

# AGENDA

## COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING



Date: Tuesday 20 June 2017

Time: 6.30 pm

Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Barned (Chairman), M Burton, Joy, D Mortimer (Vice-Chairman), Perry, Mrs Ring, Mrs Robertson, Webb and Webster

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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 18 April 2017 1 - 6
9. Minutes of the Meeting Held on 23 May 2017 7

**Continued Over/:**

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**Issued on Monday 12 June 2017**

*Alison Broom*

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

10. Presentation of Petitions (if any)	
11. Questions and answer session for members of the public (if any)	
12. Committee Work Programme	8
13. Report of the Head of Policy, Communications and Governance - Strategic Plan Performance Update Quarter 4	9 - 36
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16. Report of the Director of Regeneration and Place - Maidstone Community Lottery	71 - 80

## **PART II**

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

### **Head of Schedule 12 A and Brief Description**

17. Exempt Appendix to the Report of the Director of Regeneration and Place - Maidstone Community Lottery	Paragraph 3 – Info re business/financial affairs	81 - 94
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## **PUBLIC SPEAKING**

In order to book a slot to speak at this meeting of the Communities, Housing and Environment Committee, please contact Caroline Matthews on 01622 602743 or by email on [carolinematthews@maidstone.gov.uk](mailto:carolinematthews@maidstone.gov.uk) by 5 pm one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

## **ALTERNATIVE FORMATS**

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

## MAIDSTONE BOROUGH COUNCIL

### COMMUNITIES, HOUSING AND THE ENVIRONMENT COMMITTEE

#### MINUTES OF THE MEETING HELD ON TUESDAY 18 APRIL 2017

**Present:** Councillor Mrs Ring (Chairman), and  
Councillors Barned, M Burton, Joy, D Mortimer, Perry,  
Mrs Ring, Mrs Robertson, Webb and Webster

72. APOLOGIES FOR ABSENCE

There were no apologies for absence.

73. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

74. URGENT ITEMS

There were no urgent items.

75. CHANGE OF ORDER OF BUSINESS

The Chairman advised that she intended to take Agenda Item 13 – Oral Update on the Housing White Paper as the last item.

76. NOTIFICATION OF VISITING MEMBERS

Councillor Mrs Springett was in attendance as a Visiting Member and indicated her wish to speak on Agenda Item 15 – Tackling Anti-Social Behaviour relating to dogs: Updating our enforcement tools.

77. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members and Officers.

78. DISCLOSURES OF LOBBYING

Councillor M Burton indicated that he had been lobbied on Agenda Item 15 – Tackling Anti-Social Behaviour relating to dogs: Updating our enforcement tools.

79. EXEMPT ITEMS

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

80. MINUTES OF THE MEETING HELD ON 21 MARCH 2017

**RESOLVED:** That the minutes of the meeting held on 21 March 2017 be approved as a correct record and signed.

81. PRESENTATION OF PETITIONS

There were no petitions.

82. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

83. COMMITTEE WORK PROGRAMME

Members asked for the following items to be put on the work programme for the next municipal year:-

- Enforcement action against litter thrown from cars – It was noted that a report would come forward to the Committee once the new legislation was in place.
- MBC Lottery – It was noted that a report would come forward to the Committee in June.

**RESOLVED:** That the Committee Work Programme be noted.

84. ORAL UPDATE - BRUNSWICK STREET AND UNION STREET DEVELOPMENTS

The Economic Development and Regeneration Manager gave a verbal update on the progress of both Brunswick Street and Union Street developments.

**Brunswick Street**

Members noted that a number of designs had been looked at and currently there was provision for 12 market sales, 24 market rents and 16 affordable homes, together with 33 parking spaces.

The Economic Development and Regeneration Manager advised that some pre-app discussions had been held with Ward Members which would result in some design changes and a consultation would be going out to local residents mid to late May with an intention to submit a planning application in June or July.

**Union Street**

Members were advised that similar progress had been made with this development and by the end of May the public consultation would have been completed.

It was noted that a tendering process would be carried out for a contractor using an OJEU compliant framework with the expectation that building work would commence by March next year.

In response to comments from Members, the Economic Development and Regeneration Manager advised that the current car parking provision would be re-sited and the latest design would provide 19 market sales and 30 market rents. However, it had been difficult to come up with an affordable rent scheme but as further design work would be undertaken the situation could change.

**RESOLVED**: That the update be noted.

85. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - COMMUNITIES, HOUSING AND ENVIRONMENT - KEY PERFORMANCE INDICATORS 2017-18

The Head of Policy and Communications presented a report on the current and proposed performance indicators for the Committee following a Member workshop in March.

**RESOLVED**: That the following Strategic Plan Key Performance Indicators be agreed for the Communities, Housing and Environment Committee for 2017-18:-

**Providing a Clean and Safe Environment**

No changes to be made

**Encouraging Good Health and Wellbeing**

Change 'Number of completed disabled facilities grants' to 'Percentage spend of disabled facilities grant'.

Add 'Number of completed home hazards grants' and 'Number of housing assistances'.

Delete 'Number. of people successfully completing a course at the leisure centre following referral by a GP'.

**A Home for Everyone**

That the three KPIs related to planning applications would be reported to Strategic Planning, Sustainability and Transportation Committee.

Add 'Number of households in temporary accommodation'

**Providing a Clean and Safe Environment**

- The percentage of relevant land and highways that is assessed as having deposits of litter at an acceptable level (provide photos of

the standards for information) – Target 94%

- The percentage of relevant land and highways that is assessed as having acceptable levels of detritus (provide photos of the standards for information) – Target 84%
- Number of fly tips assessed within 2 working days – Target 88%
- Percentage of fly tips with evidential value which result in enforcement action – Target 20%
- Number of reports of litter attended to – Target – (TBC)
- Percentage of household waste sent for reuse, recycling and composting (NI 192) – Target – 52.5%
- SMP Information (Contextual)
  - \* Domestic Abuse and other Violent Crime
  - \* Substance Misuse
  - \* Anti-Social Behaviour

### **Encouraging Good Health and Wellbeing**

- Percentage spend of disabled facilities grant – Target (TBC)
- Number of completed home hazards grants – Target (TBC)
- Number of completed housing assistances – Target (TBC)

### **A Home for Everyone**

- Number of affordable homes delivered (gross) – Target 200
- Number of households prevented from becoming homeless through the intervention of housing advice – Target 300
- Number of households housed through housing register – Target 600
- Number of households in temporary accommodation – Target (TBC)

Voting: For: 9 Against: 0 Abstentions: 0

86. REPORT OF THE HEAD OF ENVIRONMENT AND PUBLIC REALM - TACKLING ANTI-SOCIAL BEHAVIOUR RELATING TO DOGS: UPDATING OUR ENFORCEMENT TOOLS

The Environmental Enforcement Manager presented a report on the formal process of replacing the existing Dog Control Orders with updated enforcement measures.

The Committee was informed that a consultation had been undertaken with residents and visitors to Maidstone in relation to controls for dogs in the borough. The survey was conducted to establish awareness levels around the removal of specific bins for dog waste and the success of the accompanying campaign about how dog waste could be disposed of in the regular litter bins.

It was noted that the current Dog Control Orders would convert to Public Space Protection Orders in October 2017 and would stay in place for a maximum of 3 years before they needed to be reviewed.

The Environmental Enforcement Manager advised that he had reviewed the current Dog Control Orders and considered that the fixed penalty level should be more in line with other offences and that provision should be made to extend the current orders to other areas that should be protected. The proposed measures for the PSPOs would be subject to a public consultation to be run in the Spring and was as follows:-

1. To increase the current fixed penalty notice for dog fouling from £75 to £100. The maximum fine through prosecution would remain at £1000.
2. To extend the current order which applied to enclosed children's play areas to open plan play areas.
3. To make it an offence for a dog to be in the cemetery grounds without being on a lead.

In response to questions from Members, the Environmental Enforcement Manager advised that:-

- The fixed penalty notice for dog fouling could not be increased above £100 due to legislation.
- That covert work was being carried out in local parks where particular problems had arisen.
- That a policy of more dogs on leads would reduce the level of fouling and the amount of anti-social behaviour of some dogs.
- The Dog Watch campaign encouraged people to inform on others who had not picked up their dog waste and disposed of it appropriately.
- The Cemetery had experienced problems of dogs being allowed to run loose and this had been considered anti-social.

**RESOLVED:**

1. That a formal consultation be undertaken for a 1 month period on the introduction of 3 Public Space Protection Orders (PSPOs) to update and improve the enforcement tools available to officers

when dealing with irresponsible dog owners;

2. That the fixed penalty notice available for each PSPO be set at £100 in line with other PSPOs; and
3. That representations made in the public consultation be considered by the Head of Environment and Public Realm as detailed in Section 6 before the Head of Housing and Community Services makes the PSPOs unless there are significant relevant objections when there would be a report back to Committee.

