

AGENDA

CABINET MEETING



Date: Wednesday 10 September 2008
Time: 6.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Garland (Chairman), Ash, Greer, Moss,
Mrs Ring and Wooding

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1. Notification of Visiting Members
2. Disclosures by Members and Officers
3. Disclosures of lobbying
4. To consider whether any items should be taken in private because of the possible disclosure of exempt information
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Continued Over/:

Issued on 2 September 2008

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**David Petford, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

7.	Report of the Assistant Director of Development and Community Services - Re-Prioritisation of Growth Point Funded Expenditure	53 - 62
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MAIDSTONE BOROUGH COUNCIL

CABINET

MINUTES OF THE MEETING HELD ON 13 AUGUST 2008

PRESENT: Councillor Garland (Leader) and
Councillors Ash, Greer, Moss and Wooding

51. NOTIFICATION OF VISITING MEMBERS

Councillor English indicated that he wished to speak in respect of the report of the Management Team on Budget Monitoring - First Quarter 2008/09 and the reference from the Regeneration and Sustainable Communities Overview and Scrutiny Committee on the Presentation of Petition: Corben Close, Allington.

Councillor FitzGerald indicated that he wished to speak in respect of the reports of Management Team on the Corporate Planning Process 2009-12 and on Budget Monitoring - First Quarter 2008/09. He also indicated he wished to speak in respect of the report of the Policy and Performance Team on Key Performance Indicators 2008/09 – First Quarter Progress Update and the report of the Leader of the Council - Forward Plan.

Councillor Mrs Wilson indicated that she wished to speak in respect of the report of Management Team on Budget Monitoring – First Quarter 2008/09 and Kent Districts BVPI Data 2007/08 Provisional Analysis.

52. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures.

53. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

54. EXEMPT ITEMS

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

55. MINUTES

RESOLVED: That the Minutes of the Meeting held on 24 July 2008 be approved as a correct record and signed.

56. CORPORATE PLANNING PROCESS 2009/2012

See Record of Decision of the Cabinet (copy attached as Appendix A).

57. BUDGET MONITORING – FIRST QUARTER 2008/09

See Record of Decision of the Cabinet (copy attached as Appendix B).

58. REFERENCE FROM CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE – ENGLISH HERITAGE REPORT – MAIDSTONE’S LISTED BUILDINGS

The Cabinet considered the reference from the Corporate Services Overview and Scrutiny Committee asking the Leader to consider the use of the large buildings maintenance fund in light of the recent English Heritage Report on Listed Buildings in the Borough.

The Cabinet agreed the recommendation of the Officers that the large buildings maintenance fund should be allocated to funding the capital programme as they felt that the issues raised in the English Heritage report could be greater than that available in this fund. That the issues raised in the English Heritage report should be looked at by the Officers and if appropriate be considered for funding from the capital programme.

RESOLVED: That Corporate Services Overview and Scrutiny Committee be informed of the Cabinet’s view expressed above.

59. KENT DISTRICTS BVPI DATA 2007/08 PROVISIONAL ANALYSIS

The Cabinet considered the report of the Management Team setting out the analysis relating to the outturn data on the 2007/08 Statutory Best Value Performance Indicator for the Districts in Kent.

RESOLVED: That the analysis relating to the 2007/08 Statutory Best Value Performance Indicator for the Districts in Kent be noted.

60. USE OF THE AUDIT COMMISSION TOOLKIT TO REVIEW THE COUNCIL’S CIVIL CONTINGENCIES SERVICE

The Cabinet considered the joint report of the Deputy Chief Executive and the Head of Internal Audit and Risk Strategy concerning the frequency of service reviews using the Audit Commission Toolkit in relation to the Council’s Civil Contingency Service.

RESOLVED: That a review be undertaken every second year using the Audit Commission toolkit in relation to the Council’s Civil Contingencies

Service with the next review being undertaken in the autumn of 2008 be noted.

61. RESPONSE TO OVERVIEW AND SCRUTINY REVIEW – IMAGE OF MAIDSTONE TOWN CENTRE

See Record of Decision of the Cabinet (copy attached as Appendix C).

62. PRESENTATION OF PETITION: CORBEN CLOSE, ALLINGTON

The Cabinet considered the recommendations of the Regeneration and Sustainable Communities Overview and Scrutiny Committee following a presentation of petition relating to Corben Close, Allington at their meeting.

The Leader of the Council indicated that it was the responsibility of the developers to meet their obligations under the Section 106 Agreement and also to make roads up to adoptable standards. However, if they did not undertake their responsibilities, Council should deal with the matters and then seek recompense from the developers for the works the Council had to undertake.

RESOLVED: That, subject to recommendation (B) being amended to "Agreed, the Overview and Scrutiny Committee will be updated on progress at future meetings", the response to the recommendations, as set out on the SCRAIP attached as Appendix D, be submitted to the Regeneration and Sustainable Communities Overview and Scrutiny Committee.

63. KEY PERFORMANCE INDICATORS 2008-09 – FIRST QUARTER PROGRESS UPDATE

The Cabinet considered the report of the Policy and Performance Team setting out the progress made in the first quarter 2008/09 against the authority's Key Performance Indicator targets.

RESOLVED: That the progress being made in the first quarter 2008-09 against the Key Performance Indicator targets be noted.

64. FORWARD PLAN

The Leader of the Council presented his report on the Forward Plan for the period 1 September 2008 – 31 December 2008. It was noted that the report relating to the Budget Strategy and the Collection Fund would be submitted to Cabinet in December.

RESOLVED: That subject to the addition of reports relating to the Budget Strategy and Collection Fund, being presented to the Cabinet in

December, the Forward Plan for the period of 1 September 2008 – 31 December 2008 be noted.

65. DURATION OF MEETING

6.30 p.m. to 8.15 p.m.

MAIDSTONE BOROUGH COUNCIL

RECORD OF DECISION OF THE CABINET

Decision Made: 13 August 2008

CORPORATE PLANNING PROCESS 2009-12

Issue for Decision

The Strategic Plan and Budget Strategy are key elements of the planning framework for the Council. They are also a key part of the Golden Thread which runs from the key strategic aims for the borough through to individual targets.

To consider the timetable and additional proposals associated with the development of the Strategic Plan 2009-12 as part of the authority's corporate planning process.

Decision Made

1. That the process and timetable set out below for the development of the strategic plan 2009-12 be approved;

13 August 2008	Cabinet consider the corporate planning proposals
August – November 2008	Development of draft Strategic Plan and Budget: <ul style="list-style-type: none">• Portfolio meetings and policy research;• Consultation with partners, residents and customers;• Development of Key and Local Performance Indicators; and,• Identification of savings and growth items.• Overview and Scrutiny Workshops
December 2008	Cabinet consider draft Strategic Plan and Budget
February 2009	Cabinet consider final Strategic Plan and Budget
March 2009	Strategic Plan and Budget considered by Council.
	Start of the Service Planning process.
April 2008 onwards	Implementation of the Strategic Plan.

2. That the draft priorities outlined for each portfolio set out below be approved;

Leader of the Council

Economic Prosperity

- Delivering significant economic projects;
- Supporting new businesses and for small businesses;
- Supporting the Maidstone Economic Forum and Core Strategy;
- Balancing housing and business growth; and
- Developing a skilled workforce.

Other areas:

- Developing the Sustainable Communities Strategy;
- Progressing Park and Ride;
- Developing partnership working and joint working practice;
- Implementing the new waste and recycling collection; and
- Ensuring Value for Money across all services.

Cabinet Member for the Environment

Environment Priorities

- To improve recycling performance and reduce costs;
- Exploring how public convenience facilities can be improved;
- In partnership to develop an optimum model for the collection and disposal of waste;
- Monitor the freighter service to ensure that it is cost effective and environmental sustainable;
- Promoting 'A Clean and Tidy Borough' with a focus on litter bins; and enforcement through fixed penalties.
- Monitoring Environmental Health, Air Quality and Climate Change.

Transport Priorities

- Formulating a business plan and medium to long-term strategy for the provision of Park and Ride;
- Introducing a concessionary fare scheme with assistance for the disabled and carers;
- Reviewing parking restrictions including pay and display and resident parking; and

Cabinet Member for Regeneration

- Maidstone Town Centre Public Realm Improvement Project
- Reviewing planning systems, including 'best practice' visits;
- Progressing enforcement issues;
- Introducing an information pack relating to planning documentation;
- Formulation of a Gypsy and Traveller Policy working with KCC; and
- General ongoing work in relation to housing, sustainability, economic development and local development plan.

Cabinet Member for Corporate Services

- Improving democratic engagement;
- Move towards four yearly elections;
- Reviewing the corporate asset base;
- Establishing the Gateway; and

- Ongoing initiatives – customer services including e-billing, e- citizen, complaints procedures, digitalmaidstone, benefits and a progressing the procurement strategy 2007-10

Cabinet Member for Community Services

- Developing a Crime Reduction Strategy and assist with designing out crime with Police and partners;
- Supporting the development of a sustainable youth café in the town centre;
- Ensuring the Corporate Equality Plan promotes social cohesion and fair access services;
- Improving educational and skills attainment through working with the LSP and KCC.
- In Partnership to lead and develop the multi agency Maidstone Health Action Team
- To develop with key partners Maidstone Older Person’s Forum as a voice for older people in the borough
- Complete implementation of Best Value Review of Concurrent Functions.

Cabinet Member for Leisure and Culture

The continued development of cultural and leisure facilities within the borough and in particular:

- Encouraging visual and performing arts by individuals and groups.
 - Supporting and identifying funding for public art.
 - Developing the Exchange Arts Centre as a base for community and educational cultural development.
 - Encouraging the provision and participation in leisure activities and sport for all age groups; for example supporting the partnership with Maidstone Athletics Club and Sutton Valence School in providing an all weather athletics track.
 - Ensuring the funding for the east wing extension of the museum and developing the museum as both an outstanding visitor attraction and a provider of education projects.
 - The further improvement of parks and gardens with a priority of improving access, use and appearance of Mote Park.
 - Reviewing direct labour – in relation to parks, gardens and town displays to ensure that management and maintenance plans meet public expectations.
 - Monitoring the new Leisure Centre contract to ensure an improvement in facilities for the users.
 - Encouraging the town’s prosperity in the provision of an attractive market and tourism facilities.
3. That it be noted that further amendments will be made to the Strategic Plan as part of the development of the Sustainable Community Strategy and the Council’s updated long term vision (replacing the 20/20 vision);
 4. That it be noted that the of Corporate Services Overview and Scrutiny Committee will be involved in the development of the Strategic Plan; and
 5. The following outline list of contents of the Strategic Plan 2009-12 be approved.

- General contextual information about the environment in which the Council operates;
- An outline of the Council's vision, priorities and values;
- The strategic aims and objectives of the Council;
- How the Council intends to deliver on its commitments; and,
- Key Performance Indicators (and links to other performance measures).

Reasons for decision

The overarching vision and aims for the borough are set out in the Community Strategy. This document is being replaced and expanded in 2008/09 through the development of the Sustainable Community Strategy.

The Planning process within the Council includes the 20/20 Vision (which sets out the long term aspirations) the Strategic Plan (the medium term objectives) with annual targets set out in the Performance Plan. The service planning process then provides the foundation for the Council's work and the direction of resources.

As part of the planning cycle the Strategic Plan development runs alongside the budget process with an initial report presented to Cabinet in June. Given that work is currently being undertaken on the Sustainable Community Strategy it is also suggested that it is timely to review and update the longer term vision for the Council. This will be covered in detail in a further report later in the year.

Background

The Council's 20/20 Vision was adopted in 2005 and was developed through consultation with partners and residents and was closely linked to the aims of the wider Community Strategy.

The current document contains six strategic 'priority themes':

- Prosperity;
- Lifelong learning;
- Quality living;
- A healthy environment;
- Quality, decent homes that people can afford; and,
- Sustainable communities.

The six priority themes are based upon delivering the vision for the borough. The Leader has highlighted that these themes cannot be achieved in isolation from one another and the overall aim to achieve a vibrant, prosperous, dynamic and quality driven town and borough.

In addition the Council will be working with our partners and through the Local Strategic Partnership on an agenda which includes economic development, transport and the provision of quality jobs and skills in Maidstone.

Development of the Strategic Plan 2009-12

Work has commenced on the development of the authority's planning approach for 2009-12 and in particular the detailed budget for 2009/10.

In terms of developing the Strategic Plan it is proposed initially to group the Council priorities under the Cabinet portfolios as both the work on the Community Strategy and the updated Vision will not be produced until later in 2008. In addition the Council will also be undertaking a 'Place' survey in the autumn and these results will also feed into the development of the Strategic Plan for 2009-12.

Once Cabinet has agreed the approach, an assessment of the authority's current position in terms of performance and progress on the 20/20 vision will be undertaken. Areas of potential savings and growth will also be highlighted.

Individual Cabinet Members will then be asked to develop their proposals through 'Portfolio Meetings' with Directors and other officers. The following allocation of Directors to Cabinet Members are proposed:

Cabinet Member	Director/s
Leader of the Council	Chief Executive and Director of Change and Support Services
Corporate Services	Director of Change and Support Services
Environment	Director of Operations
Regeneration	Deputy Chief Executive Director of Operations
Community Services	Deputy Chief Executive
Culture and Leisure	Deputy Chief Executive Director of Operations

These meetings will be led by the Director of Change and Support Services and supported by the Policy and Performance Team. The development of these planning proposals will be made alongside the budget proposals and the meetings will be attended by the Chief Finance Officer. Other officers with responsibilities related to these portfolios will be included as necessary.

Cabinet Members have outlined priorities for the coming year these priorities will continue to be developed as the corporate planning process advances.

These priorities have already been presented by the Leader and Cabinet Members to various Overview and Scrutiny meetings and discussed. It is proposed that further discussion takes place with the Corporate Services Overview Scrutiny Committee (possibly through a workshop from which recommendations will be made) which will then feed into the Strategic Plan development process. The Committee would then also consider the final document.

New Performance Framework

There are also a range of external factors that will influence the Council over the coming year. This will change the way in which the performance of the Council is assessed and also how the council will need to consider priorities for the area.

Comprehensive Area Assessment

From April 2009 the Comprehensive Area Assessment (CAA) will supersede the Comprehensive Performance Assessment (CPA). The CAA focuses on the delivery of outcomes for the whole area rather than just focusing on the performance of Council services.

This new performance Framework is made up of:

- The annual publication of the performance of the area against a single set of 198 indicators;
- An annual risk assessment for the area;
- An annual scored 'Direction of Travel' judgement for the Authority; and
- An annual scored 'Use of Resources' judgement for the Council.

The methodology will be released early 2009 with the launch of the CAA in April 2009.

The Council will need to clearly identify how the objectives fit with those for the borough as a whole, including the work through the LSP and delivery on the Local Area Agreement.

Kent Agreement 2

The Kent Agreement incorporates the Local Area Agreement targets and sets out the strategic direction and priorities for the county. It is essential that the priorities that have been established as part of the Kent Agreement 2 (KA2) are reflected within future borough and council plans, and in particular where these are also priorities in the borough.

The Kent Agreement 2 submission was made in May and the countywide targets for the 35 negotiated targets have been agreed. However, discussion over the individual borough targets is still ongoing.

Officers are in the process of obtaining figures for Maidstone in relation to the 35 targets and a briefing was provided to all Members on the 28 July on the Local Area Agreement and the latest position. The Council will have a key community leadership role in delivering the KA2 and linking these three year targets to the Strategic Plan.

National Indicators

The 198 National Indicators set out in the Comprehensive Spending Review 2007 replace the Best Value Performance Indicators. Of the 198 national indicators 64 will apply directly to districts.

The Place Survey in the autumn will also provide data for 18 of the national indicators. This survey replaces the Best Value Satisfaction Survey and will measure local residents' views, perceptions and experiences of the local area.

The Place Survey will be undertaken between September and December 2008. Results will be available from early 2009 and it is envisaged that these will feed into the Strategic Plan development for 2009-12.

As highlighted above targets against 35 of the national indicators will also be negotiated through the LAA2. Although many of these will cover services provided by other agencies the Council is keen that data is provided to give a comprehensive picture of the borough.

Where possible the Council has been working to obtain borough baseline figures for the 35 targets so that these can be tracked through the Strategic Plan, quarterly performance monitoring and also the Local Strategic Partnership.

Alternatives considered and why rejected

The production of a Strategic Plan is essential to the organisation, particularly in terms of setting out a clear overall direction and focus for Council business. It is the document from which all others flow. If the Council opted not to produce a Strategic Plan then the authority would be viewed as not being managed effectively and it would be likely to result in the loss of our 'Excellent' CPA status as well as impacting upon the outcome of other inspection assessments.

Background Papers

- Strategic Plan 2008-11.

These documents are available at the Council offices.

