<b>337,540</b>	<b>0</b>	<b>337,540</b>
Switch Cafe Project	15,060	15,060			0
Community Development	14,780	16,350			0
Social Inclusion	7,040	94,660			0
Troubled Families	30	-20,010			0
<b>Community Development</b>	<b>36,910</b>	<b>106,060</b>	<b>0</b>	<b>0</b>	<b>0</b>
Community Safety	46,440	46,440	66,440		66,440
Safer Communities			32,250	-32,250	0
C C T V	243,480	242,130	213,450	-21,100	192,350
<b>Community Safety</b>	<b>289,920</b>	<b>288,570</b>	<b>312,140</b>	<b>-53,350</b>	<b>258,790</b>
Head of Environment and Public Realm	86,860	85,490	86,660		86,660
Street Scene Section	238,650				0
Waste Collection Section	219,850				0
Depot Services Section		440,990	432,680		432,680
Environmental Ops.Enforcement Section	317,260	311,890	317,340		317,340
Community Safety Co-ordinator Section	64,520	165,180	127,950		127,950
Licensing Section	99,160	101,290	104,300		104,300
Environmental Protection Section	243,170	243,530	237,070		237,070
Food and Safety Section	291,930	294,650	292,700		292,700
Head of Housing & Community Services	102,380	100,600	102,800		102,800
Housing & Enabling Section	313,350	318,800	328,060		328,060
Housing & Inclusion Section	355,240	382,700	501,660		501,660
Housing & Health Section	341,590	285,970	282,440		282,440
<b>Corporate Support Services</b>	<b>2,673,960</b>	<b>2,731,090</b>	<b>2,813,660</b>	<b>0</b>	<b>2,813,660</b>
Drainage	31,700	31,700	31,700		31,700
<b>Flood Defences &amp; Land Drainage</b>	<b>31,700</b>	<b>31,700</b>	<b>31,700</b>	<b>0</b>	<b>31,700</b>
Homeless Temporary Accommodation	416,530	432,630	815,630	-391,180	424,450
Homelessness Prevention	60,400	155,380	245,400		245,400
Aylesbury House	30,340	19,790	97,070	-76,900	20,170
Magnolia House	150	-6,440	39,540	-45,500	-5,960
Marsham Street			83,290	-51,930	31,360
Sundry Temporary Accom (TA) Properties			72,200	-65,020	7,180
<b>Homelessness</b>	<b>507,420</b>	<b>601,360</b>	<b>1,353,130</b>	<b>-630,530</b>	<b>722,600</b>
Housing Register & Allocations	10,000	10,000	10,000		10,000
<b>Housing Advice</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
Strategic Housing Role	13,500	16,540	13,500		13,500
<b>Housing Strategy</b>	<b>13,500</b>	<b>16,540</b>	<b>13,500</b>	<b>0</b>	<b>13,500</b>
Marden Caravan Site (Stilebridge Lane)	18,150	18,140	48,530	-29,510	19,020
Ulcombe Caravan Site (Water Lane)	6,230	6,220	45,620	-38,690	6,930
<b>Other Council Properties</b>	<b>24,380</b>	<b>24,360</b>	<b>94,150</b>	<b>-68,200</b>	<b>25,950</b>
Private Sector Renewal	2,630	2,630	5,630	-53,000	-47,370
HMO Licensing	-10,380	-10,380		-13,380	-13,380
<b>Private Sector Housing Renewal</b>	<b>-7,750</b>	<b>-7,750</b>	<b>5,630</b>	<b>-66,380</b>	<b>-60,750</b>
Public Health - Obesity		7,740	94,000	-94,000	0
Public Health - Misc Services		5,440	58,300	-58,300	0
<b>Public Health</b>	<b>0</b>	<b>13,180</b>	<b>152,300</b>	<b>-152,300</b>	<b>0</b>
Recycling Collection	633,940	575,260	1,789,100	-1,227,040	562,060
<b>Recycling</b>	<b>633,940</b>	<b>575,260</b>	<b>1,789,100</b>	<b>-1,227,040</b>	<b>562,060</b>
Licences	-7,370	-6,800	22,090	-28,890	-6,800
Licensing Statutory	-61,040	-61,040	60,280	-131,320	-71,040
Licensing Non Chargeable	7,030	7,030	7,030		7,030
Dog Control	24,150	24,150	28,050	-3,900	24,150
Health Promotion		1,750			0
Health Improvement Programme	1,000	1,000	8,800		8,800
Pollution Control - General	26,060	25,810	37,510	-11,570	25,940
Contaminated Land			1,000	-1,000	0
Environmental Enforcement	13,580	13,580	125,600	-112,020	13,580
Food Hygiene	8,840	8,840	10,750	-1,910	8,840
Sampling	3,300	3,300	3,300		3,300
Occupational Health & Safety	24,240	23,670	24,240	-570	23,670
Infectious Disease Control	920	950	960		960
Noise Control	1,190	1,980	1,160		1,160
Pest Control	-12,000	-12,000		-12,000	-12,000
Public Conveniences	141,070	146,270	139,590		139,590

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
Licensing - Hackney & Private Hire	-68,400	-68,400	70,470	-138,870	-68,400
<b>Regulatory Services</b>	<b>102,570</b>	<b>110,090</b>	<b>540,830</b>	<b>-442,050</b>	<b>98,780</b>
Street Cleansing	977,760	980,000	1,000,050	-33,020	967,030
<b>Street Cleansing</b>	<b>977,760</b>	<b>980,000</b>	<b>1,000,050</b>	<b>-33,020</b>	<b>967,030</b>
Commercial Waste Services	-61,300	-61,280	99,630	-165,720	-66,090
<b>Trade Waste</b>	<b>-61,300</b>	<b>-61,280</b>	<b>99,630</b>	<b>-165,720</b>	<b>-66,090</b>
Fleet Workshop & Management	745,450	690,720	749,940		749,940
MBS Support Crew	-78,520	-49,730	102,570	-162,490	-59,920
Grounds Maintenance	1,309,200	1,310,820	1,334,100	-17,250	1,316,850
<b>Trading Accounts</b>	<b>1,976,130</b>	<b>1,951,810</b>	<b>2,186,610</b>	<b>-179,740</b>	<b>2,006,870</b>
Household Waste Collection	1,072,020	1,019,350	1,186,220	-134,020	1,052,200
<b>Waste Collection</b>	<b>1,072,020</b>	<b>1,019,350</b>	<b>1,186,220</b>	<b>-134,020</b>	<b>1,052,200</b>
<b>Communities, Housing &amp; Environment</b>	<b>8,700,330</b>	<b>8,809,510</b>	<b>11,926,190</b>	<b>-3,152,350</b>	<b>8,773,840</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Heritage, Culture &amp; Leisure</b>					
Cemetery	-80,250	-94,480	43,980	-142,220	-98,240
National Assistance Act	-490	-490	500	-990	-490
Crematorium	-778,570	-782,750	372,820	-1,202,590	-829,770
Maintenance of Closed Churchyards	5,000	0	1,000		1,000
<b>Bereavement Services</b>	<b>-854,310</b>	<b>-877,720</b>	<b>418,300</b>	<b>-1,345,800</b>	<b>-927,500</b>
Parks & Leisure Services Section	195,060	239,260	158,400		158,400
Cultural Services Section	468,820	461,030	509,340		509,340
Maidstone Culture & Leisure Section	130,210	131,430	187,620	-50,000	137,620
Bereavement Services Section	164,110	183,310	170,340		170,340
Market Section	77,120	75,260	76,000		76,000
<b>Corporate Support Services</b>	<b>1,035,320</b>	<b>1,090,290</b>	<b>1,101,700</b>	<b>-50,000</b>	<b>1,051,700</b>
Cultural Development Arts	32,260	28,040	28,110		28,110
Museum	249,080	265,900	373,900	-98,000	275,900
Carriage Museum	22,850	27,340	30,800	-2,000	28,800
Museum-Grant Funded Activities	30	18,960	0	0	0
Hazlitt Arts Centre	259,460	259,390	266,450		266,450
Festivals and Events	-6,100	-3,260	54,900	-58,160	-3,260
<b>Culture &amp; Heritage</b>	<b>557,580</b>	<b>596,370</b>	<b>754,160</b>	<b>-158,160</b>	<b>596,000</b>
Market	-174,600	-165,510	178,930	-350,370	-171,440
<b>Economic Development</b>	<b>-174,600</b>	<b>-165,510</b>	<b>178,930</b>	<b>-350,370</b>	<b>-171,440</b>
Parks & Open Spaces	68,200	87,190	126,030	-66,800	59,230
River Park	35,710	48,540	35,410		35,410
Playground Improvements	21,700	19,840	20,920		20,920
Parks Pavilions	20,610	24,790	25,090	-10	25,080
Mote Park	58,700	40,450	93,310	-54,080	39,230
Mote Park Cafe	-83,640	-90,200	273,650	-264,440	9,210
Cobtree Manor Park	-75,610	-135,800	123,740	-256,630	-132,890
Kent Life	-3,850	-60	50,340	-50,000	340
Cobtree Manor Park Visitor Centre	1,870	-8,740	265,830	-271,680	-5,850
Allotments	11,040	11,040	11,040		11,040
<b>Open Spaces</b>	<b>54,730</b>	<b>-2,950</b>	<b>1,025,360</b>	<b>-963,640</b>	<b>61,720</b>
Lettable Halls	-940	-2,490	4,800	-7,290	-2,490
Community Halls	51,320	46,000	87,900	-40,970	46,930
Cultural Development Sports	33,520	43,000			0
Leisure Centre	-219,070	-220,670	-18,370	-200,000	-218,370
Cobtree Golf Course	-73,540	-67,340	154,040	-220,870	-66,830
<b>Recreation &amp; Sport</b>	<b>-208,710</b>	<b>-201,500</b>	<b>228,370</b>	<b>-469,130</b>	<b>-240,760</b>
Tourism	26,100	56,100	41,100	-15,000	26,100
Conference Bureau	-14,770	0	0	0	0
Museum Shop	-23,420	-18,770	31,460	-50,200	-18,740
Leisure Services Other Activities	33,450	33,450	33,510		33,510
<b>Tourism</b>	<b>21,360</b>	<b>70,780</b>	<b>106,070</b>	<b>-65,200</b>	<b>40,870</b>
<b>Heritage, Culture &amp; Leisure</b>	<b>431,370</b>	<b>509,760</b>	<b>3,812,890</b>	<b>-3,402,300</b>	<b>410,590</b>

## MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES

## REVISED ESTIMATE 2016/17 AND ESTIMATE 2017/18

## PRIORITY SUMMARY

Cost Centre/Service	Original Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 £
Character	799,210	822,930	640,360
Health & Wellbeing	1,783,520	1,895,190	1,984,690
Clean & Safe	3,645,460	3,619,470	3,545,010
Leisure & Culture	1,516,350	1,558,200	1,567,130
Town Centre	115,090	99,540	69,820
Employment & Skills	271,590	292,200	229,120
Homes	785,060	1,251,750	1,184,000
Infrastructure	341,410	360,240	385,050
Trading	-3,955,910	-4,050,460	-4,613,250
Central & Democratic	8,717,510	9,279,520	9,735,870
	<b>14,019,290</b>	<b>15,128,580</b>	<b>14,727,800</b>
Slippage	-250,000	-416,500	-314,500
	<b>13,769,290</b>	<b>14,712,080</b>	<b>14,413,300</b>
Transfers to and from General Balances		-568,990	-78,540
Transfers to and from Earmarked Reserves	5,659,120	5,285,320	4,562,130
<b>Net Revenue Expenditure</b>	<b>19,428,410</b>	<b>19,428,410</b>	<b>18,896,890</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Character</b>					
Conservation	-11,670	-11,470	10,000	-21,470	-11,470
Community Development	14,780	16,350			0
Social Inclusion	7,040	94,660			0
Civic Occasions	37,510	34,810	34,850		34,850
Parish Services	103,000	103,000	130,170		130,170
Local Council Tax Support	96,800	96,800			
Medway Conservancy	111,050	111,050	108,870		108,870
Head of Economic & Commercial Dev.	99,110	91,760	95,500		95,500
Housing & Health Section	341,590	285,970	282,440		282,440
<b>Character</b>	<b>799,210</b>	<b>822,930</b>	<b>661,830</b>	<b>-21,470</b>	<b>640,360</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Health &amp; Wellbeing</b>					
Cultural Development Sports	33,520	43,000			0
Leisure Centre	-219,070	-220,670	-18,370	-200,000	-218,370
Cobtree Golf Course	-73,540	-67,340	154,040	-220,870	-66,830
Cemetery	-80,250	-94,480	43,994	-142,220	-98,226
National Assistance Act	-490	-490	500	-990	-490
Maintenance of Closed Churchyards	5,000		1,000		1,000
Drainage	31,700	31,700	31,700		31,700
Health Promotion		1,750			0
Health Improvement Programme	1,000	1,000	8,800		8,800
Pollution Control - General	26,060	25,810	37,510	-11,570	25,940
Contaminated Land			1,000	-1,000	0
Environmental Enforcement	13,580	13,580	125,600	-112,020	13,580
Food Hygiene	8,840	8,840	10,750	-1,910	8,840
Sampling	3,300	3,300	3,300		3,300
Occupational Health & Safety	24,240	23,670	24,240	-570	23,670
Infectious Disease Control	920	950	960		960
Noise Control	1,190	1,980	1,160		1,160
Pest Control	-12,000	-12,000		-12,000	-12,000
Public Conveniences	141,070	146,270	139,590		139,590
Licensing - Hackney & Private Hire	-68,400	-68,400	70,470	-138,870	-68,400
Troubled Families	30	-20,010			0
Public Health - Obesity		7,740	94,000	-94,000	0
Public Health - Misc Services		5,440	58,300	-58,300	0
Housing Register & Allocations	10,000	10,000	10,000		10,000
Private Sector Renewal	2,630	2,630	5,630		-47,370
HMO Licensing	-10,380	-10,380		-13,380	-13,380
Homeless Temporary Accommodation	416,530	432,630	815,630	-391,180	424,450
Homelessness Prevention	60,400	155,380	245,400		245,400
Aylesbury House	30,340	19,790	97,066	-76,900	20,166
Magnolia House	150	-6,440	39,540	-45,500	-5,960
Marsham Street			83,290	-51,930	31,360
Sundry Temp.Accomm (TA) Properties			72,200	-65,020	7,180
Rent Allowances	-344,090	-203,330	46,373,690	-46,577,020	-203,330
Non HRA Rent Rebates	3,320	-5,000	491,400	-496,400	-5,000
Discretionary Housing Payments	2,300	1,000	100,600	-99,600	1,000
Housing Benefits Administration	-339,650	-475,700		-450,700	-450,700
Bereavement Services Section	164,110	183,310	170,340		170,340
Environmental Ops.Enforcement Section	317,260	311,890	317,340		317,340
Environmental Protection Section	243,170	243,530	237,070		237,070
Food and Safety Section	291,930	294,650	292,700		292,700
Head of Housing & Community Services	102,380	100,600	102,800		102,800
Housing Options Section					0
Housing & Enabling Section	313,350	318,800	328,060		328,060
Housing & Inclusion Section	355,230	382,700	501,660		501,660
Revenues & Benefits Manager	233,370	224,970	245,780	-11,800	233,980
Revenues & Benefits Business Support	129,780	131,920	277,720	-141,710	136,010
Debt Recovery Service	-35,310	-49,400	567,270	-710,580	-143,310
<b>Health &amp; Wellbeing</b>	<b>1,783,520</b>	<b>1,895,190</b>	<b>52,163,730</b>	<b>-50,179,040</b>	<b>1,984,690</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Clean &amp; Safe</b>					
Community Safety	46,440	46,440	66,440		66,440
Safer Communities			32,250	-32,250	0
C C T V	243,480	242,130	213,450	-21,100	192,350
Licences	-7,370	-6,800	22,090	-28,890	-6,800
Licensing Statutory	-61,040	-61,040	60,280	-131,320	-71,040
Licensing Non Chargeable	7,030	7,030	7,030		7,030
Dog Control	24,150	24,150	28,050	-3,900	24,150
Street Cleansing	977,760	980,000	1,000,050	-33,020	967,030
Household Waste Collection	1,072,030	1,019,350	1,186,220	-134,020	1,052,200
Recycling Collection	633,940	575,260	1,789,100	-1,227,040	562,060
Head of Environment & Public Realm	86,860	85,490	86,660		86,660
Street Scene Section	238,650				0
Waste Collection Section	219,850				0
Depot Services Section		440,990	432,680		432,680
Community Safety Co-ord.Section	64,520	165,180	127,950		127,950
Licensing Section	99,160	101,290	104,300		104,300
<b>Clean &amp; Safe</b>	<b>3,645,460</b>	<b>3,619,470</b>	<b>5,156,550</b>	<b>-1,611,540</b>	<b>3,545,010</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Leisure &amp; Culture</b>					
Cultural Development Arts	32,260	28,040	28,110		28,110
Museum	249,080	265,900	373,900	-98,000	275,900
Carriage Museum	22,850	27,340	30,800	-2,000	28,800
Museum-Grant Funded Activities	30	18,960	0	0	0
Hazlitt Arts Centre	259,460	259,390	266,450		266,450
Festivals and Events	-6,100	-3,260	54,900	-58,160	-3,260
Lettable Halls	-940	-2,490	4,800	-7,290	-2,490
Community Halls	51,320	46,000	87,900	-40,970	46,930
Parks & Open Spaces	68,200	87,190	126,030	-66,800	59,230
River Park	35,710	48,540	35,410		35,410
Playground Improvements	21,700	19,840	20,920		20,920
Parks Pavilions	20,610	24,790	25,090	-10	25,080
Mote Park	58,700	40,450	93,310	-54,080	39,230
Mote Park Cafe	-83,640	-90,200	273,650	-264,440	9,210
Cobtree Manor Park	-75,610	-135,800	123,740	-256,630	-132,890
Kent Life	-3,850	-60	50,340	-50,000	340
Cobtree Manor Park Visitor Centre	1,870	-8,740	265,830	-271,680	-5,850
Allotments	11,040	11,040	11,040		11,040
Tourism	26,100	56,100	41,100	-15,000	26,100
Leisure Services Other Activities	33,450	33,450	33,510		33,510
Parks & Leisure Services Section	195,060	239,260	158,400		158,400
Cultural Services Section	468,840	461,030	509,340		509,340
Maidstone Culture & Leis.Section	130,210	131,430	187,620	-50,000	137,620
<b>Leisure &amp; Culture</b>	<b>1,516,350</b>	<b>1,558,200</b>	<b>2,802,190</b>	<b>-1,235,060</b>	<b>1,567,130</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Town Centre</b>					
Town Centre Mgt.Sponsorship	15,000	15,000			0
Business Terrace	100,090	84,540	164,170	-94,350	69,820
<b>Town Centre</b>	<b>115,090</b>	<b>99,540</b>	<b>164,170</b>	<b>-94,350</b>	<b>69,820</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Employment &amp; Skills</b>					
Economic Research	9,350	9,350			0
Business Support & Enterprise	19,100	19,100			0
Economic Dev Government Initiatives	1,400	1,400			0
Economic Dev - Promotion & Marketing	25,900	36,100	4,300	-3,500	800
Economic Development Section	215,840	226,250	228,320		228,320
<b>Employment &amp; Skills</b>	<b>271,590</b>	<b>292,200</b>	<b>232,620</b>	<b>-3,500</b>	<b>229,120</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Homes</b>					
Building Regulations Chargeable	-295,160	-295,160	6,690	-326,850	-320,160
Building Control	-990	-990	2,000	-2,990	-990
Street Naming & Numbering	-49,000	-49,000		-49,000	-49,000
Development Control Advice	-115,000	-115,000		-115,000	-115,000
Development Control Applications	-1,157,140	-1,295,980	23,080	-1,319,060	-1,295,980
Development Control Appeals	19,410	119,410	119,410		119,410
Development Control Enforcement	67,070	47,310	64,520		64,520
Planning Policy	-3,340	333,250	200,000		200,000
Neighbourhood Planning					0
Strategic Housing Role	13,500	16,540	13,500		13,500
Marden Caravan Site (Stilebridge Lane)	18,150	18,140	48,530	-29,510	19,020
Ulcombe Caravan Site (Water Lane)	6,230	6,220	45,620	-38,690	6,930
Development Management Section	802,980	765,650	787,690		787,690
Spatial Policy Planning Section	472,290	477,630	442,350		442,350
Head of Planning and Development	99,700	99,300	102,100		102,100
Development Mgt.Enforcement Section	139,970	140,530	143,850		143,850
Building Surveying Section	348,980	349,200	358,410		358,410
Mid Kent Planning Support Service	253,260	336,630	661,400	-265,330	396,070
Heritage Landscape and Design Section	164,150	167,490	171,560		171,560
Planning Business Management		102,810	107,200		107,200
Mid Kent Local Land Charges Section		27,770	135,390	-102,870	32,520
<b>Homes</b>	<b>785,060</b>	<b>1,251,750</b>	<b>3,433,300</b>	<b>-2,249,300</b>	<b>1,184,000</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Infrastructure</b>					
Environment Improvements	14,240	17,660	17,170		17,170
Name Plates & Notices	17,600	17,600	17,600		17,600
Residents Parking	-223,070	-223,930	44,180	-267,180	-223,000
Non Paying Car Parks	9,310	9,230	9,310	-10	9,300
Park & Ride	185,460	185,160	565,590	-366,690	198,900
Socially Desirable Buses	63,780	63,780	63,780		63,780
Other Transport Services	-9,300	-9,300	15,700	-25,000	-9,300
Parking Services Section	283,390	300,040	419,590	-108,990	310,600
<b>Infrastructure</b>	<b>341,410</b>	<b>360,240</b>	<b>1,152,920</b>	<b>-767,870</b>	<b>385,050</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Trading</b>					
Conference Bureau	-14,770				0
Museum Shop	-23,420	-18,770	31,460	-50,200	-18,740
Crematorium	-778,600	-782,750	372,820	-1,202,590	-829,770
Commercial Waste Services	-61,300	-61,280	99,630	-165,720	-66,090
Market	-174,600	-165,510	178,930	-350,370	-171,440
Land Charges	-231,040	-210,360	35,350	-269,750	-234,400
Palace Gatehouse	-4,130	-9,710	2,830	-13,490	-10,660
Archbishops Palace	-98,280	-99,230	39,170	-138,380	-99,210
Parkwood Industrial Estate	-301,540	-307,340	12,900	-320,240	-307,340
Industrial Starter Units	-22,300	-19,480	25,840	-46,010	-20,170
Parkwood Equilibrium Units	-34,630	-38,930	37,370	-76,400	-39,030
Sundry Corporate Properties	-101,450	-93,150	44,200	-141,300	-97,100
Parks Dwellings	-26,090	-9,420	34,720	-51,300	-16,580
Chillington House	-41,130	-35,430	6,500	-41,130	-34,630
Phoenix Park Units	-217,240	-217,910	12,620	-230,530	-217,910
Granada House - Commercial		-61,900	22,960	-138,800	-115,840
Granada House - Residential		-41,100		-105,950	-105,950
On Street Parking	-277,560	-281,780	395,400	-668,930	-273,530
Pay & Display Car Parks	-1,282,530	-1,327,790	358,370	-1,938,570	-1,580,200
Off Street Parking - Enforcement	-179,580	-192,070	139,380	-327,750	-188,370
Mote Park Pay & Display	-187,560	-175,750	22,150	-197,330	-175,180
Mote Park - Enforcement	24,720	23,940	24,660		24,660
Sandling Road Car Park			128,330	-240,100	-111,770
Market Section	77,120	75,260	76,000		76,000
<b>Trading</b>	<b>-3,955,910</b>	<b>-4,050,460</b>	<b>2,101,590</b>	<b>-6,714,840</b>	<b>-4,613,250</b>