Voting: For: 9 Against: 0 Abstentions: 0

87. ORAL UPDATE - HOUSING WHITE PAPER

The Director of Regeneration and Place gave an update on the consultation document for the Housing White Paper.

The Committee was informed that the deadline for a response was early May and that Members of Strategic Planning, Sustainability and Transport Committee had already been briefed.

The Director of Regeneration and Place appraised the Committee on the issues arising out of the Housing White Paper which included:-

- Encouraging Local Authorities to build their own homes
- Right to Buy/Help to Buy
- Planning for the right homes and in the right places
- Higher Planning Fees

The Committee noted that the Chairmen and Vice-Chairmen of both this Committee and the Strategic Planning, Sustainability and Transport Committee would be consulted before the response was sent.

**RESOLVED:** That the update be noted.

88. DURATION OF MEETING

6.30 p.m. to 8.05 p.m.

## MAIDSTONE BOROUGH COUNCIL

### COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

#### MINUTES OF THE MEETING HELD ON TUESDAY 23 MAY 2017

**Present:** Councillor Barned (Chairman), and  
Councillors M Burton, Joy, D Mortimer, Perry, Mrs  
Ring, Mrs Robertson, Webb and Webster

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

3. ELECTION OF CHAIRMAN

**RESOLVED:** That Councillor Barned be elected as Chairman of the Committee for the Municipal Year 2017/18.

4. ELECTION OF VICE-CHAIRMAN

**RESOLVED:** That Councillor D Mortimer be elected as Vice-Chairman of the Committee for the Municipal Year 2017/18.

5. DURATION OF MEETING

6.40 p.m. to 6.42 p.m.

**2017/18 WORK PROGRAMME SORTED BY COMMITTEE**

Report Title	Work Stream	Committee	Month	Lead	Report Author
MBC Lottery	Changes to Services & Commissioning	CHE	Jun-17	William Cornall	John Littlemore
Housing Strategy Annual Review	Updates, Monitoring Reports and Reviews	CHE	Jun-17	John Littlemore	Tony Stewart
Fourth Quarter Budget Monitoring	Corporate Finance and Budgets	CHE	Jun-17	Ellie Dunnet	Paul Holland
Q4 Performance Report 2016/17	Updates, Monitoring Reports and Reviews	CHE	Jun-17	Angela Woodhouse	Anna Collier
Review of Waste Strategy 2014-2019	Updates, Monitoring Reports and Reviews	CHE	Jul-17	Jennifer Shepherd	James Gibson
Waste Collection - Proposed New Charges	Corporate Finance and Budgets	CHE	Jul-17	Jennifer Shepherd	Jennifer Shepherd
Update on Removal of Dog Waste Bins	Updates, Monitoring Reports and Reviews	CHE	Jul-17	Jennifer Shepherd	John Edwards
CCTV Review including Mobile CCTV	Changes to Services & Commissioning	CHE	Sep-17	John Littlemore	Matt Roberts
Fleet maintenance arrangements	Changes to Services & Commissioning	CHE	Sep-17	Jennifer Shepherd	Ian Packer / John Edwards
Parish Services Scheme Review	Changes to Services & Commissioning	CHE	Sep-17	Mark Green	Matt Roberts
First Quarter Budget Monitoring	Corporate Finance and Budgets	CHE	Sep-17	Ellie Dunnet	Paul Holland
Commercial Waste Future Proposal	Regeneration and Commercialisation	CHE	Sep-17	Jennifer Shepherd	John Edwards
Q1 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	CHE	Sep-17	Angela Woodhouse	Anna Collier
Service Level Agreement Review and Grant Budgets	Changes to Services & Commissioning	CHE	Oct-17	John Littlemore	Tony Stewart
Litter Enforcement	Updates, Monitoring Reports and Reviews	CHE	Oct-17	Jennifer Shepherd	Martyn Jeynes
Mid Kent Waste Contract Review & Clean and Safe Strategy	Updates, Monitoring Reports and Reviews	CHE	Oct-17	Jennifer Shepherd	Jennifer Shepherd
Second Quarter Budget Monitoring	Corporate Finance and Budgets	CHE	Nov-17	Ellie Dunnet	Paul Holland
Q2 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	CHE	Nov-17	Angela Woodhouse	Anna Collier
Review of the Council's Accommodation Strategy	Updates, Monitoring Reports and Reviews	CHE	Dec-17	John Littlemore	Tony Stewart
Review of the Council's Allocation Scheme	Updates, Monitoring Reports and Reviews	CHE	Dec-17	John Littlemore	Tony Stewart
Fees & Charges	Corporate Finance and Budgets	CHE	Jan-18	Mark Green	Ellie Dunnet
Medium Term Financial Strategy & Budget Proposals 2018/19	Corporate Finance and Budgets	CHE	Jan-18	Mark Green	Ellie Dunnet
Strategic Plan Action Plan 2018/19	Corporate Planning	CHE	Jan-18	Angela Woodhouse	Angela Woodhouse
Setting new Key Performance Indicators (please note that there will be workshops with each committee prior to the report in January/February)	Corporate Planning	CHE	Feb-18	Angela Woodhouse	Anna Collier
Q3 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	CHE	Feb-18	Angela Woodhouse	Anna Collier
Homelessness Reduction Act	Updates, Monitoring Reports and Reviews	CHE	Feb-18	John Littlemore	Tony Stewart
Housing Strategy Performance Update	Updates, Monitoring Reports and Reviews	CHE	TBC	John Littlemore	Ellie Kershaw
Homelessness Reduction Bill Update	Updates, Monitoring Reports and Reviews	CHE	TBC	John Littlemore	Ellie Kershaw
Safeguarding Policy Update	Updates, Monitoring Reports and Reviews	CHE	TBC	John Littlemore	Matt Roberts
West Kent CCG Forward Plan/Maidstone and Tunbridge Wells NHS STP	Updates, Monitoring Reports and Reviews	CHE	TBC	TBC	TBC
Community Toilet Scheme	Updates, Monitoring Reports and Reviews	CHE	Mar-18	Jennifer Shepherd	John Edwards
Crime and Disorder Overview and Scrutiny	Updates, Monitoring Reports and Reviews	CHE	Oct-17	John Littlemore	Matt Roberts
Crime and Disorder Overview and Scrutiny	Updates, Monitoring Reports and Reviews	CHE	Mar-18	John Littlemore	Matt Roberts

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## Community, Housing and Environment Committee

**20 June 2017**

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

**No**

### Strategic Plan Performance Update Quarter 4 2016/17

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

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

1. Note the summary of performance for Quarter 4 of 2016/17 for Key Performance Indicators (KPIs) and corporate strategies and plans.
2. Note where complete data is not currently available.
3. Note the progress of Strategic Action Plan updates at Appendix II.
4. Identify any action that needs to be taken or amendments to the Quarter 4 report.

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

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

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

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Wider Leadership Team	9 May 2017
Heritage Culture & Leisure Committee	6 June 2017
Strategic Planning, Sustainability & Transport Committee	13 June 2017
Communities, Housing & Environment	20 June 2017
Policy & Resources Committee	28 June 2017

# Strategic Plan Performance Update Quarter 4 2016/17

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Communities Housing and Environment Committee is asked to review the progress of key strategies, plans, and performance indicators that support the delivery of the Strategic Plan 2015-2020.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
  - 2.2 In 2016/17 the Strategic Plan had 32 Key Performance Indicators that were agreed by Policy & Resources Committee in April 2016. This was in addition to the existing 14 plan and strategy updates.
  - 2.3 Performance indicators are judged in two ways. Firstly on whether performance has improved, sustained or declined, compared to the same period in the previous year. This is known as direction. Where there is no previous data, no assessment of direction can be made.
  - 2.4 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the target it is rated green. If the target has been missed but is within 10% of the target it will be rated amber, and if the target has been missed by more than 10% it will be rated red.
  - 2.5 Some indicators will show an asterisk (\*) after the figure. These are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting. In these cases a date has been provided for when the information is expected.
  - 2.6 Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.
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## 3. Quarter 4 Performance Summary

- 3.1 There are 32 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by Policy & Resources Committee for 2016/17.
- 3.2 Overall, 87.5% (7) of targeted KPIs reported this quarter achieved their target for quarter 4. For 78% of indicators, performance improved compared to the same quarter last year, where data is available.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	7	1	0	3	11*
Strategic Actions	6	0	0		6
Direction	Up	Across	Down	N/A	Total
KPIs	7	0	2	2	11*

#### 4. \*Data Not Available

- 4.1 Data for quarter four is not available for the Number of Safeguarding Practitioners Trained. This is due to absence of the officer responsible for the data. Child Sexual Exploitation (CSE) training was delivered to staff at McDonald's restaurants in the Town Centre as part of CSE awareness week.

