

POLICY AND RESOURCES COMMITTEE MEETING

Date: Wednesday 25 April 2018
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership: Councillors Barned, Mrs Blackmore, Boughton, Brice, Cox, Fermor, Garland, Mrs Gooch, Harper (Vice-Chairman), Harvey, Harwood, Hastie, McLoughlin, Perry and Mrs Wilson (Chairman)

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

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1. Apologies for Absence	
2. Notification of Substitute Members	
3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8. Minutes of the Meeting Held on 28 March 2018	1 - 6
9. Presentation of Petitions (if any)	
10. Questions and answer session for members of the public (if any)	
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Issued on Tuesday 17 April 2018

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

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In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

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MAIDSTONE BOROUGH COUNCIL

POLICY AND RESOURCES COMMITTEE

MINUTES OF THE MEETING HELD ON WEDNESDAY 28 MARCH 2018

Present: Councillor Mrs Wilson (Chairman) and Councillors Barned, Mrs Blackmore, Brice, Cox, Mrs Gooch, Harper, Harvey, Hastie, Joy, McLoughlin, B Mortimer, Perry and Mrs Ring

178. APOLOGIES FOR ABSENCE

It was noted that apologies were received from Councillors Boughton, Fermor, Garland and Harwood.

179. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that the following Members were present as Substitute Members:

- Councillor B Mortimer for Councillor Fermor;
- Councillor Mrs Ring for Councillor Garland; and
- Councillor Mrs Joy for Councillor Harwood.

180. URGENT ITEMS

There were no urgent items.

181. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

182. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

183. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

184. EXEMPT ITEMS

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

185. MINUTES OF THE MEETING HELD ON 14 FEBRUARY 2018

RESOLVED: That the minutes of the meeting held on 14 February 2018 be approved as a correct record and signed.

186. MINUTES OF THE MEETING HELD ON 8 MARCH 2018

RESOLVED: That the minutes of the meeting held on 8 March 2018 be approved as a correct record and signed.

187. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

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

Ms Yolande Kenward asked the following question of the Chairman of the Committee:

Was there any particular reason that Kent County Council's application for a Government Grant re the Kent Medical Campus, supported by Maidstone BC with £500,000 of council tax money and letters, was not submitted until after the KCC and the Maidstone General Elections in 2017?

The Chairman of the Committee replied that:

Thank you for your question. On 6th April 2017 the Department for Transport announced that county councils could bid for money from the National Productivity Investment Fund – a £490 million pot was designed to tackle congestion and provide upgrades to local roads to improve journey times.

The bid which can be viewed online (available at https://www.kent.gov.uk/_data/assets/pdf_file/0007/72538/Kent-Medical-Campus-road-transport-bid.pdf) required the development of a comprehensive business case in accordance with Department for Transport guidelines, detailing information such as transport modelling outputs, scheme Value for Money and the identification of financial contributions.

The development of this work is lengthy, requiring the input of specialist consultants, and was completed in the three months between the funding announcement and the deadline submission. The financial commitment of £500,000 by Maidstone Borough Council – which will be recouped through a bilateral agreement with the landowner of Kent Medical Campus – was subject to Committee decision and approved at Policy and Resources Committee on 28 June 2017.

The bid was submitted to Government on 30 June 2017 on the day of the deadline. In other words the process from when the funding bid was announced by Government to when we put the bid in had a very tight timeline, which we followed scrupulously.

Ms Kenward then asked the following supplementary question of the Chairman of the Committee:

Please may I have a list or a copy of all the planning applications made re Kent Medical Campus?

The Chairman of the Committee replied that:

The details of planning applications related to the site are publicly available on the Maidstone Borough Council website.

The Chairman agreed to give the details of the links mentioned to Ms Kenward following the meeting.

189. COMMITTEE WORK PROGRAMME

It was noted that the following items on the Committee Work Programme would be reported to the Committee in the next municipal year rather than April 2018 as indicated:

- Kent Medical Campus Innovation Centre
- Commissioning and Procurement Strategy
- Housing Delivery Partnership

RESOLVED: That the Committee Work Programme be noted.

190. BUSINESS TERRACE UPDATE

Ms Abi Lewis, the Economic Development Officer, updated the Committee on the Business Terrace.

It was highlighted to the Committee that:

- This report provided an update on the performance of the Business Terrace.
- The Business Terrace continued to perform well, with 100% occupancy of the start-up and grow-on office accommodation and increased income levels over the past two years.
- The initial phase of the Business Terrace development was operated as a pilot to test the concept and demand, and to utilise the redundant space to which the Council had a long term rental commitment until 2023. The cost of conversion was £250,000. The facility had been expected to deliver a contribution to help cover the unavoidable costs only.
- The Business Terrace continued to receive significant numbers of enquiries from businesses looking for a modern, collaborative and supportive office environment in Maidstone. As the facility is at full occupancy, Officers were examining the viability of a further phase of accommodation in undeveloped space on the first floor of Maidstone House. This would be considered within the context of the Council's wider lease commitments to Maidstone House.

The Committee requested clarification of the extent to which the Business Terrace has covered the initial £250,000 capital costs for the conversion of the space. Ms Lewis agreed to circulate a table detailing this to the Committee.

It was noted that the Committee congratulated both Members and Officers who were involved with the success of the Business Terrace.

RESOLVED: That the update on the performance of the Business Terrace be noted.

191. KEY PERFORMANCE INDICATORS FOR POLICY AND RESOURCES COMMITTEE 2018-19

Ms Anna Collier, the Policy and Information Manager, presented the report to the Committee.

It was highlighted to the Committee that there was an error on Page 29 of the agenda. The 2018-19 targets and notes for the 'Processing of Minor planning applications in 8 weeks' and 'Processing of Other planning applications in 8 weeks' were listed the wrong way round.

In response to a question from the Committee, Ms Collier advised that she would check whether dog fouling was included in the KPI relating to the 'Number of litter reports attended to'.

The Committee requested that an additional Key Performance Indicator be included to detail the 'Percentage of fly tips cleared within 4 working days' to provide a more effective measure of performance.

The Committee was concerned that there was not enough information, such as the current performance of the KPIs, to make a decision and therefore the decision to agree the KPIs for 2018/19 was deferred to the April meeting of this Committee. It was advised that at the April meeting a further column could be included in Appendix A to provide the current outturn of each KPI.

RESOLVED:

1. That an additional Key Performance Indicator be included to detail the 'Percentage of fly tips cleared within 4 working days'.

Voting: For – 7 Against – 2 Abstentions – 5

2. That the decision to agree the Key Performance Indicators for 2018/19 be deferred to the April meeting of this Committee.

Voting: For – 13 Against – 1 Abstentions – 0

192. BUSINESS RATES RETENTION PILOT 2018/19

Mr Mark Green, the Director of Finance and Business Improvement, presented a report on the Business Rates Retention Pilot 2018/19 to the Committee.

It was highlighted to the Committee that:

- The Committee agreed the parameters for allocation of the funding at its meeting on 24 January 2018 and this report described the individual projects that it was proposed to fund.
- It was possible that the Business Rates Retention Pilot would be extended to 2019/20 but the Government had made no commitment to doing this. If it was proposed in 2019/20 then it was likely the Council would have to bid again to form a Pilot. By setting out the proposals in Appendix A and delivering those projects it put the Council in a good position to be selected to form a Pilot again in 2019/20.
- The projects had been divided into three tranches. The projects in Tranche 1 could be implemented from the beginning of April 2018.
- In order not to delay projects unnecessarily, funding would be released as soon as it was considered prudent to do so. Therefore it was recommended that delegated authority be given to the Director of Finance and Business Improvement, in consultation with the Chairman of Policy and Resources Committee, to release funding as appropriate during the course of the year.

In response to questions from the Committee, Mr Green replied that:

- The Maidstone Business Capital of Kent marketing strategy was an ambitious project that would target businesses further afield and create inward investment for the Borough.
- The Property Asset Review would look at all individual sites, both for redevelopment or disposal.
- There would be guidance produced for the Members' Community Grant to ensure that money was spent in accordance with the rules.
- It was proposed that update reports would be brought back to this Committee quarterly.

In response to a question from the Committee, Mr William Cornall, the Director of Regeneration and Place replied that the Regeneration Opportunity Areas had been presented to Strategic Planning, Sustainability and Transportation Committee in January 2018. The Council had since written to the site owners affected. The sites/areas were:

- Mote Road island site;
- Land around Gala Bingo Hall;
- Len House;

- Land around Maidstone West Station; and
- Land around the west of the River Medway.

The Committee requested that review reports were brought back to this Committee on the projects as they progressed, to ensure that Members were kept up to date.

RESOLVED:

1. That the projects to be funded from proceeds of the Business Rates Retention Pilot set out in Appendix A be agreed.
2. That delegated authority be given to the Director of Finance and Business Improvement, in consultation with the Chairman of the Policy and Resources Committee, to release funds for the individual projects.
3. That review reports are brought back to this Committee on the projects as they unfold.

Voting: For – 13 Against – 1 Abstentions – 0

193. DURATION OF MEETING

6.30 p.m. to 8.03 p.m.

Policy & Resources Committee

25 April 2018

Digital Strategy

Final Decision-Maker	Policy & Resources Committee
Lead Head of Service/Lead Director	Georgia Hawkes, Head of Commissioning & Business Improvement
Lead Officer and Report Author	Gary Hunter, Transformation Manager
Classification	Public
Wards affected	All

Executive Summary

The Council has developed a Digital Strategy, which describes the actions we plan to take over the next three years to transform services using digital technology. This report introduces the Strategy and recommends that it be adopted.

This report makes the following recommendations to this Committee:

1. That the Digital Strategy is adopted.

Timetable

Meeting	Date
Policy & Resources Committee	25 April 2018

1. INTRODUCTION AND BACKGROUND

- 1.1 The Digital Revolution is changing the world. The pace of change driven by technology over the past 10 years has been unprecedented, and it will only increase in the next 10 years. People rightly expect the same quality of services from us as they get in other aspects of their lives. In order to face many policy and financial challenges, we need to transform how the Council works and redesign public services around residents.
- 1.2 The Council has developed a Digital Strategy, which describes the actions we will take over the next three years in order to meet these challenges.
- 1.3 The introduction to the strategy and the section describing Our Future Organisations was jointly written by digital and ICT officers from the three Mid-Kent Services Councils. The purpose of joining together to write these sections of the strategy was to align our future approaches to working in the digital age and consequently provide a clear and coherent set of priorities for our shared ICT service to work to.
- 1.4 The Digital Strategy highlights the importance of implementing a digital infrastructure and culture across Maidstone – utilising digital technology to drive better services and reduce costs - and helping to ensure that everyone who wants to, has the chance to benefit from these changes.
- 1.5 The Council has already made good progress in embracing the digital agenda. We have been using digital technology as part of our customer improvement strategy, helping to improve the customer experience and target resources. A wide range of services has been successfully moved online, with positive customer feedback and successes in managing demand.
- 1.6 The strategy focuses on delivering two key outcomes.

A Digital Community

People living, working in and visiting Maidstone will have access to the benefits of a digitally enabled society and digital will facilitate greater community participation and informed decision making.

Customers will be able to easily connect with the Council at a time and place convenient for them, they will only need to tell us once and can be confident that we will get it right first time.

A Digital Council

Staff will be enabled through culture, information and technology to provide an excellent connected service to all residents and businesses in Maidstone. Joining up data and improving the experience for our customers will guide

the way we do business and we will have an 'open by default' approach to data.

- 1.7 The Council has identified six interrelated digital themes that, when progressed together, will enable us to achieve our aims:
- **Digital Customer** - Reducing digital exclusion by providing digital skills and access to digital services for all residents of the borough.
 - **Digital Place** - The Council will support where necessary the provision of fast and effective digital infrastructure for residents, businesses and visitors, and will exploit digital technology to make the borough a better place.
 - **Digital by Design** - Embracing digital technology to enable council services to be delivered online with the capability to meet the future needs of the authority, with digital services designed in such a way that customers choose to use them as a default, whilst still supporting those who are not yet capable of doing so.
 - **Digital Workforce** - Building a culture that embeds digital ways of working at all levels of our organisation, in order to build our digital capability and create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery.
 - **Digital Infrastructure** - Ensuring we harness new and emerging technologies to support the redesign services in a way which meets the changing expectations of staff, residents and businesses.
 - **Data for Digital** - Making better use of data and making data more accessible to residents through online council channels, increasing accessibility and transparency.
- 1.8 Pages 13 to 15 of the Digital Strategy contain a high level list of actions or projects that support the delivery of the Strategy which were identified as part of discussions with Managers during the formulation of the Strategy. The table indicates a rough timescale for delivery of these actions or projects, however these timescales may change.
- 1.9 An annual update on progress with these actions will be brought back to Policy & Resources Committee.

2. AVAILABLE OPTIONS

- 2.1 The Council does not need to adopt a Digital Strategy. The Council would still continue to respond to technological advances and demand from customers; however this may not be in such a cohesive way.
- 2.2 That the Digital Strategy is adopted.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 We recommend adoption of the strategy at Appendix 1. This will ensure the Council achieves the digital progress required to enable it to keep pace with new technology and the expectations of customers. Specific projects also directly support the Council’s priorities of Keeping Maidstone Borough an attractive place for all and Securing a successful economy for Maidstone Borough.
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4. RISK

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

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Digital Strategy has been developed following discussions with Members of Policy & Resources Committee in December 2017, Wider Leadership Team in January 2018 and Heads of Service and Managers between September 2017 and March 2018.
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6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The Digital Strategy sets out at pages 13 to 15 the principal actions to be undertaken once it is adopted.
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7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. However, the Digital Strategy itself will support the Council’s overall achievement of its aims as set out in section	Head of Commissioning & Business Improvement

	3 - preferred alternative.	
Risk Management	See section 4.	Head of Commissioning & Business Improvement
Financial	Implementation of the Digital Strategy can be accommodated within existing budgets. It is expected that the Strategy will contribute to future cost savings.	Section 151 Officer & Finance Team
Staffing	We will deliver the Digital Strategy with our current staff resources.	Head of Commissioning & Business Improvement
Legal	No specific legal implications are identified. The Policy and Resources Committee are responsible for all policy matters not otherwise allocated to any other committee or to Council as part of the policy framework. As such it is for the Policy and Resources Committee to approve the strategy.	Interim Deputy Head of Legal Partnership
Privacy and Data Protection	The strategy acknowledges the need to comply with the General Data Protection Regulations. As such privacy should form part of the design of any new digital initiative and where necessary a Privacy Impact Assessment will need to be carried out.	Interim Deputy Head of Legal Partnership
Equalities	The adoption of the Strategy itself does not directly propose a change in service therefore will not require a full equalities impact assessment, however the equalities impact will be considered as individual projects are progressed. The stage 1 equalities Impact assessment is shown at Appendix 2.	Equalities and Corporate Policy Officer
Crime and Disorder	The Strategy does not have an	Head of

	impact on Crime and Disorder.	Commissioning & Business Improvement
Procurement	The Policy does not require any immediate procurement. Any future procurement exercises for products or services that would enhance our approach will be undertaken in line with applicable Contract Standing Orders.	Section 151 Officer

8. REPORT APPENDICES

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

- Appendix 1: Digital Strategy
- Appendix 2: Equality Impact Assessment

Maidstone Borough Council's Digital Strategy 2018 - 2021

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Maidstone Borough Council Digital Strategy 2018 – 2021

Maidstone Borough Council's Digital Strategy describes how digital and shared ICT resources will support our organisations' core activities and strategic priorities into the future.

Introduction

The introduction to the strategy and the section describing Our Future Organisations has been jointly written by officers representing the digital and ICT functions of the three Councils comprising Mid-Kent Services (MKS). The purpose of joining together to write these sections of the strategy is to align our future approaches to working in the digital age and consequently provide a clear and coherent set of priorities for our shared ICT service to work to.

The Digital Revolution is changing the world. The pace of change driven by technology over the past 10 years has been breath-taking. It will only increase in the next 10 years and we must be prepared as an organisation to meet the future.

Maidstone Borough Council's Digital Strategy highlights the importance of implementing a digital infrastructure and culture across Maidstone – utilising digital technology to drive better services and reduce costs - and helping to ensure that everyone who wants to, has the chance to benefit from these changes

The adoption of a Digital Strategy is about more than just the technology we use. It will enable the three MKS Councils to radically rethink how we work with our staff, suppliers and partners to deliver efficient, cost effective and high quality services for customers. Senior officers will play a key role in the success of the Digital Strategy and the development of a digital and agile culture through their leadership, support and encouragement of innovation

Transformation Challenge Award

The partnership was awarded £569,000 of funding from the DCLG's Transformation Challenge Award, which committed the Councils to developing better online services, improving customer satisfaction and delivering efficiency savings.