## SUMMARY ESTIMATE 2017/18 - BY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
<b>Central &amp; Democratic</b>					
Switch Cafe Project	15,060	15,060			0
Members Allowances	412,540	362,540	342,540		342,540
Members Facilities	67,790	60,090	40,100		40,100
Subscriptions	18,100	18,100	18,100		18,100
Overview & Scrutiny	9,350	1,660			0
Contingency		304,660	200,000		200,000
Performance & Development	14,800	14,800	14,800		14,800
Corporate Projects	49,610	42,840	42,840		42,840
Press & Public Relations	41,200	40,050	40,050		40,050
Corporate Management	180,880	152,860	103,000		103,000
Mid Kent Improvement Partnership			130,490	-130,490	0
Unapportionable Central Overheads	1,686,380	1,686,370	1,751,580		1,751,580
Council Tax Collection	-285,200	-240,900	64,860	-393,760	-328,900
Council Tax Benefits Administration	-160,200	-163,800		-163,800	-163,800
NNDR Collection	-244,370	-195,170	10,600	-250,970	-240,370
Registration Of Electors	78,310	108,930	61,480	-2,270	59,210
Elections	115,690	102,250	223,870	-121,620	102,250
Emergency Centre	33,980	29,080	29,080		29,080
Grants	217,270	217,270	205,270		205,270
Delegated Grants	2,100	2,100	2,100		2,100
External Interest Payable	150,820	150,820	124,980		124,980
Interest & Investment Income	-270,000	-270,000		-220,000	-220,000
Non Service Related Government Grants	-5,098,410	-4,979,660		-4,001,420	-4,001,420
Commercial Projects Manager	54,750	56,320			0
Democratic Services Section	106,460	132,940	136,030		136,030
Mayoral & Civic Services Section	101,600	102,220	104,710		104,710
Chief Executive	161,430	158,930	160,680		160,680
Communications Section	120,790	123,540	111,270	-32,370	78,900
Policy & Information	204,240	215,730	213,120		213,120
Head of Policy and Communications	100,130	99,410	104,850		104,850
Revenues Section	391,870	385,210	354,330	-9,760	344,570
Democratic and Admin.Services Manager		43,910	45,960		45,960
Registration Services Section	103,570	110,670	128,850		128,850
Benefits Section	434,150	425,880	464,060	-31,760	432,300
Fraud & Visiting Partnership Section	99,320	97,900	210,650	-163,350	47,300
Head of Internal Audit & Risk Strategy	203,350	186,790	665,880	-469,510	196,370
Head of Human Resources	86,520	85,200			0
Human Resources	184,130	177,550			0
Pay & Information	117,840	125,190			0
Learning & Development	102,910	113,440			0
Director of Finance & Business Imp.	133,600	133,400	134,010		134,010
Head of Finance and Resources	101,760	99,080	3,710		3,710
Accountancy Section	604,810	637,940	642,580	-4,380	638,200
Legal Services Section	518,650	518,650	543,150	-60,000	483,150
Director of Regeneration & Place	134,170	133,500	134,110		134,110
Property & Procurement Manager	80,630	80,860	81,060		81,060
Procurement Section	68,840	67,090	145,280	-75,300	69,980
Property & Projects Section	255,500	260,750	264,330		264,330
Facilities & Corporate Support Section	432,330	434,510	409,710		409,710
Improvement Section	234,340	236,450	240,900		240,900
Executive Support	154,950	152,360	156,820		156,820
Customer Services Manager	75,150	77,090	75,190		75,190
Mid Kent ICT Services	653,580	661,530	1,575,680	-895,620	680,060
GIS Section	95,930	98,850	168,130	-65,690	102,440
Customer Services Section	654,860	646,990	621,410	-8,000	613,410
Director of Mid Kent Services		31,550	72,120	-47,300	24,820
Mid Kent HR Services Section			604,090	-243,210	360,880
MBC HR & Payroll Section			228,920	-520	228,400
Town Hall	81,830	89,120	85,460	-3,990	81,470
South Maidstone Depot	128,910	129,820	133,430		133,430
The Gateway King Street	133,740	143,850	333,120	-241,390	91,730
Maidstone House	1,227,660	1,141,660	1,181,970	-124,300	1,057,670
I.T. Operational Services	331,090	320,840	327,190		327,190
Central Telephones	60,200	60,200	60,200		60,200
Mid Kent ITC Software	141,270	174,520	521,820	-334,400	187,420
Fleet Workshop & Management	745,450	690,720	749,940		749,940
MBS Support Crew	-78,520	-49,730	102,570	-162,490	-59,920
Grounds Maintenance	1,309,200	1,310,820	1,334,100	-17,250	1,316,850
Youth Development Programme	47,950	47,950	64,900	-16,700	48,200

Cost Centre/Service	Original Approved Estimate 2016/17 £	Revised Estimate 2016/17 £	Estimate 2017/18 (Expenditure) £	Estimate 2017/18 (Income) £	Estimate 2017/18 £
Internal Printing	-85,240	-85,240	50,890	-136,130	-85,240
Appropriation Account	866,110	933,610	1,010,700		1,010,700
<b>Central &amp; Democratic</b>	<b>8,717,510</b>	<b>9,279,520</b>	<b>18,163,620</b>	<b>-8,427,750</b>	<b>9,735,870</b>

**APPENDIX D - CAPITAL PROGRAMME 2017/18 - 2021/22**

<b>SUMMARY TOTALS BY COMMITTEE</b>	<b>Estimate 2017/18 £</b>	<b>Estimate 2018/19 £</b>	<b>Estimate 2019/20 £</b>	<b>Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>	<b>Totals £</b>
Communities, Housing & Environment	7,056,310	9,350,000	13,600,000	10,850,000	4,850,000	45,706,310
Heritage, Culture & Leisure	2,401,560	2,095,000	795,000	90,000	0	5,381,560
Policy & Resources	3,588,000	4,987,000	300,000	275,000	175,000	9,325,000
Strategic Planning, Sustainability & Transport	0	0	0	0	0	0
<b>TOTALS</b>	<b>13,923,160</b>	<b>16,432,000</b>	<b>14,695,000</b>	<b>11,215,000</b>	<b>5,025,000</b>	<b>60,412,870</b>

<b>COMMUNITIES, HOUSING &amp; ENVIRONMENT</b>	<b>Estimate 2017/18 £</b>	<b>Estimate 2018/19 £</b>	<b>Estimate 2019/20 £</b>	<b>Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>	<b>Totals £</b>
Housing Incentives	576,310	350,000	350,000	350,000	350,000	1,976,310
Housing - Disabled Facilities Grants Funding	800,000	800,000	800,000	800,000	800,000	4,000,000
Housing Investments	3,900,000	600,000	600,000	600,000	600,000	6,300,000
Brunswick Street Housing Development	500,000	2,000,000	1,500,000			4,000,000
Union Street Housing Development	500,000	2,000,000	1,500,000			4,000,000
King Street Housing Development	500,000	2,000,000	1,500,000			4,000,000
Housing & Regeneration - Indicative Scheme A		500,000	2,000,000	1,500,000		4,000,000
Housing & Regeneration - Indicative Scheme B		500,000	2,000,000	1,500,000		4,000,000
Housing & Regeneration - Indicative Scheme C		500,000	2,000,000	1,500,000		4,000,000
Housing & Regeneration - Indicative Scheme D			500,000	2,000,000	1,500,000	4,000,000
Housing & Regeneration - Indicative Scheme E			500,000	2,000,000	1,500,000	4,000,000
Commercial Waste	180,000					180,000
Street Scene Investment	50,000	50,000	50,000	50,000	50,000	250,000
Flood Defences	50,000	50,000	300,000	550,000	50,000	1,000,000
<b>TOTALS</b>	<b>7,056,310</b>	<b>9,350,000</b>	<b>13,600,000</b>	<b>10,850,000</b>	<b>4,850,000</b>	<b>45,706,310</b>

<b>HERITAGE, CULTURE &amp; LEISURE</b>	<b>Estimate 2017/18 £</b>	<b>Estimate 2018/19 £</b>	<b>Estimate 2019/20 £</b>	<b>Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>	<b>Totals £</b>
Continued Improvements to Play Areas	940,140					940,140
Commercial Projects - Mote Park Adventure Zone	629,400					629,400
Mote Park Essential Improvements	397,020	369,000				766,020
Other Parks Essential Improvements	225,000	50,000	25,000			300,000
Mote Park Centre	100,000	1,500,000	600,000			2,200,000
Museum Development Plan	110,000	176,000	170,000	90,000		546,000
<b>TOTALS</b>	<b>2,401,560</b>	<b>2,095,000</b>	<b>795,000</b>	<b>90,000</b>	<b>0</b>	<b>5,381,560</b>

<b>POLICY &amp; RESOURCES</b>	<b>Estimate 2017/18 £</b>	<b>Estimate 2018/19 £</b>	<b>Estimate 2019/20 £</b>	<b>Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>	<b>Totals £</b>
Town Centre Public Realm improvements	1,400,000	1,400,000				2,800,000
Asset Management / Corporate Property	175,000	175,000	175,000	175,000	175,000	875,000
Feasibility Studies	50,000	50,000				100,000
Infrastructure Delivery		3,000,000				3,000,000
Software / PC Replacement	175,000	150,000	125,000	100,000		550,000
Acquisition of Commercial Assets	1,500,000					1,500,000
Maidstone East/Sessions Square	288,000	212,000				500,000
<b>TOTALS</b>	<b>3,588,000</b>	<b>4,987,000</b>	<b>300,000</b>	<b>275,000</b>	<b>175,000</b>	<b>9,325,000</b>

**Maidstone Borough Council  
Budget 2017/18**

**Estimate of General Fund Balances to 31 March 2018**

	Unallocated General Fund	Asset Replacement	Planning Management	Commercialisation	Invest to Save	Grand Total
	£000	£000	£000	£000	£000	£000
Balance at 31st March 2016	3,128	167	200	500	562	4,557
2015/16 Carry Forwards Used in 2016/17	- 370					- 370
Use of balances during 2016/17	- 288		- 170			- 458
<b>Estimated Balance as at 31st March 2017</b>	<b>2,470</b>	<b>167</b>	<b>30</b>	<b>500</b>	<b>562</b>	<b>3,729</b>
Expected use of balances in 2017/18	-	- 75	- 30			- 105
<b>Estimated Balance as at 31st March 2018</b>	<b>2,470</b>	<b>92</b>	<b>-</b>	<b>500</b>	<b>562</b>	<b>3,624</b>

**Estimate of Earmarked Reserves to 31 March 2018**

	Balance at 31/3/16 £000	Movement in 2016/17 £000	Est. Balance at 31/3/17	Movement in 2017/18 £000	Est. Balance at 31/3/18
Capital Support	12,131	- 12,062	69	2,971	3,040
Local Plan	454	- 454	-	-	-
Neighbourhood Planning	85		85		85
Business Rates Reserve	3,665	- 578	3,087	- 3,001	86
Trading Accounts	179		179		179
<b>Total</b>	<b>16,514</b>	<b>-13,094</b>	<b>3,420</b>	<b>-30</b>	<b>3,390</b>

# Agenda Item 16

## Policy and Resources

**15 February 2017**

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

**Yes**

## Resident Survey 2017

<b>Final Decision-Maker</b>	Policy & Resources Committee
<b>Lead Head of Service</b>	Angela Woodhouse, Head of Policy & Communications
<b>Lead Officer and Report Author</b>	Anna Collier, Policy & Information Manager.
<b>Classification</b>	Public
<b>Wards affected</b>	All

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

1. That a Resident Survey be undertaken in 2017.
2. Note the timetable for consultation set out at section 3.
3. That the committee review the options set out at section 4 and agree the consultation methodology.

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

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

The resident survey offers an opportunity to understand the views of Maidstone residents providing essential information to help form decision making and develop key strategies which deliver the Council's corporate priorities.

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Corporate Leadership Team	16 January 2017
Policy & Resources Committee	15 February 2017

# Resident Survey 2017

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Policy and Resources Committee are asked to consider whether or not the Council should undertake a Resident Survey in 2017.
- 1.2 If a survey is agreed the committee are asked to review the options for undertaking the survey and agree a final methodology.

## 2. INTRODUCTION AND BACKGROUND

- 2.1 There is a long tradition of undertaking a Resident Survey to gauge views and satisfaction levels of residents with services and the place they live as well as other areas of interest such as budget consultation, allowing the Council to track progress or otherwise in meeting residents' expectations. Since the Place Survey 2008 the survey has been undertaken every two years. The last survey was delivered in 2015.
- 2.2 The 2015 survey was successful in achieving;
  - a strong response rate
  - a balanced response across the borough, balancing the rural and urban residents
  - a high standard of reporting
  - member and officer engagement
- 2.3 Whilst successful, there were areas where improvements could be made. Any future resident survey should include:
  - Working with members and officers to ensure the questions are relevant, high quality, support decision making and are relevant to current and future projects.
  - Working with groups to improve engagement with the; 75+ and 18-24 year olds and ethnic minorities.
  - Undertaking engagement with young people to gain views of young people and future council tax payers.
  - Programme structured communication with Members throughout the consultation, to ensure they are able to engage residents across the borough.
- 2.4 Whilst there are costs in carrying out a Resident Survey, particularly in terms of staff time, the exercise overall offers value for money. It does this by informing the Council's resource allocation and hence ensuring that the Council is responsive to residents' views. The preferred option in this report is intended to ensure that the Resident Survey is carried out in the most cost-effective way possible.

### Sample size

- 2.5 To ensure that the proposed consultation adds value, consideration has been given to the size of the sample of residents selected. How well the sample represents the population is gauged by two elements; the survey's margin of error and its confidence level.
- 2.6 The margin of error sets out the maximum expected difference between the true population and the sample selected. The confidence level indicates the chances of getting the same result, if the survey was repeated.
- 2.7 For example, a survey may have a margin of error of plus or minus 3 percent at a 99 percent level of confidence. This means that if the survey were conducted 100 times, the data would be within 3 percentage points above or below the percentage reported in 99 of the 100 surveys.
- 2.8 To achieve a 95% response rate with a +/- 3% margin error a minimum of 1058 responses would be required. This figure and the options set out in section 4 have been calculated assuming a 30% response rate.

---

### **3. TIMETABLE**

- 3.1 The survey has always been undertaken around August/September, continuing the old national timetable; however this does not provide the best fit for the Council's budget and strategic planning process. The analysis is not available for early discussions and tends to be delivered around December when plans are already drafted and engagement with members and officers is already well underway.
- 3.2 Considering the budget and strategic planning process the ideal time to launch the survey would be in May, allowing analysis to be delivered in August to provide an evidence base to feed into discussions.
- 3.3 Looking at the areas of improvement identified in the introduction to ensure member and officer engagement and quality consultation design the following timetable would be followed.

<b>Activity</b>	<b>Timing</b>
Project planning	February
Workshops, survey design, agreement of final questionnaire	February – March
Promotion and preparation for consultation (appointment of staff/external body if relevant)	March – April
Survey roll out	8 May 2017
Consultation open	May – July
Analysis	July – August
Final Report, workshops	August - September

---

## **4. Options**

### Consultation approaches

- 4.1 The possible approaches are outlined in the table over the page. The options do not need to be taken individually, to ensure the most comprehensive and inclusive consultation a mix of options could be agreed.
- 4.2 Where the cost is external, these are based on 2015 quotes, though we would be aiming for a higher response rate than this to increase representation of the borough and to consistently improve our overall response rates.
- 4.3 In addition to the below, existing contacts with local schools, housing associations, equalities networks will be used to increase engagement with under 18, 75+ and 18-24 year olds and ethnic minorities.
- 4.4 There is an existing budget available for budget consultation of £5,000. This budget will be used for the Resident Survey and it will also include questions to inform the Medium Term Financial Strategy.

	<b>Option</b>	<b>Estimated Cost</b>	<b>Pros</b>	<b>Cons</b>
1	Online Survey - (with paper only on request to ensure adherence with equality duty)	<b>Officer time only</b>	There is a strong email consultation group.  This is the cheapest option.  Can't target specific demographics.  Respondent views the materials and self-completes.	Excludes those not online; doesn't engage hard to reach groups.  Existing consultees (those on the consultation list) have been heavily engaged already.
2a	Paper survey - Internally printed and distributed, <b>uncoded</b> .  These would also need to be input. This could either be done by releasing an officer a day per week or by offering overtime.	£3,705 print and postage costs.  £2,970 optional overtime costs  <b>Total - £6,675</b>	Respondent views the materials and self-completes.  Encourage customers to engage with online survey.  Reduced cost.	Customers could possibly submit more than one entry. Would be high demand on officer time  Can't target specific demographics
2b	Paper survey - Internally printed and distributed, <b>coded</b> .  New survey software would need to be purchased or subscribed to in order to enable paper surveys to be developed.	As above  £4880 for purchase.  <b>Total £11,555</b>	Respondent views the materials and self-completes.  Encourage customers to engage with online survey.  Allows easy tracking of who's completed and targeting of reminders This would provide benefit beyond the resident survey	Can't target specific demographics.

	<b>Option</b>	<b>Estimated Cost</b>	<b>Pros</b>	<b>Cons</b>
			and create small efficiencies within the policy and communications teams.	
2c	Paper survey – Externally printed and distributed, coded	<b>£16,145</b>	<p>Respondent views the materials and self-completes.</p> <p>Encourage customers to engage with online survey.</p> <p>Allows easy tracking of who's completed and targeting of reminders</p>	<p>Can't target specific demographics.</p> <p>Most expensive option.</p>
3	Face to Face survey (external)	<b>£14,910</b>	<p>Can easily target by location and demographics.</p> <p>Respondents can see materials.</p>	<p>Customers can't self complete.</p> <p>Is an expensive option.</p>
4	Telephone survey (external)	<b>£13,625</b>	Can easily target by location and demographics.	<p>Respondents cannot view materials or self complete.</p> <p>Cannot easily target our hard to reach groups (BME groups &amp; 18 to 24 year olds)</p> <p>Is an expensive option</p>

---

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

5.1 The last Resident Survey was undertaken in 2015 and the last budget survey was undertaken in 2016. As a council we value engagement and feedback from our residents on their priorities and should use this to inform our decision making. This committee is being consulted on the options for the next Resident Survey in 2017.

---

**6. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

Preferred Option

- 6.1 That the Council undertakes a Resident Survey in 2017 and deliver an 'in house' online and postal survey, as shown in section 4 as option 1 and option 2a.
- 6.2 This option provides the most cost effective and inclusive solution, within the existing budget. Currently this option is £1,675 over budget but this could be reconsidered by revisiting the optional overtime cost.

Alternative options

- 6.3 The Council could choose not to undertake a Resident Survey at all. This is not recommended as the Council would not have information covering all of the council's services to inform its decision making on strategic budget and service matters. The council is required to undertake consultation on its budget proposals, the residents survey would achieve this aim.
  - 6.4 Undertake telephone or face to face consultation in house. This option has not been presented in the table in section four as staff are not trained to undertake surveys in this way and this would resource intensive.
  - 6.5 Options 2b, 3 and 4 have not been selected as whilst they have individual benefits the cost is not considered appropriate given current budget constraints.
- 

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

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	Previous resident surveys helped shape the corporate priorities, and shape Council decision making, the timetable outlined in this report would ensure that information was available early enough to inform the	Angela Woodhouse, Head of Policy & Communications

	Council's review of the Strategic Plan. Not undertaking the survey would mean that residents' views would not be as easily available to inform decision making.	
<b>Risk Management</b>	<p>A risk assessment would be developed as part of project planning process.</p> <p>Information gained through the resident survey would be used as part of future service development which could help minimise future risk</p>	Angela Woodhouse, Head of Policy & Communications
<b>Financial</b>	Costs of options are set out in section 4. Any cost beyond the £5k would need to be funded. The results of the Resident Survey will feed into the budget planning process.	Section 151 Officer
<b>Staffing</b>	Impact on staffing resources will depend on the option selected. If the work is undertaken in house more resources will be required. This is highlighted in section 4.	Angela Woodhouse, Head of Policy & Communications
<b>Legal</b>	A number of the options identified would require appointment of an external market research company.	Legal Team
<b>Equality Impact Needs Assessment</b>	<p>Equality impact will need to be assessed as part of the final option if agreed to ensure that the consultation is open and available to all.</p> <p>Hard to reach groups have already been identified and approaches to increase responses in this area will need to be considered as part of project planning.</p> <p>The results will be analysed by age, gender and disability to identify whether groups are unduly affected by</p>	Equalities and Corporate Policy Officer

	service delivery.	
<b>Environmental/Sustainable Development</b>	Information gained through the resident survey may relate to environmental and sustainable development issues	Policy and Information Manager
<b>Community Safety</b>	Information gained through the resident survey may relate to community safety issues	Policy and Information Manager
<b>Human Rights Act</b>	None identified.	Policy and Information Manager
<b>Procurement</b>	A number of the options identified would require appointment of an external market research company.	Policy and Information Manager
<b>Asset Management</b>	None identified	Policy and Information Manager

**8. REPORT APPENDICES**

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

- None
- 

**9. BACKGROUND PAPERS**

## Policy and Resources

**15 February 2017**

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

**Yes**

## Strategic Plan Performance Update Quarter 3 2016/17

<b>Final Decision-Maker</b>	Policy & Resources Committee
<b>Lead Head of Service</b>	Angela Woodhouse, Head of Policy & Communications
<b>Lead Officer and Report Author</b>	Anna Collier, Policy & Information Manager. Alex Munden, Performance and Business Information Officer
<b>Classification</b>	Public
<b>Wards affected</b>	All

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

1. Note the summary of performance for Quarter 3 of 2016/17 for Key Performance Indicators (KPIs) and corporate strategies and plans.
2. Note where complete data is not currently available.
3. Note the performance of Key Performance Indicators from Quarter 2 of 2016/17 for which data was not available at Policy & Resources Committee on 23 November 2016.
4. Identify any action that needs to be taken or amendments to the Quarter 3 report.