### 5. Performance by Priority

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

- 5.1 The percentage of waste sent for reuse, recycling, and composting for quarter 4 was 47.64%. The recycling rate is the lowest of the year due to seasonal fluctuations in garden waste, and higher levels of waste following the Christmas period. In quarter 4, we delivered the food waste campaign and saw a 28% increase in food waste for March in comparison to February. There was also a significant increase in garden waste, with the peak expected in June/July. The contamination rate for the quarter was 8%, in line with our target, and further work is planned to reduce this.
- 5.2 The percentage of land and highways assessed as having unacceptable levels of litter is 2.5% against a target of 6.5%. The improvement to cleansing schedules seems to be providing the required results and the third tranche of monitoring has provided the best result for 2016/17.
- 5.3 The percentage of land and highways assessed as having unacceptable levels of detritus is 7.48% against a target of 18%. This is a significant improvement on the same quarter of last year and improvement has been seen over the course of the year, representing the hard work of the cleansing team.
- 5.4 The number of incidences of fly-tipping reported in quarter 4 was 273. This is an increase of 49 incidents between quarter 3 and quarter 4 which has been largely due to an increase in the number of fly tips with green waste and bagged household waste. We have recently issued a number of fines in relation to fly-tipping, and the new fixed penalty notice has resulted in more action being taken against those dumping illegal waste. Overall, the number of fly-tips is within the target of 300, and 212 less than the same period last year.
- 5.5 No data has been provided in relation to the number of safeguarding practitioners trained. The Community Partnerships team provided Child Sexual Exploitation (CSE) training to staff at McDonalds Restaurants in the town centre as part of CSE awareness week.

- 5.6 Crime in the borough has seen a 20% increase in the year to date up to March. Crime has increased across all offences with the exception of vehicle interference, which has declined by 17%. The increase in overall crime is attributed by the service area to the high standard of crime recording now used by Kent Police, and improvements to the 101 service.
- 5.7 The number of Disabled Facilities Grants completed for quarter 4 is 55 against a target of 25. Historically, there is a higher proportion of expenditure in quarter 4 in comparison to the rest of the year, which in turn causes completions to rise. Housing & Health staff co-located staff with Kent County Council's occupational therapist team, which has helped deliver DFGs more effectively. Performance has improved in comparison to the same period in 2015/16.
- 5.8 The number of people completing a course at the Leisure Centre following GP referral was 65 in quarter 4. All of those who completed the course lost weight. This has been the most successful quarter of the year for course completions. Of those that completed the course, 41 achieved 3% weight loss, and 27 achieved 5% weight loss, after 10 weeks.
- 5.9 The number of older isolated people helped to achieve reduced social isolation was 64 for the quarter. Café Culture continues to be popular and is now limited by the number of staff needed to run it, and the space for participants. We are currently undertaking a recruitment drive for volunteers across the museum. Three of the attendees also applied to join a new cohort of museum volunteers.

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

- 5.10 Homelessness preventions exceeded the target with 115 preventions in quarter 4, against a target of 75. Further households were prevented from homelessness with awards of Discretionary Housing Payments, and from the work carried out by Citizens Advice Bureau and Sanctuary Scheme Assistance. An increase in homelessness prevention activity in the team has contributed to an increase in preventions. This was in spite of the designated Preventions Officer post being vacant during the period. The Preventions Officer posts were filled at the end of May.
- 5.11 A total of 45 affordable homes were delivered, meeting the target of 45 for the quarter. There have been 303 affordable completions up to 31 March 2017. The annual target has been exceeded by 153. Delivery against affordable completions has been strong due to good progress made on several key strategic sites. Of the total affordable completions this year, 124 have been delivered for shared ownership.
- 5.12 We have housed 127 people through the housing register for quarter 4 2016/17. This is a reduction in comparison to the 203 housed in the same quarter last year. This is the first time this year that the quarterly target has not been achieved. The quarterly figure is lower due to fewer properties being provided by our Registered Providers. Despite lower performance in quarter 4, the annual target has still been achieved.

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## 6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

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

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## 7. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

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

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## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

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

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

<b>Human Rights Act</b>	None identified.	Policy and Information Manager
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor the any procurement needed to achieve the outcomes of the Strategic Plan.	Policy and Information Manager
<b>Asset Management</b>	Performance Indicators that measure our commercial activities monitor our use of our assets. Good performance shows good management of our assets, or can highlight where assets can be utilised more efficiently.	Policy and Information Manager

**9. REPORT APPENDICES**

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

- Appendix I: Strategic Plan Performance Update Q4 2016/17
- Appendix II: Strategic Plan Action Plan Update Q4 2016/17

**10. BACKGROUND PAPERS**

None

2016/17

# Quarter 4 Performance Update



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

**OUR VISION**

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

**OUR MISSION**

Putting People First.

**OUR PRIORITIES**

Keeping Maidstone Borough an attractive place for all

Securing a successful economy for Maidstone Borough



**ACTION AREAS**

Providing a clean and safe environment

Encouraging good health and wellbeing

Respecting the character and heritage of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

Securing improvements to the transport infrastructure of our Borough

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

Planning for sufficient homes to meet our Borough's needs

**OUR VALUES**

**Service**



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

**Teamwork**



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

**Responsibility**



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

**Integrity**



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

**Value**



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

**Equality**



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

# Understanding Performance

## Key to performance ratings

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

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

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

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

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

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

## Performance Summary

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

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

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	7	1	0	3	11*
Strategic Actions	6	0	0		6
Direction	Up	Across	Down	N/A	Total
KPIs	7	0	2	2	11*

\*1 indicator does not have data for quarter 4

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

### Providing a Clean and Safe Environment

Over the past 5 years, Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services, as a result our recycling rate has improved significantly. Maidstone does not experience high levels of crime.

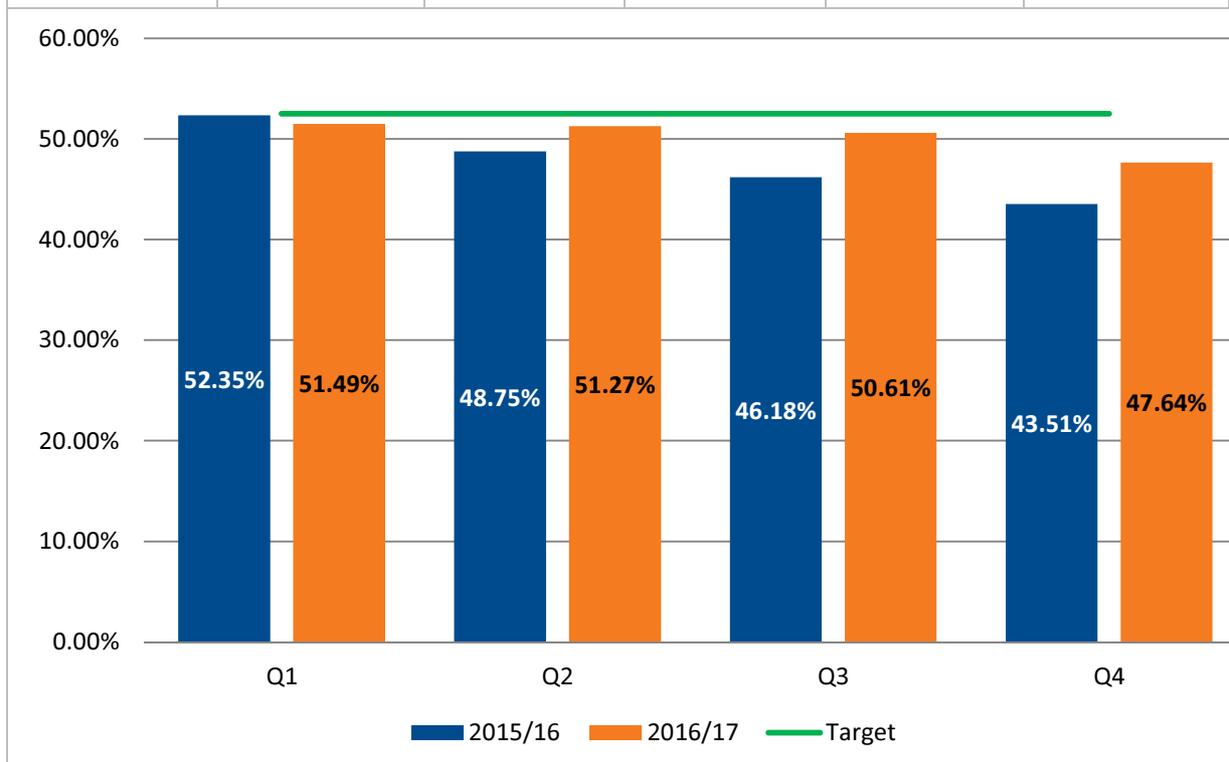
#### Waste & Recycling Strategy

The food waste campaign has been running for the past few months and has generated a surge in requests for replacement food waste bins. The school theatre workshops have been well received by local schools and further school engagement is planned in the Autumn term. The engagement roadshows have been carried out at supermarkets and The Mall shopping centre. The recycling rate for the quarter is lower than the previous quarter due to seasonal fluctuations in garden waste, and an increase in general waste following the Christmas period. In addition, the collection of side waste after Christmas also affects the recycling rate due to more waste being generated over this period. The recycling target of 55% by 2019 is very challenging given the national trend of stagnating rates, which in part can be attributed to lightweight packaging and the growing economy giving an overall rise in waste levels. The Waste Strategy is in the process of being reviewed which will be reported to Communities, Housing and Environment Committee in July.