Should you be concerned about this decision and wish to call it in, please submit a call in form signed by any two Non-Executive Members to the Scrutiny Manager by: **22 August 2008**.

MAIDSTONE BOROUGH COUNCIL

RECORD OF DECISION OF THE CABINET

Decision Made: 13 August 2008

BUDGET MONITORING – FIRST QUARTER 2008/09

Issue for Decision

To consider the capital and revenue budget and expenditure figures for the first quarter of the current financial year and any problems identified and in particular to consider the decision by Cabinet in July 2008 to review the current year's Capital Programme to identify potential slippage and to assess the likely shortfall in capital receipts in the current financial year.

To consider other financial matters to ensure that the overall financial position of the Authority is in accordance with the medium term plan.

Decision Made

1. That the financial position as detailed in the report be noted and that further reports, at least quarterly, be submitted to the Cabinet during the financial year.
2. That the appropriate Cabinet Members receive reports on options for mitigating the major budget issues **as identified in the report of the management team.**
3. That balances, **principally** the underspend from 2007/08 of approximately £0.3m, be allocated to address the funding problems in 2008/09 as identified in the report of the management team.
4. That the projected additional investment income in 2008/09 be allocated to Balances, and that Balances be used to fund the new scheme for Travel Assistance for Disabled People for £150,000 over a 3 year period.
5. That the Large Building Maintenance Fund be allocated towards funding the Capital Programme.
6. That the additional LABGI resources available from 2007/08 be allocated to fund the additional cost of bins required for the waste/recycling programme.

7. That the balance of LAGBI resources be set aside, at this stage, as a contingency against further consequences of the economic downturn and possible funding of the Capital Programme, but that a further report be presented to Cabinet on options for best use of this resource should it not be needed for budget problems.
8. That the Cabinet receive further reports on the options for slippage of the Capital Programme into later years.

Reasons for decision

The constitution delegates the financial responsibility for individual budgets to the relevant Director with overall financial responsibility delegated to the Responsible Financial Officer. However, Cabinet have previously agreed to consider the revenue and capital budget and other financial issues in summary form on a quarterly basis. It has also been agreed that budget variations above £30,000 would be considered, although this does not preclude other issues being considered if the projections are considered material in the medium term. Budget issues below this figure are normally dealt with within the delegations available in the Financial Procedure Rules.

Appendix A to the Report of Management Team gives details for each Cabinet Portfolio, the profiled budget to be spent by the end of June 2008. The process to achieve this necessitates each individual item of budget estimate to be reviewed to decide whether there is a specific profile e.g. a budget to be spent at the beginning of the year or at the end, or whether the budget can reasonably be spread in equal amounts over the financial year.

The budget used in the report is the original estimate for 2008/09 as agreed by Council in February 2008 with the addition of the agreed carried forwards as reported to Cabinet in May and June 2008. The actual spend including accruals against the Portfolio profile budget is also shown as is the variance between the profiled estimate and actual spend.

In the Revenue Outturn 2007/08 reports submitted to Cabinet in May and June 2008, identified there were areas of slippage and underspend during 2007/08. As in previous years, it remains apparent that at the first quarter of 2008/09 there is a general tendency towards underspend compared to the notional profile. The total slippage and underspend to June 2008 is £0.2m and this compares to approximately £0.5m at this stage in 2007/08.

In overall terms, the level of salary slippage identified in the first quarter is only in the region of £0.1m which contrasts favourably with previous years and indicates that recent action in terms of the overall reward package is bringing some stability to the overall payroll budget. An overall review of the Council's income target identifies that this is a major problem area. However, it is evident that there are a significant number of relatively small budgets which will find it difficult to achieve income

targets. However, within the overall budgetary control arrangements, it is expected that these minor budget problems will be addressed by the relevant Directors as part of their overall financial management arrangements.

From the Outturn 2007/08 reports, two issues were identified for monitoring during the course of the current financial year i.e. Concessionary Fares and Park & Ride.

The Budget Strategy Report considered at the last meeting identified that the current economic climate is somewhat different to that anticipated when the budget for the current financial year was created. It is necessary to identify those variations as a result of international inflation problems and the subsequent national economic downturn and that any problems identified are addressed in order to minimise the impact, not only in the current financial year but also for the Budget Strategy for 2009/10 onwards.

Appendix B to the Report of the Management Team gives details of the major budget variances identified as a result of the first quarterly review. It details the issues identified at the end of the first quarter, a projection for the full year and the impact of the relevant Director's Action Plan to address the issue along with the resultant net impact in the current financial year. All of the issues identified are assessed for the ongoing consequences which need to be taken into account in the Budget Strategy 2009/10 onwards exercise.

The details in Appendix B may be summarised as follows:-

- a) Development Control income – as the result of a reduction of the number of applications received and the type of applications, after management action, it is anticipated that the result will be a net increase in cost of £120,000. It has been recently announced that this Authority will receive Housing and Planning Delivery Grant of £0.36m. A report will be presented to the Cabinet Member for Regeneration on options to utilise this unbudgeted additional resource and one option may need to consider how, in the short term, this additional grant can be used to off-set the projected budget problem within Development Control income.
- b) Parking income – it is anticipated that an overall reduction of income, primarily due to reduced numbers and types of PCNs, of £0.3m may be reduced by approximately £30,000 due to Management action and a further £50,000 by additional lease rental income. The balance may be addressed, and this can be reduced to approximately £70,000, if the Cabinet Member for Environment agrees to a series of proposals on income tariffs.
- c) Running costs for Street Cleansing/Grass Cutting – as a result of the increase in fuel prices, it is projected that there will an increase in costs to the Council of £50,000 in 2008/09. It is

not anticipated that this increase in costs can be significantly reduced without an adverse affect on service levels, however it is anticipated that Management action will reduce this increase to £40,000.

- d) Refuse Collection Contract – an annual increase in the contract costs, due in August 2008, will produce an increase in cost over that allowed in the budget, of approximately £30,000. However, it may be offset by the revenue savings due to possible delays in the implementation of the recycling programme. This will offset the problem in 2008/09 but the increase will impact on 2009/10 when the budgeted resources for the implementation programme will be required.
- e) Office Accommodation Costs – as a result of the delay in moving to Maidstone House, it was necessary to delay giving the Notice of Termination to the landlords at London House. This has resulted in unbudgeted increased costs of approximately £75,000 of which £15,000 should be claimable from third parties. In addition, due to the current programme of asset disposals, empty property rates of approximately £50,000 are likely to be incurred during the year.
- f) Market Income – across a whole range of income targets, there is a projected overall deficit of approximately £50,000. This relates to car parking income, and income from the Tuesday and Saturday markets. As a result of this further downturn, a further review of the future of the Market is to be undertaken and will be reported to the Cabinet Member for Leisure & Culture.

In addition to the above issues, the first quarterly monitoring report has reviewed the position regarding the two major issues identified as a result of the final accounts position in 2007/08 i.e. Park & Ride income and Concessionary Fares:-

- a) Park & Ride income – a report is to be presented to the Cabinet Member for the Environment which identifies options for increasing Park & Ride income during the current financial year which, along with other issues, should be sufficient to address any budget issues in 2008/09. The major outstanding risk within this service is the current re-tendering exercise for the bus service and this will be assessed later in the year when the results of that exercise are known.
- b) Concessionary Fares – the Kent countywide concessionary fares scheme has not yet received the first quarterly reports on scheme usage and cost and, therefore, this still remains a major risk for the Authority. It is anticipated that some preliminary results may be available by the end of the August, although it is possible that these may well be delayed until September. At present, payments into the scheme are on

account' and show an underspend of £0.18m against the budget profile. Once the information is known it will be evaluated and included in future reports to Cabinet. In addition, the recent change initiated by Kent County Council regarding the amendment to the start time from 9.30am to 9.00am and the consequential funding offer from the County is a situation which needs to be validated and reported to the Cabinet Member at the appropriate stage.

Investment income – notwithstanding the budgetary problems identified in this report, the level of investment income achieved in the first quarter is approximately £40,000 in advance of the profiled budget. This is substantially achieved by the effects of slippage from 2007/08 and the premium achieved on external investments over the base rate due to the ongoing problems of the credit crunch. If the overall budget position is not severely prejudiced by the economic downturn and the problems associated with achieving capital receipts (which is dealt with later in this report) is addressed then it is possible that £0.2m of investment income will be achieved in the current financial year over the original budget.

In overall terms, a net budget problem had been identified, primarily as a result of the recent economic downturn, after management action, in the region of £0.39m. It is necessary to identify whether this problem will have any further impact on the assumptions already built into the budget strategy projection for 2009/10 as detailed in the report to the last Cabinet meeting. At this stage, it is felt that the ongoing consequences can be contained in the overall savings requirements of £1m agreed by Cabinet at the last meeting.

At the last meeting of Cabinet, it was agreed that a new scheme for Travel Assistance for Disabled People would be introduced with a cost in 2008/09 of approximately £30,000, the full year cost in the region of £60,000. It was agreed that this be funded from contingencies. It would be appropriate at this stage to be more specific as to the funding of this scheme. It would be appropriate to consider its funding in the context of the overall budget issues identified in this report, the need for a sustainable solution and the potential for the scheme to have a relatively limited life in the anticipation that concessionary travel will transfer to Kent County Council as part of the next Comprehensive Spending Review.

Collection Fund

The collection rate achieved for the first quarter of the financial year for Council Tax is 30.7% compared to the target of 30.5%. This shows a marginal improvement in the collection rate which is of benefit to the treasury management operation.

Figures for NDR also show the actual collection rate achieved is 30.7%, compared to a target of 30.5%. This is also of benefit in treasury management terms.

In addition, arrears collection is on target up to the end of June 2008.

The collection of Council Tax is based, in part, on an assumed number of equivalent Band D properties in the Borough and this tax base is monitored on a quarterly basis to track achievement of the projected base and as an indicator of this factor for future Budget Strategy purposes. The tax base, as at the end of June 2008 is 58654.3, which compares to the tax base set for 2008/09 of 58514.8. This level of progress will ensure that the Collection Fund at the end of March 2009 will not be in deficit and shows good progress towards achieving an increase in the tax base for 2009/10 onwards, which will be of benefit to the Budget Strategy for that period.

Capital

Appendix C to the report of Management Team shows a summary of the current capital budget for this financial year. This includes the initial capital programme as well as the amounts carried forward from 2007/08 as a result of the budget monitoring in 2007/08 and the final account position as reported in May and June 2008. It identifies each scheme individually.

The following information is identified in Appendix C :-

	Detail
1	Description of Scheme in Portfolio Order
2	Approved Budget for 2008/09
3	Actual Spend to end of June 2008
4	Balance of budget available in 2008/09
5-7	Balance of Capital Programmed profiled over the next 3 quarters
8	After profiling, the balance of the budget which will slip into 2009/10
9	Budgets not required

In overall terms, the Capital Budget for 2008/09 is £20m based on an initial budget of £12.6m with £7.4m carried forward from 2007/08. These figures are after assumed slippage of £0.4m. In broad terms, this provides £13.5m resources for investment in council Assets and £6.5m for working with partners and others.

It is now anticipated that £5.9m (£5.4m net of external grant which will also slip) will be slipped into 2009/10 and £0.7m may be deleted from the programme that is not required. This then leaves a residual programme of £14.3m which, in the absence of any further management action, will require funding in 2008/09.

The reasons for the major carry forwards generally relate to contract slippage or delays in establishing spending programmes. In the case of the budget for Support for Social Housing the slippage, in part, covers unallocated resources which could be used to address problems in the

Housing market. In the case of Renovation Grants, the budget not required relates to surplus funds following further evaluation of the extra resources injected into the programme by the Regional Housing Board.

It will be noted that there is a marginal overspend on the scheme at the Exchange. The overspend will be accommodated within the overall resources available to the Cabinet Member for Leisure & Culture and is not an issue for consideration by Cabinet.

A further issue which has been identified as a result of the review of the Capital Programme relates to the overall costs needed to implement Phases 2 and 3 of the waste/recycling Scheme. Due to international inflation relating to energy prices, it is now estimated that a further £140,000 will be needed to purchase all the bins necessary for the two phases of implementation.

The major issue relating to the funding of the Capital Programme is the risk associated with the programme of planned capital receipts which were anticipated to be available in the current year. These capital receipts were identified in the Budget Strategy Report which was reported to the July meeting of Cabinet and total £13.2m. Based on a realistic estimate of capital receipts which may be received in 2008/09, the level of new funding will be in the region of £6.1m, a reduction of £7.1m. This reduction may be compared with the now anticipated slippage and deletion of the programme, as identified in Appendix C, of £5.7m, a shortfall of £1.4m.

The options open to Cabinet, at this stage, are to:-

- a) accept the position and await further information on potential further slippage to be reported in November 2008.
- b) To identify schemes which are not currently contractually committed and which may be positively slipped in to 2009/10.
- c) Positively delete schemes from the programme as of low priority.
- d) Identify further sources of income to fund the Capital Programme (this item is dealt with later in this report).

Notwithstanding the overall position for the current financial year, as identified in this report, there will still be a need to review the programme for 2009/10 in the light of anticipated capital receipts in that year, or potentially, beyond. At the last meeting of Cabinet, as part of the Budget Strategy Report, it was agreed that the Cabinet Members would review their capital programme for 2009/10 onwards and it will now be necessary to incorporate into that review the resources identified in this report as slipping from 2008/09 into 2009/10.

Treasury Management

As identified above the level of investment income achieved in the first quarter is approximately £40,000 in excess of the profiled budget. The overall budget for 2008/09 is £1.6m.

The level of investment income over budget has resulted from the level of slippage and underspend from 2007/08, the positive overall revenue position as identified in Appendix A, and the premium still being achieved on external investments due to the ongoing impact of the credit crunch.

The investment decisions agreed by Council in February 2008 have been partially implemented i.e. some investments have been completed over a two year period to produce some certainty in the level of investment income in the medium term. However, due to the impact of the risk identified in the Budget Strategy Report and the report of management team relating to the certainty of capital receipts, some element of the forward investment programme has been delayed.

The average daily investment for the first quarter was is £29.9m which compares to the estimated level of approximately £25.8m.

Prudential Indicators – the Prudential Indicators approved by Council in February 2008 are monitored on an ongoing basis during the course of the year. The budget monitoring information within this report and the day to day monitoring enables Officers to confirm that these indicators have not been breached and are not likely to do so during the balance of the year, unless there is some significant material change in the financial position of the Authority. If this event were to occur then a report to Cabinet and Council would be necessary.

Balances

Following the completion of final accounts for 2007/08, the level of balances was reported to Cabinet in June 2008. The level of uncommitted balances, after taking into account the carry forward of resources, was £3.1m.

The minimum level of balances targeted in the Medium Term Financial Strategy is 10% of net revenue spend i.e. approximately £2.2m and the minimum level set by Council in 2008/09 is £2m.

As a result of final accounts 2007/08, approximately £0.3m of additional resources was added to balances as a result of a number of factors included in the final figures. The provision made in previous years to the Large Buildings Maintenance Fund of £0.2m has not yet been allocated to any scheme. In addition, there is approximately £0.4m of LABGI resources which have now been received which have not yet been allocated to specific schemes or services. All of these resources are one-off resources and may be used to fund one-off items that should not be allocated to ongoing costs unless there is a finite period involved.

Proposed Funding Solutions

It is agreed that Balances, principally the underspend from 2007/08 of approximately £0.3m, be allocated to address funding problems in 2008/09 as a result of the economic downturn.

It is agreed that the projected additional investment income be transferred to Balances, and will be allocated over a 3 year period, to fund the new scheme for Travel Assistance for Disable People at a total estimated level of £0.15m.

It is agreed that the £0.2m in the Large Buildings Maintenance Fund be allocated towards funding the Capital Programme in 2008/09.

It is also agreed that the principle previously adopted in 2006/07 and 2007/08 of utilizing LABGI resources to fund the requirements for additional bins for the Recycling Programme be continued. On that basis, the additional costs identified in this report for the second and third phase of the programme may be funded by using spare resources from LABGI not yet allocated to projects. This will be the subject of a full report to the Cabinet Member to ensure that value for money is still being delivered through this programme.

It is agreed that the balance of LABGI resources be set aside, at this stage, as a contingency against further consequences of the economic downturn and funding of the Capital Programme, but a further report be prepared to Cabinet on options for best use of this resource should it be not needed for budget problems.

Alternatives considered and why rejected

A major alternative action is to leave the budget monitoring process to Officers. The Constitution does require specific programmes to be considered by Cabinet Members with the proposition, that in the absence of such reports, the budgetary control process has not identified any specific items for consideration.

Should such an approach be taken, Cabinet Members would have a reduced financial awareness and reduced ability to meet service requirements.

In view of the economic downturn, an alternative approach would be to impose a total or selective moratorium on uncommitted spend. In view of the overall financial position of the Authority and the potential impact on services this approach is not recommended at this stage.