Digital in our strategic plans

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

"Equality - ...services that are fair and easy to access."

"Integrity - We work with our partners and customers to create a feeling of openness and transparency in everything we do."

"Value – aiming to get the maximum effect for every penny of public money we spend."

Our Future Organisations

This strategy makes an effort to describe how our organisations will operate in three to five years' time and the contribution that ICT & Digital technology will make

Customers

Our future service delivery model will maximise the use of digital technology, but not forget the person we are serving – services will be designed through an iterative process of research and user-testing to achieve best results. The move towards more digital working will help us manage demand better and target scarce resources at the most vulnerable. In five years' time we expect that:

- ✚ The default channel for communications and engagement will be electronic.
- ✚ Customers will be able to use an online account for the majority of their service requests and information. They will manage their own data (e.g. change of address, telephone numbers) and their relationship with the Council (the services they choose to take).
- ✚ Customers will continue to be assured that the Council can be trusted with their personal information.
- ✚ Communications with the customer will be targeted and personalised.
- ✚ The Council will implement a Digital Inclusion Strategy to ensure those who cannot use digital services will not be excluded.
- ✚ We will continue to make use of customer insight tools to better understand our residents and businesses. A good understanding of customer needs is central to service design.
- ✚ There will be a reduced requirement for staff-supported transactions, offering the potential to reduce the size of our face-to-face customer service centres.
- ✚ Where appropriate, the Council will take an active role in conversations on social media.

Workforce

Our workforce remains our most important asset – without them we cannot deliver services. Changing demands require them to more mobile, flexible and cover a wider range of tasks and activities than ever before. Future digital technology, improved communications and transformational change will release our workforce from their desks, allowing them to operate from anywhere. In five years' time, we expect that:

- ✚ Our workforce will continue to deliver excellent customer service using technology and processes designed to support them in their work.
- ✚ Moving to digital working will help keep individual workloads manageable by reducing administrative work.
- ✚ Staff will feel empowered to change what doesn't work and there will be opportunities to gain skills relevant to the modern workplace.
- ✚ Staff will spend time with customers who have complex needs because everyday transactions and requests for information will be dealt with digitally.
- ✚ Staff will not be tied to a specific location, allowing them to operate from anywhere.
- ✚ We will equip our working environment to enable our staff to maximise their productivity by working digitally.

Technology and Service Re-design

We have the power and duty to provide well over 400 services, ranging from picking up abandoned shopping trolleys to licensing zoos. The legislation providing these powers and duties extends back to Acts passed in the early 20th Century and beyond. The processes and technology supporting these services have evolved over many years - in some cases decades - and require considerable administrative support to maintain the mix of paper and electronic case and file management.

These processes do not lend themselves well to the end-to-end digital transactions we aspire to. Our services need redesigning, maximising the potential of technology to deliver efficiencies and customer service improvements. To achieve this:

- ✚ Service re-design will be business led; technology will be an integral enabler.
- ✚ We will prioritise the design of digital services that enable customers to self-serve and data inputting will be reduced to a minimum.
- ✚ Technology will support collaboration across the Council and with our partners
- ✚ When procuring new ICT systems we will, where possible, use open source tools and consider making source code open and reusable, publishing it under appropriate licences.
- ✚ We will standardise systems across the ICT partnership.
- ✚ We will promote the most efficient methods of payment and service delivery.
- ✚ Service performance indicators and monitoring will be focused on outcomes for customers.

- ✚ We will have reduced the cost of service delivery by delivering more services digitally.

Community and Partners

We are a trusted and integral part of our community, working to improve outcomes for all through close working with a wide variety and number of organisations. Reducing digital exclusion relies on improving access, skills and motivation to use the internet and trust in online services. Together with our partners we can reduce digital exclusion and promote a local economy maximising the use of digital and technology to benefit our Borough. To achieve this:

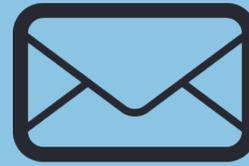
- ✚ We will maximise the use of digital in our economic strategies.
- ✚ Use digital means to promote a closer relationship with local business and to encourage new opportunities.
- ✚ We will work with our partners including parish councils and community groups to increase the number of people who are using Council services online.
- ✚ We will encourage the use of technologies to improve quality of life for our residents.

Context

The Council has already made good progress in embracing the digital agenda. We have been using digital technology as part of our Customer Service Improvement Strategy 2013-16, helping to improve the customer experience and target resources. A wide range of services has been successfully moved online, with positive customer feedback and successes in managing demand.



Over 1.1 Million website visits in 2017



More than 16,000 residents have chosen e-billing



Over 15,000 online transactions per month



9 out of 10 UK adults use the internet at least weekly



69% of UK adults have completed a Government process online



90% of UK households in Britain have internet access



77% of UK adults regularly buy goods or services online

Challenges

RISING DEMAND



RISING EXPECTATION



FEWER RESOURCES



We live in an age of technological revolution. People rightly expect the same quality of services from us as they get in other aspects of their lives. In order to face many policy and financial challenges, we need to transform how the council works and redesign public services around residents.

Opportunities



The savings available through encouraging more of our residents to use digital services to connect with us are significant. National figures from SOCITM suggest that each digital transaction costs Councils around 15p whereas every face to face contact costs on average around £8.62

Delivering the Strategy

The digital vision identifies how Mid Kent Services see the future of digital developing over the next 3 to 5 years. Maidstone have prioritized two key areas on which to focus our efforts, and we have developed six supporting themes which will guide the decisions we make and the way in which we will deliver in order to achieve our vision.



A Digital Community

- A digitally enabled Maidstone
- More community engagement
- Easily connect with Council
- When and where you choose
- Tell us once



A Digital Council

- Transformed culture and skills
- A mobile workforce
- Joined-up data
- Led by customer experience
- Open by default data approach

Our Digital Themes

We have six Digital Themes which support the two key areas and relate to how the Council will improve the delivery of services using digital technologies as well as enabling communities to use modern technology to more efficiently access services and collaborate with the Council.

Digital Customer

Reducing digital exclusion by providing digital skills and access to digital services for all residents of the borough

Digital Place

The Council will support where necessary the provision of fast and effective digital infrastructure for residents, businesses and visitors, and will exploit digital technology to make the borough a better place

Digital by Design

Embracing digital technology to enable council services to be delivered online with the capability to meet the future needs of the authority, with digital services designed in such a way that customers choose to use them as a default, whilst still supporting those who are not yet capable of doing so.

Digital Workforce

Building a culture that embeds digital ways of working at all levels of our organisation, in order to build our digital capability and create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery.

Digital Infrastructure

Ensuring we harness new and emerging technologies to support the redesign services in a way which meets the changing expectations of staff, residents and businesses.

Data for Digital

Making better use of data and making data more accessible to residents through online council channels, increasing accessibility and transparency.

A Digital Community



A Digital Community

People living, working in and visiting Maidstone will have access to the benefits of a digitally enabled society and digital will facilitate greater community participation and informed decision making.

Customers will be able to easily connect with the Council at a time and place convenient for them, they will only need to tell us once and can be confident that we will get it right first time.

Supporting Themes

Digital Place

We want to have a connected Maidstone, that reaps all of the benefits that digital can offer. For this to be achieved everyone in Maidstone needs to have access to fast broadband.

Kent County Council is working with the Government's broadband agency **Broadband Delivery UK (BDUK)** to improve access to superfast broadband services across Kent.

The **Making Kent Quicker programme** covers a range of projects that Kent County Council is leading to improve broadband infrastructure.

95% of properties across Kent and Medway can now access a superfast broadband service of at least 24mbps.

BT provides a **basic broadband** service for those on benefits

The **Telecommunications Infrastructure (Relief from Non-Domestic Rates) Act 2018** was given Royal Assent in February 2018. By enabling 100% business rates relief, the bill provides incentives for operators to invest in the broadband network.

Actions in this area are covered in our **Economic Development Strategy**.

We will

- ✔ Work with KCC to ensure the roll out of high speed broadband across rural communities
- ✔ Work with KCC on ensuring Maidstone Businesses benefit from the extended roll out programme.
- ✔ Encourage all new developments to provide the required infrastructure to enable fibre to all premises
- ✔ Work closely with KCC to consider and implement ways to increase the speed, reliability and coverage of broadband across Maidstone, especially in rural areas
- ✔ Help identify areas where poor broadband provision is hindering the development of business to help inform the areas of focus for the extension programme to the BDUK funding.

A Digital Community

Digital Customer

We have been deploying digital technology as part of our customer service improvement strategy for some time, helping to improve the customer experience and reduce resources.

We currently offer over 80 services online via e-forms with around 180,000 transactions submitted in 2017. We already have a customer portal offering customers the opportunity to manage their Council Tax and Housing Benefit accounts online and in 2017 purchased a customer account package to enable all customer transactions to be brought together in one place.

Overall, we have been successful in moving customers to digital ways of transacting, leading to an 80% reduction in the number of face to face contacts since 2016. This has helped us save money, but more importantly, keep up with customer demand.

We will:

- ✔ Ensure we provide support for those people who can't use online services on their own
- ✔ Develop a digital inclusion strategy
- ✔ Enable all transactions to be done online and all information to be sent to residents electronically through processes such as e-billing
- ✔ Develop a seamless multi-channel system that enables customers and staff to track customer transactions regardless of how they were submitted
- ✔ Encourage more people to try digital services by providing friendly advice and assistance to customers

Digital by Design

The Council will move to a principle of 'Digital by Design' across all services. Delivering services through the channels that customers and businesses want to use and are most appropriate to their enquiry.

For the majority of transactional contact, self-service options will be available. These channels will reduce the need for contact with the council, creating capacity for complex enquiries from customers to be supported as needed. Consideration will be given to the end to end customer journey to identify when and why a customer contacts us, acknowledging that different customers have different needs.

The pace of technology innovation is leading to different expectations of services. People want transactional services and information to be accessible 24/7 through their preferred device and that demand continues to increase, as does our need to deliver services at a lower cost.

We will:

- ✔ Design our digital services around our customers' needs and adopt a standardised approach to user centred digital service redesign, based on the Local Government Digital Service Standards
- ✔ Use an agile approach to building services following our Discover, Build, Measure & Iterate model
- ✔ Ensure that we use a digital-first approach when improving or providing new services
- ✔ Identify appropriate performance measures for digital services to make sure they meet our expectations



A Digital Council

Staff will be enabled through culture, information and technology to provide an excellent

connected service to all residents and businesses in Maidstone. Joining up data and improving the experience for our customers will guide the way we do business and we will have an open by default approach to data

Supporting Themes

Digital Workforce

We will build a culture that embeds digital ways of working at all levels of our organisation, in order to build our digital capability and create a digital workforce which is agile, mobile and using the most appropriate technologies to support service delivery.

The **Government's digital strategy** predicts that within 20 years 90% of all jobs will require digital skills and we need to ensure that we support staff to cultivate an environment of digital self-confidence and capability.

Digital technology and the opportunities it provides will become a key consideration in service planning and policy development across the council and all services will actively identify opportunities to implement digital technology as part of the service planning process.

Development of an agile workforce can bring service improvements and allow rationalisation of buildings and back office functions and increase productivity through new ways of working.

We will:

- ✚ Embed the need for digital skills in to all job roles
- ✚ Build the digital skills of our workforce and councillors
- ✚ Include the requirement for identification of opportunities to implement digital technology as part of the service planning process.
- ✚ Set challenging corporate 'channel shift' and digital targets
- ✚ Further explore agile working to improve services to the customer, better utilise buildings, support the staff travel plan and also enable a work / life balance for staff
- ✚ Continue the move to paperless offices with the exploitation of functionality of existing systems through new ways of working
- ✚ Reduce print outputs through a move to automated responses, improved web information, introduction of customer portal and other digital methods

Digital Infrastructure

We will seek to put ourselves in a position where we can harness new and emerging technologies to redesign public services in a way which meets the changing expectations of services, staff and residents

Truly digital end to end processes can only be delivered if they are built on a proper digital infrastructure, made up of modern systems that are easy for customers to use, meet the needs of a modern mobile workforce and connect with each other out of the box. We currently have many legacy systems that were designed, built and purchased before the digital age and these systems act as a real barrier to delivering our vision.

We must ensure that what we buy is consistent with our Digital Strategy and objectives. Any new systems should be cloud native, mobile ready, interoperable and proportionately secure, and we will encourage a flexible relationship with technology providers by, where appropriate entering into contracts with shorter time frames to enable us to keep pace with technology changes.

We will:

- ✚ Define what makes a 'good' system for the digital age and update our procurement strategy and commissioning process so that systems are only purchased if they meet this definition
- ✚ Review whether core corporate systems, such as Outlook, should be replaced with more modern, cloud based systems that would better support mobile digital working and deliver savings
- ✚ Move from the current position of a fully managed on premise IT infrastructure service to a mix of on-site, off-site, cloud and other technologies
- ✚ We will exploit digital tools to enable our staff to work flexibly and operate where required
- ✚ Ensure every digital interaction will be safe, secure and appropriate
- ✚ Explore at an early stage the potential of emerging digital technologies, and be open to adopting these as soon as they are seen to be beneficial and reliable. These include:
 - ✚ Artificial Intelligence and robotic automation
 - ✚ Automated communications including chat bots
 - ✚ Voice recognition
 - ✚ Evolving security features for staff and residents to access services, such as thumb, voiceprint and face recognition
 - ✚ Immersive experience, including virtual, augmented and mixed reality
- ✚ Work to adopt central government tools, such as GOV.VERIFY and GOV.NOTIFY

Data for Digital

The Council holds a vast amount of data about its residents and businesses but does not maximise its value. Data about the same individual is held in multiple back office systems but is rarely connected or shared. This siloed approach impacts our ability to get a true 'single view of the customer' and often requires the customer to notify the council more than once about the same thing. Our data should be seen as a business asset so that through better use of systems it is easy to find, is managed consistently across the Council and can be translated into information to enable intelligent decision making, subject to legal requirements designed to ensure personal privacy including the General Data Protection Regulation.

We will make sure that there is an array of information readily available on-line for citizens to resolve their enquiry themselves

- ✚ We will make all relevant information available to staff, members and partners, wherever they are, to ensure robust decision making
- ✚ Ensure one version of the truth for property, business and citizen records with clear data ownership and management.

We will:

- ✚ Develop an open data strategy and data sharing policy for data to be shared more freely between departments
- ✚ Enable the collation of customer data in a secure system that allows easy access to appropriate staff and departments
- ✚ Using Data Analytics to support prevention and early intervention
- ✚ Work with partners to explore opportunities – including sharing data and intelligence - for digital to deliver a 'one public service' approach to service delivery
- ✚ Use geographical data and demographic information to optimise delivery of all relevant services.

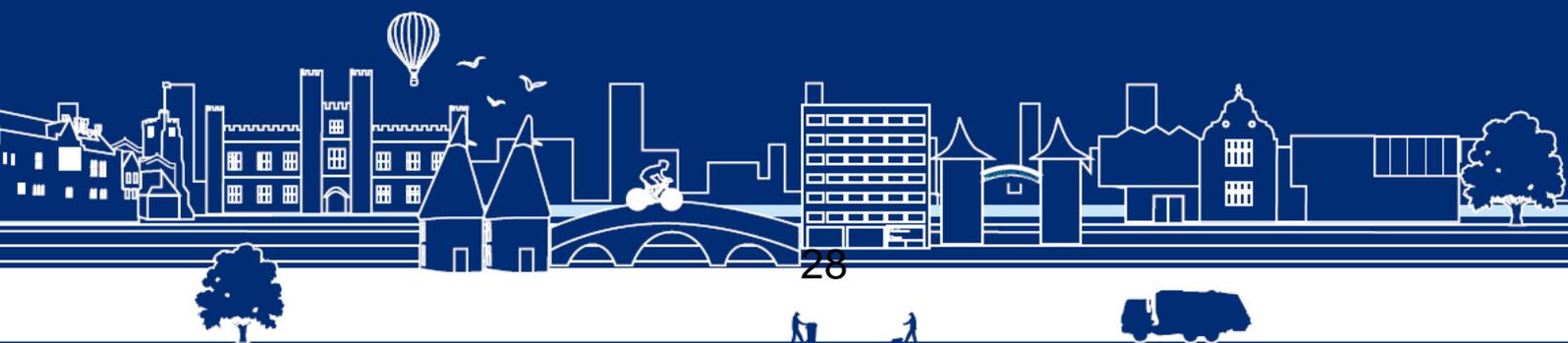
Delivering the Strategy

The following is a high level list of actions or projects that link with the delivery of the digital strategy. The list is not complete and will continue to be developed over the course of the strategy. Time frames for delivery may change as new projects emerge.