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

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

Key Performance Indicators monitor the delivery of the Council's Corporate Priorities as set out in the Strategic Plan 2015-20. The Performance Plan provides progress against the Council's key strategies which deliver the Council's corporate priorities.

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Wider Leadership Team	16 January 2017
Heritage Culture & Leisure Committee	31 January 2017
Strategic Planning, Sustainability & Transport Committee	7 February 2017
Communities, Housing & Environment	14 February 2017
Policy & Resources Committee	15 February 2017

# Strategic Plan Performance Update Quarter 3 2016/17

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Policy & Resources Committee is asked to review the progress of key strategies, plans, and performance indicators that support the delivery of the Strategic Plan 2015-2020
  - 1.2 Data has been provided where it was not available for the Quarter 2 performance update.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
  - 2.2 The Strategic Plan has 32 Key Performance Indicators that were agreed by Committee in April 2016. This is in addition to the existing 14 plan and strategy updates.
  - 2.3 Performance indicators are judged in two ways; firstly on whether performance has improved, sustained or declined, compared to the same period in the previous year. This is known as direction. Where there is no previous data, no assessment of direction can be made.
  - 2.4 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target they are rated green. If the target has been missed but is within 10% of the target it will be rated amber and if the target has been missed by more than 10% it will be rated red.
  - 2.5 Some indicators will show an asterisk (\*) after the figure, these are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting in these cases a date has been provided of when the information is expected.
  - 2.6 Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.
- 

## 3. Quarter 3 Performance Summary

- 3.1 There are 32 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by Policy & Resources Committee for 2016/17.

3.2 Overall, 65% (12) of KPIs reported this quarter achieved their annual target for quarter 3. For 73% of indicators, performance improved compared to the same quarter last year.

4. RAG Rating	Green	Amber	Red	N/A	Total
KPIs	11	2	4	5	22
Strategic Actions	13	1	0		14
Direction	Up	Across	Down	N/A	Total
KPIs	11	0	4	7	22

## 5. Performance by Priority

### Priority 1: Keeping Maidstone Borough an attractive place for all

- 5.1 Quarter 2: The recycling and composting rate for quarter 2 was 51.27%. This is below our target, but higher than the Mid Kent and EU recycling targets. This is also an increase on the same period of the previous year. Work undertaken earlier in the year has been successful in reducing the contamination rate. We continue to monitor this, and are on track to achieve our contamination target of 8%.
- 5.2 Quarter 3: Recycling data is only available for October and November. The percentage of recycled and composted waste was 50.61%. This is above the EU and Kent Resources Partnership target of 50%. The data has shown reduce contamination and an increase in recycling tonnage. Further work to tackle contamination is underway. Over the Christmas period, resident engagement with advertisement and social media support was carried out to promote recycling seasonal items.
- 5.3 The percentage of land and highways assessed as having unacceptable levels of litter is 4.5% against a target of 6.5%. The second tranche of monitoring identified a significant improvement in the levels of litter. The street cleansing team have worked hard to target areas that previously required improvement. They have adapted their routes to take hotspots into account.
- 5.4 The percentage of land and highways assessed as having unacceptable levels of detritus is 9.95% against a target of 18%. This is a significant improvement on the same quarter of last year. The second tranche of monitoring identified a significant improvement in comparison with the first tranche of monitoring. The team have worked hard to target areas with high leaf fall during the Autumn and in doing so have reduced detritus levels, improving the standard of the street scene.
- 5.5 The number of incidences of fly-tipping in quarter 3 was 222. This shows an expected seasonal decrease from quarter 2. There has however been an increase in comparison to 2015/16, but the figure is comparable with 2014/15. Domestic waste accounted for 54% of reported fly tips. Further work is required to raise awareness of household duty of care, as many of these fly tips are in urban locations.

- 5.6 The Community Partnerships team provided domestic abuse training to 150 people in quarter 3. This now brings the indicator back on track, achieving its target for this point of the year. Communities, Housing, and Environment Committee agreed the safeguarding policy on 18 October 2016.
- 5.7 Crime in the borough has seen a 14% increase in the year to date up to November. Figures are not yet available for December 2016 but are expected to be available by the end of January. October and November 2016 compared to 2015 had 221 additional crimes.
- 5.8 The number of Disabled Facilities Grants completed has met the target of 25 for quarter 3 . This is a significant improvement on the same quarter in 2015/16 when 18 were completed.
- 5.9 User satisfaction with the Leisure Centre has shown an improvement on quarter 2, but satisfaction remains below the 82% target at 78.18%. The installation of new feedback machines has increase the response rate, with 8596 responses in the final 8 weeks of quarter 3. This is a significant increase to the 101 responses received in quarter 2.
- 5.10 23 people completed a course at the Leisure Centre following GP referral in quarter 3. Of these, 61% achieved 3% weight loss, and 22% achieved 5% weight loss. 24 people were referred to the course, showing a high level of completion for participants.
- 5.11 The number of older isolated people prevented from social isolation was 23 for the quarter. Café Culture at the museum continues to run successfully.

**Priority 1: Keeping Maidstone an attractive place for all & Priority 2: Securing a successful economy for Maidstone Borough**

- 5.12 For net income generated from commercial activities, a negative figure indicates an income. In quarter 3, -£242,617 was generated through commercial activities, against a target of -£443,561. Income for this quarter was -£200,943 from reaching its target. Income streams included in this measure that are currently performing well and operating at a surplus are:
- Commercial Waste - £12,252
  - Phoenix Park - £11,896
  - Debt recovery service - £4,002
- 5.13 Footfall at the Museum and Visitor Information Centre was 11,484 against a target of 19,625. Quarter 3 is always the quietest time of year, and visitor numbers halved from October to December this year. This was a disappointing quarter, some 2000 visits down on the same quarter last year. Some of last year's success was a legacy of the Lego exhibition, and no similar blockbuster appeared this year.
- 5.14 The number of children taking part in formal educational activities at the museum was 1863. This is an improvement on quarter 2, but the target of 2085 has been missed.

5.15 Footfall in the High Street has exceeded its target of 2,448,795 for quarter 3, with a footfall figure of 3,081,874. Footfall was slightly higher in comparison to the same quarter of 2015/16, and we are pleased to see that the Bridge Gyrotory works have not had an impact. There is always an increase in Quarter 3 due to the seasonal trend of Christmas shopping.

### **Priority 2: Securing a successful economy for Maidstone Borough**

5.16 The number of school journeys undertaken without a car was 4661 for quarter 3. This was an increase on quarter 2, and have returned to a similar figure to quarter 1. The increase may be due to a push in the first school term after the school holidays to encourage pupils to engage in sustainable travel.

5.17 The percentage of people claiming an out of work benefit in Maidstone is 1.2%. This is below the target of 2% but shows an increase on the same period in 2015/16.

5.18 The percentage of 16-18 year olds not in Education, Employment, or Training (NEETs) is 2.94% in Maidstone. This data is for November only as December data has not yet been released, and is expected by the end of January.

5.19 The number of businesses/start-ups that received information, advice, and guidance in quarter 3 was 168. Despite failing to meet the quarter 3 target, this indicator is still on track to meet its annual target. 74 contacts were received for information, 16 for advice, and 78 for guidance. We have achieved our aim of bringing guidance contacts above information contacts for quarter 3.

5.20 Homelessness preventions exceeded the target with 85 preventions in quarter 3, against a target of 75. This figure also now includes households prevented from homelessness due to an award of Discretionary Housing Payments, and work carried out by Citizens Advice Bureau.

5.21 87.5% of major planning applications were processed on time during quarter 3. Performance continues to be strong in the processing of major applications.

5.22 A total of 69 affordable homes were delivered, exceeding the target of 45 for the quarter. There has been 258 affordable completions up to 31 December 2016. The annual target has already been exceeded by 78 completions. Affordable completions have been strong this year as a result of some sites being delivered as 100% affordable housing. Some phases of affordable housing have been brought forward on sites in the emerging local plan.

5.23 We have housed 172 people through the housing register for quarter 3 2016/17. This is comparable to the number housed for the same period last year, and has exceeded the quarterly target of 150.

## 6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Strategic Plan Performance Update will be reported quarterly to the Service Committees; Communities, Housing and Environment Committee; Strategic Planning, Sustainability & Transportation Committee and Heritage, Culture and Leisure Committee. The report will then go to Policy & Resources Committee following these meetings, with any feedback from the Committees.

---

## 7. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 7.1 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as the frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.

---

## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Angela Woodhouse, Head of Policy & Communications
<b>Risk Management</b>	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Angela Woodhouse, Head of Policy & Communications
<b>Financial</b>	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the	Section 151 Officer

	Council's Medium Term Financial Plan and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.	
<b>Staffing</b>	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.	Angela Woodhouse, Head of Policy & Communications
<b>Legal</b>	None identified.	Legal Team
<b>Equality Impact Needs Assessment</b>	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in place. If there has been a change to the way in which a service delivers a strategy, i.e. a policy change, an Equalities Impact Assessment is undertaken to ensure that there is no detrimental impact on individuals with a protected characteristic.	Equalities and Corporate Policy Officer
<b>Environmental/Sustainable Development</b>	A number of performance indicators relate to our performance in environmental services. This has a significant effect on our ability to monitor the Environment in Maidstone. This is also important as one of our key priorities is to provide a clean and safe environment.	Policy and Information Manager
<b>Community Safety</b>	We have Key Performance Indicators that relate to important areas of community safety. These ensure that the work being done by the Community Safety Unit is relevant, and that key areas such as safeguarding are being developed.	Policy and Information Manager
<b>Human Rights Act</b>	None identified.	Policy and Information

		Manager
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor the any procurement needed to achieve the outcomes of the Strategic Plan.	Policy and Information Manager
<b>Asset Management</b>	Performance Indicators that measure our commercial activities monitor our use of our assets. Good performance shows good management of our assets, or can highlight where assets can be utilised more efficiently.	Policy and Information Manager

**9. REPORT APPENDICES**

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

- Appendix I: Strategic Plan Performance Update Q3 2016/17 P&R

**10. BACKGROUND PAPERS**

2016/17

# Quarter 3 Performance Update



For further information about Performance Management at Maidstone Council, please contact Alex Munden, Performance and Business Information Officer.

**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.

**OUR PRIORITIES**

Keeping Maidstone Borough an attractive place for all

Securing a successful economy for Maidstone Borough



**ACTION AREAS**

Providing a clean and safe environment

Encouraging good health and wellbeing

Respecting the character and heritage 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 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.

## Understanding Performance

### Key to performance ratings

Performance indicators are judged in two ways; firstly on whether performance has improved, been sustained or declined, compared to the same period in the previous year. For example, 2016/17 annual performance will be compared against 2015/16 annual performance. This is known as direction. Where there is no previous data, no assessment of direction can be made.

The second way in which performance is assessed looks at whether an indicator has achieved the target set and is known as PI status. Some indicators may show an asterisk (\*) after the figure, these are provisional figures that are awaiting confirmation.

Data Only indicators are not targeted but are given a direction. Indicators that are not due to be reported or where there is a delay in data collection are not rated against targets or given a direction.

RAG Rating	
	Target not achieved
	Target missed (within 10%)
	Target met
	No target to measure performance against
	Data Only

Direction	
	Performance has improved
	Performance has not changed / been sustained
	Performance has declined
	No previous performance to judge against

Strategic Actions have also been rated using the RAG Status (Red, Amber or Green). The ratings are there to provide an assessment of how well the strategy or plan is progressing.

### Performance Summary

This is the annual update on Maidstone Borough Council's Strategic Plan 2015-20. It sets out how we are performing against the Key Performance Indicators and Strategic actions that directly contribute to the achievement of our priorities: Keeping Maidstone an attractive place for all and securing a successful economy for Maidstone Borough.

Outlined below is a summary of the ratings and direction that have been given for the annual results.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	11	2	4	5	22
Strategic Actions	13	1	0		14
Direction	Up	Across	Down	N/A	Total
KPIs	11	0	4	7	22

## Priority 1: Keeping Maidstone an attractive place for all

### 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.

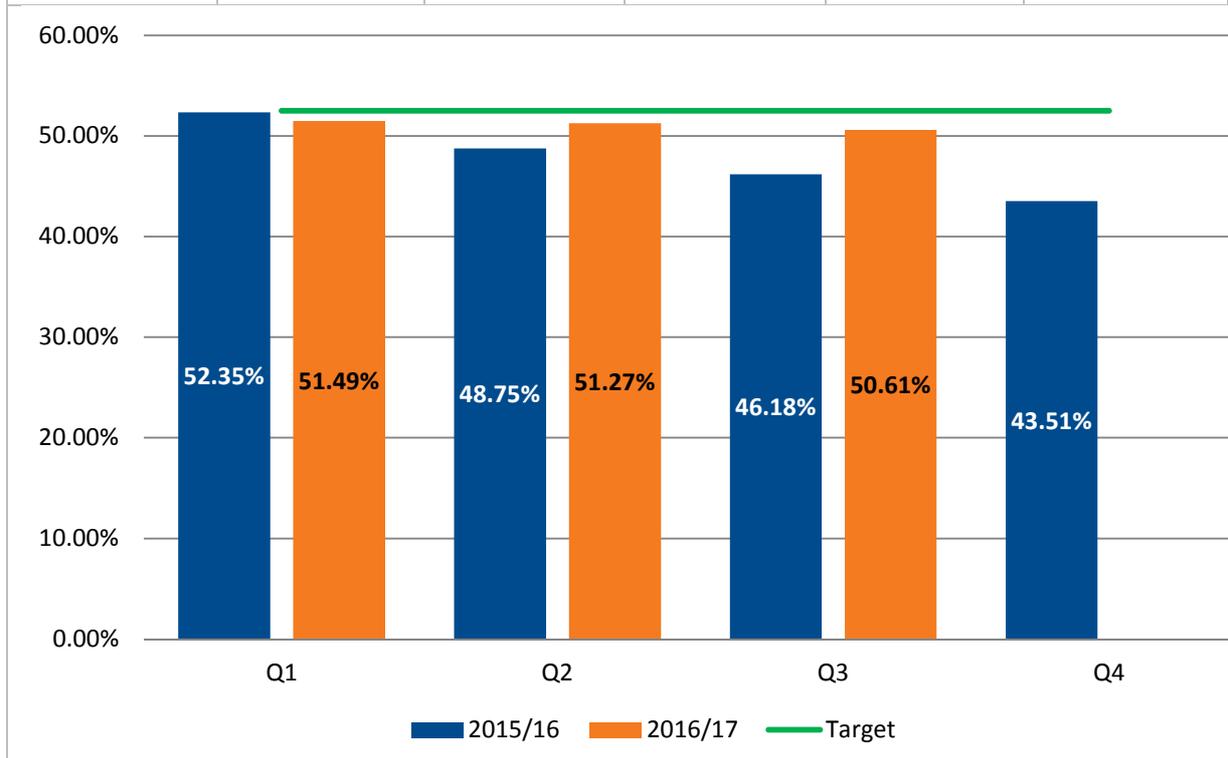
#### Waste & Recycling Strategy

The food waste campaign was launched in February with "No Food Waste" stickers being attached to refuse bins, a school campaign and an animated video. The activities are funded from the DCLG incentive fund which awarded Maidstone £68,000 to increase participation in the food waste service and the Kent Resource Partnership. The recycling rate is currently 52%, however data from October 2016 is still outstanding from Kent County Council. Following the launch of the new targeted campaign, the service will be closely monitored to assess the impact on participation and performance.

### Percentage of household waste sent for reuse, recycling or composting

The indicator measures percentage of household waste that has been sent by the Council for reuse, recycling, composting or anaerobic digestion. This is a key measure of a local authority's progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
50.61%*	52.5%	-1.89%	↑	🚨	Target will be slightly missed



#### Performance Comment:

##### Update for Quarter 2 as information wasn't available in previous report:

The recycling rate for Quarter 2 is 51.27%. This is below our own target but higher than the Mid Kent and EU recycling targets of 50%. The recycling rate is higher than for the same quarter of the previous year. Work undertaken earlier in the year has resulted in improvements to the recycling contamination rate as the weight of rejected recycling has reduced. We are continuing to monitor contamination performance and currently this is on track to achieve the target of a rate of contamination at 8% or lower. For quarter 2 we have seen good organic waste tonnages which are mainly attributed to the levels of garden waste.

##### Quarter 3:

Our recycling rates is below our own target of 52.5% however it remains above both the EU and Kent Resource Partnership targets of 50% by 2020. We are still awaiting figures for December from KCC, but the data that we currently have shown reduced levels of total household waste, reduced contamination and an increase in recycling tonnage when

**Percentage of household waste sent for reuse, recycling or composting**

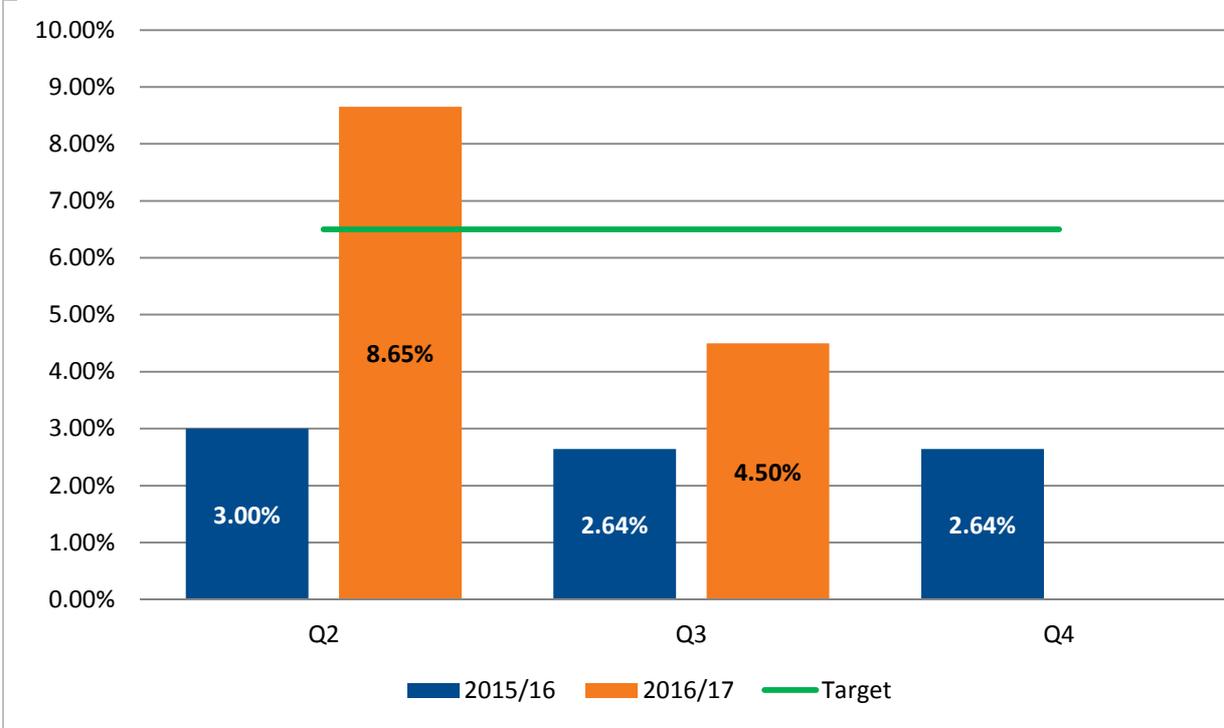
compared to the same quarter of the previous year. We are still on target to achieve a contamination rate of 8% or lower for the year. Further work to tackle contamination is underway, including crew monitoring. Over the Christmas period resident engagement, with advertisement and social media support, was carried out to promote recycling of additional seasonal items. We will also be running a campaign over the next couple of months promoting the food recycling service which is hoped to have a positive impact on our recycling rate.

**The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level**

Reducing unacceptable levels of litter formed a key part of Government’s ‘Cleaner Safer Greener Communities’. Through using the improved management information that the indicator provides, the score should be reduced year-on-year.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations. Good performance is indicated by a lower figure.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
4.5%*	6.50%	-2%	↓	✓	Target for the year will be slightly missed



**\*Data for August to November only. The environmental survey is conducted every four months, and so data is produced 2 months in arrears for the second, third, and fourth quarter. Performance Comment:** Monitoring is carried out in three tranches over the

**The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level**

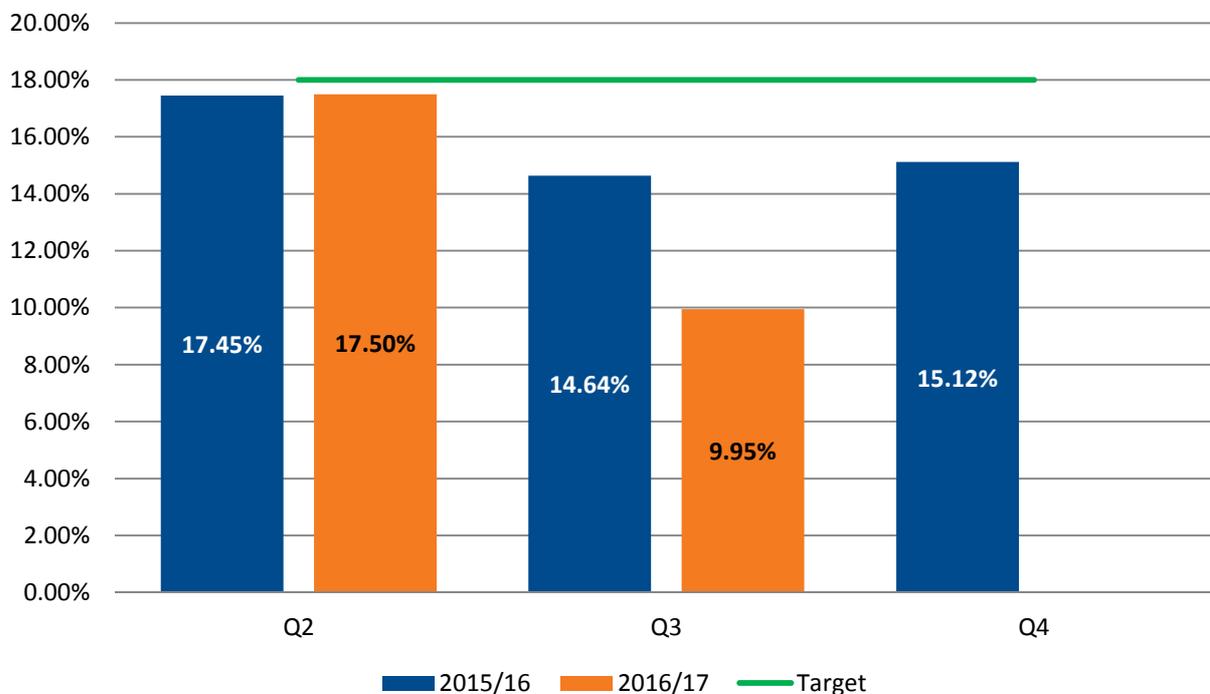
course of 12 months. During each tranche different wards are surveyed in line with the index of deprivation and land types. The 2nd tranche of monitoring to assess relevant land and highways that have deposits of litter that fall below an acceptable level was undertaken independently of the street cleansing service and identified a significant improvement in the levels of litter and detritus. The street cleansing team have worked hard to target areas identified previously as requiring improvement and have adapted their routes to take into account hotspots.