Background Papers

Electronic reports retained within the Financial Management System.

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These documents are available at the Council offices.

Should you be concerned about this decision and wish to call it in, please submit a call in form signed by any two Non-Executive Members to the Scrutiny Manager by: **22 August 2008**.

MAIDSTONE BOROUGH COUNCIL

RECORD OF DECISION OF THE CABINET

Decision Made: 13 August 2008

RESPONSE TO OVERVIEW AND SCRUTINY REVIEW – IMAGE OF MAIDSTONE TOWN CENTRE

Issue for Decision

To consider the response to the report of the Environment and Leisure Overview and Scrutiny Committee.

Decision Made

1. That the attached response to the Overview and Scrutiny Committee be endorsed.
2. That the Cabinet's commitment to enhancement of the town centre through environmental improvements, a longer term comprehensive review of the town centre, and promoting a higher profile including the branding of Maidstone as the County Town of Kent and the premier traditional shopping centre in the region be confirmed.

Reasons for decision

The recommendations of the Environment and Leisure Overview and Scrutiny Committee were reported to Cabinet in July. At that stage the Cabinet noted the recommendations and agreed to respond at this Meeting.

The detailed responses to the specific recommendations are attached and in all but one case the recommendations are accepted.

The Cabinet's aspirations for the environmental and economic well being of the town centre do however go well beyond the specific and quite detailed recommendations of the Scrutiny Committee, as important as they are. Over the coming months Cabinet Members will be receiving reports which put their visions into practice in terms of environmental enhancement schemes within the town centre, the review of the functioning of the town centre and the commencement of work on an action plan for the town centre (building on the excellent Maidstone Town Centre Plan which was prepared by Maidstone Town Centre Management

with the active involvement of Borough Members and officers), and the enhanced promotion of the town centre exploiting the County Town brand.

Maidstone is now one of the premier town centres in the region (and within the top fifty in the UK). It should continue to build on this reputation through exploiting its traditional town centre feel with all of the character and variety that that involves. Leisure attractions such as the river, the newly invigorated Hazlitt Arts Centre and the Museum are key factors and should successfully complement the retail offer which itself will be enhanced by the development of the Maidstone East site. The town centre has significant history. Most importantly good access to the centre is vital and the Borough Council will not only seek to expand Park and Ride to ensure it works more cost effectively, it will continue to promote the All Saints Link Road and press KCC to improve the capacity and efficiency of roads to avoid the predicted gridlock by 2011.

Alternatives considered and why rejected

The ideals behind the Scrutiny report need to be fulfilled if the prosperity of the town centre is to be maintained. To not pursue these would lead to a gradual decline in the vitality of the County Town.

Background Papers

Environment and Leisure Overview and Scrutiny report June 2008.

These documents are available at the Council offices.

Should you be concerned about this decision and wish to call it in, please submit a call in form signed by any two Non-Executive Members to the Scrutiny Manager by: **22 August 2008**.

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MAIDSTONE BOROUGH COUNCIL

CABINET

10 SEPTEMBER 2008

REPORT OF MANAGEMENT TEAM

Report prepared by: Anna Collier

1 IMPLEMENTATION 2007 BEST VALUE REVIEWS

1.1 Issue for decision

1.1.1 That Cabinet note the progress to date on the implementation plans of the three Best Value reviews undertaken in 2007 on CCTV, Concessionary Fares and Grants.

1.2 Recommendation of Management Team

1.2.1 **It is recommended** that Cabinet:

- i. Note the progress to date on the implementation of the actions in all three Best Value review implementation plans (shown in Appendices A, B and C);
- ii. Agree that a further report assessing whether the objectives of the Best Value reviews have been achieved is brought to Cabinet in April 2009; and
- iii. Note that a new options report on CCTV implementation is being prepared and that all the relevant action points will be incorporated into the subsequent implementation plan.

1.3 Reasons for recommendation

1.3.1 Best Value reviews were undertaken in 2007/08, these included reviewing service performance and outcomes and were one of a range of improvement tools that the Council used to improve performance.

1.3.2 Ensuring that the recommendations of these reviews are progressed is an essential part of this process.

1.3.3 It is still too soon to assess the overall success of the reviews, however, this update provides a summary of the progress that has been made and the issues that have arisen in the course of the implementation.

1.4 Background

- 1.4.1 It was agreed by Cabinet in May 2007 that three Best Value reviews would be undertaken on CCTV, Concessionary Fares and Grants (including concurrent functions and Members Devolved Budgets).
- 1.4.2 Following these reviews, it was recommended that implementation plans be developed. Implementation plans for CCTV, Concessionary Fares and Grants to outside bodies were presented to Cabinet in January 2008.
- 1.4.3 Cabinet agreed that the implementation process would be reviewed and an update provided to Cabinet in September 2008.
- 1.4.4 Overall good progress is being made on most of the actions identified in the implementation plans. However, a number of specific issues have arisen and these are detailed below.

1.5 Concessionary Fares

- 1.5.1 Alongside the implementation of actions resulting from the Best Value review there have been a number of changes to the scheme.
- 1.5.2 Free travel passes are being introduced in September for companions travelling with a disabled person. The concessionary fares department has been writing to all those who held a companion pass between April 2007 and March 2008 inviting them to reapply.
- 1.5.3 The Council is also supporting Age Concern in a new travel scheme for those who are physically unable to use buses, with Age Concern the central point of contact for applications to this scheme.
- 1.5.4 There are currently ongoing negotiations at County level regarding the start times for the bus pass scheme. The national scheme commences at 9.30am and the Council implemented this as part of the review. The national start time has remained at 9.30 am; however, there is an ongoing debate across the County regarding whether 9.00 am start time should be introduced with the additional costs funded by Kent Council Council.

The majority of actions set in the implementation plan have now been completed. In terms of specific elements of the Implementation Plan, these are set out in Appendix A, areas where there is still further work to undertake are set out below:-

3.1 Consulting with authorities over the percentage division of boundary bus stop fares.

This action point has not yet been completed as MCL (the scheme administrators working on behalf of the Kent authorities) are waiting for information to be provided by the bus operators. Once this has been received the consultation process will begin which will include the Council and its neighbouring authorities.

5.1 Undertaking review of current staffing and department working relationships.

- 1.5.5 There has been no review of the working relationship between the two departments. This will commence once the final scheme is operational. However, an internal restructure is currently underway and could potentially impact upon these separate services.
- 1.5.6 There are also a number of actions in the concessionary fares implementation plan which were highlighted as ongoing and will need to continue for a minimum of the first year of the scheme. These are:
- 1.5.7 First quartile costs and usage are currently awaited and a response will be developed once the data is available. The Government has developed a national working group and this is giving consideration to transferring the concessionary fares scheme from a district to County level as part of the next comprehensive spending review.

10.1 Monitoring the Council's involvement in the countywide scheme.

- 1.5.8 The countywide scheme is currently being reviewed and this will remain under review.

1.6 Closed Circuit Television

- 1.6.1 A significant number of actions on the implementation plan are outstanding or are still in progress. The delay to the implementation of the action points have been caused by the outcome of action 2.1 which was to carry out a feasibility study on the location of the CCTV room.
- 1.6.2 The feasibility study has now shown that to retain the CCTV operation at its current location would cost the Council more than has currently been allocated in the Capital Budget.
- 1.6.3 This has had a significant impact on the successful implementation as the future of CCTV operations has had to be reconsidered against the original recommended option from the CCTV review.
- 1.6.4 As a result of this a further feasibility study has been agreed which will revisit relocating the operation. Following this a new options report will be presented to Cabinet from which a decision will be made.
- 1.6.5 There are a number of action points which will not be implemented until the new options report has been considered. It is proposed that these action points form the basis of the implementation plan that emerges from the new options report. These action points are:

- 1.3 To produce a brief for a CCTV strategy for 2008/11;
- 2.2 Devise and implement a revised timetable for the procurement process;
- 3.1 Set up a Camera Monitoring Arrangement;

- 5.2 Explore opportunities for an all inclusive maintenance contract which includes all call-outs and parts replacement (to include rolling replacement); and
- 6.4 Establish new staffing arrangements regarding the maintenance of cameras.

A detailed commentary on all of the action points can be seen as at Appendix B.

1.6.6 Those actions which have been highlighted as outstanding or progressing but can continue to be implemented have been highlighted below.

4.1 Using the Camera Monitoring findings to determine which cameras will be subject to initial replacement;

1.6.7 An external contractor has been appointed and works are ongoing. The process has taken longer than was initially expected to complete the work and this has caused a delay.

5.1 Explore the options of combining a maintenance contract with another Local Council such as Swale Borough Council or Medway Council (to include rolling replacement)

1.6.8 This has been explored but has now been extended to include Tunbridge Wells, Tonbridge and Malling and Sevenoaks.

6.1 To extend the temporary staffing arrangement;

6.2 Finalise and send the staffing contract out to tender; and

6.3 Tender process completed and contractor appointed.

1.6.9 Operators are now directly employed by the Council and the option of developing partnerships with other authorities is currently being explored. The contracts are currently in development and will be completed pending community safety requirements.

7.2 Produce a bi-annual CCTV newsletter to inform all key partners/stakeholders including businesses, Parish Councils and Ward members of the outcomes of the CCTV control room and the impact of the cameras. An evaluation of the impact and value will be undertaken to ensure that communications are appropriate; and

7.3 Send CCTV newsletter to external Overview and Scrutiny committee including proposals for future newsletters.

1.6.10 The newsletter is currently under production and is expected to be published in October 2008. As a result of this the new dates of publication will be May and October.

8.1 Explore the option of partnering with Kent County Council and the Kent police over ANPR (automatic number plate recognition);

8.2 Pending the outcome of reference point 8.1 (which is currently progressing), procure the equipment for the control room to monitor ANPR cameras using an Invest to Save Bid;

8.3 Testing the market in which Maidstone Borough Council can compete in terms of Alarm Monitoring;

9.1 Set up an initial partnership meeting with Kent County Council to discuss partnership opportunities through the use of ANPR camera.

1.6.11 There are currently investigations into the role that the Maidstone Council can play in these areas.

1.7 Grants to outside bodies

1.7.1 All the actions that relate to the review of the Grants to Outside Bodies and that were due for completion have been completed, one action was behind the target completion date which was to:

1.7 Create a template for a service level agreement and smaller agreements.

1.7.2 The target for completion was February 2008; the template was produced in May 2008.

1.7.3 Two action points (reference 1.11 and 1.12) remain with completion dates of October 2008 and April 2009 respectively. Updates on the ongoing progress of these two actions have been given in Appendix C.

1.8 Alternative actions and why not recommended

The implementation plans reviewed in this report are in line with the options agreed by Cabinet.

1.8.1 The principles of Best Value include a responsibility within the Council to regularly report on what has been achieved and what is being planned in relation to services the Council provides to local people.

1.9 Impact on Corporate Objectives

1.9.1 The purpose of the Best Value Reviews is to assess and improve the efficiency of Council Services and to ensure value for money.

1.9.2 Crime issues and CCTV impacts upon the priority theme '*Quality Living*'.

1.9.3 Grants to outside bodies impacts upon areas of the Strategic Plan, including the priorities '*Enjoying Life*', '*Learning for Everyone*' and '*Stronger and Safer Communities*' and is influenced by the ethos of the '*Strong and Prosperous Communities*' White Paper.

1.9.4 The Concessionary Fares Review and Implementation Plan were undertaken is in line with statutory requirements as set out by the Government.

1.10 Other Implications

1.10.1 Summary table of implications

Financial	<input checked="" type="checkbox"/>
Staffing	<input checked="" type="checkbox"/>
Legal	<input checked="" type="checkbox"/>
Social Inclusion	<input checked="" type="checkbox"/>
Environmental/sustainable development	<input checked="" type="checkbox"/>
Community safety	<input checked="" type="checkbox"/>
Human Rights Act	<input type="checkbox"/>
Risk Management	<input checked="" type="checkbox"/>

1.10.2 **Financial**

- i. The implementation of all three action plans has had a Corporate Finance Officer involved to monitor the impact upon finances.
- ii. The implementation of the new system of Concessionary Fares as set out by the Government has significantly increased the service costs to the Council.
- iii. Grants to outside bodies has redistributed funds in line with the proposals set out in the implementation plan which were fed into the budget setting process. In implementing this decision the Leader chose to enhance the resources for 2008/09 by £23,000 from LABGI funds. This remains an outstanding issue for funding years two and three.
- iv. Changes in the implementation plan for CCTV are expected to have an impact upon the Councils finances, which will be taken into consideration as part of a further report to Cabinet.

1.10.3 **Staffing**

- i. All implementation plans involve varying amounts of staff time.
- ii. Both the Concessionary Fares and CCTV implementation plan have action points specifically relating to a review of staff arrangements.

1.10.4 **Legal**

- i. In undertaking Community Safety activities, including CCTV, the legal obligations upon the Council must be met. This includes the cost and provision of evidence which is currently met by the Council.
- ii. The authority has a statutory duty to provide the national Concessionary Fares pass.

1.10.5 **Social Inclusion**

- i. Ensuring that vulnerable local residents are able to access local services is a key element in tackling social inclusion. There has also been a review of the start time for the new passes.
- ii. Funding provided by the authority through grants to outside bodies, covers this area.
- iii. The Council seeks to ensure that all of our communities have access to the services they need. Whilst CCTV can assist in the prevention and detection of incidents such as anti-social behaviour other teams in the Council and through partner organisations seek to provide a range of other activities.

1.10.6 **Environmental/Sustainable Development**

- i. The location of the CCTV control room as with any property provision will need to be undertaken in an environmentally friendly manner.

1.10.7 **Community Safety**

- ii. The CCTV review covered a key area in relation to Community Safety. It has established the future shape of CCTV in relation to the Council's financial commitment and the Council's direction, particularly in relation to its community leadership role.

1.10.8 **Risk Management**

- i. When considering the options of all three reviews risk management was taken into consideration and is continuing to be monitored through the implementation plans.

Background Documents

- Best Value Review of CCTV Options report;
- Best Value Review of Concessionary Fares Options report; and
- Best Value Review of Grants to outside bodies, Concurrent Functions and Members Devolved Budgets.

NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED

Is this a Key Decision? Yes No

If yes, when did it appear in the Forward Plan? September 2008

Is this an Urgent Key Decision? Yes No

Reason for Urgency

N/A

Appendix A

**CONCESSIONARY FARES IMPLEMENTATION PLAN
JOINT LEAD IMPLEMENTATION OFFICERS: BRIAN MORGAN AND PAUL TAYLOR
FINALISED 29 FEBRUARY 2008**

Priority 1 – Implement new national scheme

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.1	Send letter to all voucher holders informing them of the changes to the scheme and the reasons for doing so which invites them to apply for a new national bus pass informing them that the last date that they can use their vouchers is the 31 st March 2008.	January 2008	Lisa Cook	Officer time. Draft letter and dispatch.	Complete	Applications received from voucher holders	All voucher customers were informed of the removal of the voucher scheme and the reasons why in December 2007. In addition, customers were informed that they had until 31 st March to use the remainder of their vouchers and that requests for re-application for a bus pass had to be made by 25 th January 2008.
1.2	Send letter to all current bus pass holders informing them about the changes to the scheme, why changes have been made, the new start time is 9.30 and that companion passes are no longer available.	January 2008	Lisa Cook	Officer time. Draft letter and dispatch.	Complete	Letter sent	All 2006/7 Bus Pass customers were informed of the change to the new national scheme (and the reason for the change in December 2007) which would remove the option of a companion pass and a change in the travelling times from 9.00am to 9.30am.