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
47.64%	52.5%	-4.86%	↑	⚠	Target has been slightly missed



**Performance Comment:** The recycling rate for quarter 4 is the lowest of the year, however this is to be expected given the seasonal fluctuations in garden waste and higher levels of waste following the Christmas period. We delivered the food waste campaign in quarter 4 which included stickers on bins, roadshows, theatre workshops in schools, children’s competitions and media advertising. There was a 28% increase in the amount of food waste collected in March compared with February. These results will need to be sustained through ongoing communication. The recycling rate for March was 50.05%, up from 45.59% in February. There was also a 169% rise in garden waste in March with the peak expected in June/July. The contamination rate was 8% for the quarter, and further work is planned to reduce this.

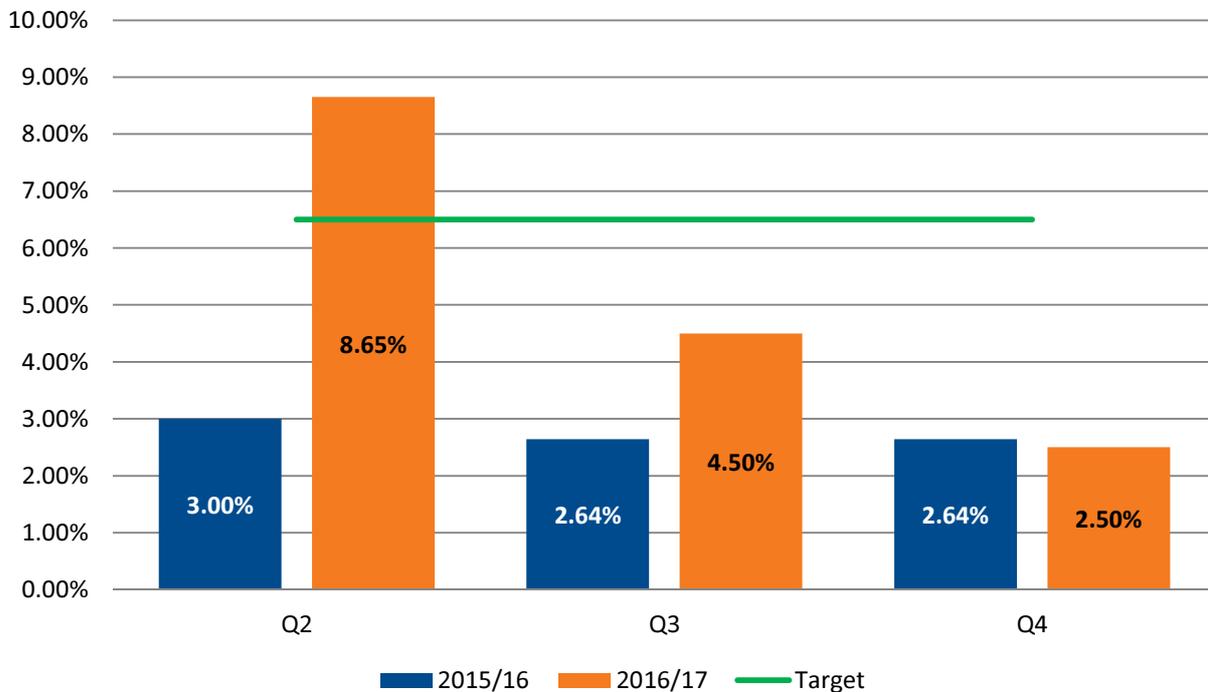
Engagement in recycling is falling nationally after peaking a few years ago when it received high profile media interest and there were national campaigns produced by the Waste & Resources Action Programme. We continue to promote the services and engage with residents, but without the reinforcement of national campaigns this is a greater challenge.

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

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
2.50%*	6.50%	-4%	↑	✓	Target has been achieved



**\*Data for December to March. The environmental survey is conducted every four months.**

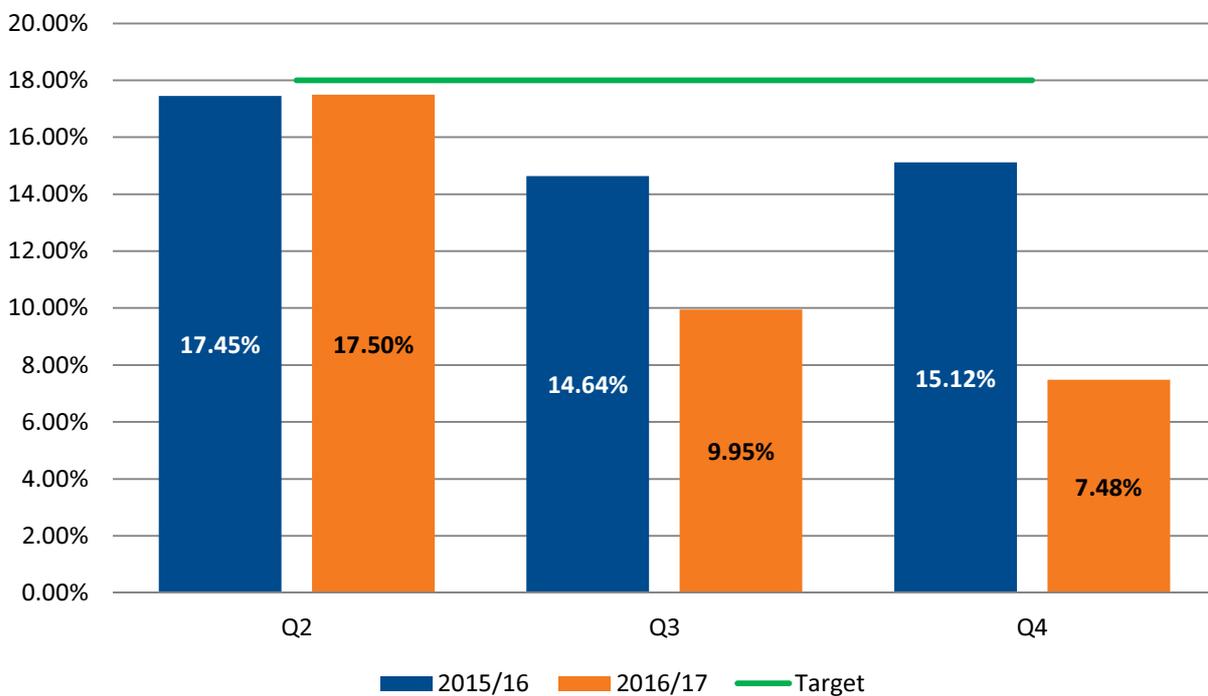
**Performance Comment:** The third environmental survey has provided the best results of 2016/17. This shows a significant improvement in the levels of litter in the borough with urban areas providing the best results in the borough. The improvement to inspection based cleansing schedules earlier in the year seems to be providing the required results. Every road in the borough is now on a 6 weekly cleansing schedule. This is the first period that has shown an improvement in comparison to 2015/16. The levels of litter and detritus have significantly improved due to the cleansing service adapting its working practices to target hotspots and areas of high footfall at the appropriate time of day.