**The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level**

Reducing unacceptable levels of detritus formed a key part of Government’s ‘Cleaner Safer Greener Communities’. Through improved management information that the indicator provides, the score should be reduced year-on-year.

Detritus includes dust, mud, soil, grit, gravel, stones, rotted leaf and vegetable residues, and fragments of twigs, glass, plastic, and other finely divided materials. Good performance is indicated by a lower figure.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
9.95%*	18%	-8.05%	↑	✓	Target will be achieved



\*Data for August to November only. The environmental survey is conducted every four months, and so data is produced 2 months in arrears for the second, third, and fourth

**The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level**

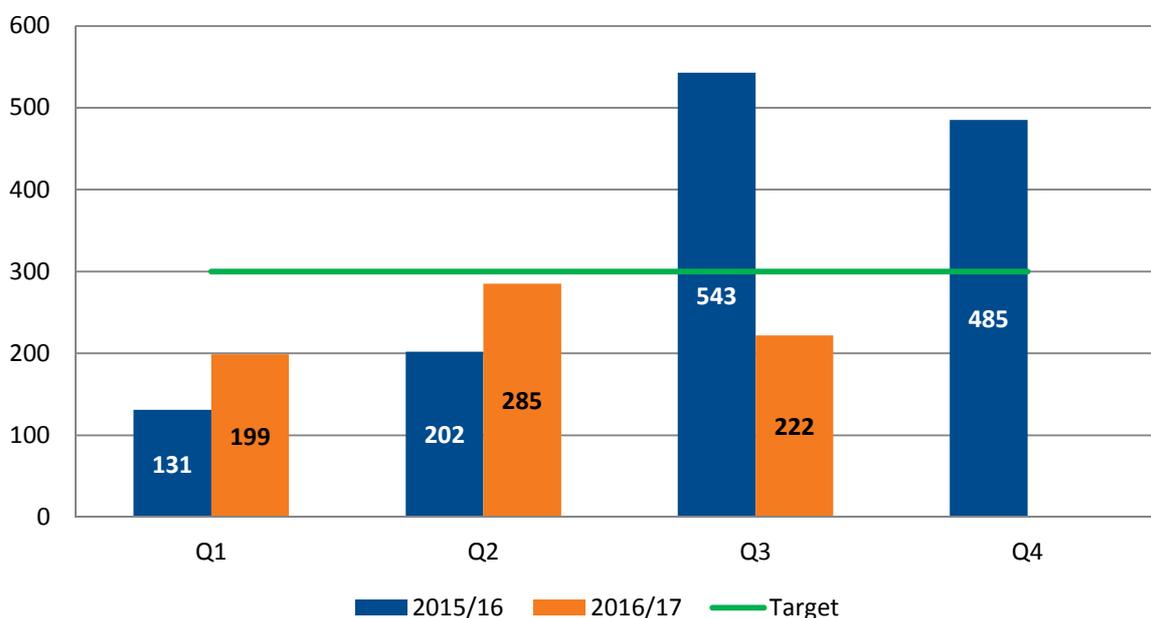
quarter.

**Performance Comment:** The environmental survey is conducted every four months, and so data is produced 2 months in arrears for the second, third, and fourth quarter. The 2nd tranche of monitoring to assess land and highways that have deposits of detritus that fall below an acceptable level has been undertaken independently of the street cleansing service. It identified a significant improvement in the levels of detritus recorded compared with the first tranche. The team have been working systematically to target areas with high leaf fall during the Autumn and in doing so have reduced detritus levels and improved the overall standard of the street scene.

**Number of incidences of fly-tipping**

This indicator gives a wider view of the issues in waste management beyond street cleansing. It also reflects the work undertaken to reduce the level of fly-tipping in the borough through projects and deterrents. Good performance is indicated by a lower figure.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
222	300	-78	↑	✔	Target will be achieved



**Performance Comment:**

Number of incidents

The Q3 figure shows an expected seasonal decrease from Q2. The year on year comparison of Q2 2015/16 (124) shows a slight increase and is comparable with the 2014/15's figure.

Type of waste

Despite another decrease in the number of incidents reported involving "other household

### Number of incidences of fly-tipping

waste" the overall reduction in fly tips from other sources means that with white goods and domestic black sacks, domestic waste accounted for 54% of the reported fly tips. Further work is required to raise awareness of household duty of care as many of these fly tips are in urban locations. Construction/demolition waste remained the next highest individual waste type after other house hold waste and represented 35% of Q3's figure. This indicates a sustained trend as it remains higher than 2015/16. This will be monitored as part of a longer term strategy to target Small to Medium Enterprises and construction companies.

### Community Safety Strategy

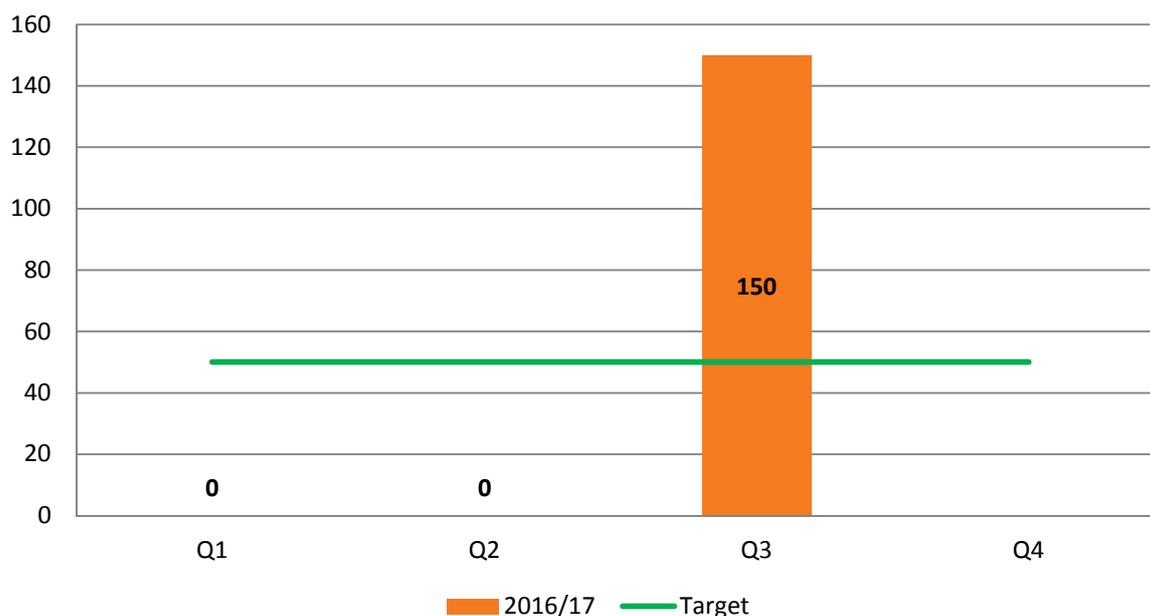
The Community Safety Partnership (CSP) has completed a first draft of the Strategic Assessment (SA) for 2017/18. With the SA are data sets from the partner agencies that make up the CSP, they reflect the crime and disorder trends over the last year (November 2015 to October 2016). This assessment is used by the CSP to set its priorities for the coming year, an away day is planned for February where partners will come together to discuss the priority areas and how best to address the key issues for each. This will involve both the formation of new sub groups and draw together learning from existing sub groups which can then be included within the CSP's Community Safety Plan for 2017.

Maidstone's Domestic Abuse Forum is now a CSP sub group rather than being a charity, the funds from the charity have been handed over to Choices who are operating the account for the CSP. The Domestic Abuse Awareness Day held on the 9th November was a huge success. The event was opened by the Mayor of Maidstone and dignitaries included Lord High Sheriff of Kent

### Number of safeguarding practitioners trained

Safeguarding has been identified as a national priority and a compulsory part of our work as a Council. This indicator measures the number of internal and external staff trained in areas such as child sexual exploitation and anti-extremism. Having more practitioners trained in safeguarding ensures the protection of vulnerable adults and children across Maidstone.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Outcome
150	50	+100			Target will be achieved



**Performance Comment:** The Community Partnerships team provided domestic abuse training to 150 people in quarter 3. This now brings the indicator back on track, achieving its target for this point of the year. Communities, Housing, and Environment Committee agreed the safeguarding policy on 18 October 2016. We are currently in the process of doing a skills and training audit to identify training needs. Any officers identified in this audit will receive safeguarding training

### Air Quality Strategy

The newly formed working group has met and agreed its terms of reference. A series of themed based meetings have been diarised, the first of these was completed before the Christmas break to consider procurement, Council owned estate and carbon management. The next scheduled meeting will look at the topic of transport and will take place in January. The working group is expected to report back the CHE Committee in the early Spring.

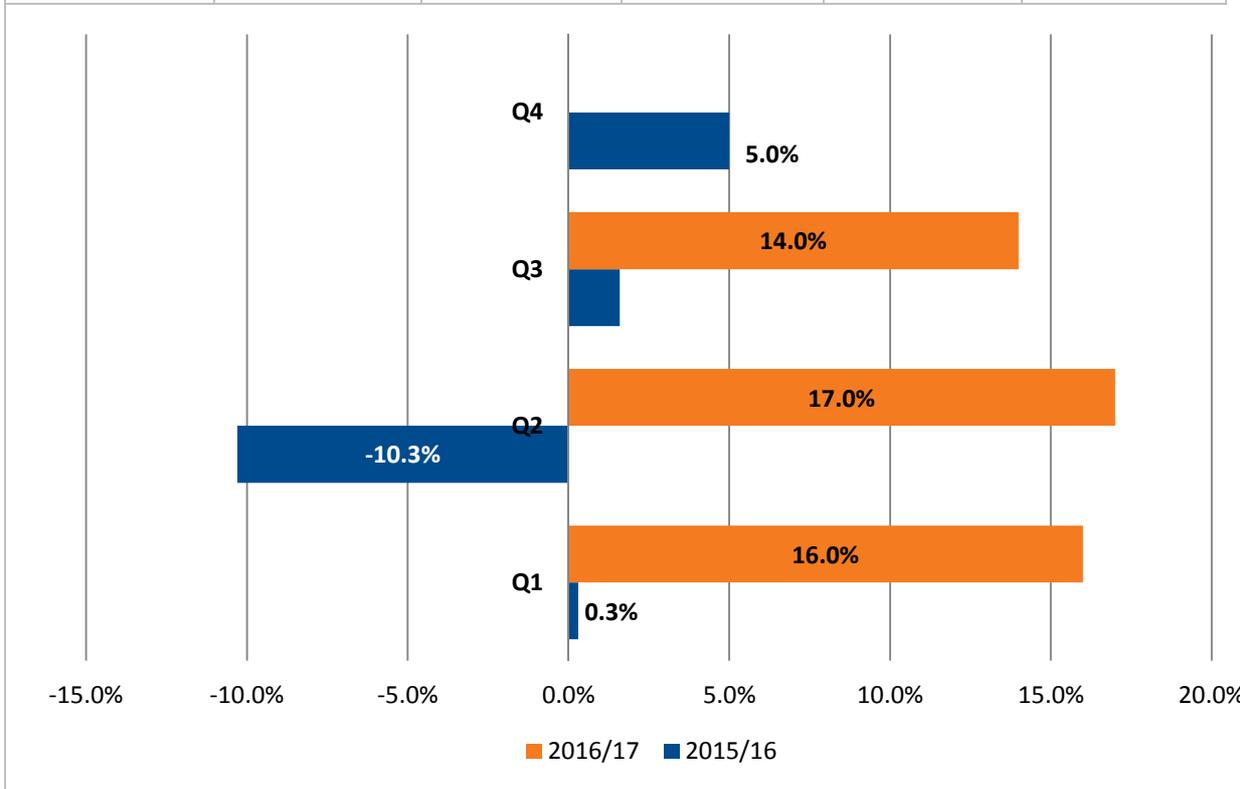
### Environmental Quality Survey

The 2nd tranche of environmental survey has been undertaken and has shown a significant improvement in the levels of litter and detritus. This work continues to be carried out independently of street cleansing to ensure it provides an accurate record of cleansing standards across the Borough. Recruitment of a new Compliance Manager has started and this officer will work with the Environmental Improvement Manager to use the survey data to identify improvements to the service.

### Percentage Change in All Recorded Crime (Information Only)

This indicator reports the percentage change in the number of all recorded crime in the borough to provide an indication of the crime trends in the borough and help assess the impact of the work the Council undertakes in relation to Community Safety. *Note: Improving performance for this indicator is demonstrated by a negative figure.*

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
14%					



#### Performance Comment:

Figures for November as December data are not yet available. There has been a 14% increase in crime year to date since November. This represents an additional 221 crimes. There has been a 28% increase in violent crime; A 20% reduction in shoplifting; a 21% reduction in burglary of a dwelling; a 25% increase in sexual offences which equates to an extra 57 offences.

We are reliant on the police for this data; they state that there is an improvement in the integrity of crime reporting, there are fewer crimes being discounted or included as a secondary incident which is pushing crime up. This is all due to the changes introduced

### Percentage Change in All Recorded Crime (Information Only)

following the HMRC inspection and the Home Office crime category changes a little over a year ago, we are effectively in a position of having to wait for a new baseline year to emerge.

## 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.

### Health Inequalities Action Plan Update

The Community Housing and Environment Committee agreed the refreshed Health Inequalities Action Plan on 18 October 2016. The action plan demonstrates how the key functions we deliver such as planning, housing, economic development, environmental health, leisure and community safety impact on the health of our communities. We must work together to achieve results. The Maidstone Health and Wellbeing Board are the key mechanism to ensure that priorities for health and wellbeing in our area are identified and driven forward. A board is being organised early in the New Year. To support the delivery of the action plan internally, 'Health Champions' have been nominated by Heads of Service to champion public health across the Council, identify best practise, and innovation and be the voice of service areas, on how they can contribute to reducing health inequalities. A briefing session has been scheduled for 6th February 2017.

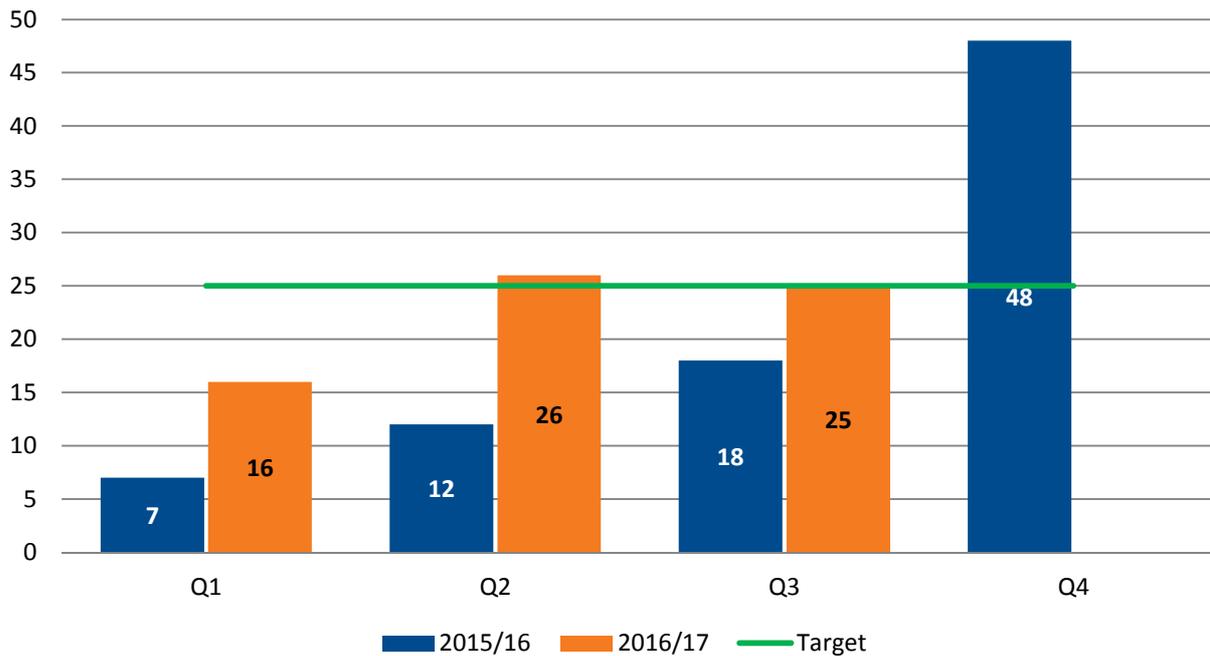
The Council is working alongside Kent County Council to deliver their health inequalities action plan 'Mind The Gap 2016'. The agreed approach by KCC is to approach health inequalities by building on the assets and community infrastructure of the 10th most deprived lower super output areas (LSOA) in Kent. In Maidstone, there are 5 LSOA areas which have been divided into 3 identifiable communities; in Park Wood, in High Street and in Shepway South. It is essential we are a key partner as we are close enough to our communities to understand how they work and how to best reach and support them.

### Number of completed Disabled Facilities Grants

### Number of completed Disabled Facilities Grants

Disabled Facilities Grants (DFGs) are used to provide home adaptations for disabled people generally to improve access; access into and around the home and access to, or provision of, basic amenities such as bathing and WC. They are an important part of the work we do to support people who want to remain independent or stay in their own home.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
25	25	=	↑	✔	Target will be achieved



**Performance Comment:** We have met the target for quarter 3, and performance has shown an improvement against the same quarter last year. If the trend from last year continues and the number of grants completed increases for quarter 4, we expect the annual target to be achieved.

### Housing Strategy Update

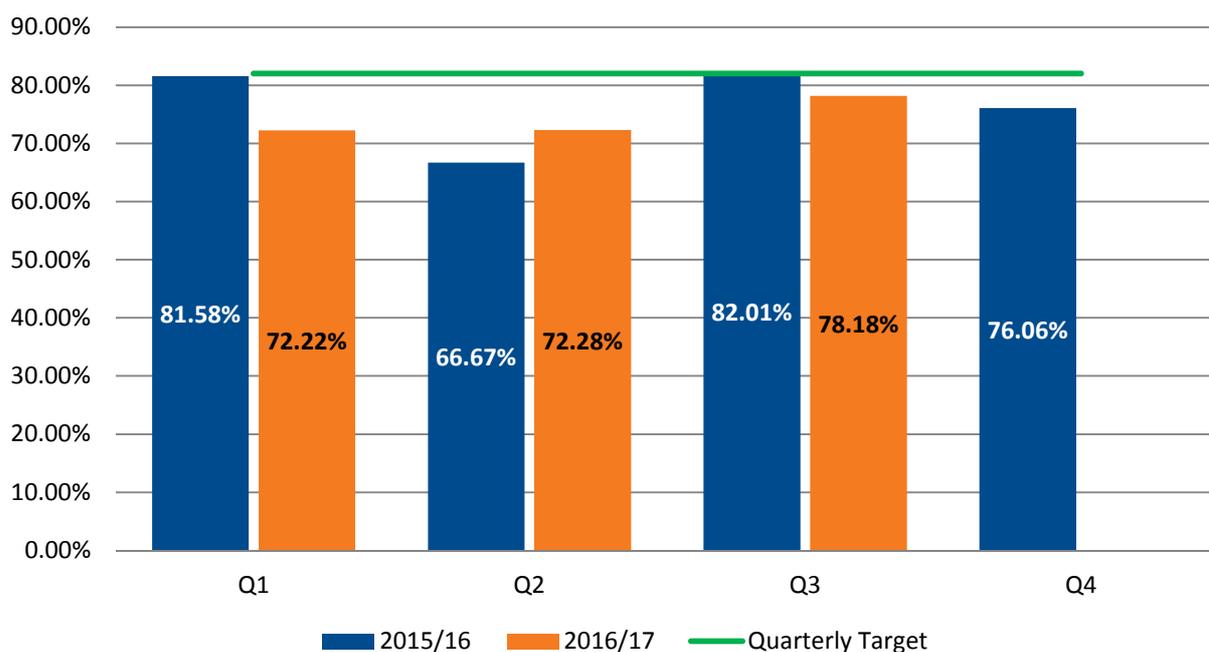
The Housing Strategy has entered into its delivery phase and implementing the action plan. The Council has set up a property holding company to progress the acquisition, delivery and retention of accommodation through direct intervention. Two major sites are being progressed in addition to smaller purchases that will support the Council's new temporary accommodation strategy. The Council is also working with housing providers to maximise the potential delivery of affordable housing, which should see an additional 200+ homes provided this year.

During the quarter a new Temporary Accommodation Strategy was developed and adopted by the Communities, Housing & Environment Committee. The strategy sets out how the Council will assist those households who find themselves homeless, ensuring that good quality accommodation can be acquired whilst at the same time reducing the financial burden on the general fund. A range of measures including acquiring new accommodation and enabling greater access to both social housing and the private rented sector.

### User Satisfaction with the Leisure Centre

The Council recognises that access to leisure services plays an important role making somewhere a good place to live. This indicator measures customer satisfaction with the Leisure Centre.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
78.18%*	82.00%	-3.82%			Target will be slightly missed



### User Satisfaction with the Leisure Centre

**\*Data for November and December only**

**Performance Comment:**

Following concerns from Heritage Culture and Leisure Committee members and officers regarding the low number of feedback returns received from Leisure Centre visitors, the operators have purchased and installed customer feedback terminals. These terminals are based on smiley face buttons and range from very happy to very unhappy.

Even though these machines were only installed in mid-November they have resulted in 8596 responses which is far greater than the previous customer response forms.