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Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.3	Send letter to all current companion pass holders informing them of the reasons for the change, that the new start time is 9.30 and that companion passes are no longer available.	January 2008	Lisa Cook	Officer time. Draft letter and dispatch.	Complete	Letter sent	Letter sent to pass holders of a companion pass informing them of the changes and the reasons for the change in the scheme and informing them that companion passes will no longer be available and the time had changed from 9am to 9.30am.
1.4	Send letter to the Kent Countywide group confirming the changes to the Maidstone Concessionary Fares scheme	January 2008	Clive Cheeseman	Officer time draft letter	Complete	Letter sent	A letter was sent to the Kent Countywide group informing them of the changes to the scheme in January 2008.
1.5	Inform telephone and reception staff of changes to the new scheme the reasons behind this for correspondence with customers	January 2008	Lisa Cook	Officer time	Complete	Letter sent, FAQs developed	Information was provided to Contact Centre staff on changes to scheme and relevant information that would assist in advising customers.
1.6	Complete update of all information on the FAREDEAL system	10 th February 2008	Lisa Cook	Officer time	Complete	System updated	Addresses matched, photo's updated and all requests for passes completed on Faredeal within the deadline.
1.7	Submit all information to Euclid for the development of the new bus passes (Smartcard)	10 th February 2008	Lisa Cook	Officer time	Complete	Confirmation of receipt from Euclid	Bulk of customer upload sent 5 th February – confirmation received 8th February. Completion date for Maidstone - 22 nd February 2008.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.8	Send letter to all transport operators informing them that vouchers will only be accepted until 30th April 2008 and the last date for redemption	29 th February 2008	Clive Cheeseman	Officer time draft letter	Complete	Letter sent	A letter was sent to all transport operators outlining changes to the scheme and the dates within which vouchers could be used and redeemed.
1.9	Explore alternative means of continuing the benefits of the voucher scheme for transport for people with disabilities and carers including a multi agency seminar to explore this issue and the transport requirements generally.	March 2008	Brian Morgan	Officer time to arrange meetings, to be facilitated by Ian Park	Complete	Summit held, key findings publicised and letter sent to people not taking the pass who previously held vouchers or companion pass.	A report was agreed by Cabinet in February 2008. The scheme is currently being implemented

Priority 2 – Implement Kent freedom pass scheme

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
2.1	Write to all current child pass holders informing them that the Maidstone child concession will finish in September 2008 and advising them of the Kent Freedom Pass scheme	31 st June 2008	Clive Cheeseman	Officer time	Complete	Letter sent	Letters were sent to all holders of the informing them of the changes to the scheme in June.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
2.2	Contact LEA to advise of changes to scheme and how applicants can now apply for the Child Concession scheme.	31 st June	Clive Cheeseman	Officer time	Complete	Letter sent	Completed – June 2008

Priority 3 – Undertake consultation with neighbouring authorities regarding the division of boundaries

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
3.1	Consult with authorities over the percentage division of boundary bus stop fares	30 th June	Clive Cheeseman	Officer time	Outstanding	Analysis of consultation response	As at August 2008 awaiting information from MCL (scheme administrators).

Priority 4 – Undertake a review of the website and implement improvements

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
4.1	Undertake a review of the website in line with best practice examples. This will include 07/08 information and 08/09 proposals	31 st January	Gareth Pendleton	Officer time	Complete	Recommendations established	A review was undertaken on the 07/08 and 08/09 proposals. Six appropriate external links were added to the Concessionary Fares Web page, which are regularly checked and kept up to date.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
4.2	Implement changes to website and go live. This should include links to an improved frequently asked questions page, details on the reason for the change linked to the new scheme and links to Government and other relevant pages.	31 st January	Lisa Cook	Officer time	Complete	Updated website and ongoing revision	Work was undertaken to ensure correct information was provided via our website. Website holds informative information in line with best practice examples. Links to relevant sites are in place. Regular checks are carried out to ensure kept up to date.
4.3	Update pages to reflect the new national scheme, outlining why changes have been made as well as the alternatives that are available.	31 st March	Lisa Cook	Officer time	Complete	Updated website	Pages consistently updated with any changes to the scheme and with any relevant information that will assist the public to travel.

Priority 5 – Review of Management Structure

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
5.1	Undertake review of current staffing and department working relationships.	31 st March 2008	Michael Thornton/ Sandra Marchant	Officer time	Progressing	Report on outcomes of review	

Priority 6 – Publicise the new national concessionary fare scheme and the Kent Freedom pass

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
6.1	Include advert in Borough update giving a reminder stating so many days still to apply for national bus pass	February 2008	Roger Adley	Officer time	Completed	Article	Completed February 2008
6.2	Issue additional press release regarding new scheme including the reasons why the scheme has changed.	April 2008	Roger Adley	Officer time	Completed	Press releases	Completed April 2008
6.3	Publicise new national scheme and reasons for the change as well as alternatives available.	April 2008	Roger Adley	Officer time	Completed	Article/press release	Completed April 2008
6.4	Publicise Kent Freedom Pass	July 2008	Roger Adley	Officer time	Completed	Article/press release	Completed April 2008

Priority 7 – Offer local community transport schemes the chance to apply for funding

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
7.1	Write to local community transport schemes and invite them to apply for funding	31 st January 2008	David Terry/ Clive Cheese-man	Officer time	Complete	Letter sent	Letters were sent to all community groups as part of the new grant scheme including community transport schemes inviting them to apply.

Priority 8 – Develop improved information sharing with MCL

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
8.1	Review the information that the Council receives from MCL to ensure the Council receives consistent and accurate management information	Ongoing	Clive Cheeseman	Officer time and potential budgetary implications if additional information is required above current Kent SLA	Ongoing	Service Level Agreement	Ongoing. A new agreement has been proposed but has been delayed due to ongoing negotiations regarding the level of funding required from the Kent Districts.

Priority 9 – Challenge the government funding provision

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
9.1	Monitor the government responses to challenges over funding and where possible attempt to influence possible future provision	Ongoing	Derek Williamson	Officer time	Ongoing	N/A	The position of concessionary fares funding is currently pending the receipt of first quartile figures of actual usage and costs. The Government has established a national Working Group to consider the apparent current preferred option of transferring the responsibility for this service to County Councils from Districts as part of the next Comprehensive Spending Review.

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Priority 10 – Review the Council’s involvement in the Countywide scheme

Action Code	Action Points	Target for Completion	Lead Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
10.1	Monitor the Council’s involvement in the countywide scheme.	Ongoing	Clive Cheeseman	Officer time	Ongoing	N/A	Ongoing.

**CCTV IMPLEMENTATION PLAN
LEAD IMPLEMENTATION OFFICER: BRIAN MORGAN
FINALISED 28 FEBRUARY 2008**

Priority 1 – To Investigate Police funding for the service

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
1.1	Write to the Kent Police Authority regarding funding for CCTV in the borough highlighting key the importance of Police funding for a sustainable CCTV system.	January 2008	Brian Morgan	Draft a letter to the Chief Constable	Completed	A reply from the Kent Police Authority	Following correspondence discussion has taken place with both KPA and the Asst. Chief Constable. A proposal from Kent Police is anticipated shortly.
1.2	Discuss CCTV support via CDRP and LSP.	March 2008	Brian Morgan	Officer time	Completed	Outcome of discussions	Discussions have taken place. CDRP support for mobile CCTV is included in the current budget.
1.3	To produce a brief for CCTV strategy for 2008/11	March 2008	Keith Hatcher	Officer time	Outstanding	Strategy developed	A draft brief has been written however this will be influenced by the decision on the location and operational use. Once a decision has been made a strategy will be taken to Cabinet.

Priority 2 – To successfully procure a new CCTV system as outlined in Option 1 above and in the Best Value Review of CCTV Options Appraisal Report

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
2.1	Carry out a feasibility study to ensure the centre can meet Health and Safety, DDA requirements and fire regulations. This should include any electrical considerations, building contracts regarding the knocking down of walls and air handling.	February 2008	David Tibbit	Implications to existing budget	Completed	A completed feasibility study	Feasibility Study has been completed which concluded that the cost of the work would be higher than initial assessments had indicated that there would be a high risk of disruption to the existing service during the work and there would be short periods of time when the monitoring operation would need to be transferred to a temporary location. A revised feasibility study is now being undertaken which will look at relocating the operation.
2.2	Devise and implement a revised timetable for the procurement process	End of January 2008	David Tibbit	Officer time	Outstanding	Revised and implemented timetable	This will be undertaken following a decision on the future location for the operation.
2.3	Specification for improvement works	January 2008	Keith Hatcher	Officer time	Progressing	Specification developed	Works are ongoing arising from feasibility study.
2.4	Complete the procurement of the CCTV system	According to procurement timetable	David Tibbit	Officer time	Outstanding	CCTV system in place	This is pending following resolution of the agreed location of the operation.

Priority 3 – To set up a CCTV Strategy including information on a camera assessment program, intelligence led monitoring, new technology, funding arrangements and performance indicators.

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comment
3.1	Set up a Camera Monitoring Arrangement which will enable the purpose, location, condition and performance of each camera to be assessed	February 2008	Keith Hatcher	GIS and IT software	Progressing	A software package in place to monitor the cameras	IT Software providers have been approached and other CCTV sites visited. Appraisal of systems and funding to be further assessed particularly in line with the potential change in location.
3.2	Develop a set of local performance indicators and targets specific to the CCTV system	February 2008	Anna Collier	Officer time (the new government CCTV policy includes draft PI's)	Completed	Finalised performance indicators	Indicators have been developed but are being discussed with Kent CCTV Users Group. Work is being undertaken to look at having the same set of core indicators across the county whilst maintaining a set of indicator specific to the area.

Priority 4 – To coordinate the replacement of cameras in line with the findings of the Camera Monitoring Arrangement and to develop the annual replacement program

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
4.1	Use the Camera Monitoring findings to determine which cameras will be subject to initial replacement	May 2008	Chris Stewart	Maintenance (TJW) contractor and funding	Progressing	A completed list of cameras in need of replacement	An external maintenance contractor has been employed and work is progressing.
4.2	Procure cameras using a tender bid to ensure value for money is	January 2009	Keith Hatcher	Procurement	Not Due yet	The replacement of initial cameras	This is on hold until the submittal awaiting an outcome on the options report

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
	achieved						
4.3	Set up a framework for the annual replacement of cameras including the application for capital budget funding and the acquisition of 12 cameras annually.	January 2009	Keith Hatcher	Procurement	Not due yet	A programme of replacement in order of most urgent	Await outcome of report to Cabinet.
4.4	Investigate to ensure compliance with RIPA	March 2008	Brian Morgan	Officer time	Completed	Rebranding of CCTV signage	This has been instigated but this target will now be an ongoing process.

Priority 5 – To reconsider options for the maintenance contract in light of equipment replacement

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
5.1	Explore the options of combining a maintenance contract with another Local Council such as Swale Borough Council or Medway Council (to include rolling replacement)	March 2008	Brian Morgan	This has begun. Meetings to continue.	Progressing	A report setting out possible options	This is being explored with the addition of Tunbridge Wells, Tonbridge and Malling and Sevenoaks.
5.2	Explore opportunities for an all inclusive maintenance contract which includes all call-outs and parts replacement (to include rolling replacement)	March 2008	Brian Morgan	Conduct market research by contacting other local authorities and contractors.	Progressing	A report setting out possible options	Works are on-going and will be influenced by the procurement of the system.

Priority 6 – To resolve the staffing situation regarding the CCTV operators

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
6.1	To extend the temporary staffing arrangement	January 2007	Brian Morgan	Consult with HR	Progressing	Completed contracts	Operators are directly employed by the Council. The Council are now looking at a partnership with other local authorities for joint staffing procurement.
6.2	Finalise and send the staffing contract out to tender	March 2008	David Tibbit	NSG consultants, officer time and procurement	Progressing	Finalised contract	Pending finalisation of the specification for the staffing requirement by Community Safety.
6.3	Tender process completed and contractor appointed	April 2008	David Tibbit	Officer time	Outstanding	Action completed as set out in the action point	Contractor will be appointed approximately four months following agreement of the specification.
6.4	Establish new staffing arrangements regarding the maintenance of cameras.	June 2008	Brian Morgan	Officer time, monthly consultations with contractor	Outstanding	New contract in place	Awaiting outcomes of options report regarding the location of a monitoring and recording facility. Monthly consultations are in place.

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Priority 7 – Increase levels of publicity about CCTV and levels of reporting

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
7.1	Submit monthly articles to the local press and other media to set out the outcomes of the control room and success stories	To start in the New Year	Chris Stewart / Police	Officer time	Completed	Article in the paper	Underway with press and publicity section, article submitted monthly.
7.2	Produce a bi-annual CCTV newsletter to inform all key partners/stakeholders including businesses, Parish Councils and Ward members of the outcomes of the CCTV control room and the impact of the cameras. An evaluation of the impact and value will be undertaken to ensure that communications are appropriate.	First newsletter to be published in April 2008 followed up in September 2008 and every April and September thereafter	Chris Stewart	Officer time	Outstanding	A completed newsletter	First newsletter being drafted for October. The newsletters will now be produced in May and October.
7.3	Send CCTV newsletter to External Overview and Scrutiny committee including proposals for future newsletters.	April 2008	Chris Stewart	Officer time	Outstanding	A completed newsletter	Planned for September 2008.
7.4	Annual report to the cabinet member	March 2009	Keith Hatcher	Officer time	Not yet due	A completed report	On-going

Priority 8 – To explore income generation routes with a view to increasing the income generated by the service

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
8.1	Explore the option of partnering with Kent County Council and the Kent Police over ANPR (automatic number plate recognition) cameras	March 2008	Chris Stewart	Budgetary implications (re. physical communication link)	Progressing	A report setting out the options	Preliminary discussions have been held and further meeting has been arranged. ANPR needs to be built into the procurement process.
8.2	Pending the outcome of ref point one, procure the equipment for the control room to monitor ANPR cameras using an Invest to Save Bid	June 2008	Brian Morgan	Budgetary implications	Outstanding	The installation of the equipment	Works are on-going pending the results of Reference one.
8.3	Testing the market in which Maidstone Borough Council can compete in terms of Alarm Monitoring	June 2008	Brian Morgan	Write to the alarm industry to see if there is a market	Progressing	A report setting out the options	Discussions are ongoing
8.4	Pending the outcome of ref three, procure the equipment for the control room to monitor alarms using an invest to save bid and prepare contracts for companies to join up to this service	October 2008	Brian Morgan	Procurement and legal	Not yet due	The installation of the equipment	As above
8.5	To investigate whether costs of CCTV evidence can be recouped through the courts with the money coming back to MBC.	March 2008	Brian Morgan	Officer time	Progressing	Feedback with regards to this action point	Discussions are on-going, further investigation into this is being undertaken but at this stage is unlikely.

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Priority 9 – Explore further the opportunities for partnership working with other local authorities

Ref	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Update and Comments
9.1	Set up an initial partnership meeting with Kent County Council to discuss partnership opportunities through the use of ANPR cameras	January 2008	Brian Morgan	Officer time	Progressing	A report setting out options	Initial meetings have been held and further meetings have been organised.
9.2	Explore partnership working on CCTV hardware, including sharing mobile cameras with Swale.	March 2008	Brian Morgan	Officer time	Progressing	A report setting out options	Meetings are underway
9.3	Organise a meeting between Swale Borough Council, BT Redcare and Maidstone Borough Council to discuss transmitting camera signals between the control rooms of these two councils with regards to staffing and possible back-up.	February 2008	Brian Morgan	Officer time	Progressing	A report setting out the options	A meeting has taken place but at present costs appear to not be viable.

Appendix C

**GRANTS IMPLEMENTATION PLAN
LEAD IMPLEMENTATION OFFICER: BRIAN MORGAN (GRANTS TO OUTSIDE BODIES)**

Priority one - Grants to outside bodies - Build a structure for recurring and one-off bids, including an application form and SLA's.

Ref	Action Point	Target for Completion	Action Officer	Resources Required to Carry Out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.1	Establish a group reflecting all grant streams.	Mid-January 2008	Brian Morgan /David Terry	Officer time	Completed	Group established/ Everyone has an understanding of the new arrangements.	Group Established
1.2	Write to all bodies currently receiving grants regarding the new arrangements and publicise new scheme and bidding arrangements in line with borough priorities.	End of January 2008	Ian Park (CAB, arts and sports)/David Terry	Officer time	Completed	Letter sent.	New scheme publicised & process followed Borough priorities
1.3	Sessions with Group applications to explain process		David Terry	Officer Time	Completed	groups held	Three funding surgeries were held allowing applicant groups to learn about the process and for one to one assistance on developing their application.
1.4	Formulate an application process for each of the grant types.	February 2008	David Terry	Officer time	Completed	Application forms available.	Grant application process formulated using one form

Ref	Action Point	Target for Completion	Action Officer	Resources Required to Carry Out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.5	Establish criteria and guidelines for both the recurring and one-off bids. Application form circulated and made available for panel to make decision.	18 January 2008	David Terry	Officer time	Completed	Criteria and guidelines agreed and publicised. Bid demonstration circulated.	One grant process project criteria categorised applications. Organisations that delivered council outsourced services, helped residents access council services or act as a voluntary hub support service (categories one-three) received three year agreements the remainder who met the council priorities (category four) received a one year agreement. Criteria established, application forms were circulated.
1.6	Deadline for applications for recurring-bids.	29 February 2008	David Terry	Officer time	Completed	Deadline established.	Deadline 27 th March 08
1.7	Create a template for a service level agreement and smaller agreements.	February 2008	David Terry	Use current agreements as a starting point. Officer time	Completed	Service level agreement template produced. This is now scheduled to do after payment has gone out in mid – April – officers in services to do SLA's, e.g. Arts Department.	Template for three year SLA's produced May 08 One year SLA grants report form produced July 08

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.8	Appoint a lead officer and set in place a mechanism for the allocation of non-recurring grants.	March 2008	Brian Morgan	Officer time	Completed	Mechanism publicised, discuss in a forum.	Community funding officer appointed. A mechanism is in place but required refinement. This process is ongoing
1.9	Establish a panel for reviewing the application of recurring grants and make recommendation on recurring grants (application forms to be returned by 29 February 2008).	7 March 2008	Brian Morgan	Officer time	Completed	An agreed panel.	Panel established comprising of: Brian Morgan, Derek Williamson, Cllr Fitzgerald and Ian Park. David Terry advised panel and answered questions on individual application projects.
1.10	Finalise SLA's and other agreements.	March 2008	David Terry	Officer time	Completed	Completed SLA's.	SLA's negotiated in June and copies sent to recipient organisations for signature by 30 th July. One Year SLA Grant report form sent to organisations with a one year SLS grant award. Sent by 31 st July 08.