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

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
7.48%*	18%	-10.52%	↑	✓	Target has been achieved

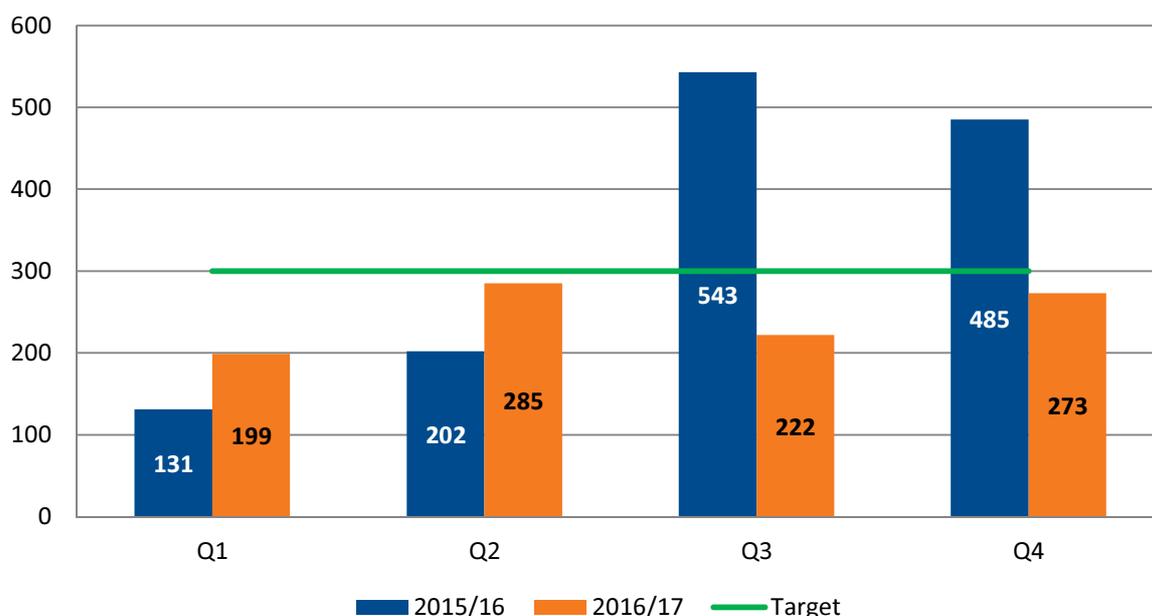


**\*Data for December to March. The environmental survey is conducted every four months.**  
**Performance Comment:** The third environmental survey has provided the best results of the year with improvements across all land types. As with litter, the percentage of land and highways with unacceptable levels of detritus has continually reduced throughout the year. The levels of litter and detritus have significantly improved due to the cleansing service adapting its working practices to target hotspots and areas of high footfall at the appropriate time of day.

### Number of incidences of fly-tipping

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
273	300	-27	↑	✓	Target has been achieved



**Performance Comment:** There were 273 incidences of fly-tipping in the fourth quarter of 2016/17, which is within target. The increase from the last quarter was due to an increase in green waste and bagged household waste being deposited. Analysis of previous years and the types of waste deposited, shows no specific trends or reasons for the increase. Fly tipping levels fluctuate throughout the year, with weather and seasonality having some impact i.e. increased DIY/construction work in Spring and increased garden growth. There is a growing market of illegal waste carriers using social media, which are being targeted by the Enforcement Team. There have been two recent prosecutions for fly tipping which resulted in fines of £700 and £1100. The new fixed penalty notice for fly tipping has also resulted in more action being taken against those illegally dumping smaller quantities of waste, with 6 recently being issued.

The type and quantity of fly tips is monitored monthly. A working group including Cleansing, Enforcement and Communications is working on resident engagement, focussing on the legal requirement for duty of care and their responsibilities for waste management.

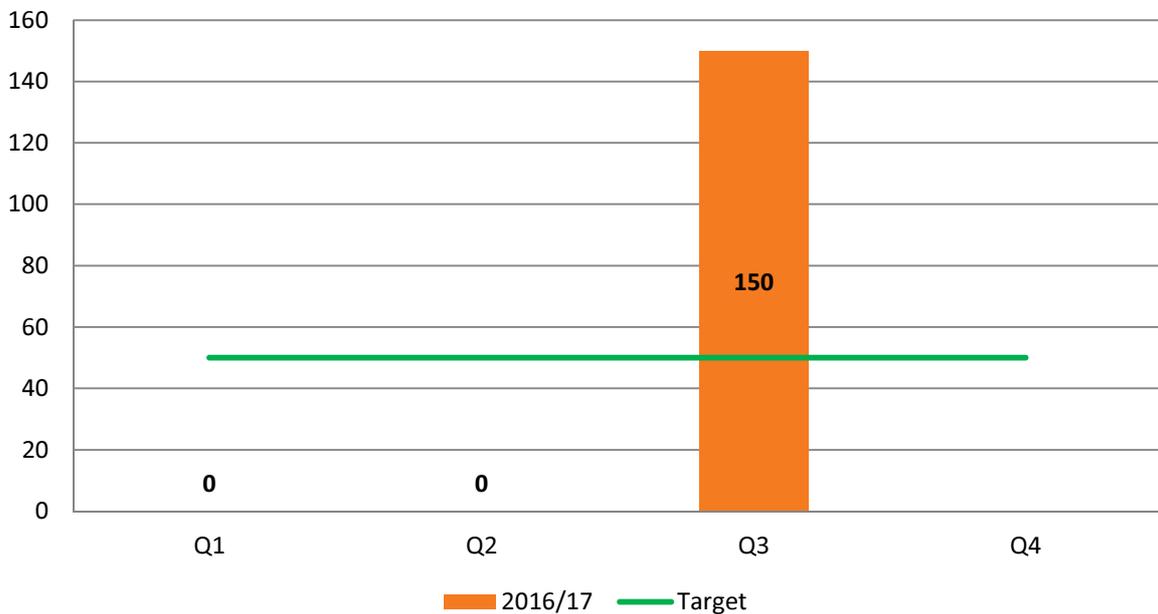
## Community Safety Strategy ✔

Following the annual strategic assessment being presented to the Communities Housing and Environment Committee, acting in its role as Crime & Disorder panel, the Committee approved a set of recommendations for Council to enable the Strategic Plan to be delivered for 2017/18. Applying the new principles enshrined in Managing Risk in Law Enforcement approach, the review recommended four priority areas for the year ahead - Organised Crime Groups (including modern slavery), Gangs and Child Sexual Exploitation, Substance Misuse, Domestic Abuse and other Violent Crime, and Mental Health. The Council adopted the new Strategic Plan in April 2017 and the Safer Maidstone Partnership has since met to begin the process of identifying delivery groups and scoping the action plans

### Number of safeguarding practitioners trained

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
?*	50	?	?	?	?



**Performance Comment:** \*Quarter 4 data is not currently available. Child Sexual Exploitation (CSE) training was delivered to staff at McDonalds restaurants in the town centre as part of CSE awareness week in March.

### Air Quality Strategy

The Member Working Group has now completed a series of information gathering meetings covering the key topics of 'transport', 'public health', 'procurement', and 'planning'. As a result of the information gathered an action plan and recommendations have been developed with a view to be presented in the form of a report to the Strategic Planning, Sustainability, & Transportation Committee. The report will also encompass a review of the Air Quality Action Plan and Air Quality Management Areas.

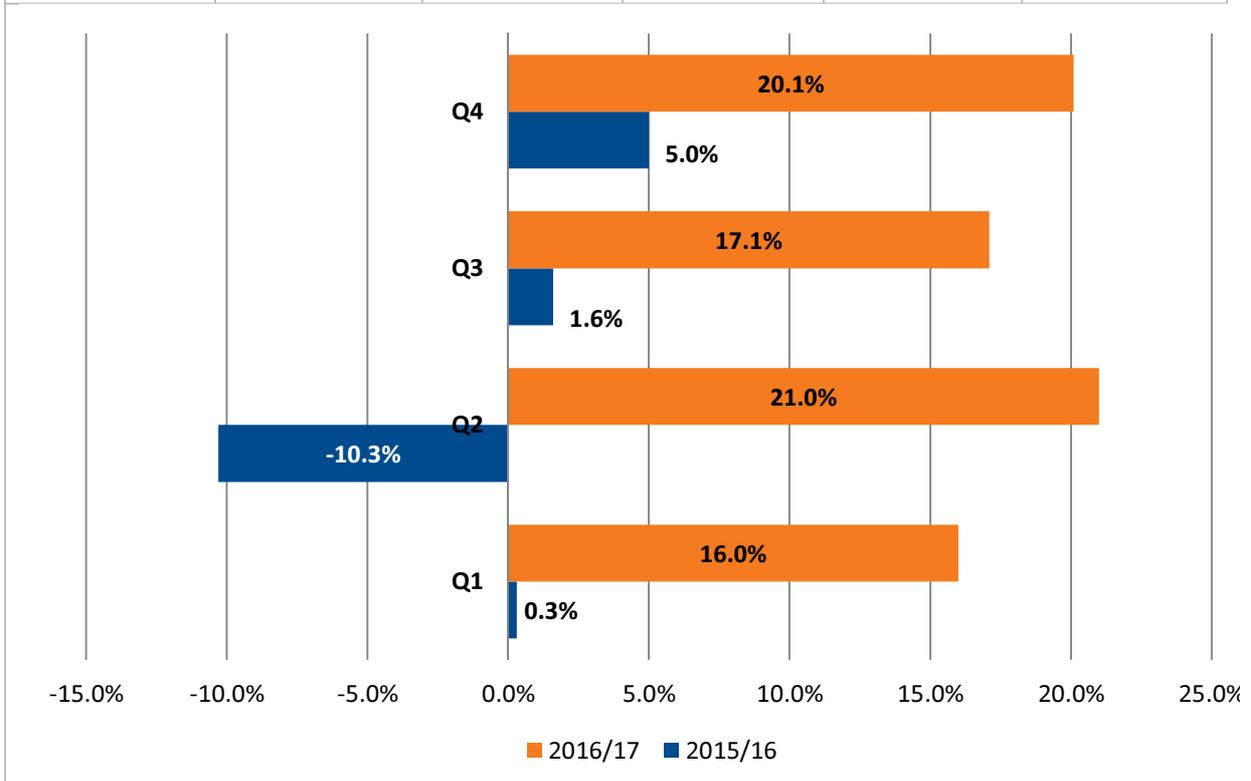
### Environmental Quality Survey

The 3rd tranche of the environmental survey has been undertaken and has shown continuous improvement on the previous tranches. The new Compliance Manager at the Depot will be undertaking this work in future to ensure independence from the cleansing service. The levels of litter and detritus have significantly improved due to the cleansing service adapting its working practices to target hotspots and areas of high footfall at the appropriate time of day.