Actions	2018 / 2019	2019 / 2020	2020 / 2021
Ongoing Redesign of Council website			
Implement a digital customer services platform			
Introduce systems, integrated with the digital customer service platform to facilitate electronic methods of communication			
✚ Email subscriptions for Council news			
✚ Digital notifications for updates to Council services			
✚ Online consultations, surveys and engagement			
Create and maintain Digital Inclusion plans addressing the key barriers to take-up			
Develop a set of digital KPI's to measure service performance against digital strategy objectives			
Refresh the procurement guidelines with a view to procuring the right digital systems			
Maintain and update our privacy policies and data sharing agreements to facilitate the sharing of information between departments			
Explore alternatives to Connexica business intelligence system and develop a policy to maximise insight from the data we hold			
Implement electronic payment software that is fully compliant with the banks' Payment Card Initiative			
Explore the use of AI, and voice activated services such as Amazon Alexa or Google Home			
Digitise or otherwise deal with paper files to reduce storage requirements.			
Explore the use of Social Sign on for the digital customer service platform			
Revenues and Benefits			
✚ Purchase and implementation of additional Capita advantage digital modules including suite of online forms and automation processes			
✚ Link online service requests and transactions to corporate digital customer service platform			
✚ Programme to increase the take up of ebilling and e-notification for benefits			
Communications			
✚ Explore potential for e-newsletters to replace or compliment Local magazine.			

Actions	2018 / 2019	2019 / 2020	2020 / 2021
Parking Services			
☑ Introduction of parking enforcement mobile technology as part of the new enforcement contract			
☑ Procurement of new cloud hosted parking system to replace the current Imperial system.			
☑ Design of new digital customer facing service to manage virtual parking permit system			
Planning			
☑ Programme of work to increase the proportion of applications submitted electronically			
☑ Provision of more open data for customers			
☑ Explore options for electronic notification of nearby planning applications			
☑ Transfer existing processes for service requests to new Digital Customer Services Platform.			
Building Control			
☑ Creation of online application process			
☑ Transfer existing processes for service requests to new Digital Customer Services Platform.			
Housing			
☑ Procurement of housing register application system to replace Locata			
☑ Link new housing register system with corporate digital customer service platform			
Finance			
☑ Transfer existing payment related processes to new Digital Customer Services Platform			
☑ Explore better integration between finance and payroll systems			
☑ Review the appropriateness of Direct debit for annual payments			
Policy & Performance			
☑ Implement improved complaints handling system			
☑ Implement an improved FOI handling system			
☑ Make more information available online to reduce FOI requests			

Actions	2018 / 2019	2019 / 2020	2020 / 2021
Democratic Services			
☑ Roll out of Skype for Business to Councillors			
☑ Reduce printing for agendas and papers for committees			
☑ Explore alternative webcasting options including the potential to use You Tube			
Customer Services			
☑ Introduction of web chat			
☑ Trial the use of bots for simple web chat enquiries			
Waste and Street			
☑ Extend the use of mobile worker to parks and open space			
☑ Improve the provision of customer report tracking to keep customers informed of progress with reports			
☑ Implementation of workforce tracking			
☑ Project to enable street cleansing data to be presented publically on the councils website			
☑ Introduce targeted outbound messages and reminders to reduce the number of missed bin reports			
Commercial waste			
☑ Introduction of customer accounts			
☑ Review the Abavus waste module			
Crematorium			
☑ Mapping of the cemetery and completion of electronic burial records to enable public searchable records			
HR			
☑ Build a recruitment mini site			
☑ Electronic New Starter Pack			
Environmental Health			
☑ Develop fully online service requests, integrating into Idox Uniform.			



Stage 1: Equality Impact Assessment

1. What are the main aims purpose and outcomes of the policy change and how do these fit with the wider aims of the organization?

The Digital Strategy focuses on 6 key areas to embed the tools and capabilities to enable us to be a digital council. The implementation of the tools and capabilities will need to be supported by changes to culture and ways of working to maximise the benefit from the use of digital technologies.

The six key focus areas are:

- Digital Customer
- Digital Place
- Digital by Design
- Digital Workforce
- Digital Infrastructure
- Data for Digital

The implementation of the Strategy covers a 3 year period

It is expected that as projects are initiated they will complete their own EqIA as required

2. How do these aims affect our duty to:

- **Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the act.**
- **Advance equality of opportunity between people who share a protected characteristic and those who do not.**
- **Foster good relations between people who share a protected characteristic and those who do not.**

No

3. What aspects of the service change including how it is delivered or accessed could contribute to inequality?

The Strategy itself does not change how a service is delivered. It does promote the increase in digital transactions, however does not propose to remove any traditional service channels.

The Strategy is clear to include links to Digital Inclusion and support for customers who will not be able to access services through these digital channels.

4. Will the policy have an impact (positive or negative) upon the lives of people, including particular communities and groups who have protected characteristics ? What evidence do you have for this?

No

If the answer to the second question has identified potential impacts and you have answered yes to any of the remaining questions then you should carry out a full EQIA set out as stage 2 below.

Policy & Resources

25 April 2018

Corporate Risk Update

Final Decision-Maker	Policy & Resources Committee
Lead Director	Mark Green - Head of Finance & Business Improvement
Lead Officer and Report Authors	Russell Heppleston – Deputy Head of Audit Partnership Alison Blake – Audit Manager (Maidstone & Ashford)
Classification	Public
Wards affected	All

Executive Summary

In this report we provide Members with an update of the Council’s corporate risks, and more generally, an update on the risk management process. We provide this update twice a year, but this will be the first update since adoption of the [risk appetite statement](#) in October 2017.

This report makes the following recommendations to this Committee:

1. That the Corporate risks (as set out in Appendix 1) are **discussed & noted**

Timetable

Meeting	Date
Policy & Resources Committee	25 April 2018

Corporate Risk Update

1. INTRODUCTION AND BACKGROUND

- 1.1 Risk management is the process undertaken to identify, evaluate and manage risks. In early 2016 we implemented a new risk management framework designed to improve the risk management process. This included implementing a programme of monitoring and review stages for Officers and Members. As a result, we have been providing updates twice a year to this Committee to present risk information and detail how the corporate level risks are being managed.
- 1.2 Following our last update in October 2017, Members adopted the [risk appetite statement](#). This statement sets out the level of risk that the Council is willing to take in order to achieve objectives, and also establishes a process for risks that sit above the tolerance level. This was the final element of the risk management process to be implemented, and so since that time we have been working with Officers to update and review all the Council's risks in accordance the appetite and tolerance levels.
- 1.3 This report provides Members the with outcomes of this review work, including:
- Updates to each corporate risk
 - Risks in the context of our Mid Kent partners
 - Operational risk profile
 - Planned work for 2018/19
- 1.4 The update report is attached in **appendix 1** and a full copy of the risk register is attached in **appendix 1A**
-

2. AVAILABLE OPTIONS

- 2.1 In order for any risk management process to be effective it is vital that risk information is reported, that risks are monitored and that action is taken to manage risks to an acceptable level. This has been recognised by the Committee who have requested updates twice a year.
- 2.2 An alternative option would be for the Committee to change the frequency of our reporting of risks, or stop it altogether. This would however be contrary to previous requests.
-

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 This report is largely for noting and for discussion during the meeting. This has been a valuable exercise in past meetings, and so the preferred option would be for these updates to continue in this format.
-

4. RISK

4.1 The focus of this report is risk management. The update is presented for information only and so has no risk management implications.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 All risks are allocated an owner, that is, someone in the Council who is best placed to co-ordinate a response and to monitor progress. Risk owners range from our Managers, Heads of Service, up to Corporate Leadership Team.

5.2 Risk owners provide their own updates and so all of the Officers identified in the report, and all of the Corporate Leadership Team, has been consulted on the content of this update.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 Unless requested otherwise, we will continue to report risk updates to Members of this Committee every 6 months.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Risk management is a key component in the Council's governance. Good governance underpins everything that the Council does.	Russell Heppleston Deputy Head of Audit Partnership
Risk Management	Risk management is the focus of this paper.	Russell Heppleston Deputy Head of Audit Partnership
Financial	Risk management support is provided through the Mid Kent Audit partnership within existing budgets. This decision therefore has no direct financial implications.	Russell Heppleston Deputy Head of Audit Partnership

Staffing	There are no staffing implications to this decision.	Russell Heppleston Deputy Head of Audit Partnership
Legal	There are no legal implications to this decision.	Russell Heppleston Deputy Head of Audit Partnership
Privacy and Data Protection	There are no privacy or data protection implications to this decision.	Russell Heppleston Deputy Head of Audit Partnership
Equalities	The recommendations do not propose a change in service therefore do not require an equalities impact assessment	Russell Heppleston Deputy Head of Audit Partnership
Crime and Disorder	Not applicable	Russell Heppleston Deputy Head of Audit Partnership
Procurement	Not applicable	Russell Heppleston Deputy Head of Audit Partnership

8. REPORT APPENDICES

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

- Appendix 1: Corporate Risk Update

9. BACKGROUND PAPERS

The risk management framework (detailed guidance) was reported to Policy and Resources Committee in February 2016 and is publically available on the Council's [website](#).

The Council's risk appetite statement was agreed by Policy and Resources Committee in October 2017 and is publically available on the Council's [website](#).

Corporate Risk Update – April 2018

Introduction

Effective risk management is a vital part of the Council's governance, and contributes greatly to the successful delivery of services and the key priorities. The Council has always recognised and supported the need to have effective risk management processes, and so, in [February 2016](#) updated and refreshed procedures and guidance.

As part of this work, we (Mid Kent Audit) took lead responsibility to co-ordinate and embed revised risk management processes across the Council. Our role includes reporting regular updates to Officers and Members, through the Corporate Leadership Team (CLT), Policy & Resources Committee and the Audit, Governance & Standards Committee. We also provide support and training to help ensure that risks are being effectively managed.

Having valuable and up to date risk information allows for both the management and oversight functions to happen effectively. Executive management has the role to identify the right risks, and review the substance of each risk to ensure that responses and actions are correct and that risks are being actively managed. Oversight is provided by the Audit, Governance & Standards Committee as those charged with governance, who seeks assurance that the Council operates an effective process.

In our last update in October 2017, the Committee adopted the [risk appetite statement](#). This framework sets the risk tolerance levels, and guides risk owners on how to report, address and monitor their risks (***see appendix 1B***). Following the adoption of the risk appetite statement we have designed this update to show how this has been applied across the Council, with the focus being on the high level risk issues.

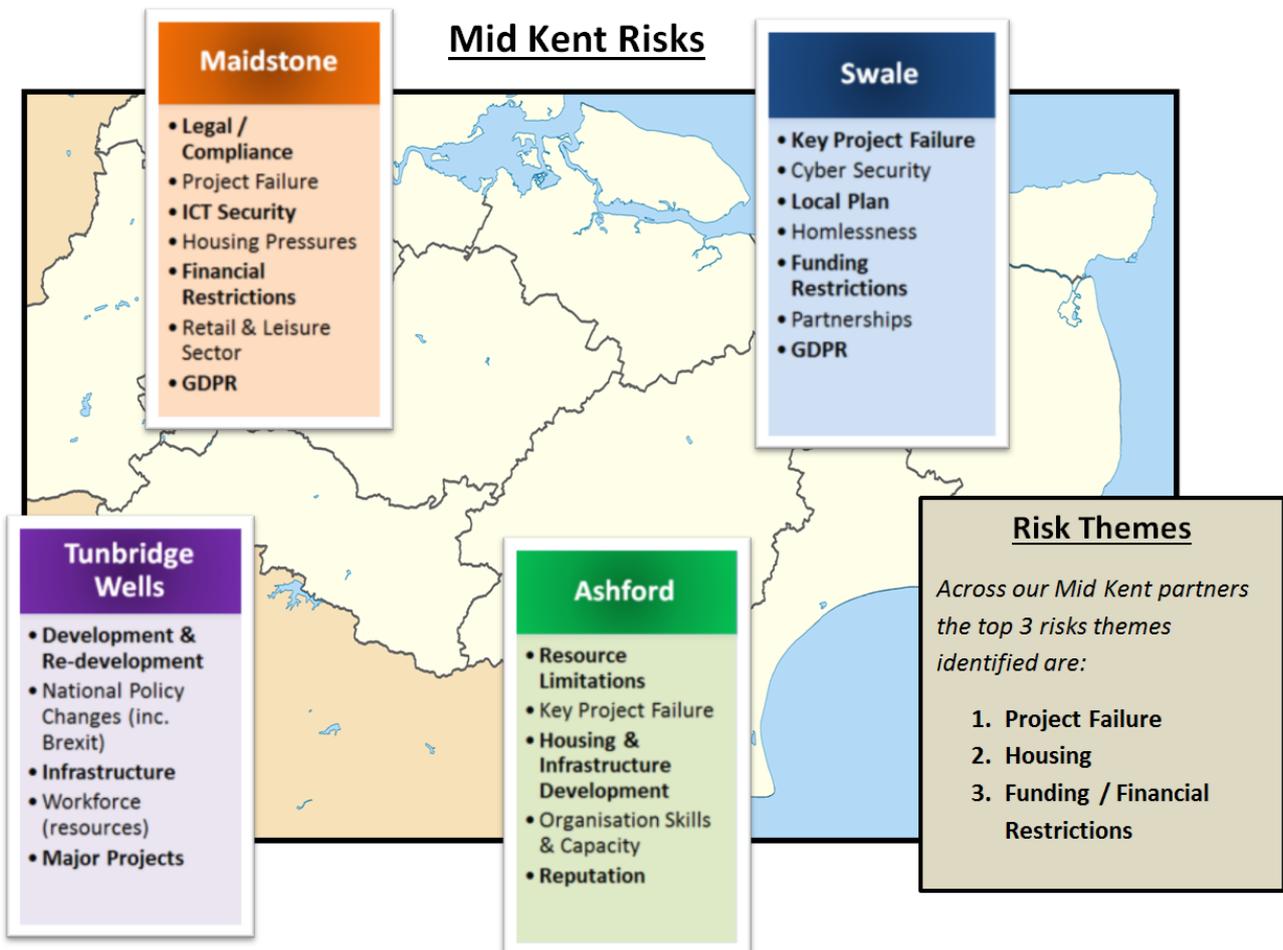
Mid Kent Partners

At the corporate level, our risk register reflects those strategic level risks that could have a much wider impact on the services we deliver, and how we operate as an organisation. The external environment is complex, and new risks are emerging all the time. So it is important that the process is designed to enable the fluid movement of risks as they emerge, become managed and eventually removed from the register. We appraise our external environment in various ways, including horizon scanning and through strategic planning, but also by working closely with our partners.

Through the internal audit function we support and deliver the risk management process across our Mid Kent partners, this includes Tunbridge Wells and Swale (through MKS) but also Ashford (as part of the audit partnership). This enables us to capture insight across the other sites and gain a greater understanding of similar risk issues facing each Council. Partnership working allows us to share these insights, and where possible develop and strengthen strategies in how we respond to key risk issues.

For instance, the introduction of the General Data Protection Regulations (GDPR) in May 2018 presents significant risks for all organisations, not just the Council. Through our work with governance working groups across Swale and Maidstone we have been able to support the inclusion of this risk into the corporate risk register. We are then able to share information to assist with the implementation of key controls to help manage the impact of the risk.

The figure below shows some of the highest scored corporate (and strategic) risks for each of the partners. From this high level view we are able to see some clear risk themes:



Risk Themes

PROJECT FAILURE

Each Council is running large and complex projects, and exploring new ventures and developments that have significant inherent risks. All 4 Councils have large regeneration projects under way, and so it is right to see the risks around project failure high on the risk profile.

How is Maidstone responding to this risk?