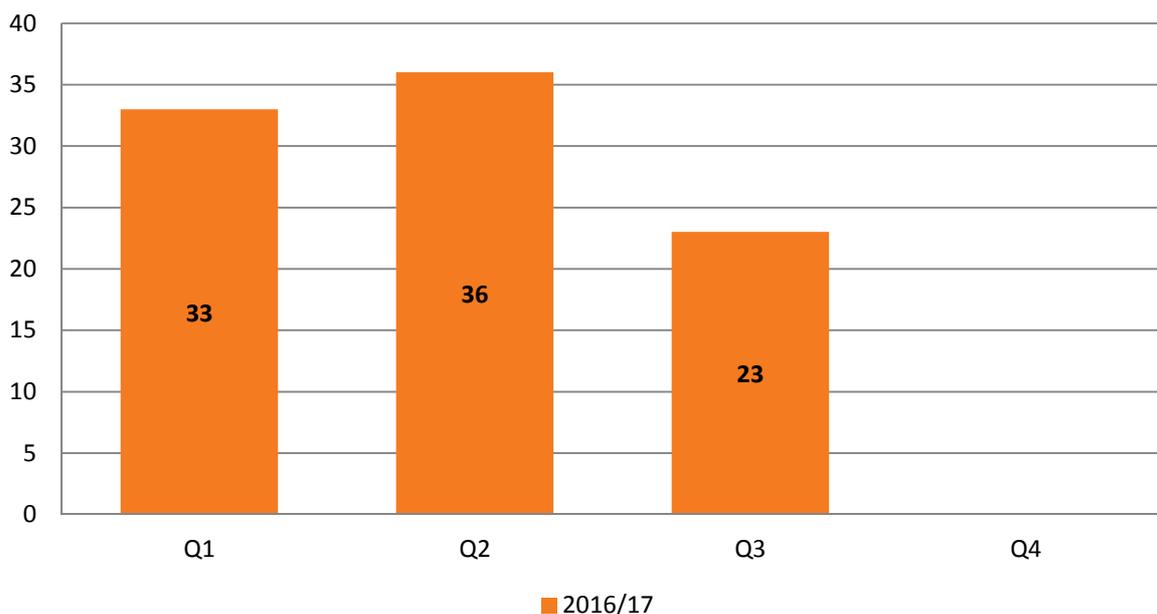
Customer responses can be analysed by individual days and even hours. This will result in particular trends when customer satisfaction drops being identified, and remedial action identified.

The operators of the Leisure Centre will continue to operate the comment card system and these will be collected and analysed by the Leisure Monitoring Officer on a monthly basis. As always any areas of concern will be dealt with accordingly.

### Number of people successfully completing a course at the leisure centre following referral by GP

This indicates the key work that is being completed at the Leisure Centre around health. This part of the Leisure Centre’s work is not reflected in ratings of satisfaction. This indicator has no target and is for information only.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Outcome
23					



**Number of people successfully completing a course at the leisure centre following referral by GP**

**Performance Comment:**

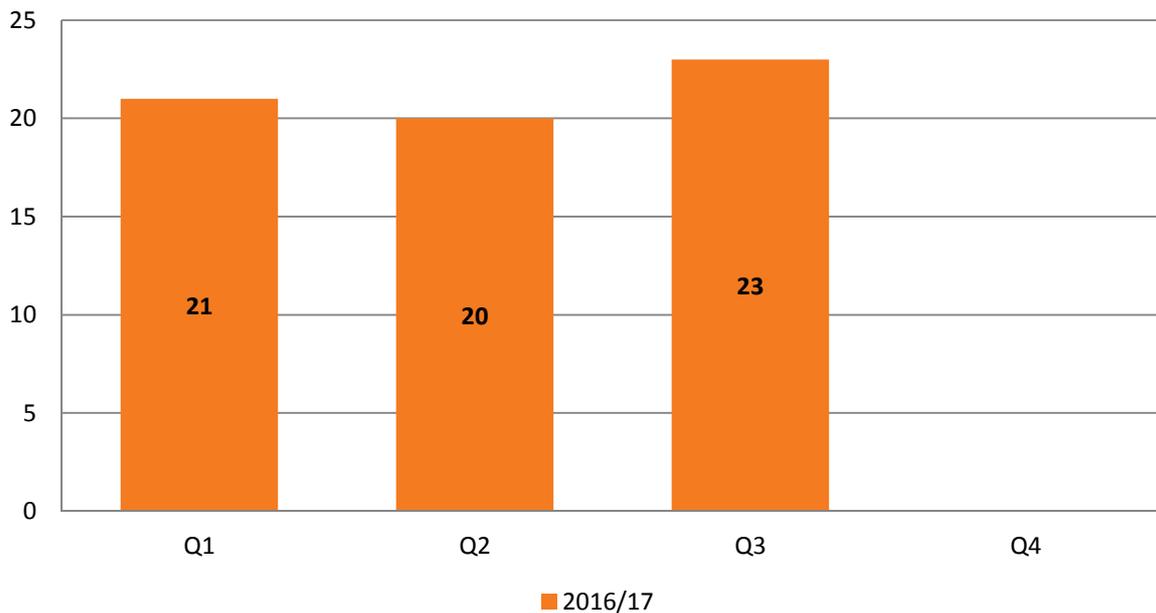
Maidstone Leisure Centre deliver a 10 week programme which includes one free seminar supporting people around their diet and nutrition and one circuit training class a week helping people to get more active. The circuit training costs £1.70. Whilst on the programme participants can use the gym and swimming facilities for a discounted cost of £1.70 per visit.

- Of the 23 completing the course, 23 lost weight (100%)
- Of the 23 completing the course, 14 achieved 3% weight loss (61%)
- Of the 23 completing the course, 5 achieved a 5% weight loss (22%)
- 24 people were referred to the programme in this period.

**Number of older isolated people prevented from social isolation through museum projects**

This is a unique sector leading project, which is currently funded. In the longer term, it will look to continue without funding. It seeks to engage older people in learning in a community group to prevent social isolation.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
23					



**Performance Comment:** The Cafe Culture project continues to run successfully. Participant consultation has identified new ideas the group would like to try such as visits to other museums but it is important that the scheme is run with only minimal staffing costs. Following a volunteer recruitment event in February, we anticipate more of the running of this scheme to be carried out by volunteers which will make it much more financially sustainable. A review of the future of the group is taking place in 2017 to ensure that it is still meeting its original objectives of encouraging as wide a range as possible of older people to mix, socialise and enjoy the museum.

## 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 live 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.

### Communications & Engagement Strategy Update

A new Communication and Engagement Strategy and action plan was approved in quarter 3. A number of actions have been completed and progressed since its introduction including the creation of a member sounding board, a food waste campaign, a budget roadshow with face to face and online participation. Across the council consultation has been run on key issues such as the local council tax discount scheme, a mote park youth survey, heritage consultation, skate park and the Mela and safer communities. A beta site for the new intranet will be available by the end of January as part of improving our staff and councillor engagement offer.

NB: Parish charter developed in consultation with parishes and KALC

## Priority 1: Keeping Maidstone an attractive place for all & Priority 2: Securing a successful economy for Maidstone Borough

### 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.

#### Festivals & Events Strategy Update

During 2016 over 600 borough wide events were promoted via the Visit Maidstone website with around 60 of these being major events such as our own Proms in the Park and Leeds Castle Firework Spectacular. On 29 November 16, Heritage, Culture and Leisure Committee approved the following:

- 1) To continue to support Proms in the Park but look for alternative funding to reduce the Council's contribution and delay the decision on the introduction of ticketing for the next 12 months;
- 2) To develop a new 2-3 day multi-cultural event (to replace The Mela) and food festival and outsource it to an external provider with a reducing subsidy over 3 years so it becomes self-financing and potentially profitable to the Council; and
- 3) To approve the amendments to the Festivals and Events Policy relating to the noise levels and frequency of events. Mote Park being limited to 2 category A events with a maximum of 6 days per year and 8 category B events with a maximum of 12 days per year and Whatman Park being limited to 1 category A events with a maximum of 2 days per year and 2 category B events with a maximum of 4 days per year. Both venues will have unlimited category C events. Committee also agreed that, should an additional significant opportunity arise, the Chairman and Vice-Chairman be consulted with a view to bringing it to the Committee for approval.

### Destination Management Plan Update

A well attended 'Tourism Destination Management Plan One Year On' event was held on 29 November 16 followed by a report to HCL on that same day. An update was provided on the progress to date against the three year action plan which included the following highlights:

- The Shared Story toolkit created and available online.
- Creation of an Online Image Library.
- Online Event Planning Calendar created.
- New Historic Interpretation Panels in the town centre designed and installed.
- New iconic photography commissioned to support the Shared Story.
- Commissioned new promotional videos showing the attraction of visiting the borough to support the Shared Story themes of: History and Heritage, Food and Drink, Museums and Culture, Parks and countryside, Explore, Shopping, The Two of Us.
- Development of a new website, Conference Maidstone to support:
  - Business Tourism and the wedding venues.
  - Development of a new Museum website.
  - Development of accommodation, events and attractions widgets.
- An application has been made to the Highways Agency to change the signage on the M20 from Park and Ride at Junction 6 to tourism signage for Maidstone, Kent's Historic County Town.

### Cultural Strategy Update

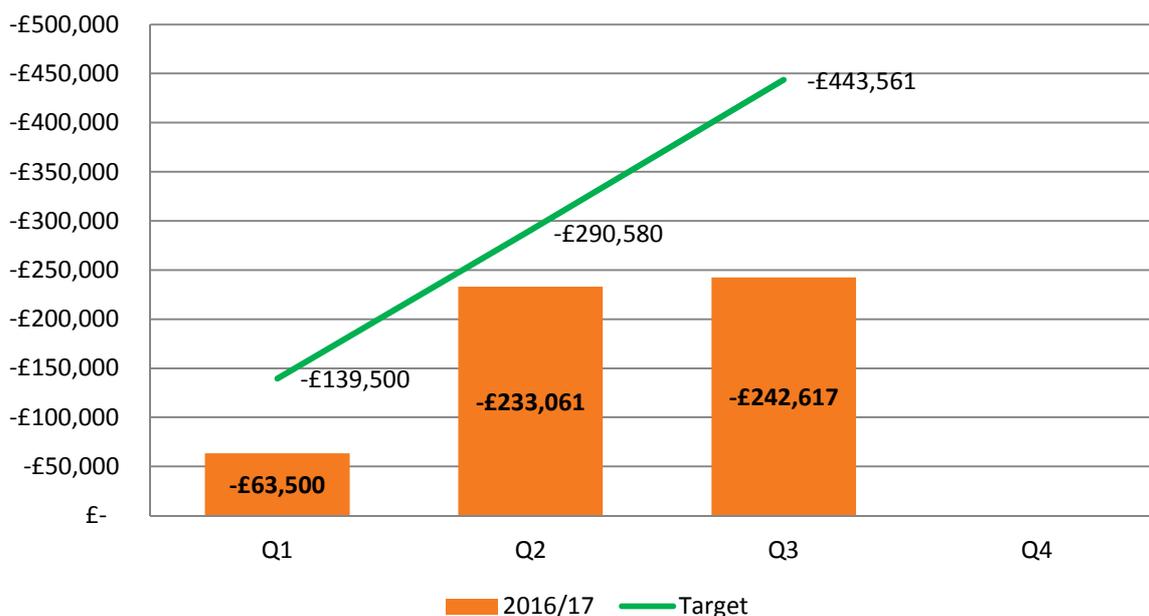
A new Public Realm Design Guide and Street Furniture Guidelines for Maidstone Town Centre and a Public Art Policy for the borough were adopted by HCL Committee on 1 November 2016. These documents are being used in the design stage for Phase 3 of MBCs public realm investment in the town centre. A further report will be presented to Strategic Planning, Sustainability and Transport Committee early in the new year that will see the Public Art Policy adopted as a material planning document.

News on the £2m bid to HLF Townscape Initiative Fund for Gabriel's Hill will come in early February 17.

### Net contribution generated from commercial activities

The Council has a Commercialisation Strategy, which seeks to make better use of the Council's assets to provide increased leisure opportunities for the borough's residents and visitors. This indicator is to assess the performance and progress of the Commercialisation Strategy in monetary terms.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
-£242,617*	-£443,561	-£200,943	?	🔴	Target will not be achieved



**Performance Comment:** \*A negative figure denotes an adverse variance.

Note: The definition of commercial activities for the purpose of this indicator excludes Garden Refuse collection.

A breakdown of the variances to the budget is shown below:

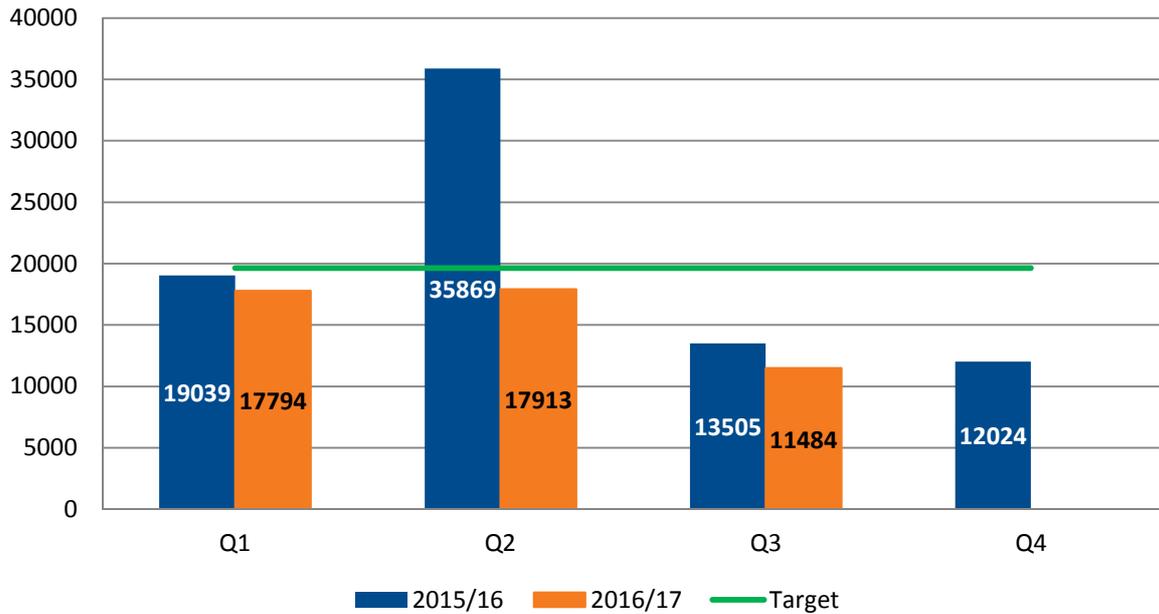
- Mote Park Cafe -£148,930 (adverse)
- Commercial Waste £12,252 (favourable)
- Chillington House -£26,115 (adverse)
- Phoenix Park £11,896 (favourable)
- Mote Park Pay & Display -£54,349 (adverse)
- Debt recovery service £4,002 (favourable)

Overall variance to budget -£200,943.

### Footfall at the Museum and Visitor Information Centre

This indicator reflects the investment the Council has made to ensure that an important cultural provision and a major draw to the Town Centre is maintained.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
11484	19,625	-8,141	↓	●	Target will be missed

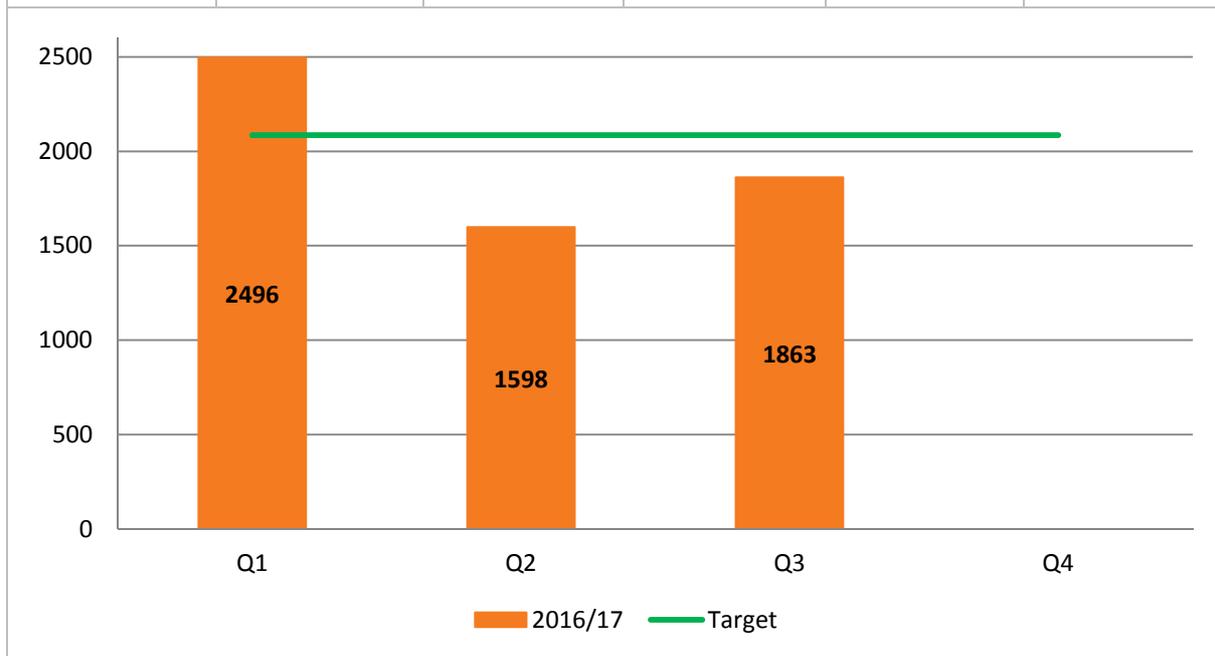


**Performance Comment:** Quarter 3 is always the quietest time of the year and indeed, we saw visitor figures halve between October and December. However, this was still a disappointing quarter some 2000 visits down on the same quarter last year. Some of last year's success was a legacy of the unprecedentedly popular Lego exhibition but no similar blockbuster appeared this year. Major road works taking place at the end of St Faith's Street had an impact on accessibility to the museum during this period. Although the feedback from visitors to the 'Coming Home' WWI exhibition has been very positive, the numbers of attendees was lower than the exhibition in the same quarter last year which had a family audience. We are investigating the costs of an electronic counting system as numbers are currently collected manually.

**Number of children taking part in formal educational activities on and off site.**

This indicator reflects the investment the Council has made to ensuring that an important cultural provision and a major draw to the Town Centre is maintained.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
1863	2,085	-222			Target will be achieved



**Performance Comment:** The figure is an improvement on last quarter despite this being the quietest quarter usually for school activity. It is however, 500 children down on last year. A significant trend has been that, while the number of schools engaging with the museum has remained the same, the number of different ‘paid for’ sessions undertaken has dropped so whereas a school would once pay for a full day of activities, they now only book half a day. This is a result of the funding situation in schools but will obviously impact the way the learning services plans its offer in future. We are still confident that the overall target will be met by the end of Q4.

### Enhancing the Appeal of the Town Centre

Maidstone has had a 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.

### Town Centre Vision Update

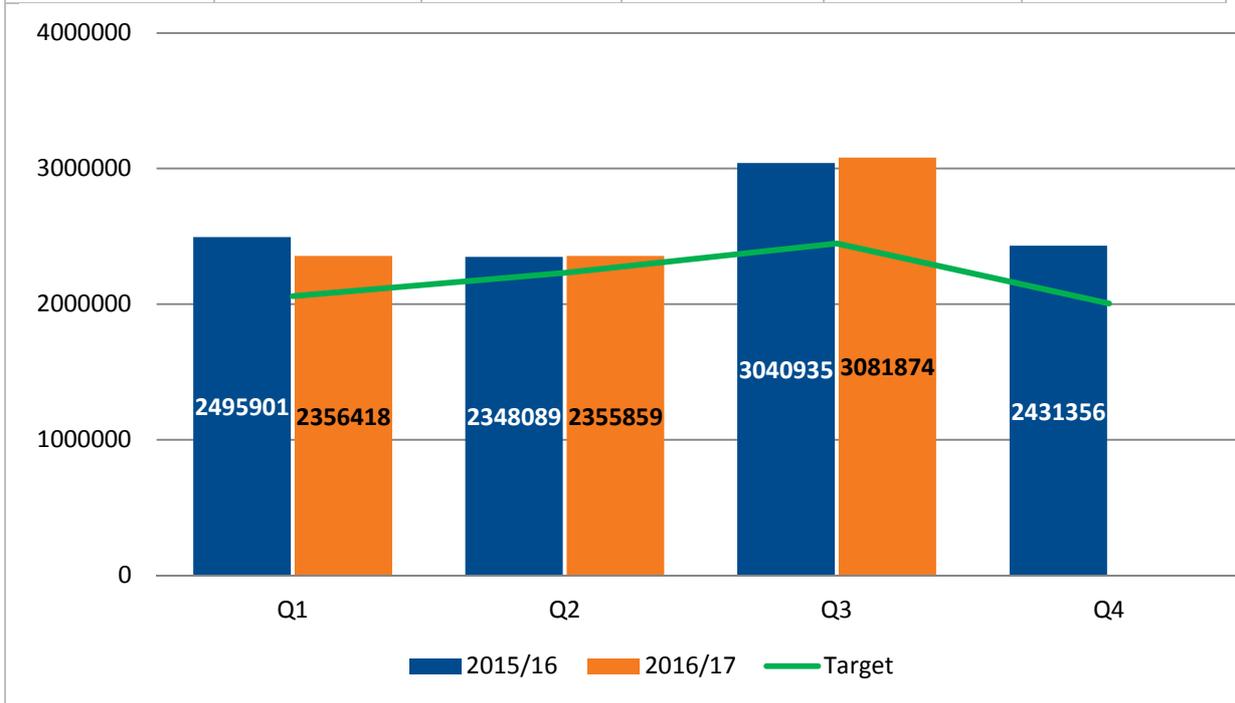
A full report on the progress of the Maidstone Town Centre 5 Year Investment and Development Plan will be taken to P&R Committee in March 17.

This report will show progress across a wide range of projects including, Maidstone East, Bridges Gyratory, River Medway Cycle Path, housing development in the town centre as well as reporting on private sector investment that has been forthcoming for The Mall, Lockmeadow Complex and a new boutique hotel. It will also review progress made against sites identified as 'eyesore' and potential development opportunities in line with the Council's emerging Regeneration and Investment Strategy.