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
20.1%					



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

**Performance Comment:**

Crime has increased across all offenses except vehicle interference which has declined by 17% compared to 2015/16.

There has been a 25% increase in violent crime, 3% increase in ASB, 28% increase in sexual offences and 62% increase in theft of a peddle cycle.

The increase is most likely due to a combination of the high standards of crime recording now used by Kent Police and improvements to the 101 service. Given the increase in theft offences, the changes in police attendance policy in dealing with shoplifting has not deterred businesses from reporting offenders via 101 or through contact with CCTV control.

### Encouraging Good Health and Wellbeing

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

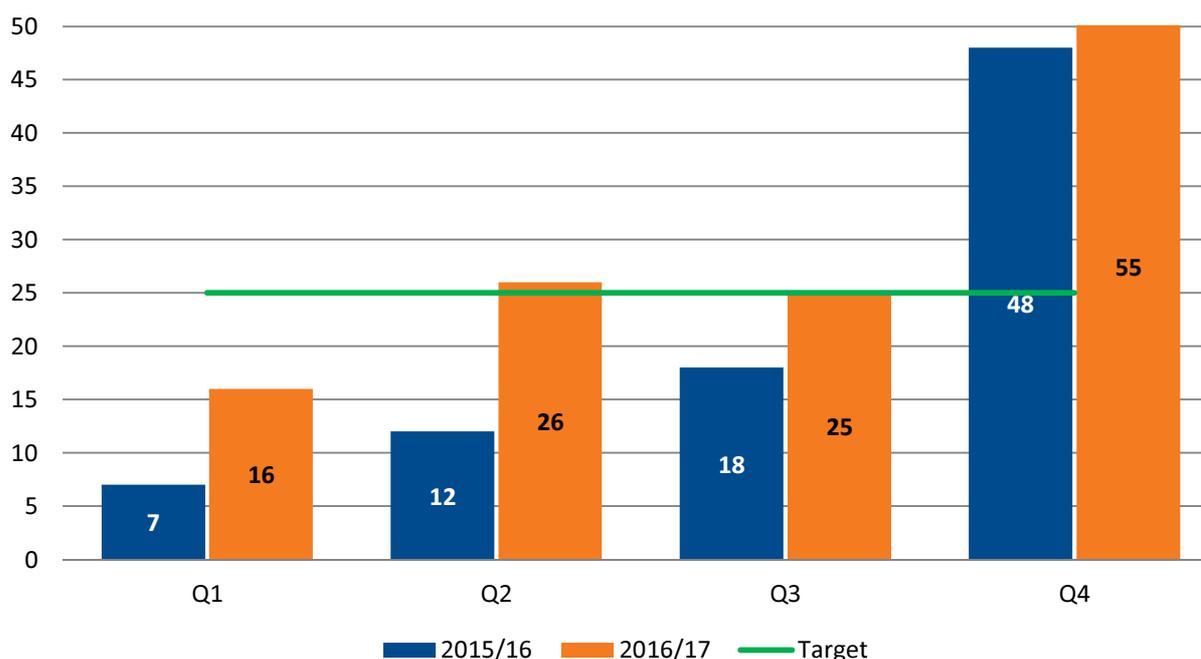
### Health Inequalities Action Plan Update

During 2016/17 the action plan has been subjected to a comprehensive review. The Health & Well Being Group received a range of data that focused on progress to date against the original targets and to look at new emerging themes. This has enabled a refresh of the action plan and the four themes to be agreed including Homelessness and Health. The refreshed action plan was presented to the Communities, Housing & Environment Committee in October 2016 and adopted. New sub groups of the Maidstone Health & Well Being Group have now been identified and the new action plan is moving into the delivery phase.

### Number of completed Disabled Facilities Grants

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
55	25	+20	↑	✓	Target has been achieved



**Performance Comment:** The monetary value of completions was set against a historic budget and what was thought to be achievable. With the budget last year having been increased, the value of completions was not increased proportionately. We have therefore significantly exceeded the target for quarter 4.

As a result of the increase in budget the Housing & Health team introduced a more efficient and ultimately effective way of delivering DFGs that resulted in the number of completions increasing throughout the year. This included having staff co-located with KCC's occupational therapist team. Traditionally, there is a higher proportion of expenditure activity in the fourth quarter. This causes the number of completions to rise in the last quarter whilst conversely the number of completions during the first quarter tends to be lower. The team have delivered a total of 122 Disabled Facilities Grants in 2016/17.

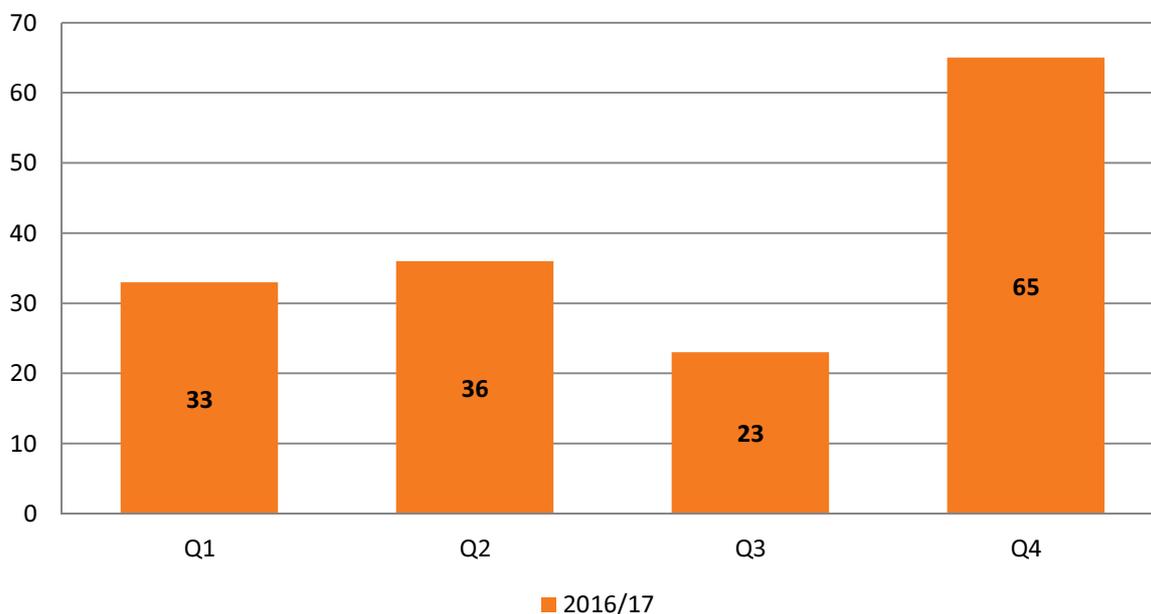
## Housing Strategy Update

A review of the Housing Strategy's progress to date will be provided to the Communities, Housing & Environment Committee in June 2017.

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
65					



**Performance Comment:**

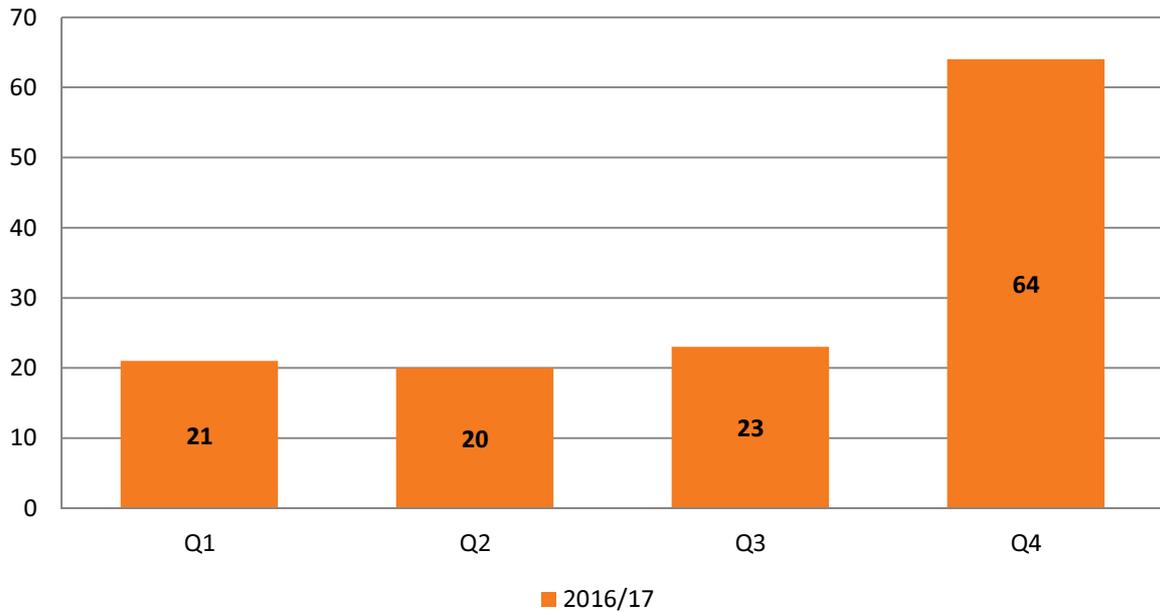
Over the course of quarter 4, 65 people completed a course at the leisure centre. All of those who completed the course lost weight. This is considered good performance by the team, and the number of people completing a course is significantly higher than at any other time throughout the year.