Action Code	Action Points	Target for Completion	Action Officer	Resources Required to carry out Action	Status	Evidence of Achievement	Progress Updates and Comments
1.11	Incorporate monitoring arrangements into the previous actions to ensure that priorities are in line with those of the borough and that value for money is being achieved.	6 month report 6 October 2008.	Brian Morgan	Officer time	Not yet due	A six monthly report. SLA	SLA contains targets which will be reviewed in September.
1.12	End of year reporting arrangements established in line with data collection sheets (to be included in the guidelines).	April 2009	Brian Morgan	Officer time	Not yet due	Arrangements in place and report produced.	Will be reviewed at the end of the year.

MAIDSTONE BOROUGH COUNCIL

CABINET

10th September 2008

REPORT OF ASSISTANT DIRECTOR OF DEVELOPMENT AND COMMUNITY SERVICES

Report prepared by John Foster

1. **Re-prioritisation of Growth Point funded expenditure**
- 1.1 Issue for Decision
- 1.1.1 To consider projects that should be funded using the Council's New Growth Point grant from Communities and Local Government (CLG).
- 1.2 Recommendation of the Assistant Director of Development and Community Services
- 1.2.1 That Cabinet endorse the projects included in the current Programme of Development listed in Appendix 1 and in this report and give delegated authority to the Deputy Chief Executive, in consultation with the Cabinet Member for Regeneration, to update the POD and resubmit it to CLG by the 1st October 2008.
- 1.2.2 That the revised project list detailed in Table 3 and Table 4 are approved to receive funding from the current Growth Point allocation and future funding requirements are considered as part of the budget strategy.
- 1.3 Reasons for Recommendation
- 1.4 Background
- 1.4.1 In December 2007 CLG announced grant awards to all New Growth Points and Growth Areas. Maidstone's allocation is set out in Table 1 below.

Table 1

	Allocation	Indicative Allocation	
	2008/09	2009/10 & 2010/11	Total
Capital	£1,616,144	£2,985,914	£4,602,059
Revenue	£192,391	£285,947	£478,337
Total	£1,808,535	£3,271,861	£5,080,396

- 1.4.2 CLG advise that Growth Point funding should be focused on delivering physical, social and cultural infrastructure projects to support the early delivery of housing as the main priority but also the creation of sustainable communities.
- 1.4.3 The grant does not have to be spent in the year it is allocated. Moreover CLG have stated that the grant is not ring fenced and not project specific. Which projects are funded is a matter to be decided locally. However it is necessary for the Council to submit a Programme of Development (POD) to CLG each year. This technical document sets out the vision and context for delivering growth, and includes a housing trajectory, investment plan, and a list of projects which are seen as key to implementing growth point aspirations and is significant in CLG funding decisions. A revised POD has to be submitted by the 1st October. Few changes are proposed since the POD was submitted a year ago and mainly feature updating project costs and timing. These projects, which have yet to be amended, are set out in Appendix 1.
- 1.4.4 On the 13th February 2008 Cabinet agreed a list of projects to receive Growth Point funding from the first year allocation, and these are listed in Table 2.

Table 2

Priority No.	Project Name	2008/9 capital	2008/9 revenue
1	Town Centre pedestrianisation and street scene enhancement	£70,000	
2	Langley Park Farm Park and Ride Site	£1,546,144	
3	Maidstone Integrated Water Strategy		£40,000
4	Green Infrastructure Strategy		£60,000
	Economic Development Officer and staff to support infrastructure provision		£92,391
Total		£1,616,144	192,391

- 1.4.5 However since this decision the Cabinet has reconsidered these spending priorities, both capital and revenue.

- 1.4.6 Whilst Town Centre improvements and Park and Ride continue to be seen as key projects, the emphasis was changed to give greater priority to early implementation of some town centre enhancements, with Councils' approach to Park and Ride being subject to a medium term review to ensure greater certainty on cost effective operation.
- 1.4.7 Moreover there is now a commitment to positively move forward key infrastructure projects which will allow implementation of the Core Strategy and realization of housing, environmental and regeneration ideals. Hence, in partnership with KCC, funding is committed to progressing preparatory work on All Saints Link Road and the South East Maidstone Strategic Link.
- 1.4.8 It is proposed that the £70,000 of design and consultation work already allocated to the Town Centre should lead immediately to implementation with a focus on the High Street. Consequently a capital allocation of £2 million has been added to this project. Clearly this is an estimate at this stage and actual costs will be clarified as the project develops through the design stages. It is estimated that £4million will be needed to complete the High Street and other sources of funding will need to be considered as part of the Council's medium term financial strategy. New Growth Point funding previously allocated to fund the construction of the Langley Park Farm Park and Ride site will now be allocated to the Town Centre public realm improvement project. Following the review of Park and Ride any funding required for the development of the new site will be also considered as part of the medium term financial strategy.
- 1.4.9 New planning policy guidance has emphasized the need to produce a Green Infrastructure Strategy. However a great deal of work is already being carried out in this area within the Council. It is proposed therefore that only £10,000 needs to be allocated to this area of work.
- 1.4.10 Further to discussions with the Environment Agency, the water companies and building upon best practice elsewhere, it is still considered necessary to carrying out the Integrated Water Strategy. The Borough Council has been strongly advised by the Environment Agency to undertake this piece of work and this Agency reports to CLG on Maidstone's New Growth Point progress.
- 1.4.11 A new staff structure is required to deliver growth. A decision on the number of staff required and skills needed is currently being considered.

- 1.4.12 It is also proposed this year to commission the design of the All Saints Link Road at a cost of approximately £200,000. £65,000 of which will be funded from existing MBC budgets and £25,000 from Kent County Council. When the implementation and costs are known and if there remains a business case for this project, it is the Council's intention to progress with implementation. Estimated project costs at this stage exceed the available New Growth Point grant and therefore other sources of funding again will have to be identified and considered as part of the Council's medium term Financial Strategy.
- 1.4.11 Maidstone Borough Council has been working with Kent County Council to create a traffic model for the Borough to enable the impact of growth to be understood on the road network. This work has recently been completed. The model has now made it clear that the South East Maidstone Strategic Link is essential if the South East Urban Extension proposed in the Core Strategy is to be deliverable. Ensuring that this road is deliverable requires design work to be carried out. A fee estimate of £300,000 has been supplied by Kent County Council to undertake a preliminary study to establish the feasibility of a proposed route, followed by a preliminary design to provide the necessary evidence base to support the Core Strategy. Growth Point will fund 50% of these costs spread over two years. Kent County Council has been asked to contribute the other 50%. Further costs will be incurred to achieve a detailed design and planning permission and can only be estimated at this stage. Estimated project costs at this stage exceed the available New Growth Point grant and therefore other sources of funding will have to be identified.

1.4.12 Tables 3 and 4 show a summary of the capital and revenue expenditure proposed.

Table 3 New Growth Point Capital Funding and Expenditure

Priority No.	Project Name	2008/9	2009-2011	Total Growth Point expenditure	Total estimated Project costs
1	Town Centre Public Realm project	£70,000	2,000,000	£2,070,000	£4,000,000
2	All Saints Link Road and environs	110,000	1,322,059	£1,432,059	£8,000,000
3	South East Maidstone Strategic Link (design and consultation element only)	100,000	1,100,000	£1,100,000	£2,500,000
Total		£180,000	£4,422,059	£4,602,059	£14,500,000
CLG funding profile		£1,616,144	£2,985,914	£4,602,059	

Table 4 New Growth Point Revenue funding and expenditure

Priority No.	Project Name	2008/9	2009 to 2011	Total all years
	Maidstone Integrated Water Strategy	£40,000	-	40,000
	Green Infrastructure Strategy	£10,000	-	10,000
	Staff to support growth and other delivery vehicle activity.	£25,000	Staff structure to be confirmed	428,337
Total		75,000	403,338	£478,337
CLG funding profile		£192,391	£285,947	£478,337

1.5 Alternative Action and why not Recommended

1.5.1 The prioritisation of projects is necessary in the light of lower than expected grant award from CLG. Clear direction is needed to enable delivery of Council objectives and to demonstrate to CLG that Maidstone Borough Council has a coherent strategy for delivering growth. An alternative option could be to prioritise any of the other projects listed in Appendix 1. However this would not reflect the view of Cabinet.

1.6 Impact on Corporate Objectives

1.6.1 The projects proposed in 2008-11 aim to support the achievement of the Council’s ambitions in respect of the delivery of an overall high quality of life to its citizens in line with the aim of creating sustainable communities.

1.7 Risk Management

Risk Description	Likelihood	Seriousness or Impact	Mitigation Measures
The Project Initiation Document identifies significant underground service obstacles resulting in higher than estimated capital costs for the Public Realm Improvement project	C	2	Early identification of underground services in the High Street should enable designs to come forward which are deliverable in budget.
A Growth Point team is needed to ensure growth is delivered, and delay in deciding a structure and officer roles could jeopardize delivery and future years Growth Point grant.	C	2	An early decision is needed on the delivery team structure.
Capital resources are not identified to deliver and complete the projects listed in Table 3, potentially wasting grant funding on design and feasibility work.	C	3	Each project will achieve a desired objective with the existing identified funding, and each has clear break points that enable projects to be reviewed if resources are not available.

(Likelihood: A = very high; B = high; C = significant; D = low; E = very low; F = almost impossible)

(Seriousness or Impact: 1= catastrophic; 2 = critical; 3 = marginal; 4 = negligible)

1.7.1 In the event that anticipated funding for previously committed projects is not available it may be necessary to consider redirecting some growth point funding.

1.8 Other Implications

1.8.1

1. Financial
2. Staffing

X

3.	Legal	X
4.	Social Inclusion	X
5.	Environmental/Sustainable Development	X
6.	Community Safety	
7.	Human Rights Act	
8.	Procurement	X

1.8.2 Financial: The long term aim to improve the Town Centre public realm requires a master plan for the whole of the town centre. This will require a separate project and involve significant capital expenditure over a number of years to complete. If the All Saints Link road and associated environment improvements are to be implemented it will require significant capital expenditure not yet identified. Therefore this needs to be considered as part of the Council's Medium Term Financial Strategy.

1.8.3 Staffing: The delivery of the growth programme will require a commitment across all Council services and possibly new ways of working to ensure successful implementation. Specific staffing requirements will need to be considered as part of the detailed projects.

1.8.4 Legal: Various legal agreements will be needed in the procurement process.

1.8.5 Social Inclusion: Ensuring that the benefits of growth are shared by parts of the community will be a priority.

1.8.6 Environmental/Sustainable Development: the creation of a sustainable community and more sustainable patterns of living are fundamental to Maidstone's long term vision for the Borough, and will be reflected in all development proposals. Maintenance and enhancement of the Boroughs environment is an intrinsic part of the commitment to new development and infrastructure provision.

1.8.7 Procurement: There will be resource implications for the procurement team as there will be a need to procure services to deliver projects and the growth plan.

1.9 Background Documents

1.9.1 None

NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED

Is this a Key Decision? Yes No

If yes, when did it appear in the Forward Plan? September 2008

Is this an Urgent Key Decision? Yes No

Reason for Urgency

Appendix 1

Priority No.	Project Name	2008/9	2009/10	2010/11	Total all Years	Running Total
1	Town Centre pedestrianisation and street scene enhancement	£100,000	£2,000,000	£3,000,000	£5,100,000	£5,100,000
2	Langley Park Farm Park and Ride Site	£2,000,000			£2,000,000	£7,100,000
3	Maidstone Integrated Water Strategy	£40,000			£40,000	£7,140,000
4	Green Infrastructure Strategy	£60,000	£400,000	£400,000	£860,000	£8,000,000
5	Newnham Park - Park and Ride Site		£2,000,000		£2,000,000	£10,000,000
6	Maidstone Town Centre Area Action Plan		£70,000		£70,000	£10,070,000
7	A229 New Park and Ride Site			£5,000,000	£5,000,000	£15,070,000
8	High Street Ward Regeneration Programme	£150,000	£3,500,000	£3,500,000	£7,150,000	£22,220,000
9	Maidstone Museum East Wing Extension	£1,300,000			£1,300,000	£23,520,000
10	Marketing Maidstone	£60,000	£60,000	£60,000	£180,000	£23,700,000
11	Small Business Enterprise Hub		£1,400,000		£1,400,000	£25,100,000
12	Maidstone Needs Skills	£100,000	£100,000	£100,000	£300,000	£25,400,000
13	Maidstone Mobility Network	£20,000	£20,000	£20,000	£60,000	£25,460,000
14	Willington Street Park and Ride site Improvement			£100,000	£100,000	£25,560,000
15	London Road Park and Ride site Improvement		£100,000		£100,000	£25,660,000
16	Library and History Centre		£6,000,000	£6,000,000	£12,000,000	£37,660,000
		£3,830,000	£15,650,000	£18,180,000	£37,660,000	
GIVEN	Maidstone Delivery Team	£200,000	£200,000	£200,000	£600,000	£600,000

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MAIDSTONE BOROUGH COUNCIL

CABINET

10 SEPTEMBER 2008

REPORT OF ENVIRONMENT AND LEISURE OVERVIEW AND SCRUTINY COMMITTEE

Report prepared by Esther Bell

1. Verification of the 'Sustainable Construction Options for the New Depot' Report

1.1 Issue for Decision

- 1.1.1 To consider the recommendation of the Environment and Leisure Overview and Scrutiny Committee outlined in the SCRAIP attached at **Appendix A.**

1.2 Recommendation of the Environment and Leisure Overview and Scrutiny Committee

- 1.2.1 That the Cabinet be recommended to include the following sustainable construction options for the new depot:

- Photo Voltaic Solar Cells subject to further investigations and partial grant funding;
- Solar hot water panels and a thermal storage hot water buffer tank;
- Condensing gas boiler;
- Rainwater harvesting;
- Local extract fans with heat recovery units to preheat any 'make up air';
- Zoned PIR controlled lighting;
- Air Leakage tests to achieve a rating of less than 5m³/hr/m²;
- External door vestibules; and
- Rapid opening and closing vehicle doors.

1.3 Reasons for Recommendations

- 1.3.1 At its meeting on 24 June, the Environment and Leisure Overview and Scrutiny Committee considered the call-in of the Cabinet's decision with regard to the "Sustainable Construction Options for the New

Depot". The Committee interview Councillors Garland and Wooding, David Petford, John Foster and Chris Finch and recommended that:

"That the decision be taken forward as agreed in parallel with the verification of the whole of TPS' 'Sustainability Options & Costings' report by an independent consultant, which would be presented to the Environment and Leisure Overview and Scrutiny Committee as soon as possible."

1.3.2 At its meeting on 26 August 2008, the Environment and Leisure Overview and Scrutiny Committee interviewed the Director of Tuckers Consultancy Ltd, Mr Adam Blinch, Mr Foster, Mr Finch and Mr Tibbit with regard to the Tuckers Consultancy Limited "Verification of the 'Sustainable Construction Options for the New Depot' Report". The draft minutes of the meeting are as follows:

"Following an introduction from Mr Blinch, outlining the conclusions and recommendations of the verification report, the discussion covered a number of topics including:

- The possibility of incorporating Photo Voltaic Solar Cells -Grants were available from the Department of Trade and Industry's Low Carbon Buildings Programme Phase 2, for up to 50% of the cost for installing approved microgeneration technologies;*
- The benefits of Photo Voltaic Solar Cells, including the potential to sell back energy to the grid on the two days the depot was not operational;*
- The difficulties in securing planning permission for wind turbines at the new depot as the adjacent land's developer had planned to erect residential buildings within 200 metres of the depot; and*
- The differing views of TPS and Tuckers regarding rain water harvesting.*

The Committee thanked Mr Blinch for an excellent report and considered which sustainable construction options were appropriate."

1.3.3 The life cycle costs are outlined in Tuckers Consultancy Limited's "Verification of the 'Sustainable Construction Options for the New Depot' Report" attached at **Appendix B**.

1.4 Alternative Action and why not Recommended

1.4.1 The construction of the depot with its current design would achieve a very good BREEAM rating without the additional sustainable construction features. Not incorporating these features is an option. However, the additional feature would assist the Council's goal of becoming carbon neutral by 2010.