Corporate Risk D (see appendix 1A for full risk description)

- Well-developed capital programme and financial monitoring
- Well defined and embedded project governance frameworks
- Access to specialist expertise and skills needed to run complex projects
- Investment in systems, resources, and training

HOUSING

There is some variation over the specifics of the risks, with Maidstone and Swale both highlighting the challenges around increased homelessness, and Tunbridge Wells and Ashford highlighting demand on housing development. However, the risks relating to housing clearly have a potentially significant impact on the Council's ability to fulfil its statutory obligations, and effectively manage legislative changes, and manage the associated costs.

How is Maidstone responding to this risk?

Corporate Risk G (see appendix 1A for full risk description)

- Budget support through the Medium Term Financial Strategy (MTFS)
- Investment into homelessness prevention
- Purchase / leasing MBC owned stock for temporary accommodation
- Closer partnership working across the housing sector

FUNDING

Re-examination of Local Authority funding resulting in the reduction and eventual removal of Revenue Support Grant has meant that all Councils have had to think differently about responding to the financial challenge. As such, the risks relating to financial management and potential further funding restrictions are high, and being carefully planned for.

How is Maidstone responding to this risk?

Corporate Risk I (see appendix 1A for full risk description)

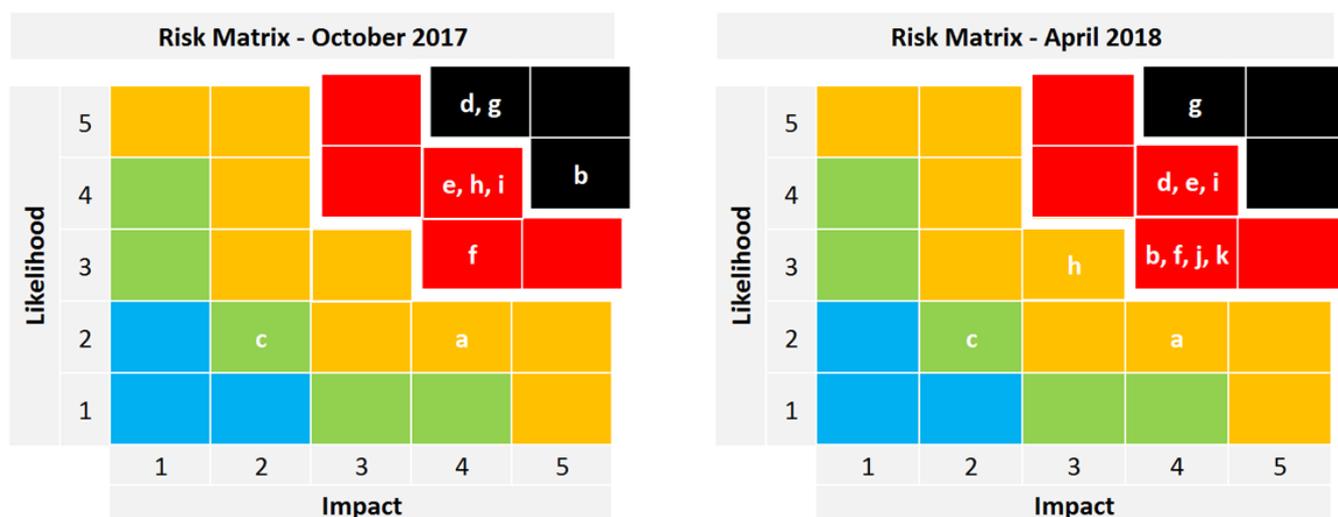
- Robust Medium Term Financial plans and longer term funding strategies
- Close monitoring of budgets
- Transformative work on service delivery and use of technologies
- Lobbying Central Government to lessen impact

As risk management becomes more consistently embedded across our partners it will be possible to gain a richer understanding of how similar risks are being managed. This can also be extended out more widely across the Public Sector. In time this will enable us to refine our risk responses, and to share effective strategies and key controls to managing these risks.

Corporate Risk Update - April 2018

The Council's corporate risks are those risks which could impede the achievement of our strategic objectives. The corporate risk register was last reported to Members in October 2017 following a full exercise to update and refresh them in accordance with our priorities and operational risk themes.

The matrices below provide a snapshot of the corporate risk profile, with the location on the matrix being dependent on the score of risk likelihood and impact. This is based on the inherent risk, i.e. the risk impact and likelihood considering any existing controls in place to manage the risk, but before any further planned controls are introduced. For a base comparison we have included the profile from the previous risk update:



The following table illustrates the risk heading and summarises how the risk has moved between October 2017 and April 2018:

Risk Title & Movement		
a	Breakdown of Governance Controls	↔
b	Legal / Compliance Breaches	↓
c	Workforce Capacity & Skills	↔
d	Project Failure	↓
e	ICT Systems Failure / Security	↔
f	Poor Partner Relationships	↔
g	Housing Pressures Continue to Increase	↔
h	Delivery of the Local Plan Review by April 2022	↓
i	Financial Restrictions	↔
j	General Data Protection Regulations (GDPR)	+
k	Major contraction in retail and leisure sectors	+

Key
 No change in risk score
 Reduction in risk score
 Risk added

Since October 2017 the Council has identified two new Corporate Risks (j and k).

GDPR has been added to the corporate risk register to reflect the prominence of the potential impact of the new legislation. Previously, this risk was managed through separate entries on two operational risk registers (Policy & Information and MKS ICT services).

The **contraction of the retail and leisure sector** risk was also previously an operational risk (Economic Development). However, due to the potential significant impact on the sector caused by online shopping patterns, this has been escalated to the corporate risk register.

Other changes in the Corporate Risk Register are summarised below:

- **(a) Legal / Compliance Breaches:** Reference to GDPR has been removed and the controls in place to manage the risk have been updated. This has led to an overall reduction in the risk score.
- **(d) Project Failure:** The implementation of some of the controls which were planned in October 2017 has led to a reduction in the overall risk score.
- **(g) Housing Pressures:** This risk has been updated to incorporate an operational risk around the Homelessness Reduction Act. Existing and planned controls have been updated to incorporate actions from this risk but at this stage it is too early to judge if implementation will lower the inherent or residual risk scores.
- **(h) Local Plan Review:** This risk has been redefined following successful adoption of the Local Plan (LP). The risk now reflects the challenges relating to the LP Review and the delivery of outputs of the existing LP. Existing and planned controls have been fully updated and the risk score has been re-evaluated.

Through review of the matrices it is clear to see the reduction in overall likelihood and impact for 2 of the 3 previously rated **BLACK** risks. There is however still one risk that sits above the Councils tolerance (**risk g: Housing Pressures**). Controls have been identified to manage this risk down to a more acceptable level and as outlined in the risk appetite guidance, Corporate Leadership Team are receiving monthly updates from the Housing Service which allows them to monitor progress and provide guidance, support and focus where needed.

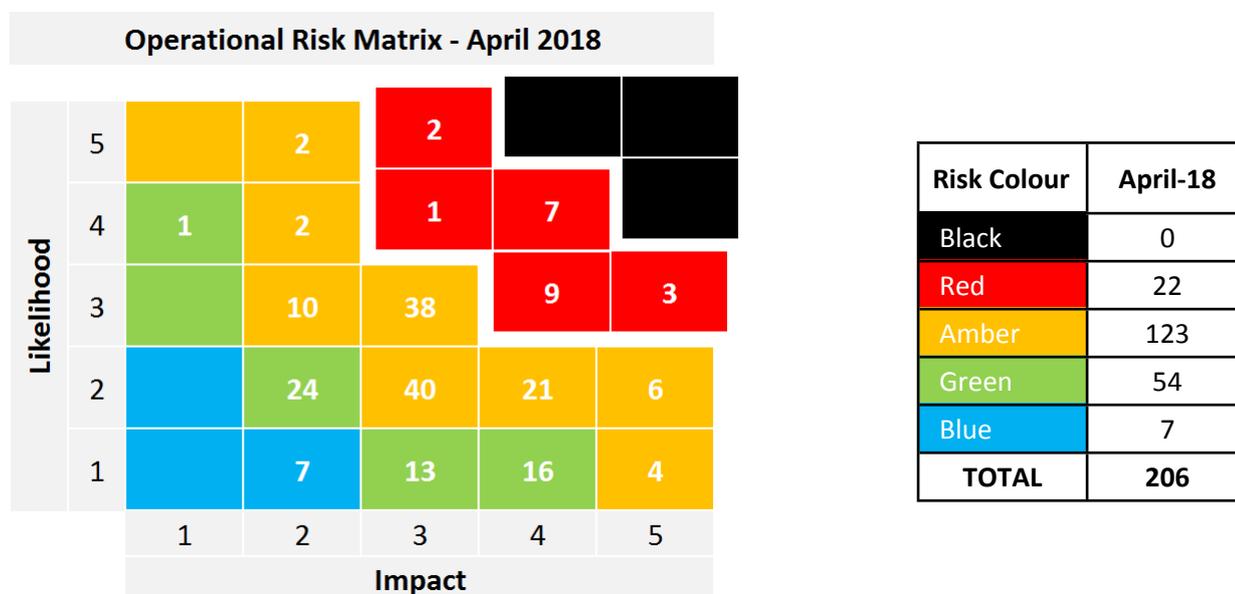
Further detail on the corporate risks, including a description of the risk and details of existing and planned key controls can be found in Appendix 1A.

Operational Risks

All Council services maintain an operational risk register. Collectively, these registers form the comprehensive risk register, and it is this complete register that is used to compile the risk update reports on a regular basis. These operational level risks across the Council underpin how we determine the corporate risks. For instance, if we start to see similar operational risks across multiple services, we can escalate those risks to the corporate level to ensure that a holistic approach to managing the risk is taken, across the entire organisation.

Operational risks are the responsibility of the services to manage, and so fall within the remit of our Managers and Heads of Service. However, in accordance with the risk appetite, risks continue to be reviewed and monitored based on overall score.

The following matrix shows the operational risk profile for the Council. This is based on the inherent risk, i.e. the risk impact and likelihood considering any existing controls in place to manage the risk, but before any further planned controls are introduced. The table shows the number of risks for each colour category.



These risks are managed in accordance with the Council's Risk Appetite Statement, whereby services routinely monitor their risks based on the risk score (*see Appendix 1B*). Quarterly risk updates are presented to Corporate Leadership Team (CLT) on all risks above the Council's appetite – i.e. those risks which are Red or Black (22 in total).

While there are currently no **BLACK** risks, they would feature more frequently on the CLT agenda. This is also the case should the circumstances for an existing risk change such that the score is increased. Monitoring of these high level risks enables more effective challenge on the effectiveness of controls, and also means that support can be put in place to help manage the impact of the risk.

By taking this joined up approach to include operational and corporate level risks, we are able to much more effectively manage the risks being identified, and use the risk management process to capture issue before they arise.

Next Steps

Risk management is a continuous process, and to be valuable it must be updated and maintained. Moving forward into 2018/19, the following areas will be our focus in order to further strengthen the risk management process and develop a positive risk culture across the Council:

1. **To undertake the first full review of the framework:** The framework has been operating for nearly 3 years, and so it is about the right time to review and where necessary update the framework to ensure that it remain fit for purpose;
2. **Develop a training programme:** We (Mid Kent Audit) have continued to facilitate workshops, and deliver risk sessions as and when requested. However, developing the overall knowledge and expertise for risk management across the Council requires a wider approach. We will be looking to develop a training session for managers and officers on the principles of risk management, and to tailor that with the framework and procedures;
3. **Enhance risk information and insights:** We will be undertaking a review of key controls and also drawing together thematic information on key risk areas – this will mean we can provide a richer level of risk information and start to identify similarities / root cause issues across the Council;

We have also recently procured an audit management system. Enterprise risk management tools are built into the software which will potentially enable us to be smarter and more efficient with how we maintain the risk register and how we generate risk information.

There have been significant improvements to how the Council manages risks over the last couple of years. Moving the Council to a position where risk management is adding real value and insight, and where processes are far more advanced than many other public sector and some private sector organisations. This wouldn't have been possible without the great deal of positive engagement and support from Senior Officers and Managers in the Council. So, we'd like to take this opportunity to thank officers for their continued work and support.

Corporate Risks

The table below sets out each of the corporate risks in detail. Risk owners have assessed the impact and likelihood of the risks and identified the key controls and planned actions necessary to further manage the risk to an acceptable level:

Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
Breakdown of Governance Controls Failure of the governance controls results in the Council making poor decisions or missing significant opportunities	Angela Woodhouse & Patricia Narebor	<ul style="list-style-type: none"> - Framework in Constitution - Committee agendas and work programmes - Process for quick decision making in place (Urgency Committee) - Member and Officer training programme - Legal advice available - Sign-off in modern prior to report release from S151, Legal and Policy and Information Team - Political Awareness and report writing training - Development of Annual Governance Statement and Local Code of Corporate Governance review 	4	2	8	<ul style="list-style-type: none"> - Regular review of the Constitution - Democracy Committee review of Committee System 	4	2	8
Legal / Compliance Breaches Breaches of regulations / laws result in significant financial penalties and damage to Council reputation	Angela Woodhouse & Patricia Narebor	<ul style="list-style-type: none"> - Individual service process designed to ensure compliance and supported by procedures - Information governance group - Training and guidance available and specific training given on report writing - Weaknesses identified by Internal Audit and action taken 	4	3	12	<ul style="list-style-type: none"> - Awareness Raising - AGS action plan being developed 	4	3	12

Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>Workforce Capacity & Skills The Council is unable to recruit or retain staff with the specialist, technical or professional expertise necessary to deliver its ambitions.</p>	Alison Broom & Bal Sandher	<ul style="list-style-type: none"> - Workforce Strategy monitoring and reporting - Regular benchmarking of salary levels with public sector employers in South East England <ul style="list-style-type: none"> - Rewards package - Training and development programme <ul style="list-style-type: none"> - Use of specialist agency staff - Ability to adjust pay / offer market supplements <ul style="list-style-type: none"> - Recruitment processes - Resilience from shared service arrangements 	2	2	4	<ul style="list-style-type: none"> - Implementation of actions from Investors in People assessment - Improved agency supplier agreement (Matrix) - Extended partnership arrangements to ensure greater resilience 	2	2	4
<p>44 Project Failure Failure of significant capital projects of a housing and regeneration nature</p>	Dawn Hudd & William Cornall	<ul style="list-style-type: none"> - Use of external specialist expertise such as Employers Agents on complex capital projects - Project management processes adhered to with project board reporting where appropriate with new risks or pressures identified at an early stage - Close working relationships with experienced partners and stakeholders - Specialist training undertaken by the newly formed capital projects team - The purchase of specialist development appraisal software (Proval) to more accurately predict financial returns as well as cash flows <ul style="list-style-type: none"> - Skills in this area brought in at CLT level - Close working with the Finance team on a well-developed capital programme that carefully considers cumulative exposure and cash-flow management - Awareness, expertise and success in bidding for grant monies from government to support the delivery of capital projects, so as to act as a buffer against cost overruns and income shortfalls <ul style="list-style-type: none"> - The adoption of and Adherence to the Housing and Regeneration Investment Plan 	4	4	16	<ul style="list-style-type: none"> - Detailed and consistent analysis of project risks at approval stage, through approval Process required at Policy & Resources Committee - Adherence to a suite of financial hurdle rates for new capital projects which are reflective of different sector risk profiles 	4	3	12

Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
ICT Systems Failure / Security Security breach or system outage resulting in Council systems being unavailable and/or significant fines/ransom demands	Chris Woodward & Steve McGinnes	<ul style="list-style-type: none"> - Regular backups of ICT systems - Disaster recovery plan - ICT Security Policy 	4	4	16	<ul style="list-style-type: none"> - Procurement of additional security counter measures - Introduce cyber security software to test & improve staff awareness training (scheduled to commence Q1 2018) 	4	4	16
Poor Partner Relationships Conflicting partner expectations or poor engagement / cooperation leads to difficulty delivering services or other Council ambitions	Alison Broom	<ul style="list-style-type: none"> - Regular meetings / communication with partners - Joint working arrangements - Engagement with members - Governance arrangements for shared services - Governance arrangements for partnerships including Joint Transport Board, Safer Maidstone Partnership and Health and Well-Being Group, Thames Gateway Kent Partnership Board and other similar groups - Continued horizon scanning in respect to devolution 	4	3	12	<ul style="list-style-type: none"> - Increased joint work with KCC highways and waste teams - Protocol for joint working with Kent County Council concerning planning and transport - Strategic Board with KCC for transport infrastructure 	3	3	9