### Footfall in the High Street

This indicator provides a good balance between Town Centre vitality and satisfaction with the High Street.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
3,081,174	2,448,795	+633,079			Target will be achieved



**Performance Comment:** We remain above target, and have shown a slight improvement on the same quarter last year. In quarter 3 there is always an increase in footfall due to the seasonal trend of Christmas shopping. We are currently investigating an issue with the Springboard website that was showing incorrect figures.

## Priority 2: Securing a successful economy for Maidstone Borough

### Securing Improvements to the Transport Infrastructure for our Borough

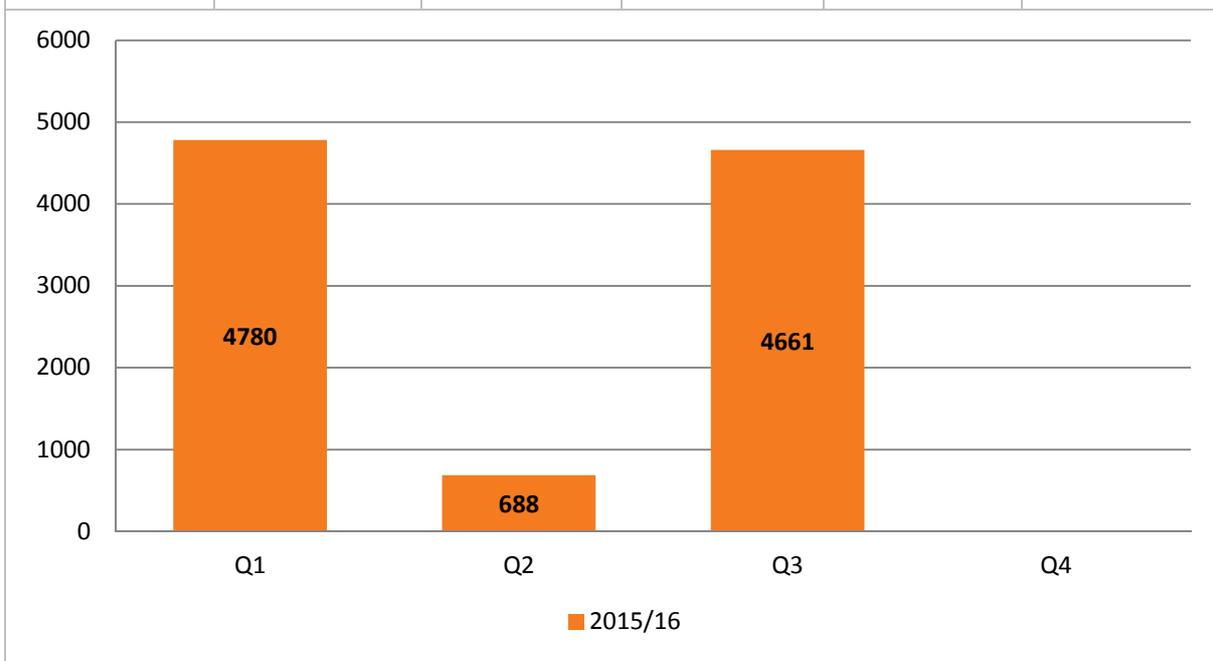
Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and M2, with rail connections to central London. With regard to travelling in and around the Borough by car, congestion is an issue particularly at peak time in the town centre.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

<b>Integrated Transport Strategy (ITS) Update</b> 🚧
<p>Following adoption of Integrated Transport Strategy and Walking and Cycling Strategy at the 13th September 2016 Strategic Planning Sustainability and Transportation Committee, these documents have been used as evidence to support the Maidstone Borough Council Local Plan. MBC will continue to work with KCC towards joint adoption of these documents. It is anticipated this Strategic Action will be green by the end of the year.</p>

<b>Number of school journeys undertaken without a car as part of borough wide schemes</b>
---

Figures for this are published by KM Charity Team. This reflects the objectives set out in the Integrated Transport Strategy in reducing the use of unsustainable transport.

Current Value	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
4661					



**Performance Comment:** There has been an increase in the numbers from last quarter and the figures have returned to similar figures of that in quarter 1. The increase may be due to a push in the first school term after the school holidays to encourage sustainable travel.

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

There were 76,300 people employed in the Maidstone economy in 2014 with a high proportion in the public sector, reflecting the town's status as Kent's County Town and administrative capital. There were 6,885 registered businesses in Maidstone in 2013, equivalent to 43 businesses per 1,000 population, compared to 37 for the United Kingdom and higher proportion of people that are self-employed compared to the South East and to United Kingdom.

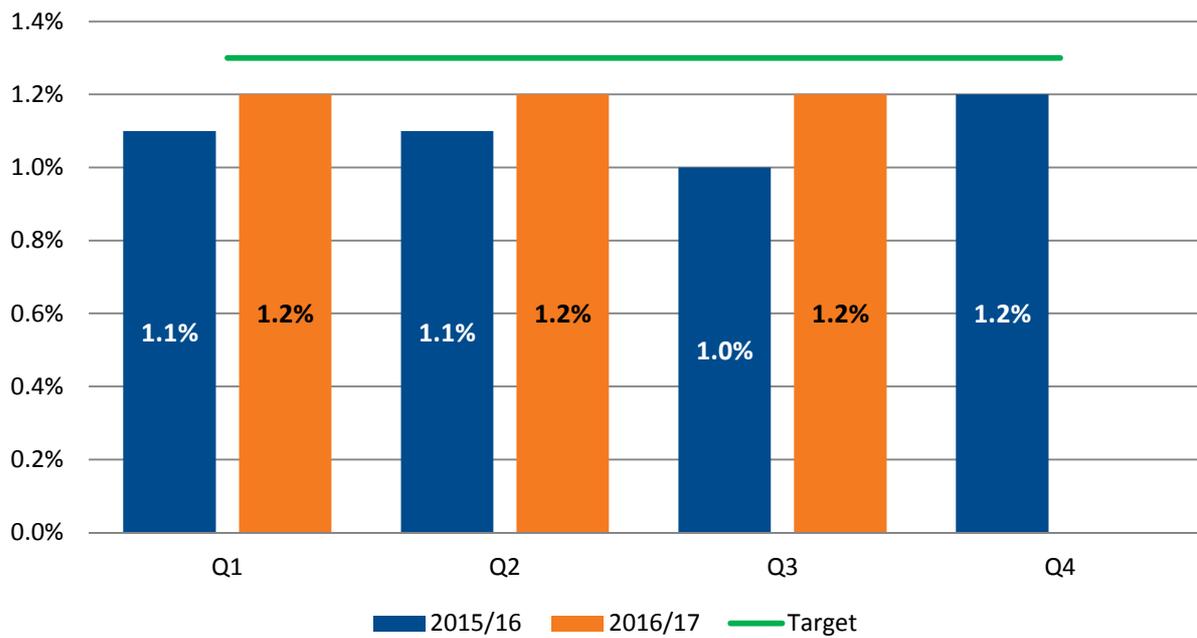
### Economic Development Strategy Update

Planning Permission has been granted to enable the implementation of the holding strategy for the former Royal Mail Depot site. A master planning workshop with KCC is planned for the 12th January. Solum (the Joint Venture between Network Rail and Kier Group) and the HCA have expressed investment interest in the site. A Housing and Regeneration Strategy will be presented to Policy and Resources Committee (P&R) alongside an update of the Town Centre Investment Plan, in March 2017. Waitrose has been granted planning permission on Eclipse Business Park. A Delivery Plan is being prepared for the Enterprise Zone which will be presented to P&R in March. P&R agreed in December that the provision of a new Business Terrace should be considered as part of the Council's own office requirements post 2023. There has been a delay in the Government announcement regarding the Council's Local Government Fund bid to fund infrastructure improvements at Junction 7 M20 and nearby roundabouts. A report will be going to P&R in March to seek approval to go out to public consultation on the Public Realm Phase 3 improvement works.

### Percentage of people claiming Out of Work Benefits

Out of Work Benefit claimant count records the number of people claiming Jobseekers Allowance (JSA) and Universal Credit. This indicator is expressed as a proportion of the resident population of the area aged 16 to 64 years old and is provided by the office of National Statistics. A lower figure indicates good performance.

Current Value	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
1.2%	2%	-0.8%	↓	✓	Target will be achieved



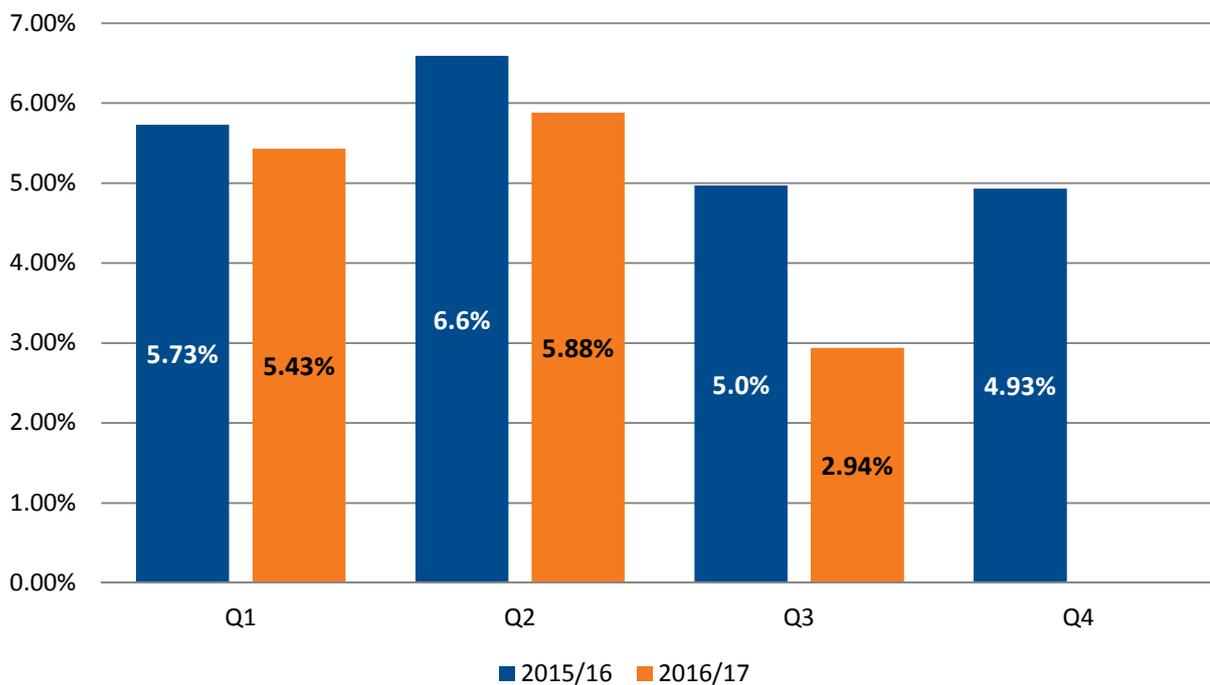
**Performance Comment:** Data for December is not available yet, however the unemployment rate in October and November was 1.2%. This is below the unemployment rate for England (1.8%). The 18-24 category remains the highest unemployment group at 22%.

Maidstone has the 4th lowest unemployment rate in Kent.

### Percentage of 16 to 18 year olds who are not in education, employment or training (NEETs)

Non-participation in education, employment or training between the ages of 16 and 18 is a major predictor of later unemployment, low income, depression, involvement in crime and poor mental health. The figures are based on the monthly submission made to Department for Education via National Client Caseload Information System for Kent County Council. Academic age is the age of the young person on 31st August (i.e. prior to the start of the academic year).

Current Value	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
2.94%*					

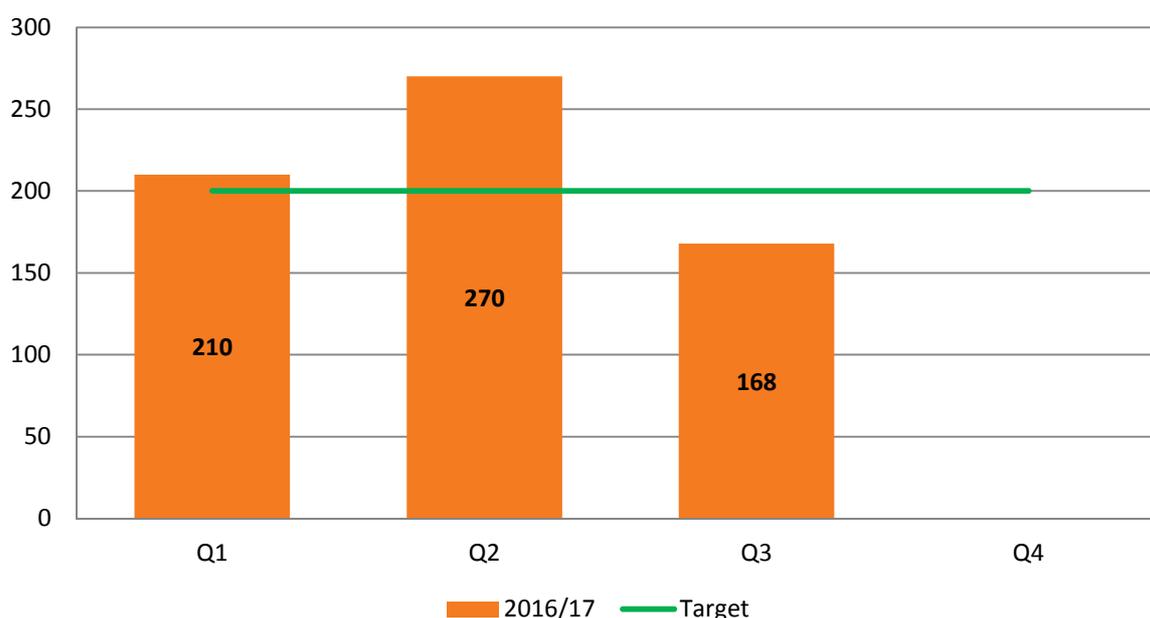


**Performance Comment:** \*Data is for November only, December data has not yet been released. Maidstone is currently ninth out of the twelve Kent authorities for proportion of NEETs. Sevenoaks has the lowest figure at 1.44% and Swale has the highest at 3.91%. Maidstone has the lowest proportion of 'unknown' NEETs. These are 16 – 18 year olds where it has not been possible to ascertain their current education or employment status. As expected, the NEETs figure has reduced over the winter months across all authorities.

### Number of Businesses/Start-ups receiving information, advice, and guidance

The Business Terrace is a new venture by the Council, to provide office space and facilities to smaller and start-up business with the addition of business support functions. Through local, regional and national partners and other users, the Business Terrace provides formal and informal peer-to-peer business support and advice underpinned by onsite bespoke mentoring, events, seminars and workshops.

Current Value	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
168	200	-32			Target will be achieved



**Performance Comment:** The target has been missed this quarter and is lower than previous quarters. There are three main reasons for this:

1. The Gateway has been shut for refurbishment and therefore fewer people have been able to 'walk in'.
2. In the run up to Christmas, fewer people are focused on starting or expanding their business, with a spike already being recorded for the new year indicating Q4 will more than offset the lower numbers from Q3.
3. The focus of the officer responsible had changed focus to increasing occupancy of The Business Terrace, now that issue is resolved, focus can be directed to increasing utilisation of MBC's business support offer.

One reason to be positive is the increasing numbers of businesses benefiting from Advice and Guidance; showing an active move from just looking at information online to actively seeking it. A breakdown of contacts has been included below:

- Information: 74
- Advice: 16
- Guidance: 78

## 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 and 163 in 2014/15. In total 413 new homes were delivered in 2014/15, of these new homes over 75% were built on land that had previously been developed.

### Local Plan Update

The Maidstone Borough Local Plan examination hearings continued throughout the October to December period. The Inspector has chosen to hold further, reserve sessions and the hearings are now expected to conclude in January. On the 22nd December the Inspector provided an interim report on his findings and initial conclusions. The report has been largely positive for the Council with some further work required regarding employment provision. It is anticipated that the Inspector will provide his final report following conclusion of the hearings, which will seek modifications to the Local Plan and require public consultation.

### Housing Strategy Update

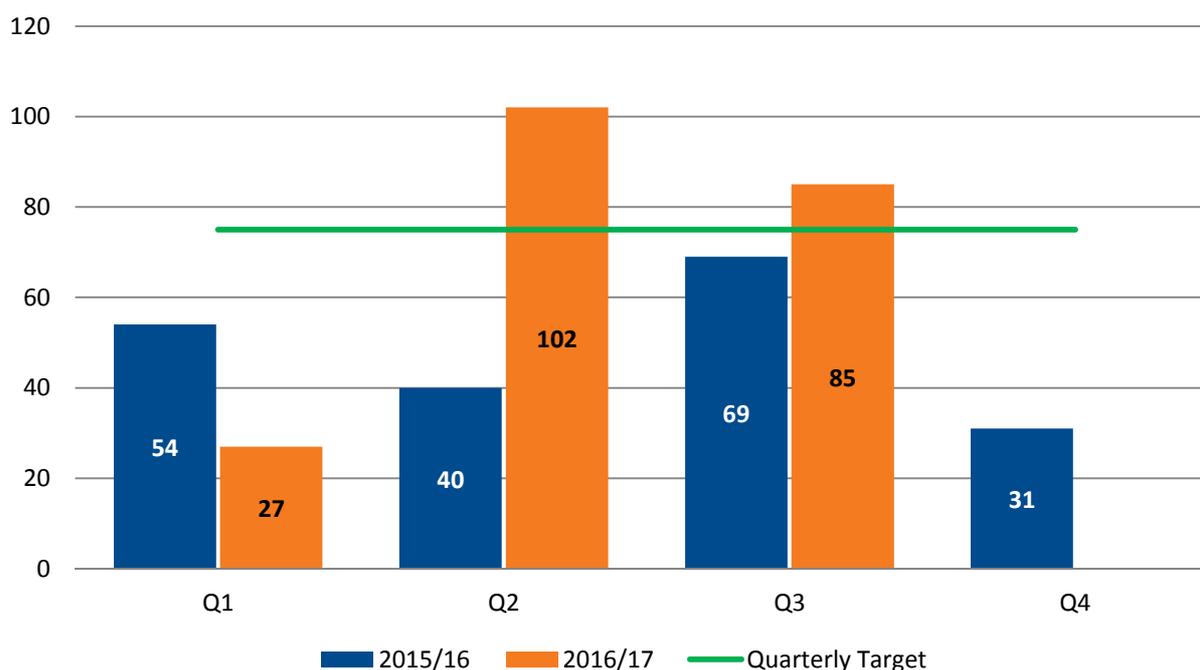
The Housing Strategy has entered into its delivery phase and implementing the action plan. The Council has set up a property holding company to progress the acquisition, delivery and retention of accommodation through direct intervention. Two major sites are being progressed in addition to smaller purchases that will support the Council's new temporary accommodation strategy. The Council is also working with housing providers to maximise the potential delivery of affordable housing, which should see an additional 200+ homes provided this year.

During the Quarter a new Temporary Accommodation Strategy was developed and adopted by the Communities, Housing & Environment Committee. The strategy sets out how the Council will assist those households who find themselves homeless, ensuring that good quality accommodation can be acquired whilst at the same time reducing the financial burden on the general fund. A range of measures including acquiring new accommodation and enabling greater access to both social housing and the private rented sector.

### Number of households prevented from becoming homeless through the intervention of housing advice

The provision of comprehensive advice plays an important part in delivering the Council's strategy for preventing homelessness in Maidstone. This measure provides an indication of the effectiveness of housing advice given by the Council in preventing homelessness or the threat of homelessness. The annual target is split to give a quarterly target of 75.

Current Value	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
85	75	+10	↑	✔	Target will be achieved

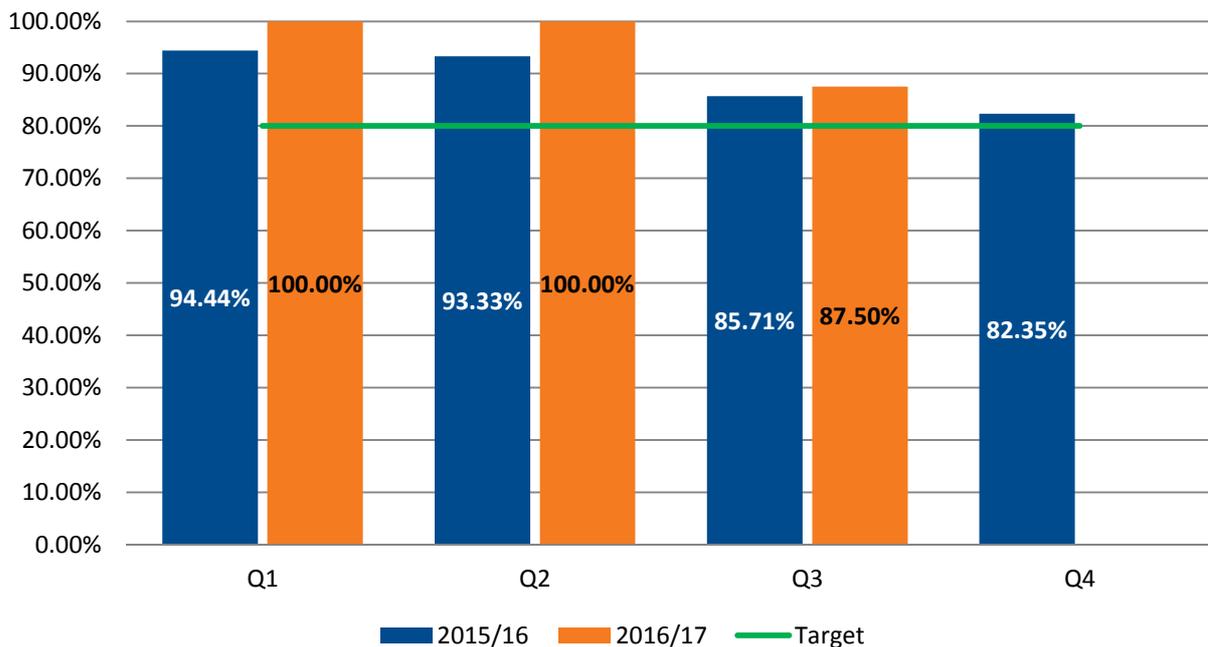


**Performance Comment:** The reported figure has actually increased to 140 homeless preventions for the quarter, due to figures being provided by the CAB and Revenues & Benefits team after the figures were reported. The increase in homeless preventions for this quarter includes, continuing work in October to record historic cases which had remained open but were homeless preventions. It also now includes households prevented from homelessness due to an award of Discretionary Housing Payments (DHP) and from the work carried out by the CAB. There is also increased homelessness prevention activity within the Housing Advice Team that contributes to the overall increase in number of homeless preventions.