1.5 Impact on Corporate Objectives

1.5.1 The report supports the key objective in the Council’s Strategic Plan 2008-2011 of creating a healthy environment and specifically the aim to reduce energy, water and material consumption in council-owned properties.

1.6 Risk Management

Risk Description	Likelihood	Seriousness or Impact	Mitigation Measures
The additional capital cost is not recoverable in the short term by the capital receipt achieved by the sale of Armstrong Road	C	2	Armstrong Road should not be put on the open market until later this year when market conditions are hopefully more settled.
Some of the technology advocated is relatively new and may be discovered to be less robust, more costly and inefficient over the course of time.	C	3	The depot will have mains gas, electricity, and water supply connected. Manufacturer guarantees will be sought for all features.

(Likelihood: A = Very High; B = high; C = significant; D = low; E = very low; F = almost impossible)

(Seriousness or Impact: 1 = catastrophic; 2 = critical; 3 = marginal; 4 = negligible)

1.7 Other Implications

1.7.1

1. Financial	X
2. Staffing	
3. Legal	
4. Social Inclusion	
5. Environmental/Sustainable Development	X

- 6. Community Safety
- 7. Human Rights Act
- 8. Procurement
- 9. Asset Management

1.7.2 Financial: The Council is recommended to approve the sustainable features. Additional capital funding would be required. The construction costs of the new Depot will ultimately be funded from the sale of Armstrong Road Depot (the purchase of the site having been substantially funded by Growth monies). Clearly however, if the sale of Armstrong Road does not cover the construction costs, then there will be a shortfall. If an additional cost is added to the cost of the project, to pay for all potential sustainable construction features in this report, then the likelihood of a shortfall will increase.

1.7.3 The depot already includes many sustainable features and any additional commitments will support the Council’s commitment to carbon neutrality.

1.8 Background Documents

1.8.1 None

<u>NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED</u>			
Is this a Key Decision?	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
If yes, when did it appear in the Forward Plan? _____			
Is this an Urgent Key Decision?	Yes	<input type="checkbox"/>	No <input checked="" type="checkbox"/>
<u>Reason for Urgency</u>			

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Environment and Leisure Overview and Scrutiny Committee

Meeting Date: 26 August 2008

Minute No: 47

Topic: Verification of the 'Sustainable Construction Options for the New Depot' Report.

Recommendation ⁱ	Cabinet Member ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
<p>That the Cabinet be recommended to include the following sustainable construction options for the new depot:</p> <ul style="list-style-type: none"> • Photo Voltaic Solar Cells subject to further investigations and partial grant funding; • Solar hot water panels and a thermal storage hot water buffer tank; • Condensing gas boiler; • Rainwater harvesting; • Local extract fans with heat recovery units to preheat any 'make up air'; • Zoned PIR controlled lighting • Air Leakage tests to achieve 	<p>Cabinet</p>			

<p>a rating of less than 5m3/hr/m2;</p> <ul style="list-style-type: none"> • External door vestibules; and • Rapid opening and closing vehicle doors. 				
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Notes on the completion of SCRAIP

ⁱ Resolutions are listed as found in the minutes of the relevant meeting.

ⁱⁱ Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

ⁱⁱⁱ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

^{iv} The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

^v The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

Date: 11 August, 2008

Ref: 3764 MBC New Depot
Sustainability Review rev
5.doc

**Project No 3764
Document No. 01
Sustainability Review
of
New Depot, Langley Park Farm West
for
Maidstone Borough Council
Revision 05
Date 11/08/2008**

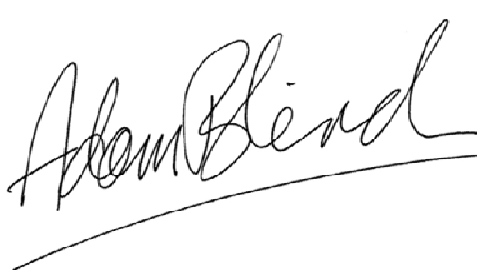


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REVISION:

Revision	Description	Date
01	First issue to MCB	17/07/2008
02	Revised to comments	18/07/2008
03	Format, corrections and appendices	28/07/2008
04	Revised to comments	08/08/2008
05	Revised to comments	11/08/2008

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1 Introduction

Tuckers Consultancy Ltd have been commissioned by Maidstone Borough Council to review the Sustainability Options and Costings report produced by TPS Carillion who are acting as Employers Agent and providing professional services on the New Depot, Langley Park Farm West project.

The aim of the report is to interrogate the costs and assumptions made in capital cost and life cycle calculations.

2 Conclusions

1. The capital, maintenance and energy cost estimates in both the TPS and this report, used to calculate life cycle costs are very preliminary calculations and do not meet the quality standards set out in the Building Regulations and The Energy Performance of Buildings Regulations.
2. The conclusions presented below are highly simplified preliminary estimates which consider simple bolt on solutions, other more complex scenarios could be envisaged particularly for heatpumps and CHP. The key stages of the development should be identified and further design and performance reviews must be planned and carried out using industry standard techniques by the design and build team to ensure the sustainability targets are met.
3. Wind turbines could significantly reduce the carbon emission of this project but we have identified significant planning issues which will be difficult to overcome. On balance, the time and cost which will probably be incurred in mitigating the planning issues without guarantee of success, wind turbines should not be considered further.
4. Solar PV can significantly reduce the carbon emission of this project and should be incorporated in the scheme to meet the Part L2A building regulations Target Emission Rate requirement. Solar Photo Voltaic is also eligible for a DTi Low Carbon Buildings Project phase 2 grant and can easily meet the benchmark £/tonne CO₂ criterion.
5. Solar hot water can significantly reduce the carbon emission of this project and should be incorporated in the scheme to meet the Part L2A building regulations Target Emission Rate requirement. Solar hot water is also eligible for a DTi Low Carbon Buildings Project phase 2 grant, the proposed installation must be optimised to meet the benchmark £/tonne CO₂ criterion.
6. Free Cooling and Energy Saving Controls will significantly reduce energy consumption and should be incorporated in the scheme to meet the Part L2A building regulations Target Emission Rate requirement.
7. A condensing boiler is highly recommended and probably essential to meeting the Part L2A Target Emission Rate.
8. We do not consider Heatpumps, Combined Heat & Power or Bio Mass boilers to be suited to this project due to the characteristics of the building and its intended use.
9. TPS have not made a case for increased thermal insulation and we also consider it to be a very poor use of capital, which might be spent in improving other more dominant heat losses, such as infiltration or external doors.

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10. Rain water harvesting and Sedum roofs are sustainability measures which address issues other than carbon emission such as water resources, habitat and waste. From an energy consumption point of view the payback will be very long and the ecological and habitat benefits would have to be compelling to justify its cost.

3 Recommendations

1. Set an EPC asset rating target. Band A is a very low carbon emission building. The minimum target for this building will be top of band B as a lower band B rating will probably encounter problems with compliance on Target Emission Rate. A Band A rating will require a significant proportion of the energy demand to be met by renewables. (See appendices for brief description of TER and EPC asset rating.)
2. The design and build contractor, Gallagher, should demonstrate what Part L2A trade offs enhancements and/or renewables have been included to attain a Part L2A compliance. e.g. Wind turbines, Solar PV, Solar hot water, automatic PIR lighting control, room temperature and time controls, automatic energy monitoring and targeting, heat recovery on ventilation, fan power, air leakage testing etc.
3. Knowing the predicted energy consumption with some rational degree of accuracy is crucially important to the carbon emission and economics calculations. In our opinion there is sufficient available design information available in the design brief, proposal drawing and outline specification documents to create a useful thermal model and trial the sustainability options.
4. Some renewable and low carbon technologies are eligible for the DTi's Low Carbon Buildings Programme Phase 2 funding, which is available to support renewable and low carbon technologies for charitable bodies and public sector organisations, including local authorities, providing certain efficiency benchmarks and eligibility criteria are met. Efficient utilisation of grant aid is essential for the economic application of sustainable technology at the present time and should be considered.

4 Design Brief and Sustainability Criteria

Inspection of the drawings and Gallagher proposal documents show a fairly typical steel framed light weight commercial, light industrial, building. The design has been arrived at from an aspirational goal for a BREEAM "Excellent" building, with a minimum target of "Very Good". BREEAM takes into account a range of environmental features, such as transport and refuse disposal and as such may not be the best tool to evaluate the building physics, energy performance and carbon emissions, which must be the primary focus for a sustainable building.

The TPS report states that their report "is heavily limited by the lack of design data currently available specific to the proposed depot".

In our opinion there is sufficient available design information available in the design brief, proposal drawing and outline specification documents used in the preparation of this report to create a useful thermal model and trial the sustainability options. Knowing the predicted energy consumption with some rational degree of accuracy is crucially important to the carbon emission and economics calculations.

TPS report does not include a Part L2A Target Emission Rate, a target EPC asset rating nor any energy consumption or carbon emission design criteria.

TPS report attempts to evaluate building physics, energy performance and economics without any realistic building model to optimise energy consumption or carbon emission.

There is industry common misconception that buildings can still be designed and then the energy consumption and carbon emissions calculated. Part L2A and the EPBR now force the designer to consider the TER at the very outset. Failure to do so will result in a poorly optimised building and systems, which will result in increased costs and delays in trying to achieve compliance during construction and may have long term consequences for the asset rating.

5 The Sustainability Options

We have examined the TPS report entitled Sustainability Options & Costings, MSWord file Sustainability Report DRAFT V5 30-05-08.doc.

- 1) The report is a list of renewable and low carbon systems and equipment with no supporting guidance on how they were to be applied separately or in combination to provide an optimised solution, be it low capital cost, renewable energy, or high efficiency low carbon selection criteria.
- 2) The capital costs, whilst it is understood are of a budgetary nature, are in our opinion 30% higher than our recent experience suggests.
- 3) The improved insulation option is not discussed in similar detail to the other options.

The list of options is reasonably comprehensive and can be split into 3 categories:

5.1 Renewables:

- 1) Wind turbine electricity
- 2) Photovoltaic electricity
- 3) Solar hot water
- 4) Bio mass boiler

Renewables are characterised by having a zero carbon contribution during operation, they have a varying carbon debt resulting from embodied energy during manufacture and construction and decommissioning, which has a pay back period. Embodied energy calculations are debated widely, as they are subject to assumption and generalisation and can vary enormously.

5.2 Low Carbon:

- 1) Air source heat pump
- 2) Ground source heat pump
- 3) Condensing boiler
- 4) CHP
- 5) Thermal elements (insulation and other fabric measures)
- 6) Free cooling

Low carbon technologies are characterised by utilising traditional hydrocarbon energy sources including grid supplied electricity, in ways which maximise efficiency.

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5.3 Environmental:

- 1) Rain water harvesting
- 2) Sedum roof

Environmental measures address issues other than carbon emission such as water resources, habitat and waste.

6 Life Cycle Costs

6.1 Nett Present Value

The TPS report attempts to rate the various sustainability options in terms of their lifecycle cost using the net present value with a 3.5% discount rate. We make no comment on the discount rate used but it is obviously subject to the normal caveats about financial projections

The TPS life cycles costs seem to have been calculated over a 15 year term for mechanical and electrical systems. Product life cycles, particularly for electronic components are getting shorter and we have found obsolescence and spares availability can be a real problem after 15 years or so.

It should be noted that the DTi LCBP phase 2 bench marks use 25 years payback for PV and 20 years for other technologies.

This report presents the TPS NPV values as originally presented and TCL NPV values calculated to the DTi's Low Carbon Buildings Programme Phase 2 time scales.

It should be noted that NPV is the net present value of the investment and ideally should be greater than the capital investment. Few low and zero carbon technologies actually achieve this and some like heat pumps and CHP can never provide any return on investment.

6.2 Fuel Costs

The life cycle costing assumes fixed fuel costs, which seem very optimistic given recent head lines. Long term interest rates, inflation and fuel costs are not easily predictable and the head line consumer rates are always much higher than tendered long term contracts which is council policy.

The TPS estimate of annual gas heating energy consumption seems high. For the primary boiler plant they have used 120GJ per annum. A recent project of 538m² of similar construction with high efficiency lighting and high efficiency gas fired LPHW radiator heating has a projected annual heating energy consumption of 43.79GJ and a lighting energy consumption of 41.93GJ. At today's prices the projected annual energy bill will be around £2,137. This installation will just achieve the TER and will be asset rated band B on the construction EPC.

The recalculated lifecycle costs have been based on annual energy yields priced at an average day and night time rate of £0.1/unit. In effect we have assumed energy costs about 20% higher than today's rates.

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Using this as pro rata guide for a Depot total floor area of 1098m² the projected energy consumption for gas fired LPHW radiator heating system would be 89.37GJ and a lighting energy consumption of 85.57GJ. At today's prices the projected annual energy bill will be around £4,500. It should be noted that the depot would have a larger volume to surface area ratio and thus less heat loss but that the work shop is likely to be less energy efficient; on balance the annual gas heating energy consumption should be 25% lower than the TPS calculation.

With respect to wind turbines and solar PV, TPS have used 5 day per week building occupancy to calculate energy yields with utilisation factors to account for all forms of variability. These forms of renewable energy, which displace grid electricity, should be calculated on annual energy yield based annual hourly wind and sunshine statistical data.

6.3 Grid Connection

To maximise the energy yield of Solar PV and wind turbines, they should be grid connected in order that surplus energy for instance, outside normal occupancy times, can be sold back to the grid. TPS have not considered the desirability for grid connection and a tariff with a favourable buy back kWh rate. If MBC are to realise their carbon neutral ambition it is highly likely they will have to commit to small scale renewables with grid connections in order that they can sell surplus energy back to the grid, therefore the maximising the return on investment. A key component of such a policy will be an electricity supply deal which both minimises energy cost and allows selling back to the grid at an economic return.

6.4 Capital Cost

TPS's capital costs are very broad budgetary figures and in respect of wind turbines, PV and solar hot water we have been able to provide a little more refinement based on current projects which has reduced capital cost.

It should be noted that the council as a non profit organisation can apply for up to 50% of the cost of installing approved microgeneration technologies, supplied and installed by Framework Suppliers, via the DTi's Low Carbon Buildings Programme Phase 2 funding scheme operated by BRE.

7 Sustainability Options

7.1 Wind Turbine

Wind Turbines are generally a simple bolt on solution to the existing electrical power system.

Wind speed varies with time. The Annual Mean Wind Speed for a given locality is an indication of how much wind energy is available. The useful energy available in the wind is a function of the cube of the wind speed, there is very little energy available to be harvested at wind speeds less than 4 m/s. In general, small wind turbines have a cut in wind speed of 3m/s, AMWS for the Maidstone area is 4.5 m/s, which means that a wind turbine project is from the outset only marginally viable and more detailed wind speed surveys or expert assessment of the actual site will be required.

TPS have selected a single 25kW mast mounted conventional windmill. In our opinion this is rather large for the site and will give rise to problems with both site layout and local planning guide lines. Given the time available for this report we have selected two 5kWp readily available turbines which could be located at each end of the site on the commercial light industrial boundary furthest away from the residential boundary.

7.1.1 Capital Cost

TPS estimate supplying and installing a single 25kW mast mounted conventional windmill, and interfacing with the incoming supply as a capital cost of £100,000.

We estimate supplying and installing two 5kWp mast mounted conventional windmills and interfacing with the incoming supply as a capital cost of £50,000. It should be noted that the council as a non profit organisation and using a grid connected and grant approved manufactures product is eligible for up to 50% grant for the supply and installation cost.

7.1.2 Annual grid supplied electricity saving

TPS estimate the annual output of a single 25kWp wind turbine with an annual 3120 annual hours utilisation and a 40% utilisation factor yields an annual grid supplied electricity saving of £3,120.

We estimate the annual output of a grid connected 2 X 5kWp wind turbine with a local annual mean wind speed of 4.5 m/s for the Maidstone area over 8760hours with a utilisation factor of 23% will yield an annual grid supplied electricity saving of £2,015.

7.1.3 Life Cycle Cost

TPS estimate for a capital cost of £100,000, annual maintenance of £500, end of life disposal cost of £4000 and annual grid supplied electricity saving of £3,120, all at a discount factor of 3.5% gives an NPV £72,212.

We estimate for; a capital cost of £50,000, annual maintenance of £1000 and an end of life disposal cost of £2000 and annual grid supplied electricity saving of £2015, all at a discount factor of 3.5% gives an NPV of £35,574.

Wind Turbines are eligible for a DTi Low Carbon Buildings Programme Phase 2 funding provided a certain level of efficiency can be shown in terms of £/Tonne CO₂ saved. For 5kWp turbines the criteria is £531/tonne CO₂. The proposed 5kWp turbines efficiency is £289/tonne CO₂, which is below the bench mark and therefore will be eligible for funding.