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Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>Housing Pressures Continue to Increase</p> <p>The housing crisis in the South East has a growing impact on MBC's ability to fund and manage not only the homelessness service, as it implements to Homelessness Reduction Act, but also to meet the broader housing need that is emerging as a result of the limited supply of affordable housing.</p>	<p>John Littlemore & William Cornall</p>	<ul style="list-style-type: none"> - Homelessness prevention team has been created and staff resources increased - MBC purchasing and leasing its own stock of temporary accommodation - MBC building its own portfolio of market rented housing within Maidstone Property Holdings Limited - Closer working with the housing association sector, and in particular Golding Homes - More money was set aside in this year of the MTFS to meet the rising demand - Temporary Accommodation Strategy has been reviewed and updated 	4	5	20	<ul style="list-style-type: none"> - The possibility of the Council investing prudential borrowing monies into a JV with a housing association partner to take ownership of more of the affordable housing being delivered through the Local Plan is actively being explored - Affordable housing development plan document within the Local Plan - Homelessness strategy to be reviewed in December 2018 - Closer working with the voluntary sector, targeting the allocation of grants more the delivery of services to this area of need - Closer working with the private rented sector landlords, through the Home Finder scheme, and now starting to explore a more comprehensive offer to them - Report to CLT April 2018 to recommend the implementation of an in house Housing Management Team 	3	4	12

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Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>Delivery of the Local Plan Review by April 2022</p> <p>Following the adoption of the LP by Full Council in Oct 2017, the focus is now upon delivering the LP Review, which will be a significant and complex project, involving the commissioning of refreshed evidence and policy development work. This project will be of a corporate / cross cutting nature, and could also encompass extending the LP period to 2036 or even 2041. Furthermore, the focus will also shift to the delivery of the outputs of the current LP too, predominantly in terms of housing numbers and supporting infrastructure.</p>	Rob Jarman & William Cornall	<ul style="list-style-type: none"> - Work plans in place - Communication and liaison with partners - CLT oversight of development management performance to increase the timeliness of application decisions - CLT oversight of S106 delays, this has been much improved of late - Major Projects Team in the Planning department to process major applications faster - The Developers Forum and Breakfast Meetings ensure an open dialogue with the major housebuilders 	3	3	9	<ul style="list-style-type: none"> - Learning lessons from other LP examinations workshop planned for April - Town centre opportunity areas project to hasten the delivery of the town centre broad locations - Culture and behaviours programme to improve customer care and commerciality within the department - The approach to the LP review will be set out within the MBC Local Development Scheme that will be considered by SPS&T in July 2018, and this will be supported by a comprehensive Gantt Chart detailing the various work-streams, commissions, consultation and decisions that will be required to meet the April 2022 target date. 	3	3	9
<p>Financial Restrictions</p> <p>The Council does not achieve its income or savings targets, incurs overspends or does not have the funding to meet standards or deliver aims.</p>	Mark Green	<ul style="list-style-type: none"> - Project management processes - External consultancy support - Programmes of work agreed (e.g. transformation and commissioning) - Budget monitoring processes in place 	4	4	16	<ul style="list-style-type: none"> - MTFS adopted by Council - Plans developed to close projected budget gap - Lobbying to avoid Council suffering 'negative RSG' 	4	3	12

Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>General Data Protection Regulations (GDPR) Non-compliance with GDPR could result in significant monetary fines and damage to Council reputation</p>	<p>Information Management Group Angela Woodhouse</p>	<ul style="list-style-type: none"> - GDPR Action plan in place and being worked on - Monitoring of action plan by CLT; IMG and AGS Committee - IT Commissioning Group review of new / updates to systems 	4	3	12	<ul style="list-style-type: none"> - Deliver actions from the GDPR action plan - New e-learning module for staff and guidance for Members 	3	3	9
<p>Major contraction in retail and leisure sectors from national downturn on the high street. Maidstone Town Centre fails to attract commercial investment, vacancy rates rise due to failure of retail chains such as BHS and Maplin. Such a decline may lead to a reduction in business rates.</p>	<p>Dawn Hudd & William Cornall</p>	<ul style="list-style-type: none"> - Cross departmental approach - Town Centre Strategic Advisory Board established. - Property acquisition completed (Royal Mail/Grenada House) -Funding secure for public realm work - Work commissioned to promote Maidstone as a business destination - Supporting the One Maidstone Business Improvement District 	4	3	12	<ul style="list-style-type: none"> - Work commissioned to promote Maidstone as a business destination - Work delivered to develop town centre opportunity sites 	3	3	9

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Maidstone Risk Management Process: One Page Summary

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Step 1 – Identify Risks	Step 2 – Evaluate Risks	Step 3 – Treat Risks	Step 4 – Review Risks
<p>Best done in groups, by those responsible for delivering objectives, at all levels</p> <p>RISK is the chance of something happening that will impact on objectives</p> <p>Consider both THREATS and OPPORTUNITIES</p> <p>When to consider:</p> <ul style="list-style-type: none"> • Setting business aims and objectives • Service planning • Target setting • Partnerships & projects • Options appraisals <p>Think both what could go wrong and what more could we achieve?</p>	<p>Combination of the impact and likelihood of an event and its consequences (the inherent risk)</p> <p>Black – Top risk, immediate action and reporting to directors Red – High risk, immediate action Amber – Medium risk, review current controls Green – Low risk, limited action, include in plans Blue – Minimal risk, no action but review</p>	<p>Concentrate on top risks, 10 to 12 in number</p> <ul style="list-style-type: none"> • Can we reduce likelihood? • Can we reduce impact? <p>Risk Response – 4 Ts</p> <ul style="list-style-type: none"> • Treat (i.e. apply controls) • Tolerate (i.e. accept risk) • Transfer (i.e. insurance) • Terminate (i.e. stop activity) <p>After your risk response; where does it score now? (the mitigated risk)</p> <p>Devise contingencies and action plans for 'Red' and 'Black' risks – seek to reduce mitigated risk back to 'Amber' or below</p>	<p>Risk Registers</p> <ul style="list-style-type: none"> • Contain all identified risks, Management Action Plans for top risks • Prepare and monitor as regular agenda item • Indicate risk response and risk owner <p>Council risk monitoring</p> <ul style="list-style-type: none"> • Risk registers passed to internal audit • Action led periodic review to ensure registers kept current <p>Council's Top Risks</p> <ul style="list-style-type: none"> • Top ten mitigated risks and all inherent 'Black' risks monitored as regular item at Leadership Team • Six monthly monitoring at Policy & Resources Committee • Annual monitoring of process at Audit, Governance & Standards Committee

Risk Appetite – Monitoring Process

We illustrate our risk appetite and tolerance in the matrix below. The **RED** shaded area represents the outer limit of our risk appetite, and the **BLACK** area indicates the tolerance. As a Council we are not willing to take risks that have significant negative consequences on the achievement of our objectives.

The matrix also illustrates how we monitor risks. The Council’s highest level risks (those with a combined score of 12 and above) are reported to Corporate Leadership Team for consideration and guidance.

		Impact				
		1 <i>Minimal</i>	2 <i>Minor</i>	3 <i>Moderate</i>	4 <i>Major</i>	5 <i>Catastrophic</i>
Likelihood	5 <i>Almost Certain</i>	<i>Monitor Quarterly</i>	<i>Monitor Quarterly</i>	<i>Monitor Monthly</i>	<i>Monitor Monthly to CLT</i>	<i>Monitor Monthly to CLT</i>
	4 <i>Likely</i>	<i>Monitor 6-Monthly / Annually</i>	<i>Monitor Quarterly</i>	<i>Monitor Monthly</i>	<i>Monitor Monthly</i>	<i>Monitor Monthly to CLT</i>
	3 <i>Possible</i>	<i>Monitor 6-Monthly / Annually</i>	<i>Monitor Quarterly</i>	<i>Monitor Quarterly</i>	<i>Monitor Monthly</i>	<i>Monitor Monthly</i>
	2 <i>Unlikely</i>	<i>No Action Required</i>	<i>Monitor 6-Monthly / Annually</i>	<i>Monitor Quarterly</i>	<i>Monitor Quarterly</i>	<i>Monitor Quarterly</i>
	1 <i>Rare</i>	<i>No Action Required</i>	<i>No Action Required</i>	<i>Monitor 6-Monthly / Annually</i>	<i>Monitor 6-Monthly / Annually</i>	<i>Business Continuity Plan</i>

	Risk Rating	Guidance to Risk Owners
	<p>Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks.</p> <p>The Council is not willing to take risks at this level and action should be taken immediately to manage the risk.</p>	<p>Identify the actions and controls necessary to manage the risk down to an acceptable level. If still scored above 20, report the risk to the Audit Team and your Director.</p> <p>Steps will be taken to collectively review the risk and identify any other possible mitigation (such as controls).</p> <p>Risks that remain at this level will be escalated to CLT, who will actively monitor and provide guidance on the ongoing management of risks at this level.</p>
	<p>These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible.</p>	<p>Identify controls to treat the risk impact /likelihood and seek to bring the risk down to a more acceptable level.</p> <p>These risks should be monitored and reviewed monthly.</p> <p>If unsure about ways to manage the risk, consult with the Internal Audit team.</p> <p>Risks at this level will feature in a quarterly risk update to CLT who will provide oversight and support if needed.</p>
	<p>These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases then risk owners should seek to manage the increase.</p>	<p>Keep these risks on the radar and update as and when changes are made, or if controls are implemented.</p> <p>Movement in risks should be monitored, for instance featuring as part of a standing management meeting agenda.</p> <p>Responsibility for monitoring and managing these risks sits within the service.</p>
	<p>These are low level risks that could impede or hinder achievement of objectives. Due to the relative low level it is unlikely that additional controls will be identified to respond to the risk.</p>	<p>Keep these risks on your register and formally review at least once a year to make sure that the impact and likelihood continues to pose a low level.</p>
	<p>Minor level risks with little consequence but not to be overlooked completely. They are enough of a risk to have been assessed through the process, but unlikely to prevent the achievement of objectives.</p>	<p>No actions required but keep the risk on your risk register and review annually as part of the service planning process.</p>
	<p>Rare events that have a catastrophic impact form part of the Council's Business Continuity Planning response.</p>	<p>Record on your risk register and Internal Audit will co-ordinate with Business Continuity officers.</p>
	<p><i>Impact: 5 Likelihood: 1</i></p>	

Impact & Likelihood Scales

Risk Impact

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

Risk Likelihood

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

**Policy and Resources
Committee**

25 April 2018

**Draft Key Performance Indicators for Policy and Resources
Committee 2018-19**

Final Decision-Maker	Policy and Resources
Lead Head of Service	Angela Woodhouse Head of Policy Communications and Governance
Lead Officer and Report Author	Anna Collier Policy and Information Manager
Classification	Public
Wards affected	All

Executive Summary

Committees have recently reviewed a refresh of the Strategic Plan for 2018-19 which sets out the action areas that deliver the identified priorities. Each Service Committee was asked to consider and agree key performance indicators relevant to the services within its remit so as to measure achievement of our priorities for 2018-19.

This report makes the following recommendations to this Committee:

1. To agree the key performance indicators to be reported to this Committee in 2018-19 which cover the three action areas prioritised in the refreshed Strategic Plan.

Timetable

Meeting	Date
Policy and Resources Committee	25 April 2018

Draft Key Performance Indicators for Policy and Resources Committee 2018-19

1. INTRODUCTION AND BACKGROUND

- 1.1 The Council has refreshed the Strategic Plan for 2018-19. Each Service Committee is asked to consider and agree key performance indicators relevant to the services within its remit so as to measure achievement of our priorities for 2018-19.
- 1.2 The Committee agreed in December 2016 to focus performance reporting on the three action areas prioritised in the refreshed Strategic Plan for 2017-18:
 - Providing a Clean and Safe Environment
 - Regenerating the Town Centre
 - A Home for Everyone
- 1.3 At the Councillor workshops and the committee meetings to consider the refresh of the Strategic Plan it was identified that where there are strategies and plans in place to deliver the action areas we will use measures set out in those documents.
- 1.4 As the Strategic Plan priorities and action areas have not changed other than the amendment to the clean and safe priority to: Providing a Safe, Clean and Green Environment it is proposed that the same approach is adopted for 2018-19.
- 1.5 Indicators have been reviewed with Heads of Service and the table at Appendix 1; shows the draft indicators by action area, their performance throughout the year, current targets for 2017-18 and proposed targets for 2018-19.
- 1.6 Where the target for 2018-19 is to be confirmed (TBC), this is either because, the indicator is annual and the final outturn is needed before the target can be assessed or performance is varied or unexpected and a full year's data is needed to ensure that the target is based on an educated assessment.

2. AVAILABLE OPTIONS

- 2.1 Members are asked to consider the draft set of indicators at Appendix A and could choose to increase, reduce or change any presented.
- 2.2 Members could also choose not to have any performance reported to this committee. This is not recommended as monitoring performance ensures

oversight and challenge to the delivery of the Council’s priority action areas and mitigates risk of the Council not delivering its priorities.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 The Committee is asked to consider which indicators will best measure and track progress against the action areas that are relevant to its terms of reference. Agreement is sought on the indicators and targets for 2018-19 and a list of recommended indicators has been given for the Committee to review.

4. RISK

4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council’s Risk Management Framework. That consideration is shown in this report at paragraph 2.2. We are satisfied that the risks associated are within the Council’s risk appetite and will be managed as per the Policy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 The Committee has previously considered performance measures when it reviewed the strategic plan in December 2016 and January 2017. As well as the earlier workshop with Service Committee Chairs and Vice Chairs an evening workshop was also held to which all Councillors were invited to ascertain views on indicators for each action area in March. This report reflects those meetings.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The Committee’s agreed set of indicators will be reported and added to its work programme for 2018-19.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Performance management is focussed on identifying whether the Council is achieving the strategic priorities and action identified in the Council’s Strategic Plan.	Head of Policy, Communications and Governance
Risk Management	Managing performance effectively should act as both risk mitigation and	Head of Policy, Communications and Governance

	identification	
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Section 151 Officer & Finance Team
Staffing	The indicators will be used by staff as part of performance managing our services and assessing progress against our priorities. They will not require additional staffing resource	Head of Policy, Communications and Governance
Legal	N/A	Legal Team
Privacy and Data Protection	N/A	Head of Policy, Communications and Governance
Equalities	N/A	Head of Policy, Communications and Governance
Crime and Disorder	N/A	Head of Policy, Communications and Governance
Procurement	N/A	Head of Policy, Communications and Governance

8. REPORT APPENDICES

- Appendix 1: Draft Key Performance Indicators for Policy and Resources Committee 2018-19

9. BACKGROUND PAPERS

Draft Key Performance Indicators Policy and Resources Committee 2018-19

Providing a Clean Safe and Green Environment						
Indicator	Quarter 1	Quarter 2	Quarter 3	2017-18 Target	2018-19 Target	Notes
The percentage of relevant land and highways that is assessed as having acceptable levels of litter	N/A	95%	99.67%	93.5%	94%	
The percentage of relevant land and highways that is assessed as having acceptable levels of detritus	N/A	91.5%	97.84%	84%	94%	
Percentage of fly tips cleared within 2 working days	88.78%	77.55%	89.26%	88%	88%	
Percentage of fly tips with evidential value which result in enforcement action	10%	60%	56.4%	20%	50%	
Number of litter reports attended to	131	133	130	Information Only	Information Only	
Percentage of household waste sent for reuse, recycling , composting	52.67%	53.88%	51.72%	52.5%	52.5%	
A Home for Everyone						
Indicator	Quarter 1	Quarter 2	Quarter 3	2017-18 Target	2018-19 Target	Notes
Processing of Major planning applications in 13 weeks	100%	89.66%	81.48%	85%	85%	
Processing of Minor planning applications in 8 weeks	84.31%	81.67%	69.67%	85%	80%	Target has been lowered to reflect performance throughout 2017-18
Processing of Other planning applications in 8 weeks	90.24%	95.05%	90.39%	85%	85%	

Number of affordable homes delivered	39	83	43	50 ¹ (200)	TBC	
Number of households prevented from becoming homeless through the intervention of housing advice	133	137	107	75 (300)	150	Target has been increased significantly to reflect the positive performance throughout 2017-18, changes in resources and legislative requirements
Households living in temporary accommodation last night of the month (Council owned and Nightly Paid)	84	91	73	Information only	Information only	
Households living in nightly paid temporary accommodation last night of the month	New	New	New	Information only	Information only	
Regenerating The Town Centre						
Indicator	Quarter 1	Quarter 2	Quarter 3	2017-18 Target	2018-19 Target	Notes
Footfall in the High Street	3,074,067	3,167,617	3,330,499	10,600,000	TBC	Awaiting final quarters data to make a more educated assessment of predicated performance for 2018-19.
Percentage of vacant retail units	Not measured for quarters			11%	TBC	Annual indicator awaiting final data
Business Rates Income in the town centre	Not measured for quarters			Information Only	TBC	

¹ The figure in brackets represents the annual target

Maidstone Town Centre Business Improvement District

Final Decision-Maker	Policy & Resources Committee
Lead Head of Service/Lead Director	William Cornall – Director of Regeneration & Place
Lead Officer and Report Author	Fran Wallis – Local Economy Projects Officer
Classification	Public
Wards affected	High Street, North, East, Fant and Bridge wards.