### Processing of major planning applications in 13 weeks

This indicator measures the percentage of major planning applications processed within the statutory timescale of 13 weeks, or within timescales agreed with the developer. This has increased importance to central government. Major developments are classified as those providing 10 or more dwellings, or on an area of 0.5 hectares or more where the number of dwellings is unknown. Major applications also include building(s) where floor space is 1000 square metres or more, or the site has an area of one hectare or more.

Current Value	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
87.5%	80%	+7.5%	↑	✔	Target will be achieved

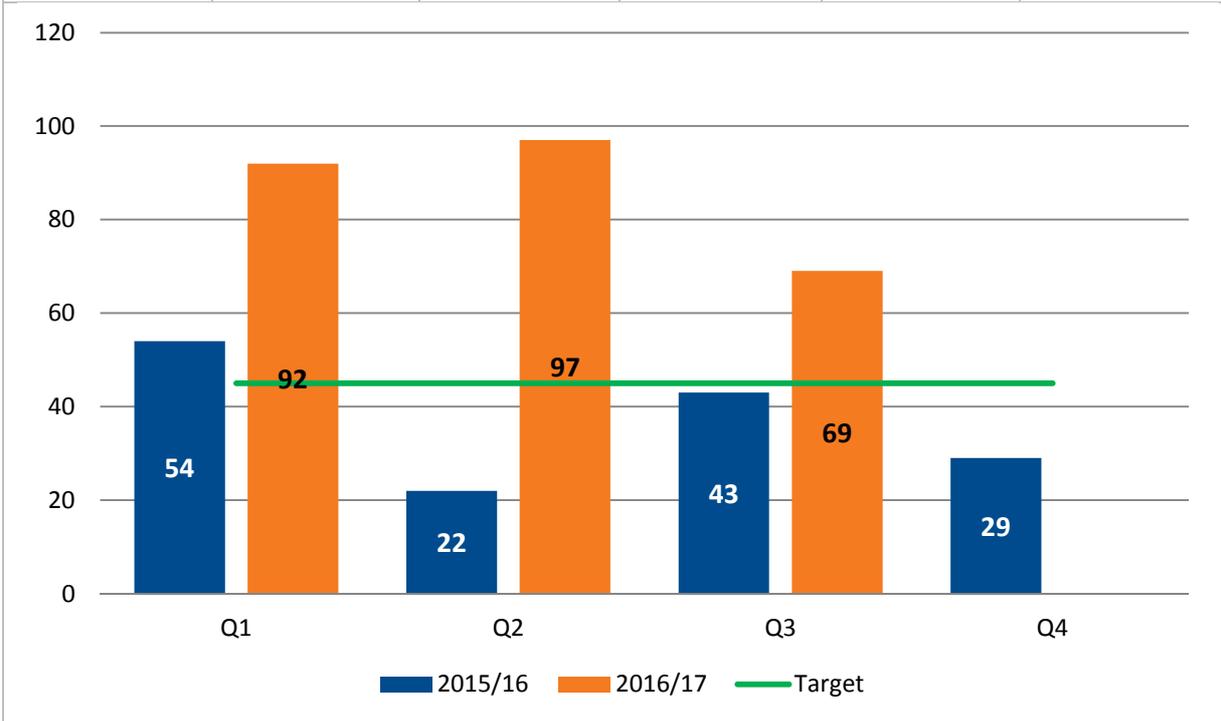


**Performance Comment:** Performance continues to be strong in the processing of Major planning applications. Officers have been very successful in negotiating an extension of time agreements with developers, which has led to the successful delivery of housing sites. Since the 1 April 2016 over 96% of Majors have been delivered within agreed time scales.

### Number of affordable homes delivered

Housing supply has not kept pace with demand. Many families are locked out of the housing market by unaffordable prices and unobtainable mortgages. Affordable dwellings include social-rented housing and intermediate housing. These can be new build or acquisitions; the figure does not take into account any losses.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
69	45	24	↑	✔	Target will be achieved

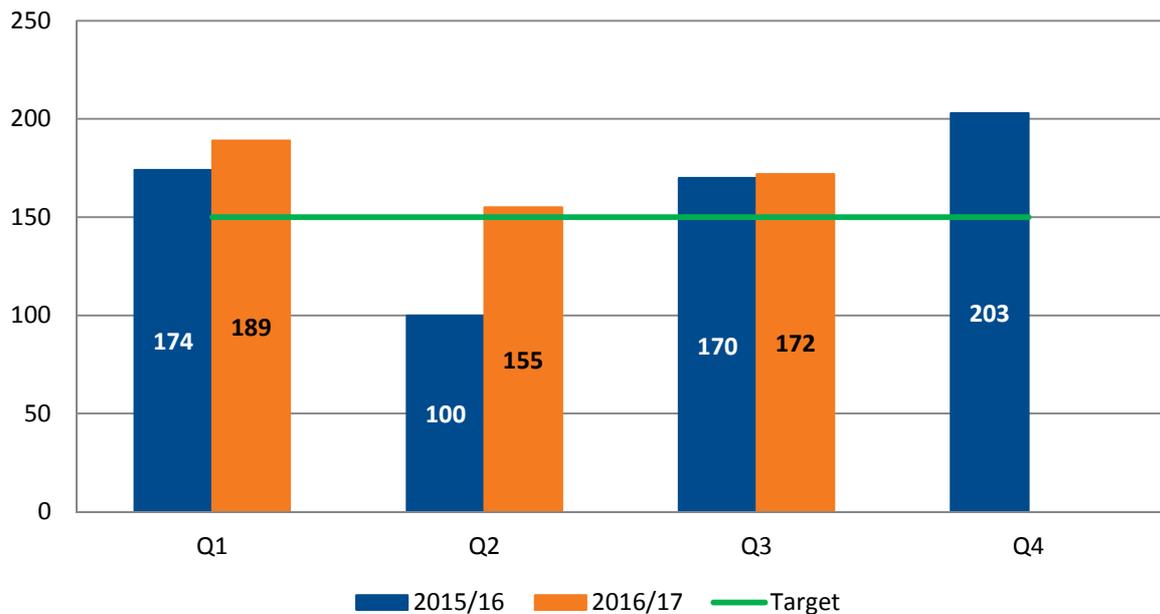


**Performance Comment:** The quarterly target of 45 affordable completions has been exceeded by 24. There has been 258 affordable completions up until 31st December 2016, which has already exceeded the annual year target (180) by 78 completions, with a quarter to spare. Affordable completions have been strong this year as a result of some sites being delivered as 100% affordable housing and phases of affordable development being brought forward quickly on several strategic allocated sites within the emerging Local Plan.

### Number of households housed through housing register

This is an important indicator, which monitors the number of applicants on the housing register who have been successfully rehoused. This provides a balanced view of the work of the housing service, in addition to the homeless preventions indicator.

Current Performance	Q3 Target	Value Vs Target	Direction	Status	Expected Outcome
172	150	+22	↑	✓	Target will be achieved



**Performance Comment:** The quarterly target has been exceeded and we remain on track to exceed the year end target. This is a slight increase on the number housed for the same period last year. 172 households have been housed via the councils housing register in the past quarter. 34% of properties went to Band A applicants, 12% to Band B, 44% to Band C and 10% to Band D. During this quarter new affordable housing units were made available on developments at Langley Park, Imperial Park and The Coppice (all on the Sutton Road) along with Heath Road at Coxheath, Bridge Nursery and Hermitage Lane. The completion of these new developments continues to help with the amount of households that the council can assist with social housing.

So far, 516 households have been housed through the housing register in 2016/17 against the annual target of 600.

# Agenda Item 18

## **POLICY AND RESOURCES COMMITTEE**

**15 February 2017**

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

**Yes**

### **Third Quarter Budget Monitoring 2016/17**

<b>Final Decision-Maker</b>	Policy and Resources Committee
<b>Lead Head of Service</b>	Director of Finance and Business Improvement
<b>Lead Officer and Report Author</b>	Mark Green – Director of Finance and Business Improvement (Lead Officer) Paul Holland - Senior Finance Manager Client Accountancy (Report Author)
<b>Classification</b>	Public
<b>Wards affected</b>	All

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

That the committee:

1. Notes the revenue position at the end of the third quarter and the actions being taken or proposed to improve the position where significant variances have been identified, as set out in table 1, paragraph 2.8;
2. Approves the proposed slippage in the capital programme of £1,802,449 into 2017/18 as detailed in paragraph 2.13;
3. Notes the performance of the collection fund and the estimated level of balances at the year-end; and
4. Notes the performance in relation to the treasury management strategy for the third quarter of 2016/17.

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

The budget is a 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. The issues raised in this report identify areas where financial performance is at variance with priority outcomes.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Policy and Resources Committee	15 February 2017

# Third Quarter Budget Monitoring 2016/17

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides the committee with an overview of the capital and revenue budget and outturn for the third quarter of 2016/17, and highlights other financial matters which may have a material impact on the medium term financial strategy or the balance sheet.
  - 1.2 The first section of the report presents the revenue information specific to this committee's services, and the remainder of the report provides an update on strategic and cross-cutting issues since both aspects fall into the remit of this committee.
  - 1.3 Based on the information available to date, the year-end forecast for the revenue budget is an adverse variance of £288,000. The actions being taken to address this overspend and individual variances within each service committee are set out later in the report at paragraph 2.8.
  - 1.4 The capital spending at the quarter ending 31 December 2016 totals £9,524,386 from the annual budget of £15,834,140, which includes an adjustment for slippage previously agreed by this committee.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
- 2.2 The medium term financial strategy for 2016/17 onwards was agreed by full Council on 2 March 2016. This report advises and updates the committee on the current position with regards to both revenue and capital expenditure against the approved budgets, and also includes sections on Collection Fund performance and Treasury Management performance.

### Third Quarter Results and 2016/17 Forecast – Revenue

- 2.3 Attached at Appendix I is a table detailing the current budget and expenditure position in relation to the third quarter of 2016/17, to December 2016. The Appendix details net budget per cost centre for this Committee. Actual expenditure is shown to the end of December 2016 and includes accruals for goods and services received but not yet paid for. The budget figures used are the revised estimate for 2016/17, excluding recharges.
- 2.4 The columns of the table in the Appendix show the following detail:
  - a) The cost centre description;

- b) The value of the total budget for the year;
- c) The amount of the budget expected to be spent by the end of December 2016;
- d) The actual spend to that date;
- e) The variance between expected and actual spend;
- f) The forecast spend to year end; and
- g) The expected significant variances at 31 March 2017.

2.5 The figures are analysed in three ways and set out in three tables which show the following levels of detail:

- Table 1: by Committee;
- Table 2: by Priority;
- Table 3: by Expenditure Type.

2.6 Appendix I shows that of an annual budget of £19,428,410 there was an expectation that £11,947,130 would be spent by the end of the third quarter of the year. At this point in time the budget is reporting an under spend of £521,652. An overspend of £288,000 is projected at present for the year as a whole. However, to the extent that underspends arise, they will be used in the first instance to offset overspends elsewhere.

2.7 Explanations for variances within individual cost centres which exceed or are expected to exceed £30,000 have been provided in accordance with the council's constitution.

2.8 Each Committee has considered the major adverse and positive variances reported within their service areas. In each case they have chosen to either: develop plans to act further in resolving the issue; or to continue to monitor the position and act if necessary at a later date. The variances identified to date and year end forecast variances are set out in summary below:

	<b>Positive Variance Q3 £000</b>	<b>Adverse Variance Q3 £000</b>	<b>Year end Forecast Variance £000</b>
<b>Policy and Resources Committee</b>			
<b>Members Allowances &amp; Facilities –</b> Both these budgets are showing an underspend this year.	31		55
<b>Pensions Backfunding –</b> There is a projected £55,000 shortfall against pensions backfunding.		-41	-55
<b>Council Tax Collection –</b> There is an underspend against the postage budget for the current year.	31		27
<b>Interest &amp; Investment Income/Audit Fee –</b> As detailed later in this report, investment returns have continued to be low and the position is not expected to improve before year end. It is hoped that		-12	-17

this will be partially offset by the underspend against the audit fee.			
<b>Commercial Property</b> - A net positive variance of £21,000 is forecast for the year. Within this total, there are a number of rental issues and empty property rates which will be offset by rentals from new acquisitions and one-off additional income from units located at Parkwood Industrial Estate.		-117	21
<b>Legal Services</b> - There is additional income generated this year due to the high volume of Section 106 agreements and planning applications during the year.	35		76
<b>Property &amp; Procurement</b> – There is an unrealised budget strategy saving that is more than offset by an unused professional services budget.	30		29
<b>The Gateway</b> - The variance relates to loss of income from KCC vacating the Gateway at the end of September. The new tenant is due to move into the Gateway in February following completion of the refit, so this will not present a problem in future years.		-18	-69
<b>Mid Kent ICT Software</b> – There has been additional spend above the approved budget this year.		-31	-42
<b>Internal Printing</b> – The printing section is not currently recovering its costs.		-49	-84
<b>Salary slippage</b> – Arises primarily from Democratic Services Manager vacancy and MBC share of vacancies in Revenues and Benefits.	128		165
<b>Policy and Resources total</b>			<b>106</b>
<b>Heritage, Culture &amp; Leisure Committee</b>			
<b>Cultural Development Sports</b> – There has been very little expenditure in this service area this year.	30		40
<b>Leisure Centre</b> – There is an unrealised budget strategy saving relating to the installation of solar panels at the leisure centre.		-28	-37
<b>Parks &amp; Open Spaces</b> – There is an underspend on the arboricultural works budget which is offset by additional running costs.	40		13
<b>Mote Park Café</b> – This variance has arisen due to higher than budgeted staff costs and lower than expected income.		-152	-197

The budget variance has highlighted an urgent need for a review of the café's operating model. A report will be considered by Heritage, Culture and Leisure Committee at its next meeting setting out a range of options for the café.			
<b>Bereavement Services</b> – This service is currently generating income above budget due to in part to increased memorial sales.	25		16
<b>Market</b> – There is a shortfall against the income budget.		-18	-22
<b>Heritage, Culture &amp; Leisure total</b>			<b>-187</b>
<b>Strategic Planning, Sustainability and Transport Committee</b>			
<b>Pay &amp; Display Car Parks</b> –Lockmeadow and King Street car parks have significantly outperformed against their income targets, despite the increased income budgets which were set for 2016/17. This trend is expected to continue through to the end of 2016/17. It should be noted that the forecast incorporates a shortfall of £73,000 for Mote Park car park. This has been offset against the overall underspend in the forecast outturn.	201		246
<b>On-Street Parking</b> – the surplus position in this area is expected to be maintained through to the year end. It should be noted that this surplus is ring-fenced to parking.	72		84
<b>Development Management</b> – there has been an overspend on agency staff costs which was not met by actual income received. The Head of Service has been aware of the problem and has taken steps to address the issue, which has reduced the variance that was forecast at the end of the 2 <sup>nd</sup> quarter.		-215	-212
<b>Building Regulations</b> – income continues to be above budget in this area, and the underspend is expected to continue through to the end of the year. It should be noted that this service is required to break even on a rolling three year basis.	68		94
<b>Street Naming and Numbering</b> – The service has been generating additional income above and beyond projected	13		20

levels.			
<b>Strategic Planning, Sustainability and Transport total</b>			<b>232</b>
<b>Communities, Housing and Environment Committee</b>			
<b>CCTV</b> – There is an unrealised budget strategy in this service, as well as income targets that will not be achieved this year.		-35	-38
<b>Commercial Waste Services</b> – There are additional vehicle and running costs as which have not been offset by any additional income.		-23	-32
<b>Grounds Maintenance</b> - This service is currently generating additional income from external work.	20		26
<b>Homeless Temporary Accommodation</b> - The level of demand for this service has continued to increase. A number of actions have been taken to reduce the cost of providing temporary accommodation, and this has initially seen the forecast overspend reduce from £500,000 at the end of the second quarter.		-327	-350
<b>Licensing Statutory</b> - Although this is below the variance limit there will be a saving in this area.	16		20
<b>MBS Support Crew</b> – Income recharged internally is not currently sufficient to cover the costs of the service.		-27	-30
<b>Street Cleansing</b> - An overspend of £50,000 is anticipated due to a previously agreed saving which will not be delivered this year.		-38	-50
<b>Switch Café</b> – Although this is below the variance limit there will be a saving in this area as no grant is payable in 2016/17.	14		15
<b>Communities, Housing and Environment total</b>			<b>-439</b>
<b>GRAND TOTAL</b>			<b>-288</b>

*Table 1: Summary of significant variances by committee*

2.9 The overall forecast for the council at the end of the third quarter shows a decrease in the overspend projected at the end of the second quarter. Increased control in the following areas of spending were introduced across the council at the end of the second in order to improve the position:

1. Recruitment;
2. Temporary staff;
3. Discretionary spending; and

#### 4. Contractual commitments.

2.10 Finance officers are also working closely with budget managers in order to address the forecast overspend and return to a balanced position by the year end.

2.11 In accordance with best practice, virements are reported to this committee as part of quarterly budget monitoring. A virement represents the transfer of a budget between objectives that occurs subsequent to the formal approval of the budget by Council. The following reportable virements were made during the third quarter of 2016/17:

<b>Reason</b>	<b>Value £</b>	<b>Temp/Perm*</b>
Savings from waste collection contract	124,360	Permanent
Establish budgets for Granada House	61,900	Temporary
Establish surplus from new property company	41,100	Temporary
Funding for project at Penenden Heath	30,000	Temporary

*Table 2: Reportable virements*

\* Temporary virements represent one-off budget transfers to fund a discrete project or purchase. Permanent virements reflect alterations to the base budget which will be carried forward into subsequent years.

#### Strategic Level Capital Programme 2016/17

2.12 The capital programme was approved by Council on 2 March 2016. Funding for the programme remains consistent with previous decisions of Council in that the majority of resources come from New Homes Bonus along with a small grants budget. Previous decisions of Council, Cabinet and this committee have focused the use of New Homes Bonus on infrastructure projects where these are required by the infrastructure delivery plan that forms part of the Local Plan.

2.13 The current programme is set out in Appendix II and shows the approved budget and actual expenditure to date. The Appendix details the profile of expenditure that is forecast for the remainder of the year and identifies £1,802,449 that will require carry forward approval into 2017/18. The major schemes that have incurred slippage relate to the Housing Investments programme, the Pet Crematorium project, Mote Park Essential Improvements project and the Town Centre Regeneration project. The committee is asked to approve the slippage at this stage.

2.14 The Council has the necessary resources to manage the programme in 2016/17, with the majority of funding coming from New Homes Bonus. There is also a government grant in relation to disabled facilities grants funding the programme.

## Reserves and Balances

2.15 The total of reserves and balances as at 1st April 2016 was £14.3m. The current medium term financial strategy assumes balances and earmarked reserves totalling £6.7m by 31st March 2017.

2.16 The below table summarises the activity which has impacted on reserves during the third quarter of the year, and the forecast position as at 31<sup>st</sup> March 2017:

	<b>£m</b>
Opening balance	14.30
Capital funding to 31 December 2016	-5.01
Transfer of Individual Electoral Registration Grant	-0.05
Parks strategy - salaries	-0.04
Balance as at 30 September 2016	9.20

*Table 3: Balances at 31 December 2016*

2.17 The position set out above allows for the minimum level of general balances of £2.3m, as agreed by Council in March 2016, to be maintained.

## Collection Fund

2.18 The council is increasingly reliant on income generated through council tax and business rates, which is accounted for through the collection fund. Due to the risks in this area, including the risk of non-collection and the pooling arrangements in place for business rates growth, the Council monitors the collection fund carefully.

2.19 The collection rates achieved during the second quarter, and the targets set, are reported below. The rates are given as a percentage of the debt targeted for collection in 2016/17:

	<b>Target %</b>	<b>Actual %</b>	<b>Amount collected</b>
Council Tax	86.23	85.22	£81,631,519
Business Rates	80.37	82.55	£51,059,749

*Table 4 : Collection Rates for Council Tax and Business Rates to December 2016*

2.20 Although collection rates for business rates have exceeded the target, for council tax the target has not been met. This is believed to be a consequence of some tax payers opting to spread payments over twelve months, rather than ten. This has meant that the amount collected each month is reducing, although officers are monitoring this closely and anticipate that the overall collection rate will recover during February and March. The target figure for council tax has not yet been adjusted to reflect this change.

2.21 The Head of the Revenues and Benefits Partnership follows a recovery timetable and action will be taken before year end to attempt to bring the

collection rate back to target. Officers will continue to pursue payment of any developing arrears along with the arrears from prior years.

2.22 Income from retained business rates growth is currently higher than forecast, as detailed in the table below:

		<b>£m</b>	
(a)	Growth against baseline	1.01	
(b)	Maidstone BC share of growth	0.55	(a)*50%
(c)	Levy payable at 50% rate	0.55	(a)*50%
(d)	Actual levy payable at 9.351%	0.10	(a)*9.351%
(e)	Pool benefit	0.45	(c) - (d)
	MBC share of pool benefit	0.13	(e)*30%
	KCC share of pool benefit	0.13	(e)*30%
	Growth fund share of pool benefit	0.13	(e)*30%
	Contingency	0.05	(e)*10%

*Table 5: Business rates growth*

2.23 The current benefit from membership in the Kent Business Rates Pool is £0.45m, which represents the difference between the levy of 50% which would have been payable on business rates growth if the council were not part of the pool, compared with the 9.351% payable as a pool member. It should be noted that £0.05m of the retained levy will be set aside as contingency to cover pool members who require safety net payments.

2.24 As agreed previously the 30% share of the pool benefit will be used to fund the delivery of the Economic Development Strategy, alongside the 30% growth fund share which is spent in consultation with KCC.

2.25 It should be noted that the above figures are forecasts only. This is a highly volatile area and there is a significant degree of risk of fluctuations in the rates base arising from appeals and other factors. This is therefore being carefully monitored in collaboration with pool members throughout the year.

#### Treasury Management

2.26 The Council has adopted and incorporated into its Financial Regulations, the CIPFA Code of Practice on Treasury Management in Local Authorities. This Code covers the principles and guidelines relating to borrowing and investment operations. In March 2016, the Council approved a Treasury Management Strategy for 2016/17 that was based on this code. The strategy requires that this committee should formally be informed of Treasury Management activities quarterly as part of budget monitoring.

2.27 During the Quarter ended 31<sup>st</sup> December 2016:

- GDP has grown 0.5% from the previous quarter to quarter, down only slightly from 0.7% in Q2 and year/year growth running at a healthy pace of 2.3%.

- CPI fell to 0.9% in October but rose to 1.2% in November which is predominately driven by clothing, fuel and hotel prices.
- Unemployment has risen slightly by 10,000 and average earnings have dipped slightly to 2.3%.