7.1.4 Environmental Impact

Two 5kWe turbines could save 11.5 Tonnes of CO₂ annually. Overall the building is estimated to emit 15 tonnes CO₂ annually and wind turbines could reduce or offset (selling back to grid) this significantly.

Their manufacture involves the extensive use of steel, copper and plastics which have potential value for end of life recycling. The wind turbines themselves might be made from recycled materials?

Planning and environmental noise will be significant hurdles to cross in the development of a wind turbine solution. We have learned that even a 5kWp wind turbine will have to be sited at least 100m from a sensitive i.e. residential property.

7.1.5 Conclusion

Proximity to residential areas make planning issues with visual amenity and environmental noise the over riding issue. The possible locations for the wind turbines are very limited and an environmental noise solution is unlikely to be possible at least 100m from housing on this site. The low Annual Mean Wind Speed of the site would tend to require a tall mast to access clear air above the local buildings this will be at odds with the design requirements planning. Wind turbines could significantly reduce the carbon emission of this project but we have identified significant planning issues which will be difficult to overcome. On balance, the time and cost which will probably be incurred in mitigating the planning issues without guarantee of success, wind turbines should not be considered further.

7.2 Photo Voltaic Solar Cells

Like Wind Turbines PV is generally a simple bolt on solution to the existing electrical power system.

PV generally has a very high capital cost and there is controversy as to the embodied energy in manufacture and the environmental impact of the toxic chemicals used in manufacture.

7.2.1 Capital Cost

For a 10kWp installation TPS use a capital cost of £40,000. Our recent experience suggests a more reasonable budget figure would be £60,000.

7.2.2 Annual grid supplied electricity saving

TPS estimate 10kW, 2600hr/yr with a 46% utilisation factor, an annual grid supplied electricity saving of £1,040.

We estimate the annual output of a grid connected 8760hr/yr with a utilization factor of 21%, an annual grid supplied electricity saving of £1,840.

7.2.3 Life Cycle Cost

TPS estimate, for a capital cost of £40,000, annual maintenance of £400, end of life disposal cost of £5,000 and annual grid supplied electricity saving of £1040, all at a discount factor of 3.5% TPS gives an NPV £35,613.

We estimate, for a capital cost of £60,000, annual maintenance of £400, end of life disposal cost of £2,500 and annual grid supplied electricity saving of £1840, all at a discount factor of 3.5%, gives an NPV of £43,917.

Solar PV is eligible for a DTi Low Carbon Buildings Programme Phase 2 funding provided a certain level of efficiency can be shown in terms of £/Tonne CO₂ saved. For 10kWp solar PV the criterion is £990/tonne CO₂. The proposed 10kWp solar PV is £277/tonne CO₂, which is below the bench mark and therefore will be eligible for funding.

7.2.4 Environmental Impact

Solar PV could save 10 tonnes of CO₂ annually. Overall the building is estimated to emit 15 tonnes CO₂ annually and Solar PV could contribute or offset this significantly.

The manufacture of PV involves high energy input and the use of highly toxic chemicals. Recent studies have challenged these issues suggesting that embodied energy is paid back in around 2.5 years and that the environmental impact at extraction and manufacture whilst an issue is managed and sustainable.

Modern PV has a self cleaning coating and maintenance is largely electrical testing. End of life disposal is not likely to be a significant problem, the manufacture has a duty to recycle the products under the WEEE regulations and there may even be a second-hand market.

Installation planning and environmental issues are much less of an issue when compared to wind turbines and acceptance is anticipated with out significant cost or delay.

7.2.5 Conclusion

Solar PV should be actively considered for incorporation in the building to meet the 10% renewables option detailed in the Part L2A building regulations. It is clear that a DTi LCBP phase 2 up to 50% grant could be obtained which makes PV an economic proposition.

7.3 Solar Hot Water Panels

Solar Hot water panels are generally a fairly simple bolt on to a conventional gas or electric HWS water heating system. Additional costs would be incurred if the base line HWS were point of use electric water heaters

7.3.1 Capital Costs

TPS estimate supplying and installing a 25kW Hot water Solar panels, and interfacing with the presumably gas fired HWS system to have a capital cost of £20,000.

We estimate a Hot water Solar panels installation capable of supplying 1500lt per day using evacuated glass tube solar collectors to require the supply and installation of 10 panels to have a capital cost of £39,000

7.3.2 Natural Gas Energy Saving

TPS estimate the gas saving as 25kW for 2600hr/yr with a utilization factor of 55%, an annual grid supplied natural gas fuel cost saving of £2,860.

Tuckers estimate a hot water demand of 390,000l/yr with a heat generator efficiency of 70% and a utilization factor of 55%, an annual grid supplied natural gas fuel cost saving of £1,144.

7.3.3 Life Cycle Cost

TPS estimates, for a capital cost of £20,000, annual maintenance of £400, end of life disposal cost of £1,000 and an annual grid supplied natural gas fuel cost saving of £2,860, all at a discount factor of 3.5% TPS gives an NPV of £27,736.

We estimate for a capital cost of £39,000, annual maintenance of £400, end of life disposal cost of £1,000 and an annual grid supplied natural gas fuel cost saving of £1,144, all at a discount factor of 3.5%, gives an NPV of £28,953.

Solar hot water is eligible for a DTi Low Carbon Buildings Programme Phase 2 funding provided a certain level of efficiency can be shown in terms of £/Tonne CO₂ saved. For Solar Hot Water the criterion is £563/tonne CO₂. The proposed Solar Hot Water is £63/tonne CO₂, which is below the bench mark and therefore will be eligible for funding.

7.3.4 Environmental impact

Solar Hot Water could save 6 Tonnes of CO₂ annually. Overall the building is estimated to emit 15 tonnes CO₂ annually and Solar Hot Water could reduce this significantly.

Solar hot water panels are a simple technology which given the potential daytime hot water load of the site may be quite effective. They have little embodied energy to payback, they can just as well be made from recycled materials, and have a low maintenance requirement. The reduction in carbon emission is generally considered worthwhile even if the payback is extended.

7.3.5 Conclusion

Solar hot water should be actively considered for incorporation in the building to meet the 10% renewables option detailed in the Part L2A building regulations. The system should be optimised to be below the grant funding benchmark.

7.4 Heat Pumps

Heat pumps can not be seen as a bolt on solution. Heat pump installations must be carefully optimised and avoid competition from other low and zero carbon heating solutions if the economics are to be successful.

The TPS report concentrates on conventional Air source to water heat pumps using grid supplied electricity. These have the advantage of being readily available from traditional comfort cooling manufactures and suppliers and use very conventional comfort cooling refrigeration vapour compression cycle technology. As such they will be subject to the F gas regulations and the regular inspection costs this entails. Air source heatpumps have a lower CoP than ground source heat pumps and in consequence they are not eligible for DTi LCBP phase 2 funding. However this need not preclude their selection as they are relatively cheap to buy and install.

Ground source heatpumps generally have a higher CoP than air source heat pumps and are eligible for DTi LCBP phase 2 funding. Ground source heat pumps have inherently high installation costs unless extensive piling is a feature of the building structural design. Using the car park and hard standing as solar collector is particularly attractive from a seasonal co-efficient of performance point of view but in this country has been largely dismissed due to the perceived problems with settlement and damage to the relatively shallow depth pipes. TPS and our selves are forced to dismiss ground source for these reasons.

The optimum size of the air source heat pump is not clear. For a projected office heating load of around 70kW the 15kW heat pump chosen by TPS is probably too small.

7.4.1 Capital Cost

TPS estimate the cost of supplying and installing a single 15kW air source heatpump and interfacing with a presumably LPHW radiator heating system to have a capital cost of £20,000.

Tuckers estimate the cost of supplying and installing a single 15kW air source heatpump and interfacing with a presumably LPHW radiator heating system to have a capital cost of £12,000.

7.4.2 Energy Cost Saving

TPS estimate and energy saving of £1,487

The manufactures give typical installed energy savings as £185 for displaced gas heating and a CO₂ saving of 830kg.

7.4.3 Life Cycle Cost

TPS estimate, for a capital cost of £20,000, annual maintenance of £500, an annual Energy saving of £1,487 and an end of life disposal cost of £1,500 all at a discount factor of 3.5% gives an NPV of £9,525.

We estimate, for a capital cost of £12,000, annual maintenance of £500 and an end of life disposal cost of £1500, an annual energy saving £185, all at a discount factor of 3.5%, gives an NPV of -£1,806. The energy savings are less than the maintenance costs so the capital is never repaid.

7.4.4 Environmental Impact

An air Source Heatpump would only save 1 tonne of CO₂ annually. Overall the building is estimated to emit 15 tonnes CO₂ annually, an air Source Heatpump would not reduce this significantly.

If mains gas is not available then air source heatpumps are a viable heating technology for reduction of grid electricity running cost and carbon emissions. When mains gas is available the running cost and carbon emission reduction is less clear cut and relies on the grid supplied electricity carbon factor and the in practice achieved CoP, if both are worse than expected then carbon emission may actually increase.

7.4.5 Conclusion

As the site has mains gas available and the low NPV and extended payback, we do not recommend that heatpumps should be considered for this project.

7.5 Combined Heat and Power

CHP schemes can not be seen as a bolt on solution. CHP schemes must be carefully optimised and avoid competition from other low and zero carbon heating solutions if the economics are to be successful.

CHP schemes are usually sized to meet the 24/7 base electrical load to be economic. We estimate the max demand power to be around 25kW_e with a base load of less than 1kW_e and a peak HWS heat load of around 25kW_h.

In our opinion only the smallest gas engine (derived from a car engine) would be suitable. An alternative might be micro CHP sized to serve the hot water heating load. To keep the CHP within the micro range and ensure 24 hour operation hot water service thermal store would be required.

A CHP scheme would only save 1 tonne of CO₂ annually. Overall the building is estimated to emit 15 tonnes CO₂ annually, A CHP scheme would not reduce this significantly.

7.5.1 Conclusion

We concur with the TPS conclusion that a conventional automotive gas engine CHP is not suitable. The 24/7 base electrical load is not large enough to optimise a CHP installation.

7.6 Thermal Storage Hot Water Buffer Tank

Thermal storage might be used in conjunction with several of the technologies discussed in this report.

- a) As a thermal store to buffer a solar hot water heat source over night.
- b) A hot water buffer vessel is almost a prerequisite for a bio mass boiler to match the slow thermal response typical of bio mass boilers with variation in demand.
- c) As a thermal buffer to facilitate constant load running with a CHP heat source.
- d) As a thermal buffer to facilitate constant load running with a heatpump heat source.

7.6.1 Environmental impact

Thermal storage is essentially a passive enabler for various renewable and low carbon technologies. In its simplest forms the embodied energy is modest and the materials are recyclable.

7.6.2 Conclusion

Increased hot water storage is essential for a solar hot water system.

7.7 Free Cooling

An alternative form of thermal storage is within the thermal mass of the building fabric i.e. the walls floors and ceiling materials. The building structure as proposed is a light weight dry lined construction which has very little thermal mass. This has the effect of making the occupied space temperatures swing wildly from cold in the early morning to sufficiently hot in the afternoon to make the occupant demand comfort cooling.

This is alluded to in TPSs statement "During the summer months it is likely that the building would heat up during the day, and the use of stand alone air conditioning units may be contemplated by the users. This is a factor that cannot be controlled at the design stage."

TPS are correct in saying that the building may be subject to overheating but they are wrong in suggesting that this can not be controlled at the design stage. By selecting materials and finishes the thermal mass present in the occupied spaces can be usefully increased, reducing the swing in temperature and obviating the need for cooling. The advantageous use of fabric thermal storage can also be enhanced by using night purge ventilation.

Night purge ventilation works in conjunction with fabric thermal mass to cool the building at night to both reduce and time shift the peak summertime temperature in the afternoon.

7.7.1 Environmental impact

Night purge ventilation can use the existing ventilation system with a few enhancements. Therefore it's the additional materials and the attendant embodied energy is modest and the materials are generally recyclable.

The avoidance of comfort cooling is of the highest priority for a low carbon building.

7.7.2 Conclusion

Avoidance of comfort cooling must be a top priority and fabric thermal storage in conjunction with night purge ventilation offers a low carbon solution. A building dynamic thermal simulation software model is required to investigate this solution. This should not be seen as an optional exercise as the same software input, the time consuming bit, is required to generate Part L2A compliance reports and an EPC which is a requirement under the legislation.

7.8 Biomass boiler

In our experience this type of boiler is very unreliable. This is due to the natural variation of the fuel and the difficulties which arise with handling and combustion mainly due to huge variations in moisture content. Burning an unprocessed source of fuel such as grass, hedge and tree clippings is out of the question. For this type of plant to operate at a reasonable efficiency and deliver a reliable regulated heat source, the fuel it burns needs to have a regular calorific value and moisture content. This is achieved by collecting and processing green waste with saw mill and cultivated bio mass into fuel pellets but the cost, financial and carbon, has to include additional infrastructure and transport for; collection and storage, transport to and from processing, storage at point of use, storage and disposal of ash.

The automatic transfer from the fuel store to the furnace is much less reliable than oil or gas and requires daily attendance. The fuel store is a fire hazard (I have never seen a coal or oil store fire but I have seen the same bio mass fuel store burn down twice!). Chimney emissions are much higher than gas or oil.

In our opinion bio mass fuel is best suited to much larger boiler plant where its disadvantages become much less dominant in the running costs such as burning bio mass with coal in power stations or very large community heating projects. For a small heating boiler the effort is probably not worth the cost.

7.9 Condensing gas boiler

The building heating load will be relatively modest due to the effects of the building regulations with respect to U values air leakage etc. Furthermore the guidance on non domestic heating cooling and ventilation requires boilers to be at least 80% efficient. In order to achieve the Part L2A Target Emission Rate and gain an exemplary EPC band rating the boilers will almost certainly have to be 90% efficient or higher which puts them in the condensing range. To realise a fully condensing boiler efficiency the system return temperature must be designed to the manufactures' requirement for fully condensing operation typically 60 -65°C. For a given heat output larger radiator emitters will be required.

7.9.1 Capital Costs

The capital costs are probably marginally higher compared to a conventional 81-72°C LPHW system. Furthermore expenditure will probably be demanded in order to comply with the regulations.

7.9.2 Grid supplied Natural Gas annual cost

TPS estimate an annual energy consumption of 120GJ at a cost of £2663

We estimate an annual energy consumption of 89.4GJ at a cost of £1986

Life Cycle Cost

A condensing boiler is highly recommended and probably essential to meeting the Part L2A TER.

7.9.3 Environmental impact

Reduces the use of Natural gas fossil fuel

7.9.4 Conclusion

A condensing boiler is highly recommended and probably essential to meeting the Part L2A Target Emission Rate. Incorporation of other technologies discussed in this paper may affect the sizing of the boiler plant but fully condensing natural gas fired boilers are expected to provide the winter heating base load and hot water service.

7.10 Energy Saving Equipment

TPS suggest a list of energy saving equipment:

7.10.1 "Local extract fans to be fitted with heat recovery units to preheat any make up air"

Part L2A Target Emission Rate and the EPC asset rating give bonus allowance for heat recovery although Part L2A does allow a trade off between fan power and heat recovery. In order to achieve the Part L2A Target Emission Rate heat recovery may have to be incorporated in the final design. To gain an exemplary Part L2A Target Emission Rate and EPC band rating heat recovery is an obvious option.

7.10.2 The garage air compressor could be used to supply free heating to that area.

We are not aware of any proven methods to do this. The equipment manufacture may be able to offer advice. As the air compressor is not considered to be part of the building under Part L2A, capital spent in this area would not be directly reflected in the Part L2A Target Emission Rate and the EPC asset rating.

7.10.3 "Cold water booster sets could be incorporated to reduce / remove the need for potable water storage and thus reducing maintenance costs for water treatment"

Not sure what TPS are trying to say here. Unless the mains pressure is low the essentially low rise development could perfectly well operate on mains pressure without cold water storage. The addition of a cold water storage tank would not significantly affect the water hygiene costs.

7.10.4 “The use of PIR controlled or low flow showers, taps and toilets should be included as a matter of course”

All sanitation fittings should be selected and installed to ensure minimum water consumption. In our experience PIR urinals are effective. PIR Taps and showers have proven to be very unpopular with users. A much better approach is effective flow rate control using proprietary restrictors. In particular the hot water system should be designed to minimise cold dead legs and at the same time minimise circulating and standing losses. In this building it means locating the HWS system centrally in the toilet changing area and fitting thermostatic blending controls to the hot water.

7.10.5 “Zoned PIR controlled lighting using energy efficient fittings again should be included as a matter of course”

Lighting design will have to be designed to the highest efficiency standards Part L2A TER and the EPC asset rating give bonus allowance for automatic programmed controls with PIR override.