- 65 people engaged with the programme.
- 41 achieved 3% weight loss after 10 weeks
- 27 achieved 5% weight loss after 10 weeks

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

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
64					



**Performance Comment:** We helped 64 people achieve reduced social isolation through Museum projects in quarter 4. This is almost three times the amount of attendees in any other quarter this year. We increased marketing of the project, with leaflets being distributed to local surgeries, which had a positive effect on attendance. Cafe Culture continues to be popular and is now limited by the number of staff needed to run it and the size of the room for participants. We are currently undertaking a recruitment drive for more volunteers across the museum, including to help with the delivery of the Café Culture project. As the purpose of the activity is to prevent social isolation among those at risk, we were delighted when three of our attendees also applied to join a new cohort of museum volunteers.

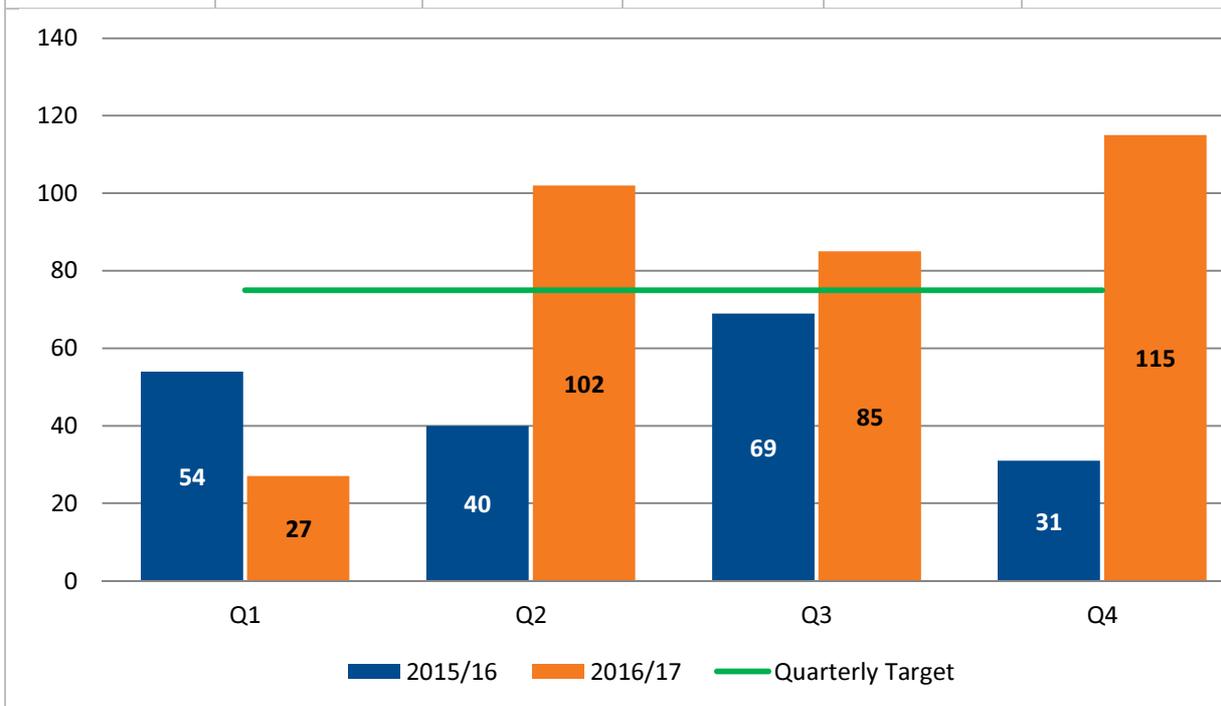
## Priority 2: Securing a successful economy for Maidstone Borough

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

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

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

Current Value	Q4 Target	Value Vs Target	Direction	Status	Outcome
115	75	+35	↑	✓	Target has been achieved



**Performance Comment:** The quarter has seen continued improvements in the number of homelessness preventions. Further households were prevented from homelessness with awards of Discretionary Housing Payments (DHP) and from the work carried out by the Citizens Advice Bureau and Sanctuary Scheme Assistance. An increase in the homelessness prevention activity within the Housing Advice Team has also contributed to the overall increase in number of homeless preventions, despite the Homelessness Preventions Officer leaving post in the middle of February and remaining vacant. At the end of May, we finished recruitment for two Preventions Officers and a Prevention Team Leader.

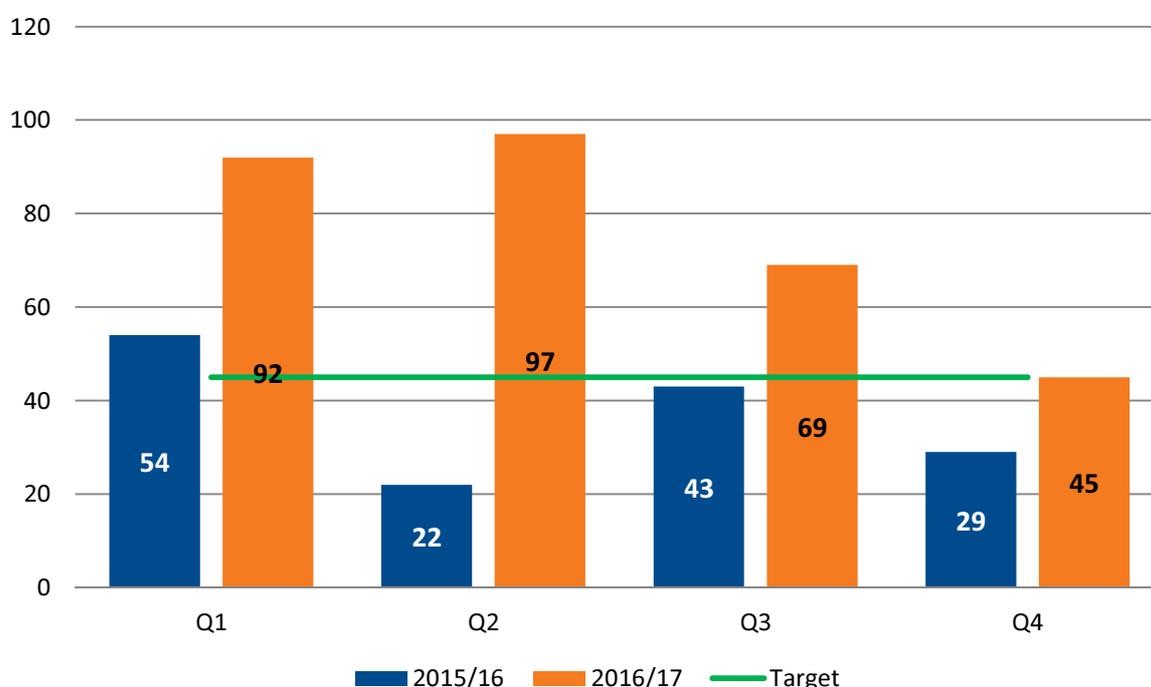
## Housing Strategy Update ✔

A review of the Housing Strategy's progress to date will be provided to the Communities, Housing & Environment Committee in June 2017.