Date	Bank of England Base Rate	PWLB Borrowing Rates – Fixed Rate, Maturity Loans (Standard Rate)					
		4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
	%	%	%	%	%	%	%
<b>01/4/2016</b>	0.50	1.50	1.86	2.54	2.99	3.25	3.34
<b>30/4/2016</b>	0.50	1.59	1.99	2.68	3.11	3.34	3.42
<b>31/5/2016</b>	0.50	1.58	1.97	2.58	2.99	3.23	3.30
<b>30/6/2016</b>	0.50	1.24	1.51	2.11	2.55	2.79	2.86
<b>31/7/2016</b>	0.50	1.13	1.34	1.87	2.31	2.58	2.67
<b>31/8/2016</b>	0.25	1.12	1.25	1.67	2.02	2.23	2.31
<b>30/9/2016</b>	0.25	1.05	1.22	1.72	2.13	2.36	2.44
<b>31/10/2016</b>	0.25	1.36	1.49	1.69	2.02	2.68	2.93
<b>30/11/2016</b>	0.25	1.25	1.42	1.69	2.12	2.83	3.03
<b>31/12/2016</b>	0.25	1.19	1.34	1.59	1.99	2.69	2.91

Table 7: PWLB borrowing rates to December 2016

2.28 In August, it was expected that the Bank of England's Monetary Policy Committee (MPC) would further cut interest rates, however in the final calendar quarter of 2016 the MPC kept Bank Rate unchanged at 0.25% and asset purchases at £435 bn. PWLB rates have dropped slightly at the end of December 2016 which reflects the movement within gilt yields.

#### Current Investments as at 31<sup>st</sup> December 2016

2.29 The council held investments totalling £29.04m. A full list of investments held is provided at Appendix IV. All investments are held in short term instruments (less than one year), with £12.00m available to be recalled instantly if required. Investment income for this period is £148,000 against a budget of £202,500 and the average interest rate was 0.68%.

#### Borrowing

2.30 As at 31<sup>st</sup> December 2016, no requirement for short or long term borrowing had arisen.

### **3 AVAILABLE OPTIONS**

- 3.1 In considering the strategic position on the revenue budget at the end of December 2016 the committee has been provided with details of the actions each service committee plans to take on significant variances. The committee can chose to note those actions and reconsider the outcomes at the end of the second quarter or it could chose to take further action.
- 3.2 The capital programme is reporting slippage of £1,802,449 and expenditure of £9,524,386. Details of the programmes where major slippage occurs have been detailed at paragraph 2.13. The committee could agree the slippage as proposed or take an alternative action such as removal of the budget or transfer of the budget to other schemes. If such alternative action is taken the councillors should be aware that the medium term financial strategy sets a hierarchy of priorities for the capital programme and any alternative scheme should be the highest priority unfunded scheme currently proposed.
- 3.3 Details of the performance of the collection fund and the level of available balances are both as expected and the committee need only note this information at this time.
- 3.4 Treasury Management is for information only as the Audit, Governance & Standards Committee takes responsibility for considering changes that may be required, for reference on to Council. The committee could make reference to the Audit, Governance and Standards Committee of any issues that it may wish to be considered at a future meeting.
- 

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

- 4.1 The committee is requested to note the content of the report and approve the proposed slippage in the capital programme to enable more accurate monitoring of the programme in future periods.
- 

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

- 5.1 The second quarter's budget monitoring report will be considered by each of the other three service committees. The key issues and their consideration is set out in table 1 at paragraph 2.8.
- 5.2 This report will not lead to further consultation.
- 

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

- 6.1 The third quarter's budget monitoring report will be considered by the service committees in February and March 2016, culminating in a full report to this committee.

6.2 There are no significant issues arising from this report that require action from this committee. The success of actions by the other service committees to manage the pressures in their budgets will be regularly reported to this committee through later versions of this report.

**7 CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	This report monitors actual activity against the revenue and capital budgets and other financial matters set by Council for the financial year. The budget is set in accordance with the Council’s medium term financial strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
<b>Risk Management</b>	The Council has produced a balanced budget for both capital and revenue expenditure and income for 2016/17 This budget is set against a backdrop of limited resources and an difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives this committee the best opportunity to take actions to mitigate such risks.  The issues set out in this report do not exhibit the level of potential risk identified in previous years.	Director of Finance & Business Improvement
<b>Financial</b>	Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the	Director of Finance & Business Improvement

	Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.	
<b>Staffing</b>	The budget for staffing represents approximately 50% of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.	Director of Finance & Business Improvement
<b>Legal</b>	The Council has a statutory obligation to maintain a balanced budget this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.	[Legal Team]
<b>Equality Impact Needs Assessment</b>	The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This monitoring report ensures that the budget is delivering services to meet those needs.	Director of Finance & Business Improvement
<b>Environmental/Sustainable Development</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Community Safety</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Human Rights Act</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Procurement</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Asset Management</b>	Resources available for asset management are contained within both revenue and capital budgets and do not represent a significant problem at this time.	Director of Finance & Business Improvement

## **8 REPORT APPENDICES**

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

- Appendix I: Third Quarter 2016/17 Revenue Monitoring – Strategic Level
  - Appendix II: Third Quarter 2016/17 Capital Monitoring
  - Appendix III: List of investments as at 31 December 2016
- 

## **9 BACKGROUND PAPERS**

None

**Policy & Resources Committee**  
**Third Quarter Budget Monitoring - Full Summary to December 2016**

**ANALYSIS BY COMMITTEE**

Committee	Full Year Budget £	To December 2016 £	Actual £	Variance <sup>1</sup> £	Year End Forecast £	Year End Variance £
Policy & Resources	10,713,330	5,256,100	4,593,230	662,870	10,607,050	106,280
Strategic Planning, Sustainability & Transportation	-604,190	-337,080	-383,016	45,936	-836,280	232,090
Communities, Housing & Environment	8,809,510	6,475,380	6,675,882	-200,502	9,248,990	-439,480
Heritage, Culture & Leisure	509,760	552,730	539,382	13,348	697,000	-187,240
	<b>19,428,410</b>	<b>11,947,130</b>	<b>11,425,478</b>	<b>521,652</b>	<b>19,716,760</b>	<b>-288,350</b>

Table 1

**ANALYSIS BY PRIORITY**

Priority	Full Year Budget £	To December 2016 £	Actual £	Variance <sup>1</sup> £	Year End Forecast £	Year End Variance £
Character	822,930	695,590	693,135	2,455	843,840	-20,910
Health & Wellbeing	1,895,190	2,090,980	1,944,989	145,991	2,282,160	-386,970
Clean & Safe	3,619,470	2,498,660	2,577,338	-78,678	3,719,700	-100,230
Leisure & Culture	1,558,200	1,304,570	1,267,682	36,888	1,739,700	-181,500
Town Centre	99,540	105,720	112,272	-6,552	99,540	0
Employment & Skills	292,200	228,640	205,425	23,215	292,200	0
Homes	1,251,750	1,006,940	1,233,228	-226,288	1,350,670	-98,920
Infrastructure	360,240	294,200	266,888	27,312	360,240	0
Trading	-4,050,460	-2,825,340	-2,996,465	171,125	-4,426,260	375,800
Central & Democratic	13,579,350	6,547,170	6,120,986	426,184	13,454,340	124,380
	<b>19,428,410</b>	<b>11,947,130</b>	<b>11,425,478</b>	<b>521,652</b>	<b>19,716,130</b>	<b>-288,350</b>

Table 2

**ANALYSIS BY SUBJECTIVE SPEND**

Subjective	Full Year Budget £	To December 2016 £	Actual £	Variance <sup>1</sup> £	Year End Forecast £	Year End Variance £
Employees	20,013,690	14,935,120	14,838,565	96,555	20,156,270	-142,580
Premises	4,120,960	3,534,830	3,548,180	-13,350	4,122,590	-1,630
Transport	1,065,910	793,540	731,033	62,507	1,098,400	-32,490
Supplies & Services	9,923,980	7,004,360	6,959,483	44,877	10,141,360	-217,380
Agency	4,236,310	3,160,840	3,209,261	-48,421	4,236,310	0
Transfer Payments	51,250,060	35,441,690	35,209,744	231,946	51,250,060	0
Asset Rents	1,184,370	174,270	180,618	-6,348	1,184,370	0
Income	-72,366,870	-53,097,520	-53,251,399	153,886	-72,473,230	105,730
	<b>19,428,410</b>	<b>11,947,130</b>	<b>11,425,485</b>	<b>521,652</b>	<b>19,716,130</b>	<b>-288,350</b>

Table 3

<sup>1</sup>A positive figure represents a favourable variance. A negative figure (ie -£X,XXX) represents an adverse variance.

**MAIDSTONE BOROUGH COUNCIL  
POLICY & RESOURCES COMMITTEE  
BUDGET MONITORING - 3RD QUARTER 2016/17**

Appendix II

**Capital Programme 2016/17 by Service Committee to 31st December 2016**

Capital Programme Heading	Adjusted Estimate 2016/17	Actual to December 2016	Budget Remaining	Q4 Profile	Projected Total Expenditure	Slippage into 2017/18	Budget not required	Funding
<b>COMMUNITIES, HOUSING &amp; ENVIRONMENT</b>								
Housing Incentives	248,700	66,157	182,543	182,543	248,700		0	New Homes Bonus
Housing - Disabled Facilities Grants Funding	866,000	316,948	549,052	549,052	866,000		0	Grant funded
Housing Investments *	1,229,530	439,941	789,589	300,000	739,941	489,589	0	New Homes Bonus
Stilebridge Lane Sewage Treatment Works	50,350	28,127	22,223	22,223	50,350		0	New Homes Bonus
Gypsy Site Fencing Works	42,300		42,300		0	42,300	0	New Homes Bonus
Gypsy Site Improvements	184,600		184,600		0		184,600	New Homes Bonus
Brunswick Street Housing Development **	1,000,000	3,585	996,415	996,415	1,000,000		0	Borrowing
Flood Defences	95,280	1,385	93,895	28,615	30,000	65,280	0	New Homes Bonus
<b>Total</b>	<b>3,716,760</b>	<b>856,143</b>	<b>2,860,617</b>	<b>2,078,848</b>	<b>2,934,991</b>	<b>597,169</b>	<b>184,600</b>	
<b>HERITAGE, CULTURE &amp; LEISURE</b>								
Continued Improvements to Play Areas	930,600	510,684	419,916	419,916	930,600		0	New Homes Bonus
Green Space Strategy	9,600		9,600	9,600	9,600		0	New Homes Bonus
Commercial Projects - Mote Park Parking	31,800	725	31,075	31,075	31,800		0	New Homes Bonus
Commercial Projects - Mote Park Café	36,070	36,067	3		36,067		3	New Homes Bonus
Commercial Projects - Crematorium Projects	650,000	31,873	618,127	120,000	151,873	498,127	0	New Homes Bonus
Commercial Projects - Mote Park Adventure Zone	160,600	67,559	93,041	20,000	87,559	73,041	0	New Homes Bonus
Mote Park Essential Improvements	362,980	2,830	360,150		2,830	360,150	0	New Homes Bonus
Museum Development Plan	93,000	30,388	62,612	62,612	93,000		0	New Homes Bonus
<b>Total</b>	<b>2,274,650</b>	<b>680,126</b>	<b>1,594,524</b>	<b>663,203</b>	<b>1,343,329</b>	<b>931,318</b>	<b>3</b>	
<b>POLICY &amp; RESOURCES</b>								
High Street Regeneration	315,160	83,598	231,562	45,000	128,598	186,562	0	New Homes Bonus
Enterprise Hub	5,900	2,728	3,172	3,172	5,900		0	New Homes Bonus
Asset Management / Corporate Property	287,400	168,117	119,283	31,883	200,000	87,400	0	New Homes Bonus
Software / PC Replacement	250,500	74,815	175,685	175,685	250,500		0	New Homes Bonus
Maidstone East/Sessions Square **	3,154,840	2,958,598	196,242	196,242	3,154,840		0	Borrowing
Union Street (Recommended Option) **	130,110	95,946	34,164	34,164	130,110		0	New Homes Bonus
Enabling Works - The Mall Regeneration **	3,398,000	3,474,573	-76,573		3,474,573		-76,573	Borrowing
Gateway Refurbishment	218,000	48,178	169,822	169,822	218,000		0	
Town Hall - Webcast & Speakers	113,670	114,356	-686		114,356		-686	New Homes Bonus
<b>Total</b>	<b>7,873,580</b>	<b>7,020,909</b>	<b>852,671</b>	<b>655,968</b>	<b>7,676,877</b>	<b>273,962</b>	<b>-77,259</b>	
<b>STRATEGIC PLANNING, SUSTAINABILITY &amp; TRANSPORT</b>								
King Street Multi-storey Car Park	20,310	20,310	0		20,310		0	New Homes Bonus
Improvements to the Council's Car Parks	8,840	6,623	2,217	2,217	8,840		0	New Homes Bonus
Bridges Gyrotary Scheme	1,400,000	940,275	459,725	459,725	1,400,000		0	New Homes Bonus
Riverside Towpath	540,000		540,000	540,000	540,000		0	New Homes Bonus
<b>Total</b>	<b>1,969,150</b>	<b>967,208</b>	<b>1,001,942</b>	<b>1,001,942</b>	<b>1,969,150</b>	<b>0</b>	<b>0</b>	
<b>Grand Total</b>	<b>15,834,140</b>	<b>9,524,386</b>	<b>6,309,754</b>	<b>4,399,961</b>	<b>13,924,347</b>	<b>1,802,449</b>	<b>107,344</b>	

\* Any slippage may need to be reversed depending on when there are opportunities to purchase properties

\*\* Originally due to be funded by Prudential Borrowing. In practice this can now be funded from internal resources

(Note - the funding identified in the programme also includes £2m in capital contributions to support the regeneration of Maidstone East, but the spend to date has all been on the Royal Mail Depot)

### **Maidstone Borough Council Investments as at 31st December 2016**

Counterparty	Type of Investment	Principal	Start Date	Maturity Date	Rate of Return	Arlingclose Credit Limits	
						Suggested Term	Maximum Deposit
SANTANDER UK PLC	CALL ACCOUNT	£ 3,000,000			0.550%	6 months	£3,000,000
FEDERATED INVESTORS (UK)	CASH PLUS FUND	£ 2,000,000			-	2 years	£8,000,000
STANDARD LIFE LIQUIDITY FUNDS	MONEY MARKET FUND	£ 8,000,000			0.295%	2 years	£8,000,000
FEDERATED INVESTORS (UK)	MONEY MARKET FUND	£ 2,040,000			0.240%	2 years	£8,000,000
NATIONAL COUNTIES BUILDING SOCIETY	DEPOSIT - FIXED	£ 1,000,000	03/10/2016	11/01/2017	0.350%	100 days	£1,000,000
HINCKLEY & RUGBY BUILDING SOCIETY	DEPOSIT - FIXED	£ 1,000,000	15/07/2016	16/01/2017	0.500%	100 days	£1,000,000
GOLDMAN SACHS INT'L BANK	DEPOSIT - FIXED	£ 2,000,000	04/11/2016	10/02/2017	0.400%	100 days	£3,000,000
NATIONWIDE BUILDING SOCIETY	DEPOSIT - FIXED	£ 1,000,000	07/11/2016	07/03/2017	0.320%	6 months	£3,000,000
NATIONWIDE BUILDING SOCIETY	DEPOSIT - FIXED	£ 2,000,000	03/10/2016	03/04/2017	0.420%	6 months	£3,000,000
UNITED OVERSEAS BANK LTD	DEPOSIT - FIXED	£ 1,000,000	28/10/2016	28/04/2017	0.460%	13 months	£3,000,000
LLOYDS BANK PLC	DEPOSIT - FIXED	£ 1,000,000	01/09/2016	31/08/2017	1.000%	13 months	£3,000,000
LLOYDS BANK PLC	DEPOSIT - FIXED	£ 2,000,000	12/10/2016	11/10/2017	1.000%	13 months	£3,000,000
ROYAL BANK OF SCOTLAND	DEPOSIT - FIXED	£ 2,000,000	11/03/2016	11/03/2017	1.440%	35 days	£3,000,000
COOPERATIEVE RABOBANK UA	CERTIFICATE OF DEPOSIT	£ 1,000,000	21/10/2016	21/07/2017	0.530%	13 months	£3,000,000
		£ 29,040,000					

## POLICY & RESOURCES COMMITTEE

15 February 2017

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

**Yes**

### MEDIUM TERM FINANCIAL STRATEGY 2017/18 – FEES & CHARGES UPDATE (LEGAL SERVICES)

<b>Final Decision-Maker</b>	Policy & Resources Committee
<b>Lead Director or Head of Service</b>	Mark Green, Director of Finance & Business Improvement
<b>Lead Officer and Report Author</b>	Ellie Dunnet, Chief Accountant
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

**This report makes the following recommendations to the final decision-maker:**

1. That the Committee approves the proposed revisions to fees and charges for legal services for 2017/18 as set out in detail in **Appendix A**.

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

Increases in fees and charges can have a significant impact on the Council's ability to meet its objectives.

**Timetable**

<b>Meeting</b>	<b>Date</b>
Policy & Resources Committee	15 February 2017

# MEDIUM TERM FINANCIAL STRATEGY 2017/18 – FEES & CHARGES UPDATE (LEGAL SERVICES)

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This follows the report considered by the Committee on 18 January 2017 and sets out some proposed amendments to fees and charges for legal services which were omitted from the previous report.
  - 1.2 The changes have been proposed with a view to simplifying the charging structure in place from April 2017 and are set out at Appendix A to this report. Committee members are asked to consider the appropriateness of the proposed changes in the context of the medium term financial strategy 2017/18 – 2021/22.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Committee considered the fees and charges which fall under the responsibility of this Committee at its meeting on 18 January 2017.
  - 2.2 This report proposes some revisions to the amounts chargeable for legal services which were omitted from the previous report. The changes are set out in Appendix A to this report and introduce an hourly rate which seeks to rationalise the approach to charging for legal services.
  - 2.3 It should be noted that the income figure shown for 2015/16 includes income received for the recovery of court costs. For the 2016/17 and 2017/18 projections, these amounts have been excluded as they relate to cost recovery only and fall outside the scope of the Council's fees and charges policy. The proposed changes are expected to give rise to a moderate increase in the income generated through fees and charges in this area.
- 

## 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 whilst maximising income levels.
  - 3.2 **Option 2:** The Committee could agree different fee levels to those proposed. Any alternative increase may not be fully compliant with the council's fees and charges policy, would require further consideration before implementation and may not deliver the necessary levels of income to ensure a balanced budget for 2017/18.
- 

## 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.

**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.

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

6.1 This decision will assist Policy & Resources Committee in making 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>	<p>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.</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>	Director of Finance & Business Improvement
<b>Risk Management</b>	<p>The budget agreed will form part of the medium term financial strategy for 2017/18 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</p>	Director of Finance & Business Improvement

	to the Committee. In addition the constitution requires that any significant variances from income targets are reported to the Policy & Resources Committee along with proposed actions to resolve the budget pressure created.	
<b>Financial</b>	<p>The medium term financial strategy impacts upon all activities of the Council. The future availability of resources to address specific issues is planned through this process.</p> <p>Appendix A details the anticipated financial impact of the proposed changes.</p>	Director of Finance & Business Improvement
<b>Staffing</b>	No specific issues have been identified.	Director of Finance & Business Improvement
<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>	Legal Team
<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.	Director of Finance & Business Improvement
<b>Environmental/Sustainable Development</b>	No specific issues identified	Director of Finance & Business Improvement
<b>Community Safety</b>	No specific issues identified	Director of Finance & Business Improvement
<b>Human Rights Act</b>	No specific issues identified	Director of

		Finance & Business Improvement
<b>Procurement</b>	No specific issues identified	Director of Finance & Business Improvement
<b>Asset Management</b>	No specific issues identified	Director of Finance & Business Improvement

**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 2017/18 - Legal Services (Policy & Resources Committee).

**9. BACKGROUND PAPERS**

Policy & Resources Committee, 18 January 2017: Medium Term Financial Strategy – Fees & Charges

## BUDGET STRATEGY 2017/18 - FEES AND CHARGES

Fees and Charges April 2016 - March 2017	* Includes VAT	2015-2016 Actuals	2016 -2017 Current Estimate	Current Charges 2016-2017	Proposed Charges 2017-2018	% Change	2016-2017 + / - Income	2017 -2018 Estimate
<b>Legal Services</b>								
<b>Business Tenancies and Leases</b>		5,000	5,000				0	5,000
Licences (minimum charges)				212.00	Discontinued	n/a		
Initial lease/tenancy (minimum charges)				318.00	Discontinued	n/a		
Renewal (minimum charges)				162.00	Discontinued	n/a		
Licences to assign/sublet/change use/alter premises (minimum charges)				162.00	Discontinued	n/a		
Hourly Rate				208.00	210.00	0.96%		
<b>Council Land</b>		5000	5,000				0	5,000
Routine transactions* (subject to minimum charge)				527.00	Discontinued	n/a		
Hourly Rate				207.00	210.00	1.45%		
Complex transactions (hourly rate shown - subject to a minimum charge of £1,000)				207.00	Discontinued	n/a		
Sale as mortgagee in possession (minimum charge)				369.00	Discontinued	n/a		
<i>*Includes sale of council land and disposal of public open spaces (advertising is a separate fee)</i>								
<b>Easement</b>								
Residential (minimum charge)				222.00	Discontinued	n/a		
Commercial (minimum charge)				333.00	Discontinued	n/a		
Hourly Rate					210.00			
<b>Completion of Section 106 Planning Agreements</b>		80000	29,980				5,000	33,400
Routine (minimum charge)				578.00	Discontinued	n/a		
Hourly rate				207.00	210.00	1.45%		
Complex (minimum charge)				1,060.00	Discontinued	n/a		
Complex (per hour)				207.00	Discontinued	n/a		
Variation (minimum charge)				581.00	Discontinued	n/a		
Variation (per hour)				207.00	210.00	1.45%		
<b>Other Legal work (not covered by the above)</b>								
External hourly rate				100.00	210.00	110.00%		
<b>Administrative Fees (plus postage where applicable)</b>								
A4 Documents Single Sided per page				0.42	0.50	19.05%		
A4 Documents Double Sided per page				0.83	1.00	20.48%		
Colour A4 Documents Single Sided per page				0.83	1.00	20.48%		
Copies of Legal Agreements/Deeds etc				4.17 to 33.33	5.00 to 40.00			
		<b>90,000</b>	<b>39,980</b>				<b>5,000</b>	<b>43,400</b>