7.10.6 “Pulse Metering on the supplies should be included to enable monitoring of energy demand and Leak detection devices should be fitted to minimise loss”

Part L2A demands that the building should have a metering strategy such that at least 90% of the total energy consumption can be accounted for. In particular this means that lighting which is a controlled service under Part L2A has to be separately metered from small power which is not. Part L2A Target Emission Rate and the EPC asset rating give bonus allowance for approved Automatic Monitoring and Targeting which TPS may be referring to as pulse metering. Such a system would include water and gas meters (fitted with pulse heads) and thus cover leak detection. As a public authority building the Council will be obliged to display a Display Energy Certificate, which is recalculated annually based on energy bills. An approved Automatic Monitoring and Targeting system would produce this information semi automatically, the DEC will still have to be signed off by a Qualified Energy Assessor but the saving in Energy assessor survey time could well have a short payback.

7.10.7 Controls

TPS have not included controls. Part L2A Target Emission Rate and EPC asset rating calculations give bonus allowance for automatic temperature controls, which reduce energy consumption and thus carbon emission. In particular an allowance is made for individual room temperature controls and individual room time controls. As the building contains several distinct occupation patterns it would be highly recommended that individual time and temperature controls are fitted and would contribute to an exemplary Part L2A Target Emission Rate and EPC band rating.

7.11 Thermal Insulation

TPS have included in their summary sheet increased thermal insulation by increasing the building cladding thickness. The capital cost which is presumably reasonably accurate, as it is a price obtained via Gallagher from their cladding supplier, has a very long simple payback. This is to be expected as the U value of opaque fabric is now so low that windows and infiltration dominate the steady state heat loss and this points us to where the money is most effectively spent. Demonstrating the effect of increased insulation thickness versus improved air leakage and improved external doors can be done with a thermal model. These results can then be used to calculate payback

We agree with the TPS report that the payback on thicker insulation will be very long.

We would go further and suggest the capital would be better spent on reducing air leakage and improving heat loss through external doors.

7.11.1 Air Leakage Testing.

Air leakage testing of the building fabric is demanded by Part L2A and reflected in the EPC asset rating. Air leakage testing has been introduced to improve the quality of building construction around window and door frames junctions at walls, eaves and ridges. Please do not assume that this issue relates to personnel and vehicles moving through external doors. Infiltration for external doors is calculated separately. The specified maximum air leakage rate is $10\text{m}^3/\text{hr}/\text{m}^2 @ 50\text{Pa}$. Reducing this to $5\text{m}^3/\text{hr}/\text{m}^2 @ 50\text{Pa}$ has a dramatic effect on the infiltration heat loss and is directly reflected in a significant improvement of the Part L2A TER and EPC band rating.

7.11.2 External Doors

External doors for personnel and vehicles have a dramatic effect on heat loss. Fitting vestibules and automatic doors for personnel and rapid open closing automatic doors for vehicles will reduce energy consumption.

7.12 Rain water harvesting

Whilst conservation of water resources is a sustainability issue, this report only addresses the energy and carbon emissions issues. TPS have not made a case for rainwater harvesting in their report although we understand it will be incorporated in the vehicle wash down facility.

Rain water harvesting may actually increase Carbon emissions due to pumping and filtration or UV sterilisation and unless renewables are used to offset this, carbon emission will increase.

We recommend that water consumption controls should have priority over rain water harvesting as they reduce the demand on water resources and save on hot water heating as well focus

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7.13 Sedum roof

The ecological and habitat benefits of sedum roofs are not within the scope of this report.

TPS state in their report "It is extremely difficult to demonstrate any heat / energy saving benefits". Sedum roofs can be seen as expensive insulation, the argument is the same as for increased thermal insulation thickness, the payback will be very long and the ecological and habitat benefits of a sedum roof would have to be compelling to justify its cost.

8 Appendices

8.1 Target Emission Rate, Asset Rating

The target emission rate is set by comparing the building geometry under 2000 building regulations to the same building geometry under 2006 building regulations which have a 20% lower carbon emission rate. The 20% lower carbon emission is to be achieved largely through the air leakage reduction, improved windows and doors and specified boiler and chiller efficiencies, the U Values specified for opaque fabric remain essentially unchanged. A further 10% reduction is required if at least 10% of the building energy demand is not met by renewables. Therefore the target emission rate will be 20% lower for a new building with 10% renewables and 30% lower with out renewables.

In our opinion, an informed choice between sustainability options to be incorporated in a new building can not be made with out setting a Part L2A Target Emission Rate and a target EPC asset rating. Sustainability options would then be trialled in the various building physics thermal design software packages on the market and the resulting performance given an asset rating using a package specific SBEM module. In our opinion there is sufficient information in the plan and elevation drawings to input a quick and dirty model for trial purposes which would then be refined and ultimately produce the Part L2A TER compliance document and the EPC asset rating.

There are no obvious low energy/renewable features incorporated into the building architectural features, other than compliance with building regulations Part L2A thermal elements i.e. "U" values, window areas. The controlled services i.e. heating cooling ventilation and lighting will also have to comply with Part L2A and in particular the Non Domestic Heating Cooling and Ventilation guide, which effectively specifies minimum efficiencies for conventional energy consuming services. Overall the building will have to comply with the requirements of the building regulations on; air leakage, target emissions rate, energy metering, automatic lighting and HVAC controls which are carbon emissions driven and designed to encourage incorporation of at least 10% renewables in new buildings, although it has proved possible to meet TERs without renewables.

The EPC asset rating is calculated separately using the same building geometry with a bench marked adjustment for the buildings use, using the national calculation method SBEM. The building, as currently conceived will only achieve a low B rating, when a sustainable EPC banding would be an A or A+.

Design software tools are widely available to rapidly and cost effectively assess sustainable solutions in respect of their carbon emissions and asset ratings it is surprising that they have not been applied.

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8.2 F Gases

"F gases" are a family of chemicals that contain fluorine and commonly used as refrigerant gases in air conditioning. Most "F gases" are very powerful greenhouse gases which contribute to global warming if emitted to the atmosphere.

Many commercial, industrial and public sector organisations have obligations under the EC Regulation on certain fluorinated greenhouse gases. In particular, if you use, maintain or install refrigeration and/or air-conditioning equipment you are likely to be affected. Refrigeration and air-conditioning users may also be affected by the EC Ozone Regulation which is phasing out certain ozone depleting substances (ODS).

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8.3 Capital, Energy, NPV compared

Ref.	Description	Capital Cost	Annual Maintenance	Disposal	Energy Saving	Life	NPV	Tonne CO2 Saved	£ / Tonne CO2	Benchmark £ / Tonne CO2
1a	TPS Wind Turbine	£100,000	£500	£4,000	£3,120	15	£72,212	17.722	373	294
1b	TCL Wind Turbine	£50,000	£1,000	£2,000	£2,015	20	£35,574	11.445	289	531
2a	TPS Solar PV	£40,000	£400	£5,000	£1,040	15	£35,613	5.907	318	990
2b	TCL Solar PV	£60,000	£800	£2,500	£1,840	25	£43,917	10.451	277	990
3a	TPS Solar HWS	£20,000	£400	£1,000	£2,860	15	£27,736	16.245	200	388
3b	TCL Solar HWS	£39,000	£400	£1,000	£1,144	20	£28,953	6.498	123	388
4a	TPS Air Source Heat Pump	£20,000	£500	£1,500	£1,487	15	£9,525	8.446	N/A	N/A
4b	TCL Air Source Heat Pump	£12,000	£500	£1,000	£185	20	£-1,806	1.051	N/A	N/A
5a	TPS CHP	£40,000	£500	£1,500	£411	15	£-1,853	1.767	N/A	N/A
5b	TCL CHP	£40,000	£1,094	£1,500	£411	20	£-9,195	0.797	N/A	N/A

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8.4 Energy and Carbon Emission Estimates

Maidstone Depot	TPS Gas Heating	TCL Gas Heating	TCL Lighting	Total
Net Offices Area (m ²)		730		
Work Shop Area (m ²)		368		
Total area (m ²)		1098		
Annual Energy Consumption (GJ)	119.81	89.37	85.57	174.95
Energy Cost (£/kWh)	0.08	0.08	0.1	
Annual Energy Cost (£)	£2,662	£1,986	£2,377	£4,363
Carbon Factor (kgCo ₂ /kWh)	0.194	0.194	0.422	
CO ₂ emissions (kg)	6,456	4,816	10,031	14,847

Maidstone Borough Council

Cabinet

10 September 2008

Reference from Corporate Services Overview and Scrutiny Committee

1. Draft Budget Strategy 2008/09 Onwards

- 1.1 At its meeting on 5 August 2008, the Corporate Services Overview and Scrutiny Committee interviewed the Leader of the Council and the Chief Finance Officer with regard to the Draft Budget Strategy 2008/09. The draft minutes of the meeting are as follows:

"The Chief Finance Officer, Derek Williamson, gave a presentation to the Committee on the Draft Budget Strategy 2009-10 Onwards (attached at Appendix A). Key points arising from the presentation included:

- The economic downturn meant that fees, charges and capital receipts were all major risks for the coming year; and
- The capital programme now needed reviewing, as this was due to be funded from capital receipts and approximately £7 million of the planned £12.2 million capital receipts was now at risk.

A planned capital receipt highlighted in the presentation was from Hayle Place. A Councillor stated that under the original agreement, the Council was supposed to receive payment for this when planning permission had been granted, which had now happened. Clarification was requested on whether this was still the case or whether payment was now dependent on the sale of Hayle Place.

A Councillor referred to an English Heritage report that had indicated that some of Maidstone's listed buildings, including those maintained by the Council, were in bad condition. The Leader was therefore requested to consider the use of the Large Buildings Maintenance Fund to address this.

In response to a question on the rollout of the waste and recycling scheme, the Leader stated that because the new bins had not been purchased in one load, there were now issues with bin shortages and price increases. However, the rollout of the scheme would continue, although it could be delayed.

A Councillor sought assurance that politically sensitive projects in the capital programme, for example the Leisure Centre, would not continue to be delayed. The Leader stated that the Leisure Centre was currently being pump primed by the Council and money was also being sought from the private sector.

With regard to balances, Mr Williamson explained that the budget strategy required that the level of unallocated balances be maintained at a

minimum of 10% of the Council's revenue spend. If balances were to go below this, full Council would need to be informed. Mr Williamson was also under statutory responsibility to report to full Council when it considered the budget if he believed balances were approaching an unacceptable level.

A Councillor highlighted that in the Medium Term Financial Strategy, one way in which capital programmes were prioritised was according to 'local priorities'. It was clarified that this referred to the corporate priorities. The Leader then stated that residents were consulted on revenue spend and the revenue budget therefore reflected residents' priorities.

A Councillor highlighted that the review of corporate assets was not due to be completed until March 2009 and suggested that in the current economic climate, it would be advisable to bring this date forward. The Leader agreed that this should be considered.

A Member asked whether the Council would need to borrow money in the future. Mr Williamson confirmed that this would need to be considered in the future, though this could be sooner if capital receipts were not achieved and the capital programme was not reduced accordingly. It was highlighted that borrowing was acceptable if the investment of borrowed money was justifiable.

A number of other points were covered during the meeting:

- A report on the funding of the disabled travel scheme would go to Cabinet in August. This would recommend that additional investment income this year should go into balances and £150,000 of this should be allocated to funding concessionary fares for the next 2 years;
- There was currently no evidence that the economic downturn had caused an increase in homelessness spend;
- Revenue funds could be used to support the capital programme, but capital funds could not be used for revenue expenditure;
- The Council's pension contributions were fixed for three years by an actuarial review;
- The Council had a locally agreed pay deal and had therefore not been affected by recent strikes over local government pay. It was important that the Council had a pay structure that attracted and retained staff; and
- If the economic downturn resulted in an increase in uptake of benefits, the issues for the Council would be in terms of capacity, performance and reputation. Benefits were reimbursed 100% by the Government.

The Chairman thanked the Leader and Mr Williamson for their attendance and for an informative presentation."

- 1.2 Following its discussions, the Committee made the following recommendations:

That:

- a) Confirmation be sought on whether the capital receipt from Hayle Place was due upon sale of the land or confirmation of planning permission;
- b) The Leader consider the use of the Large Buildings Maintenance Fund in light of the recent English Heritage report on listed buildings in the Borough; and
- c) The review of corporate assets be brought forward in light of the current economic climate.

1.3 These recommendations have been forwarded individually to the Cabinet Member for Regeneration, the Leader and the Cabinet Member for Corporate Services respectively, however Cabinet is being informed of the comments of the Committee as part of its ongoing budget consultation work.

1.4 Recommendation (a) has been investigated by the Legal Department and the capital receipt from Hayle Place will be due on the sale of the land, rather than when planning permission is confirmed.

1.5 Recommendation (b) was considered by the Cabinet at its meeting on 13 August 2008 as part of its consideration of the First Quarter 2008/09 Budget Monitoring Report.

2. Recommendation

2.1 Cabinet is recommended to note the comments of the Corporate Services Overview and Scrutiny Committee.

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MAIDSTONE BOROUGH COUNCIL

CABINET

10 SEPTEMBER 2008

REPORT OF THE LEADER OF THE COUNCIL

Report Prepared by Janet Barnes

1. **FORWARD PLAN**

1.1 Issue for Decision

1.1.1 To note the Forward Plan for the period 1 October 2008 – 31 January 2009.

1.2 Recommendation of the Leader of the Council

1.2.1 That the proposed Forward Plan for the period 1 October 2008 – 31 January 2009 be noted.

1.3 Reasons for Recommendation

1.3.1 The Forward Plan is a way to ensure that members of the public have longer from the point at which they learn that a decision is coming up, until the time it is made, to encourage greater interaction between stakeholder and decision makers.

1.3.2 The Forward Plan is published monthly, to cover decisions starting on the first day of each month and is a rolling four month programme of decisions.

1.3.3 The current index to the proposed Forward Plan is attached as an Appendix to this report. However, please note that Officers have until 12 Noon on 15 September 2008 to submit further entries or make any amendments.

1.3.4 If Members wish to receive a complete copy of the Forward Plan it can be obtained from Janet Barnes (01622) 602242 and from 17 September 2008 will be on public deposit in the following locations: Temporary Reception in The Mall Chequers, Public Libraries and the digitalmaidstone website.

1.4 Alternative actions and why not recommended

1.4.1 The proposed Forward Plan includes key decisions as defined in the Constitution and the development of the budget and plans which form the policy framework. The entries have been made by the relevant managers who have the best idea of the issues likely to be coming up.

1.5 Impact of Corporate Objectives

1.5.1 The Forward Plan should help to realise on the core values set out in the Corporate Plan as follows:

“It (the Council) welcomes, encourages and values public participation in its activities and will inform, advise and listen carefully to people in developing its key strategies, policies and programmes”.

1.6 Risk Management

1.6.1 There are no risk management implications in this report.

1.7 Other Implications

1.7.1	Financial	<input type="checkbox"/>
	Staffing	<input type="checkbox"/>
	Legal	<input type="checkbox"/>
	Social Inclusion	<input type="checkbox"/>
	Environmental/sustainable development	<input type="checkbox"/>
	Community safety	<input type="checkbox"/>
	Human Rights Act	<input type="checkbox"/>
	Risk Management	<input type="checkbox"/>
	Procurement	<input type="checkbox"/>
	Asset Management	<input type="checkbox"/>

1.8 Financial Implications

1.8.1 None resulting directly from this report.

Background Documents

None

NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED

Is this a Key Decision? Yes No

If yes, when did it appear in the Forward Plan? _____

Is this an Urgent Key Decision? Yes No

Reason for Urgency

Not applicable

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**FORWARD PLAN
OCTOBER 2008 – JANUARY 2009**

CABINET		
Park and Ride Bus Fare Increase	8 Oct 08	
Park and Ride Bus Service	8 Oct 08	
Sustainable Community Strategy (SCS) "Issues and Choices"	8 Oct 08	
CCTV Options	12 Nov 08	
Sustainable Community Strategy (SCS) "Vision"	12 Nov 08	
Carbon Footprint Report	12 Nov 08	
Draft Sustainable Community Strategy (SCS)	10 Dec 08	
ICT Strategy 2009 - 2012	10 Dec 08	
Collection Fund Adjustment	10 Dec 08	
Review of Budget Strategy 2009/10 Onwards	10 Dec 08	

LEADER		
Communications Strategy	Oct 08	

COMMUNITY SERVICES		

CORPORATE SERVICES		

ENVIRONMENT		
Dog Control Strategy	Oct 08	

**FORWARD PLAN
OCTOBER 2008 – JANUARY 2009**

LEISURE AND CULTURE		
Museum Acquisition and Disposal Policy	Oct 08	
Maidstone Tourism Strategy 2008-2013	Oct 08	

REGENERATION		
Adoption of the Maidstone Economic Development Strategy	Nov 08	
Common Housing Register	Nov 08	

OFFICERS		