Executive Summary

This report provides an update on the One Maidstone plans to create a Business Improvement District (BID) for Maidstone Town Centre and seeks confirmation of the Council’s support for the BID.

This report makes the following recommendations to this Committee:

1. To support the ballot for a BID as proposed by the BID organisation.
2. To delegate authority to the Director of Regeneration and Place to cast the Council’s 15 votes in favour of a BID in the ballot.
3. To conduct the ballot on behalf of the BID organisation.
4. If the BID is successful, to enter into an operating agreement and a baseline agreement with the BID organisation.

Timetable

Meeting	Date
Policy and Resources Committee	25 April 2018

Maidstone Town Centre Business Improvement District

1. INTRODUCTION AND BACKGROUND

Background

- 1.1 Maidstone, as the County Town of Kent, has a proud history of town centre management. Formed some twenty years ago, Maidstone Town Centre Management Ltd saw many changes within the town and has been at the forefront of improving the town centre, regularly adopting pilot status for many improvement initiatives and widely being regarded as an example of best practice for town centre management schemes.
- 1.2 In late 2014 it was decided to fold the original Town Centre Management company and form a new body, One Maidstone, merging its business focused expertise with the more community led Town Team. This body also incorporates MaidSafe, the town's business crime reduction partnership, within its jurisdiction.
- 1.3 For further progress to be made, One Maidstone has looked towards a Business Improvement District (BID) for the future. Primarily this is because many businesses will no longer financially support an organisation without BID governance, a continuation of the trend in fall off in financial contribution towards the traditional membership structure of town centre management organisations and adoption of a 'BID only' policy for many multinationals.

What is a BID?

- 1.4 A BID is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill. It is a business-led and business funded body formed to improve a defined commercial area. The benefits of BIDs cited by the businesses they represent are wide-ranging and include:
 - a) Businesses decide and direct what they want for the area.
 - b) Businesses are represented and have a voice in issues affecting the area.
 - c) BID levy money is ring-fenced for use only in the BID area by the BID organisation – unlike business rates which are paid in to, and redistributed, public authorities.
 - d) Increased footfall.
 - e) Improved staff retention.
 - f) Business cost reduction.
 - g) Area promotion.
 - h) Facilitated networking opportunities with neighbouring businesses.
 - i) Assistance in dealing with the Council, Police and other public bodies.

- 1.5 BIDs usually have a levy set of between 1% and 4% of rateable value and last for up to five years. Once a ballot is successful the BID levy is mandatory for all eligible rate payers.
- 1.6 First ballots stand at a 90% success rate so clearly businesses up and down the country value the concept, with many now in their second and third terms. There are now over 250 BIDs in the UK. Through astute planning and efficient delivery One Maidstone will ensure that a clear vision for the BID is set out and businesses experience these advantages.
- 1.7 A BID is supposed to deliver additionality so can choose the projects businesses value and want investment in. With non-statutory services being cut by councils, a BID can prove to be a very helpful and welcome tool. It is a fact that Local Authorities have stretched budgets; therefore does business just accept this and leave funding gaps where they desperately want to improve their trading environment? Having Local Authority backing is of course essential but BIDs are private sector led, funded and managed.
- 1.8 The BID Proposal or Business Plan will set out businesses' priorities for improvements for the area and area services, as well as how the BID will be managed and operated. This document becomes legally binding once a ballot has been won and becomes the framework within which the BID will operate.
- 1.9 An Operating Agreement is entered into between a BID and the local authority governing how the BID levy monies are collected and administered and passed over to the BID organisation.
- 1.10 BIDs enter into Baseline Agreements with their local authority and other service providers, which specify the level of service provision in the area. These ensure that any services the BID provides are additional.

One Maidstone's BID proposal

- 1.11 One Maidstone commissioned CMS, a company that supports the development and management of town centres, to assist them through the BID process. This is a five stage process: Feasibility; Planning; Local Authority Engagement; Campaign and Implementation, the current stage of development is at stages three and four.
- 1.12 Businesses within the proposed BID area have been contacted and consulted with in a variety of ways – face-to-face; email; printed questionnaires; telephone interviews and workshops.
- 1.13 The results from this engagement saw a series of themes emerge – Manage, Promote and Discover, which are being developed further to produce the business plan.
- 1.13.1 Manage: enhancing the look and feel of the town centre. This could include reducing crime and anti-social behaviour, improved feelings and safety and improved perceptions of the car parking offer.

- 1.13.2 Discover: promoting Maidstone in new ways that encourage existing daytime visitors to extend their stay and discover the evening offer. This could include promoting the aspects of Maidstone that people are not aware of and finding better synergy between the town centre and Maidstone's heritage.
- 1.13.3 Promote: targeted at changing perceptions and raising awareness of Maidstone and all it has to offer and should be known for. This could include attracting customers to visit more, attracting new businesses to the town centre and encouraging longer visits and higher spend.
- 1.14 The emerging vision for the BID is "Managing and promoting the discovery of Maidstone proud and dynamic County town of Kent".
- 1.15 Notification to the Secretary of State requesting the Local Authority to hold the ballot has been submitted.
- 1.16 The proposal currently proposes at 1.5% levy rate to all businesses within the BID area with a rateable value of £15,000 and above reducing to 1% for those businesses in Fremlin Walk, The Mall and Royal Star Arcade who already pay service charges for a managed environment. This will generate an income of approximately 2.15m over the 5 year life of the BID.
- 1.17 The Business Plan for the BID will be sent out at the end of May 2018 along with the Notice of Ballot to all those eligible to vote.
- 1.18 The ballot is likely to run from 15 June to 12 July. If successful the BID is likely to start from 1 October 2018 and will run for five years.

Maidstone Borough Council's role

- 1.19 Maidstone Borough Council (MBC) has 15 properties (hereditaments) in the proposed BID levy area and will therefore have 15 votes in the BID ballot and will pay the levy on those properties. The rateable value of the 15 properties is £1,565,500 and the proposed levy is 1.5%. This will result in a levy payable by MBC of £23,483.50.
- 1.20 MBC will conduct the ballot (which will be postal) in June/July 2018 on behalf of One Maidstone as it has the mechanisms to do so and will also act as the billing body. Rate payers will get 28 days to vote and the ballot will be determined by a dual key mechanism which means that more than 50% of those voting by Rateable Value and by number must vote yes.
- 1.21 MBC will enter into a baseline agreement with the BID organisation. This will identify MBC's statutory obligations which will allow the BID to enhance those services where appropriate in line with the business plan. The baseline agreement will therefore include services such as cleansing, community safety and parking services for the car parks that MBC owns.
- 1.22 MBC will enter into an operating agreement with the BID organisation. This agreement will formalise MBC's clerical input to the ballot itself and

the ongoing levy collection. It will all so identify MBC role on the BID board.

- 1.23 MBC will have two seats on the new BID organisation's Board for an officer representative and a Member.
 - 1.24 MBC currently pays a membership fee to One Maidstone and has a service level agreement with them to deliver a number of services in the town centre for which they receive a grant. These payments will cease if the BID is successful resulting in a saving against the economic development budget.
-

2. AVAILABLE OPTIONS

- 2.1 MBC could choose to not support the BID. This is not recommended as the Council has previously demonstrated support for the BID and recognises the benefits it would bring to Maidstone Town Centre.
 - 2.2 To support the BID and vote in favour of it at the ballot.
-

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 Option 2.2 above to support the BID and vote in favour of it at the ballot is the preferred option for the reasons set out in this report.
 - 3.2 The Council's support of the BID will demonstrate its commitment to the businesses in the town centre and the BID, if successful, will build on the investments already made in the town centre in public realm and other capital projects.
 - 3.3 The future of traditional town centre management is not sustainable without a BID model.
 - 3.4 There would be reputational damage to the Council if we were not seen to support the BID.
-

4. RISK

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

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The proposal for a BID has been discussed with Members at briefings, has been mentioned in previous reports on the Town Centre Investment &

Development Plan to Policy & Resources Committee and was presented at the One Council event on 21 September 2017.

- 5.2 Member representatives have attended workshops run by the BID organisation on 27 September 2017 and 13 March 2018.
- 5.3 Feedback from Members to date has been positive.
- 5.4 The BID organisation had been and will continue to conduct extensive consultation with the businesses within the proposed BID area in the development of the business plan.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 MBC will conduct the ballot (which will be postal) in June/July 2018 on behalf of the BID organisation and in accordance with the Regulations will bear the costs.
- 6.2 MBC will use its 15 votes to vote yes in the ballot.
- 6.3 MBC will act as the billing body if the BID is successful.
- 6.4 MBC will enter into a baseline agreement with the BID organisation if the BID is successful.
- 6.5 MBC will enter into an operating agreement with the BID organisation if the BID is successful.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve its priority of Regenerating the Town Centre.	Head of Regeneration & Economic Development
Risk Management	Already covered in the risk section.	Head of Regeneration & Economic Development
Financial	Accepting the recommendations will demand ongoing new spending of £23,483.50 for the BID levy on MBC properties if a BID is established. This cost will be met corporately from the business rates budget. One-off	Section 151 Officer & Finance Team

	costs of the BID ballot will be met as part of Economic Development Strategy implementation costs from the proceeds of the 2017/18 Business Rates Pool. On going annual costs of collecting the business rates will be met by the BID company.	
Staffing	We will deliver the recommendations with our current staffing.	Head of Regeneration & Economic Development
Legal	<p>Business improvement districts are business led partnerships which are created through a ballot process to deliver additional services to local businesses. The Local Government and Housing Act 1989, section 150 enables charges to be imposed on permitted grounds.</p> <p>Charges can be imposed for the additional services under the Act and in accordance with the requirements of the Business Improvement Districts (England) Regulations 2004. The process outlined in the regulations must be followed in administering the ballot and the Council's participation in the BID. The recommendations are in accordance with the Act and the Regulations.</p> <p>Acting on the recommendations is within the Council's powers as set out at Part 2.2.1 of the Constitution which outlines the functions of Policy and Resources Committee. The Committee is responsible for all</p>	<p>Patricia Narebor Head of Mid Kent Legal Partnership</p>

	policy matters not otherwise allocated to any other Committee.	
Privacy and Data Protection	The Council is obliged to comply with the Data Protection Act 1998 and General Data Protection Regulations 2016 when handling personal information. The obligations should be considered when administering the ballot for the BID.	Patricia Narebor Head of Mid Kent Legal Partnership
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment. However, it remains essential that ongoing consideration is given to the information and communications produced to ensure it is accessible for all businesses.	Equalities and Corporate Policy Officer
Crime and Disorder	The recommendation could have a positive impact on Crime and Disorder.	Head of Regeneration & Economic Development
Procurement	None	

8. REPORT APPENDICES

I BID Ballot Notification.

9. BACKGROUND PAPERS

None.

ONEMaidstone

Business Improvement District

Notification of Ballot

www.onemaidstone.com



Introduction

Over the past 6 months, One Maidstone, the existing and successful town centre management organisation, have been looking at the possibility of a Business Improvement District (BID) for the town centre. A BID is a business-led and business funded body formed to improve a defined commercial area. BIDs are now a major part of town and city centres, with almost 300 in operation throughout the UK.

This is an opportunity to review the potential BID activities which have been identified by businesses to date following consultation.

The feedback has been collated from responses from more than 135 town centre businesses. The research obtained so far shows that businesses would like to see a BID that better promotes the area to existing and new visitors and works to enhance the look and feel of the area.

Please read this document fully and provide any feedback to us via email at ilsa.butler@onemaidstone.com

What the **BID** could deliver

The themes that have emerged from consultation with businesses so far are;

MANAGE

Enhancing the look and feel of the town centre. This would include;

- Improving perceptions of the car parking offer
- Reducing crime and anti-social behaviour
- Improving feelings of safety

DISCOVER

Promoting Maidstone in new ways that encourages existing daytime visitors to extend their stay and discover the evening offer. This would include;

- Promoting the aspects of Maidstone that people are not aware of
- Finding better synergy between the town centre and Maidstone's heritage

PROMOTE

Targeted at changing perceptions and raising awareness of Maidstone and all it has to offer/ should be known for. This would include;

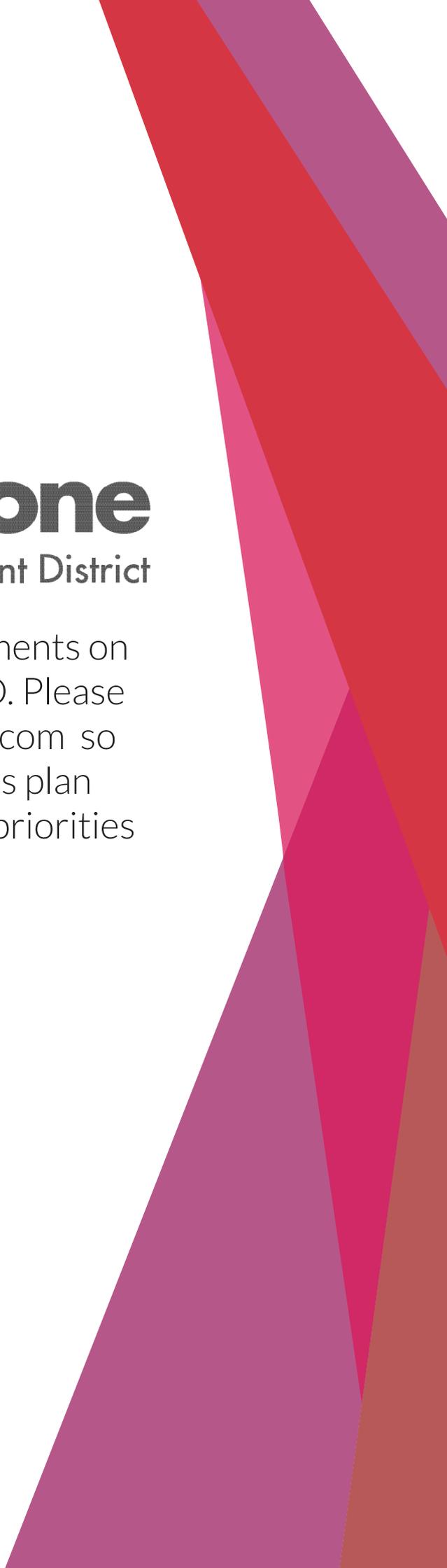
- Attracting customers to visit more
- Attracting new businesses to the town centre
- Encouraging longer visits and higher spend

BALLOT & LEVY RULES

Subject to this consultation and a subsequent successful ballot, businesses will pay an annual levy of 1.5% of the rateable value of the property. Reduced to 1% for those businesses based in Shopping Centres.

Those with a rateable value of £15,000 and above will be subject to the BID levy.

The BID will generate an income of approximately £2.15m over its initial five year term to fund the projects.



ONEMaidstone

Business Improvement District

We would love to hear your comments on the activities of the proposed BID. Please email ilsa.butler@onemaidstone.com so that we can ensure any business plan created for the BID reflects your priorities for the town.

www.onemaidstone.com

Agenda Item 15

POLICY AND RESOURCES COMMITTEE

25th April 2018

MOTE PARK LAKE DAM

Final Decision-Maker	Policy & Resources Committee
Lead Head of Service	Director of Finance & Business Improvement
Lead Officer and Report Author	Deborah Turner – Interim Strategic Property Consultant
Classification	Public
Wards affected	All

Executive Summary

The Council is required by law to undertake improvement works to the Mote Park Lake Dam. This report sets out details of the recommended option for meeting the Council's legal obligations and describes the next steps in the project.

This report makes the following recommendations to Policy & Resources Committee:

1. That the contents and conclusions of the Mote Park Lake Reservoir Engineering Services Options Appraisal Report April 2018 are noted.
2. That Option C1 works to the Mote Park Lake spillway, as outlined in the report, are approved in order to reduce the risk of failure of the dam due to overtopping as low as reasonably practicable.
3. That the Director of Finance & Business Improvement is given delegated authority to seek planning approval for the recommended works and to enter into contracts for the supply, design and construction work to both the dam and sluice gates.

Timetable

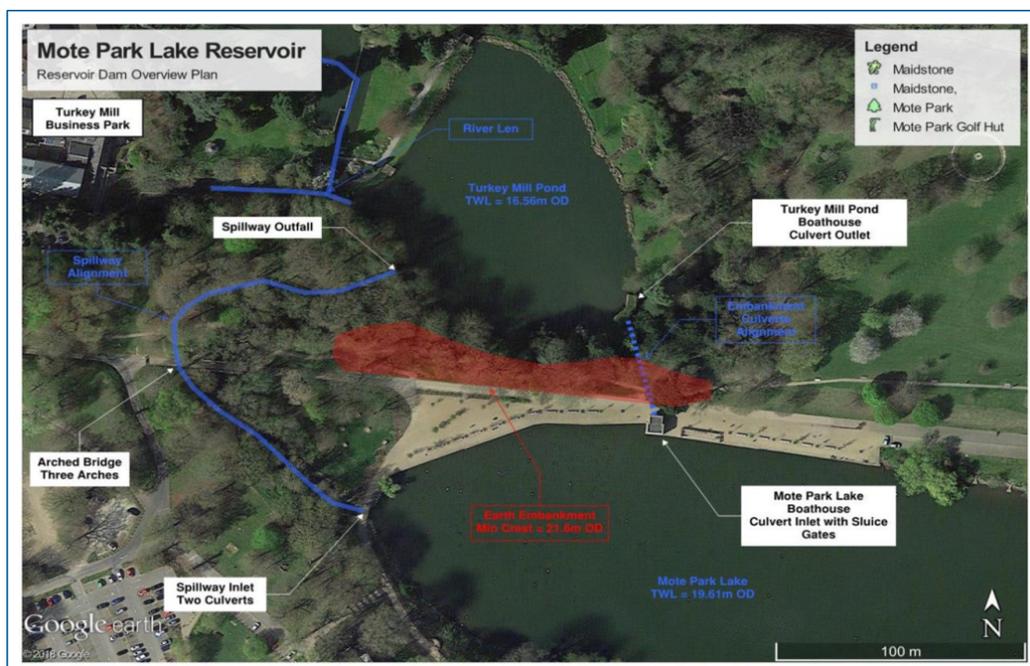
Meeting	Date
Policy & Resources Committee	25 th April 2018

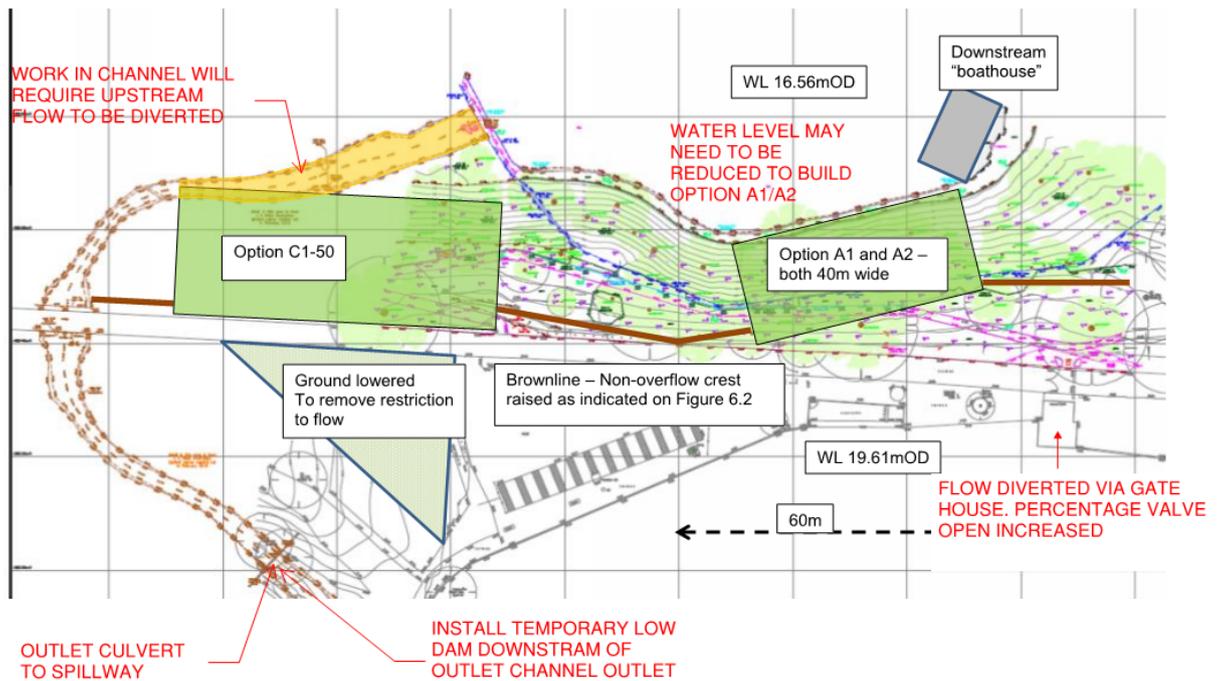
MOTE PARK LAKE

1. INTRODUCTION AND BACKGROUND

- 1.1 The purpose of this report is to provide Members with an update on the Mote Park Lake Dam project and to put forward the recommendation made by the appointed Consulting Engineers. The question of the improvement works to Mote Park Lake as required under the Reservoirs Act 1975 was presented to Policy & Resources Committee on 26th April 2017 and the recommendations were noted and approved.
- 1.2 The recommendations to P&R Committee included appointment of a Reservoir Panel Engineer to undertake scheme design (Stage 1) and submission of a planning application (Stage 2) for the mandatory improvement works to Mote Park Lake to reduce the risk of failure of the dam in flood conditions.
- 1.3 The Stage 1 Report and associated feasibility studies have now been completed and this report presents to Members, the Consulting Engineer's recommended option and the associated projected costs.
- 1.4 The mandatory works to reduce the risk of failure to the dam due to overtopping must be completed by June 2020. To ensure the Council meets this deadline, approval is sought to proceed with the Report recommendations and to proceed with all necessary works.
- 1.5 Mote Park Lake is a reservoir retained by an embankment dam across the River Len. The Reservoirs Act 1975 requires that a review of the dam by an All Reservoirs Panel Engineer takes place every 10 years. The 2014 inspection and review concluded that the dam did not meet current standards and that works of improvement were required. The subsequent 2017 ALARP (As low as reasonably practicable) feasibility report, carried out by Stillwater Associates, outlined options for these works. The report was provided as a background paper to the Policy & Resources Committee Report on 26th April 2017.
- 1.6 The dam is currently formed with a raised earth embankment and spillway. The 2017 ALARP report advised that failure of the existing dam would result in flooding of Turkey Mill Business Park and areas of housing along the River Len. The risk based approach identified that the consequences of the dam failing and releasing the water from the Mote Park Lake would result in 3 deaths and approximately £5 million of property damage. At the Policy & Resources committee on 26th April 2017 it was agreed that confirmation be sent to the Environment Agency that the Council commit to undertaking works to upgrade the spillway to reduce the risk of failure due to overtopping.
- 1.7 The Council appointed Black & Veatch Consulting Engineers to carry out an Options Appraisal Report to consider the 'pre-feasibility' options that had been undertaken as part of the 2017 ALARP Report.

- 1.8 The Stage 1 Report produced by Black & Veatch has considered and assessed the pre-feasibility options, taking account of design aesthetics, cost, risk, practicality, disruption to users and ongoing maintenance costs. Based on all these factors, the Engineer's Appraisal Report sets out a clear recommendation.
- 1.9 The recommendation to prevent the overtopping of the dam in the event of flood is the construction of an auxiliary spillway. The auxiliary spillway would need to be approximately 58m wide on the abutment. To reduce the visual impact the spillway would be formed with grass covered articulated concrete blocks.
- 1.10 In addition to the auxiliary spillway, works are required to the existing sluice gates. A survey of the sluice gates was undertaken in 2010 by Campbell Reith with recommendations for works which have not yet been undertaken. The mechanical plant is over 200 years old and although there are four sluice gates, only one is currently operable. The 2017 ALARP Report states that Category A dams should have a means of lowering the dam in an emergency and as such at least one gate should be kept in working order. Investigations are underway to develop options for repair and/or replacement and to produce a scope of works for a contractor.
- 1.11 The works to the sluice gates should ideally be carried out prior to the construction of the auxiliary spillway. The water levels in the lake need to be controlled at a steady level during the period of the dam works and optimally by the operation of the sluice.





1.12 The Capital Programme includes an allowance of £1.9m for the remedial works required to the Mote Park dam. The Stage 1 Report and additional review of the condition of the sluice gates indicate that total costs may now exceed this sum. The additional costs associated with these further specialist surveys, the sluice gates replacement, additional contract administration, communications strategy and extra project contingency, point to a further £250k. However expenditure for 2018/19 is not likely to exceed the current allocation of £1.3m since the major works are expected to commence 2019/2020.

1.13 Stakeholder Liaison

1.13.1 Meetings have taken place with the managers of Turkey Mill to advise them of the impact of the works to their operations. They are generally supportive of the scheme and are willing to work with us to minimise the impact. Communication prior and during the construction works will be key and the Council will continue to maintain the good relationship established so far.

1.13.2 As part of the Stage 1 report, unobtrusive survey work was carried out in Mote Park and Turkey Mill and letters were sent to some user groups to give them notice of those surveys and to make them aware of the future works in 2019/2020. Only three of the groups formally replied which included: the Model Boat Club, whose storage container will need to be relocated as a result of the construction of the spillway; Water Sports Centre who want to know how the works may affect business which at present is envisaged to be minimal; The Mote Park Fellowship have enquired how the works will impact the trees and wildlife in the park and the aesthetics of the area around the dam and the Parks Manager is to give a short presentation to the group at their next meeting in April.

1.13.3 The Consulting Engineers contacted Historic England and they have confirmed that planning permission should be sought for the works.

1.13.4 Ongoing consultation will take place with Mote Park users and a Communications Strategy for the project will be developed prior to construction works commencing on site.

2 AVAILABLE OPTIONS

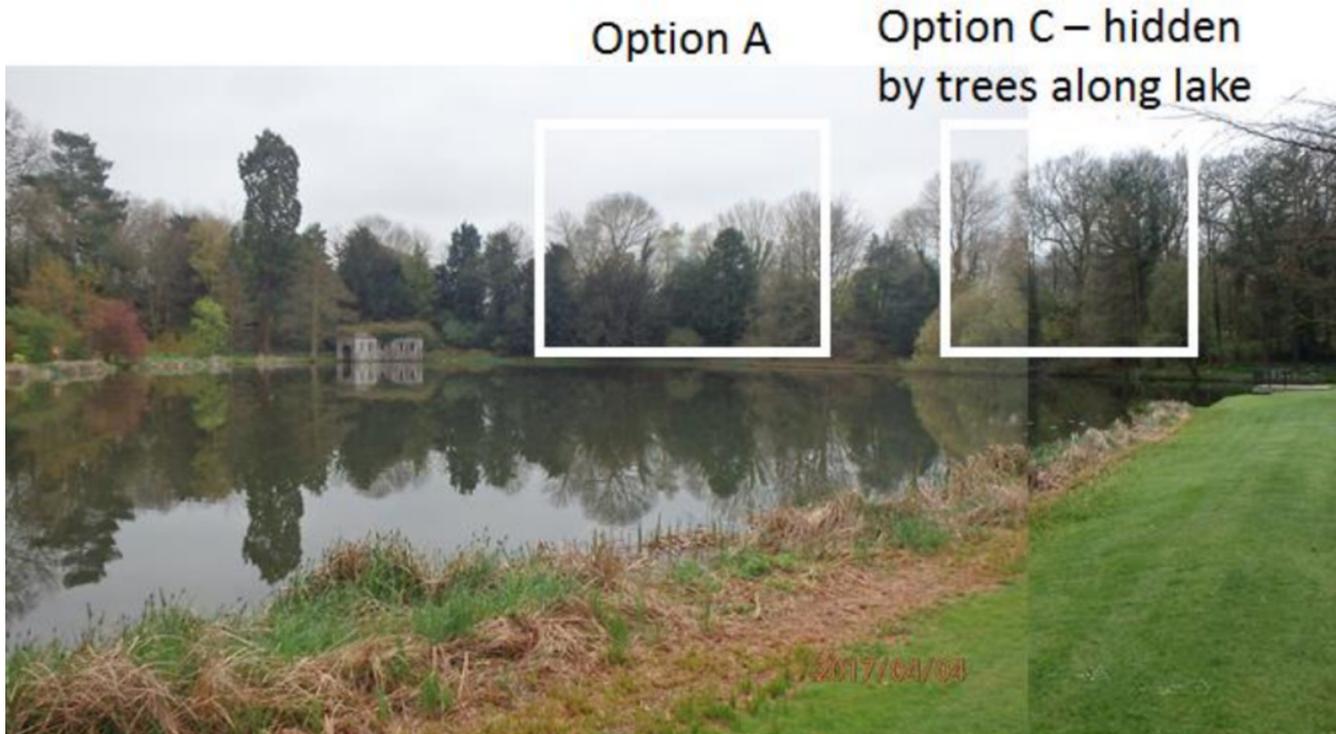
2.1 The Reservoir Act 1975 provides the Environment Agency with the power to take enforcement proceedings against the Council should we not implement works to increase the capacity of the spillway to reduce the risk of failure due to overtopping "as low as reasonably practicable" (ALARP) by June 2020.

2.2 The Consulting Engineers have assessed the options and recommended works that would be proportionate in cost to the reduction in risk achieved.

2.3 All options require preparatory and associated works that include: removal of some vegetation and trees, HV cable diversion, local ground lowering and formation of a wave wall from precast concrete blocks dressed with a textured finish to look like masonry to reduce visual impact.

2.4 The options are as follows:

No.	Description	COST
C1	A 58m wide auxiliary spillway on the abutment formed with grass covered articulated concrete blocks	£1.66m
C2	A 50-65m wide auxiliary spillway on the abutment, formed with reinforced concrete in situ cast steps.	£2.67m and £3.14m dependant on width
A2 + C2	A 40m wide auxiliary spillway and a 50m wide auxiliary spillway on the abutment, both formed with reinforced in situ-concrete.	£4.3m



2.4.1 **Option C2** - 50-65m wide auxiliary spillway on the abutment, formed with reinforced concrete in situ cast steps.



This option is discounted giving consideration to:

- Cost
- Slight increase in complexity of build and civil design due to the use of reinforced concrete.
- Visual Impact due to the finish being concrete, i.e. no planting possible within structure and the outlook for The Orangery (Turkey Mill's wedding venue) considerably altered.
- Scour protection required at the downstream (Turkey Mill) end of the spillway.
- Potential effects on badgers

2.4.2 **Option A2 + C2** - 40m wide auxiliary spillway and a 50m wide auxiliary spillway on the abutment, both formed with reinforced in situ-concrete

This option is discounted giving consideration to:

- Requirement for extensive vegetation clearance leading to loss of visual backdrop and severance of woodland habitat.
- Impact to adjoining land owners - The downstream face of the dam is owned by Turkey Mill and they are very resistant to options which remove the existing tree backdrop to Turkey Mill Pond, their wedding venue.
- A temporary haul road through Turkey Mill to facilitate construction of spillway A2 would be required.
- Scour protection within Turkey Mill Pond would be required where the spillway is constructed with reinforced concrete.
- The water level in Turkey Mill would have to be lowered for a period during the works
- The significant visual impact of in-situ formed spillway A2
- Potential effects on badger

2.4.3 **PREFERRED OPTION – Option C1** - A 58m wide auxiliary spillway on the abutment formed with grass covered articulated concrete blocks



This is the preferred option giving consideration to:

- Lowest cost
- Visual impact of the spillway mitigated by grass covering.
- The use of modular sections of articulated concrete blocks combined with the location of much of the works along the existing spillway makes construction of Option C1 relatively straightforward.
- Low maintenance costs, limited to grass cutting and regular inspections.
- Access during construction all via Mote Park. Minor reinstatement to West Drive will be required due to construction plant movement.

3 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 Option C1 is the preferred option for the reasons set out in paragraph 2.4.3 above.
-

4 RISK

- 4.1 The overall Mote Park Lake Dam improvement works project is based on an assessment of the potential risk from not carrying out such improvements. Within the context of the project, the recommended solution is based on the recognised ALARP methodology for addressing this risk.
- 4.2 Specific project risks have been identified in detail in section 11 of the Black & Veatch options appraisal report, which is available as a background paper, together with mitigating actions. Risks will continue to be monitored and managed during the course of the project.
-

5 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The question of the improvement works to Mote Park Lake as required under the Reservoirs Act 1975 was presented to P&R Committee on 26th April 2017 and the recommendations were noted and approved.
- 5.2 A Members' briefing took place on 5th March 2018 to explain the three options being considered by the Consulting Engineers, with a subsequent site visit on 6th March 2018.
-

6 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Confirm acceptance of the recommended option C1 for the construction of an auxiliary spillway on the abutment formed with grass covered articulated concrete blocks.
- 6.2 Instruct Black & Veatch to proceed with Stage 2, developing detailed design of the recommended option and submitting a planning application.
- 6.3 Carry out the repair and replacement works to the sluice gates prior to the commencement of the construction of the auxiliary spillway.
- 6.4 Construct the auxiliary spillway and complete all associated works by June 2020.
-

7 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Keeping Maidstone Borough an attractive place for all- The lake forms a key part of the historic setting of the park Providing a clean and safe environment- the dam provides flood attenuation to Maidstone in times of extreme weather	Director of Finance and Business Improvement
Risk Management	The Council is at risk of enforcement action if no action is taken to address the problem. Project risks have b	Director of Finance and Business Improvement
Financial	The estimated cost of the construction works is £1.66m. Additional supervisory and associated works will also be required. Capital programme is £1.9m - 18/19 £1.3m and 19/20 £600k. It is likely additional allowance will be required for 2019/2020 and that total project costs should not exceed £2.5m	Director of Finance and Business Improvement
Staffing	Property is overseeing the current work of the Consulting Engineers. A Project Manager will be required to oversee the contract administration of the construction works.	Head of Commissioning and Business Improvement
Legal	Legal will be required to produce the relevant contracts following the procurement process	Head of Mid Kent Legal
Privacy and Data Protection	N/A	Head of Commissioning and Business Improvement
Equality	No detrimental impact to the needs of individuals with protected characteristics identified.	Equalities and Corporate Policy Officer
Crime and Disorder	N/A	Head of Commissioning

		and Business Improvement
Procurement	Appointment of Engineers and a construction team will comply with contract procedure rules.	Head of Commissioning and Business Improvement

8 REPORT APPENDICES

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

NONE

9 BACKGROUND PAPERS

Mote Park Lake Reservoir Engineering Services Options Appraisal Report March 2018

Agenda Item 16

POLICY & RESOURCES COMMITTEE

25th April 2018

Acquisition of Woodland off Hermitage Lane

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service/Lead Director	Mark Green – Director of Finance and Business Improvement
Lead Officer and Report Author	Jennifer Shepherd - Head of Environment & Public Realm Andrew Williams - Parks & Open Spaces Manager
Classification	Public
Wards affected	Allington

Executive Summary

The Committee is asked to consider the merits in acquiring the woodland known locally as Bluebell Wood in Allington Ward at no capital cost to the Council from the freeholder Croudace Homes. In addition negotiate a financial settlement from the freeholder to fund future management of the site.

This report makes the following recommendations to this Committee:

1. That the acquisition of almost 4.5 hectares (12 acres) of woodland shown outlined in red on the attached map (Appendix 1) is agreed.
2. The Director of Finance and Business Improvement is supported in using his delegated authority to conclude negotiations with the freeholder for transfer of land conditional on receiving an appropriate commuted sum or endowment fund to pay for a minimum of 15 years future direct management.
3. That the Head of Mid Kent Legal Services is authorised to complete the transfer of land on the terms as agreed by the Director of Finance & Business Improvement.

Timetable

Meeting	Date
Policy & Resources Committee	25 April 2018

Acquisition of Woodland off Hermitage Lane

1. INTRODUCTION AND BACKGROUND

- 1.1 The woodland is within the development site known as Hermitage Park or Land East of Hermitage Lane and was the subject of a planning inquiry during 2015. Local interest in preserving the site is high with communities actively campaigning to protect the site.
- 1.2 The woodland is predominately sweet-chestnut coppice (routinely cut down to provide timber) that has stood beyond the normal felling cycle of 15-20 years. Additionally there is an area of rough grass and scrub adjacent to The Old Hermitage on Hermitage Lane.
- 1.3 There is a detailed Landscape and Ecological Management Plan (LEMP) for the site that defines the key habitat features, their future management and opportunities for enhancements. The implementation of the LEMP is a planning obligation of the S106 agreement with Croudace Homes Ltd.
- 1.4 The Parks and Open Spaces Team have anticipated an annual cost of £3,000 to manage this woodland. This would encompass litter clearance, tree safety work, inspection and regular maintenance of vegetation. Traditional management of the woodland by coppicing areas of sweet chestnut are likely to be at no cost as labour charges are likely to be offset by value of the timber. After coppicing the woodland regenerates with new growth from the stumps creating a dense biodiverse refuge for wildlife.
- 1.5 Maidstone's Parks & Open Spaces 10 Year Strategic Plan contains the position statement that open spaces made available to residents through new developments will be welcomed as assets for the borough but should not place additional financial burdens on the Council. Furthermore it is the responsibility of the developer to make arrangements for the long term management of these open spaces.

2. AVAILABLE OPTIONS

- 2.1 Bring this significant woodland into public ownership with sympathetic and positive woodland management directly managed through Parks & Open Spaces with a future of community involvement and practical action for biodiversity. It is highly likely that the existing local community and the future growing community will want to take an active role in caring for the woodland – this may reduce future demands for contract works. Furthermore our partners at Medway Valley Countryside Partnership are well placed to help organise volunteer work parties and seek additional funding for projects.
- 2.2 The Committee could choose not to acquire the woodland, foregoing the opportunity to secure the future of a significant stand of ancient and semi-

natural woodland with additional grassland areas of potential archaeological interest in public ownership.

- 2.3 If the woodland is not acquired by the Council its future management would be undertaken by a property management organisation that will also manage the neighbouring housing estate's grounds maintenance and the management of the new community centre. The quality of future management of the woodland by such an organisation, once LEMP obligations have been met, should be considered.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 The Committee is recommended to proceed with the acquisition as set out in the report. It is highly unlikely that such an opportunity will present itself again in the medium to long term. The land is offered for transfer at no capital cost to the Council.
- 3.2 Croudace Homes has indicated that it will provide a significant additional sum of money for the future management of the woodland. No negotiations have taken place as yet and acquisition of the site should be dependent on securing an appropriate commuted sum to provide for at least 15 years management to meet with the Parks Strategy position statement referenced in paragraph 1.5 of this report.
- 3.3 Future large developments in the area are likely to provide further S106 open space contributions that can be directed to improve this site over time.
- 3.4 The woodland is well placed to meet the need of a growing community, providing access to nature, opportunities for natural play and connectivity in the landscape.
- 3.5 Acquisition of the woodland meets the objectives of the Green and Blue Infrastructure Strategy (MBC, 2016) to :
- Bring increased certainty about the importance of this key part of the borough's environment
 - Maximise the number of overlapping benefits of green and blue infrastructure by looking holistically at each area to ensure it is delivering as many benefits as possible
 - Co-ordinate a wide range of stakeholder interests and focus limited resources on a number of interlinked proposals to maximise the benefits for green and blue infrastructure
 - Act as a basis for attracting resources including grant funding, Section 106 development funding and, when approved, the Community Infrastructure Levy
 - Guide the Local Plan in relation to Green and Blue Infrastructure

3.6 Given the anticipated costs and securing an appropriate commuted sum from Croudace Homes, the Council could successfully take on the management of this land without a negative impact on the Parks and Open Spaces budget. Therefore the benefits offered to the local and wider communities outweigh any risk to the Council of acquiring this land.

4. RISK

- 4.1 A full risk assessment is included in Appendix 2.
- 4.2 We are satisfied that the risks associated are within the Council’s risk appetite and will be managed as per the Policy

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Although no formal consultation has taken place, local Ward Members have been approached and are very supportive of the acquisition of this land. In addition there has been a large amount of public support for the protection and management of this woodland.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 If the recommendation is agreed by the Committee, the initial communication will be with the landowner, Croudace Homes to negotiate the sum of money they will pay to support the future management of the land.
- 6.2 Once the acquisition is agreed and transfer completed, this will be communicated with the local community and engagement work will be undertaken to ensure they understand the management needed for the woodland and the steps to be taken to protect it for the future.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The recommendations set out in this report will support the Council’s priority to Keep Maidstone Borough an attractive place for all. Acquisition of this land will help to deliver a clean, safe and green environment for the local	Head of Environment and Public Realm

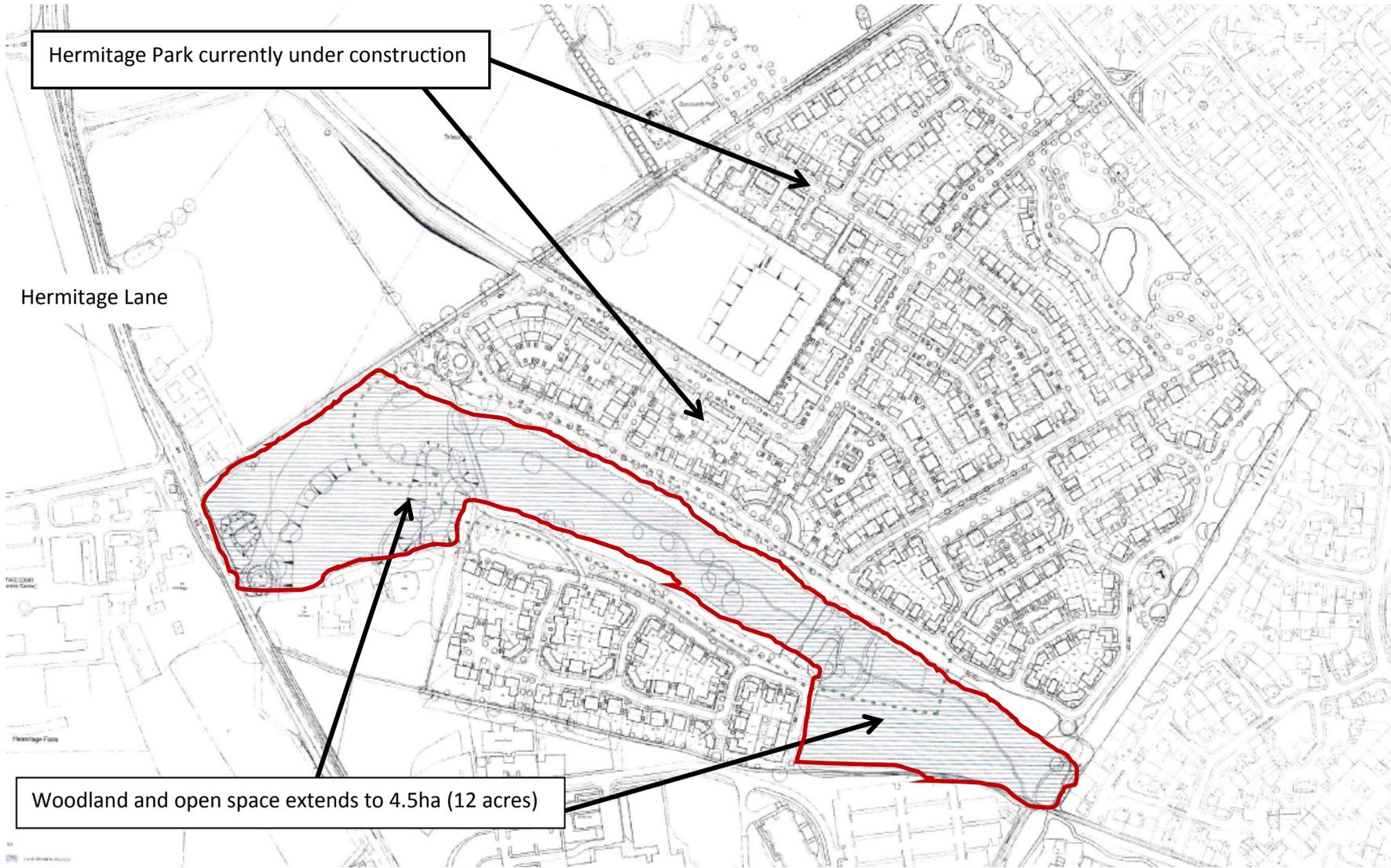
	community as well as ensuring the character and heritage of our Borough is preserved.	
Risk Management	A full risk assessment is included in Appendix 2. The risks associated with the recommendations in this report are within the Council's risk appetite.	Head of Environment and Public Realm
Financial	The ongoing revenue costs of maintaining this land over at least the next fifteen years will need to be supported by a contribution from Croudace Homes for the future management of the site.	Paul Holland, Senior Finance Manager (Client)
Staffing	We will deliver the recommendations with our current staffing.	Head of Environment and Public Realm
Legal	<p>The Council has a general power to acquire land by agreement under the Local Government Act 1972, section 120. Any such acquisition may be to facilitate any of the Council's functions or for the benefit or improvement of the area. The acquisition proposed within this report is permitted under the general power.</p> <p>All necessary legal documentation will be negotiated and agreed by Legal Services before completion.</p>	Legal Team
Privacy and Data Protection		
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	[Policy & Information Manager]
Crime and Disorder	The recommendation will have a negligible impact on Crime and Disorder. The woodland is	[Head of Service or Manager]

	currently accessed by local people and no significant issues are reported. As population in area increases there is potential for change.	
Procurement	Not required	Head of Environment and Public Realm

8. REPORT APPENDICES

- Appendix 1: Map showing extent of woodland boundary
 - Appendix 2: Risk Assessment
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- Appendix 1: Map showing extent of woodland ; shown in red



Appendix 2 – Risk Management

Vulnerability/Risk	Trigger	Consequences	Current Rating
Financial	<ul style="list-style-type: none"> - Cost of management plan is significantly higher than expected - Investment of endowment or commuted sum does not generate sufficient income - Unable to secure commuted sum from Croudace 	Unable to meet requirements of LEMP / management plan Woodland deteriorates Land cannot be acquired	Likelihood: 2 Impact: 2 Rating: 4
Accessibility	<ul style="list-style-type: none"> - Encampments on site - Anti-social behaviour - Failure to maintain walkways - Unofficial access routes created - Poor management of roadway by managing agent 	Reduction in community use Woodland deteriorates Accident claims Encroachment	Likelihood:3 Impact:3 Rating: 9
Quality	<ul style="list-style-type: none"> - Management plan is insufficient - Anti-social behaviour - Criminal behaviour - Environmental 	Quality of woodland deteriorates Attracts littering / fly tipping Disease or destruction of woodland Negative reputational impact	Likelihood: 3 Impact:3 Rating: 9

No.	Current Rating	Target Rating	Risk		
1	4	4	Financial		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Significant research and evaluation of costs has been completed. Management plan	Good	Further negotiation with landowner	Andrew Williams / Mark Green	Land secured with commuted sum Management Plan in place	Weekly throughout acquisition and transfer of land

identified. Offer from Croudace received. Agreement that land will not be acquired without commuted sum. Financial investment discussed with Director of Finance and Business Transformation.					
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No.	Current Rating	Target Rating	Risk		
2	9	6	Accessibility		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Land is already accessible with footpaths in place. Procedures in place to deal with illegal encampments and anti-social behaviour.	Fair	Active management of the site Appropriate signage Ongoing work to maintain footpaths and walkways	Andrew Williams	Only official footpaths are used Community use of the woodland Good community engagement	Monthly from acquisition

No.	Current Rating	Target Rating	Risk		
3	9	6	Quality		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Officers have good	Fair	Recruitment underway for	Andrew Williams	Community use of the	Monthly

<p>knowledge of land. Expertise in team about management of land. Policies and procedures in place for dealing with ASB.</p>		<p>technical officer with arboriculture expertise. Active management of site Engagement with local community to report issues</p>		<p>woodland Low levels of ASB Productive woodland Low levels of disease</p>	
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