### Number of affordable homes delivered

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
45	45	=	<span style="color: blue;">↑</span>	<span style="color: green;">✔</span>	Target has been achieved

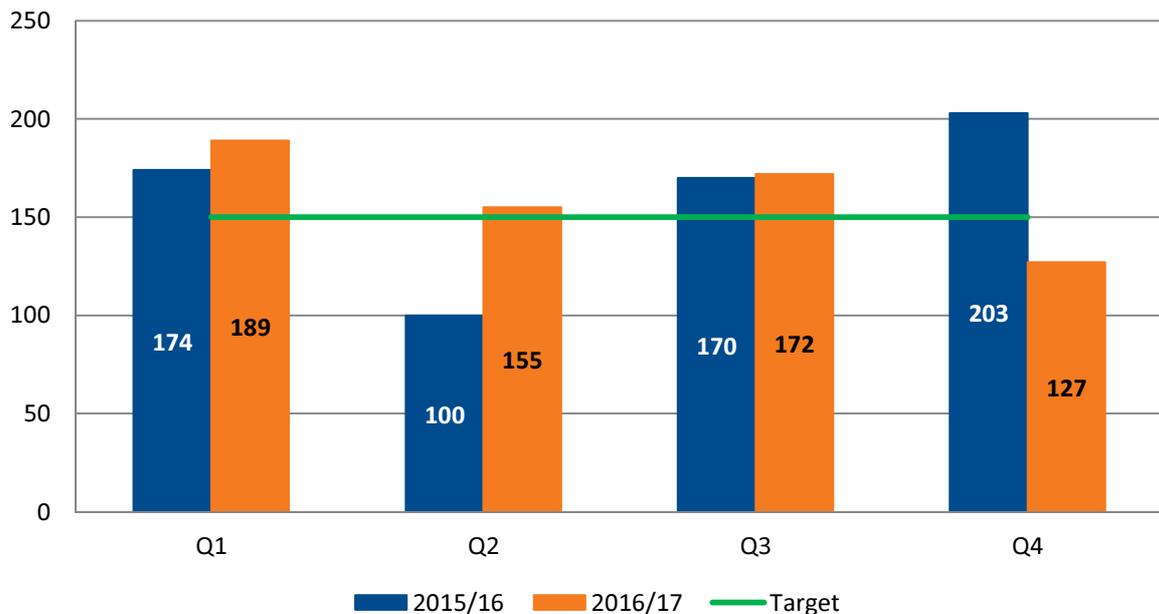


**Performance Comment:** A total of 303 affordable homes have been completed this year, exceeding the annual target (150) by 153 affordable homes. Delivery against affordable completions has been strong due to good progress made on several key strategic sites in the Borough. Of these 303 affordable completions, a total of 124 have been delivered for shared ownership, equating to 41% of the overall total.

### Number of households housed through housing register

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
127	150	-23	↓	✓	Target will be achieved



**Performance Comment:** We housed 127 people through the Housing Register in quarter 4. The target has been missed for the first time this year, and the figure is significantly lower in comparison to the same period last year. The quarterly figure is lower due to less properties being provided by Registered Providers and a smaller amount of new build units being completed during this quarter. There was some slippage with some new builds that should have been completed in the quarter. This reduced the number of properties we expected to be available to people on the housing register. The annual target has been exceeded.

2016/17

# Quarter 4 Strategic Plan Action Plan Update



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

**OUR VISION**

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

**OUR MISSION**

Putting People First.

**OUR PRIORITIES**

Keeping Maidstone Borough an attractive place for all

Securing a successful economy for Maidstone Borough



**ACTION AREAS**

Providing a clean and safe environment

Encouraging good health and wellbeing

Respecting the character and heritage of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

Securing improvements to the transport infrastructure of our Borough

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

Planning for sufficient homes to meet our Borough's needs

**OUR VALUES**

**Service**



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

**Teamwork**



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

**Responsibility**



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

**Integrity**



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

**Value**



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

**Equality**



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

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

### Providing a Clean and Safe Environment

Over the past 5 years, Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services, as a result our recycling rate has improved significantly. Maidstone does not experience high levels of crime.

#### Review of Licensing Policies

##### **Review and Implement Gambling Act Policy**

Following the closing of the consultation period no significant responses were received. The amended policy was presented to the Licensing Committee in January 2017 and the Committee recommended the policy for adoption by the Council. The process of adoption was completed on 1 March 2017 at full Council.

#### MBC Commercial Waste Service

##### **Food waste collection feasibility study**

Having reviewed the Commercial Waste operation, further work is intended to maximise the profitability and reduce the cost of the current service. Capital funding has been allocated to the expansion of the service however this will be focused on delivering the current service to more customers as opposed to diversifying. There is no further work proposed to explore the introduction of commercial food waste collections.

#### Crematorium Development Project

##### **Commence implementation of Phase One**

A refocussing of Bereavement Services development plans is envisaged and was reported to Heritage, Culture, and Leisure Committee in June 2017.

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

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

#### Housing Strategy 2015-2020

##### Acquisition of property

Policy & Resources Committee agreed at its meeting on 29 March to proceed with the acquisition of 13 properties. Offers have been made on 13 suitable properties with a view to completion as soon as possible.

#### Housing Assistance Policy

##### Adopt New Empty Homes Strategy

Acknowledging that Maidstone does not have a significant issue with long-term empty homes this issue was considered during the member review of the Medium Term Financial Strategy. Having reviewed the progress made in previous years it was agreed that other areas of work, such as supporting the Temporary Accommodation Strategy, required prioritisation for resources. It was therefore agreed that a new Empty Homes Strategy was not required but the work on empty homes would continue as part of the overall Housing Strategy.

##### Review and update housing assistance policy

Communities Housing and Environment Committee approved the new housing assistance policy in September 2016.

##### To determine the number of properties for improvement following review of outcome from stock condition survey

Work on this project has been delayed, as a Kent-wide consortium has been implemented to explore whether a better package can be achieved by commissioning a multi-borough survey. It is anticipated that a decision will be reached in late 2017.

<b>Communities, Housing and Environment Committee</b>	<b>20 June 2017</b>
Is the final decision on the recommendations in this report to be made at this meeting?	<b>Yes</b>

## Fourth Quarter Budget Monitoring

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

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

1. That the Committee notes the financial position for services within its remit at the end of the fourth quarter.

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

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

Financial resources are allocated in accordance with the Council’s strategic priorities. This report shows how the resources have been spent and identifies any areas where there have been variances from the budgeted allocation of resources.

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Communities, Housing and Environment Committee	20 June 2017

# Fourth Quarter Budget Monitoring

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report sets out the revenue budget and outturn for services within the Committee's remit at the end of the fourth quarter of 2016/17. It highlights significant variances from budget and any other matters which are likely to have a material financial impact.
  - 1.2 As at the end of the fourth quarter there was an overall underspend for services within the Committee's remit of £380,390. The individual variances for each cost centre are shown at Appendix 1. The totals include internal recharges.
  - 1.3 The Council as a whole will also be reporting an underspend at the end of the fourth quarter. This is a significant improvement from the end of the third quarter, when an overspend of £288,000 was projected. It follows the introduction of additional controls over spending, designed to ensure that the Council remained within budget for the year. The Council will need to continue maintaining tight controls in 2017/18 given likely spending pressures.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Director of Finance & Business Improvement is the Council's Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. Day to day budgetary control is delegated to service managers, with assistance and advice from their Director and the Finance section.
- 2.2 The budget for 2016/17 was agreed by full Council on 2 March 2016. This report sets out the position as at the end of the fourth quarter in relation to the revenue budget. The fourth quarter figures will be incorporated within the Council's draft Statement of Accounts for the year ending 31<sup>st</sup> March 2017, which will be considered by the Audit, Governance and Standards Committee at its meeting on 26<sup>th</sup> June 2017.
- 2.3 Attached at Appendix 1 is a table detailing the current budget and actual position in relation to the fourth quarter of 2016/17, to March 2017, by cost centre.
- 2.4 The Appendix shows:
  - a) The cost centre description;
  - b) The value of the net expenditure budget for the year;
  - c) Actual expenditure;
  - d) Actual income;
  - e) Actual net expenditure (gross expenditure less income)
  - f) The variance between expected and actual net expenditure.

- 2.5 Appendix 1 shows net expenditure of £8.839 million compared with a budget of £9.220 million.
- 2.6 Explanations are shown below for all variances within individual cost centres which exceed £30,000:

<b>Cost Centre</b>	<b>Positive Variance £000</b>	<b>Adverse Variance £000</b>
<b>Social Inclusion</b> There are a number of grants that have not been used in 2016/17. These will be carried forward to 2017/18.	71	
<b>CCTV</b> There is an unrealised budget strategy item in this service, as well as income targets that have not been achieved.		53
<b>Environmental Protection Section</b> This variance reflects staff vacancies during the year in the section.	52	
<b>Depot Services Section</b> This variance reflects staff vacancies during the year in the section.	39	
<b>Homelessness Temporary Accommodation</b> As has been reported throughout the year demand for this service has continued to be high. Actions have been taken to reduce costs and this has reduced the variance which had been forecast as £500,000 earlier in the year.		459
<b>Homelessness Prevention</b> Due to staffing issues it has not been possible to spend all the allocated budget during 2016/17.	87	
<b>Private Sector Renewal</b> This area received grant funding from the Disabled Facilities Grant to reflect the time staff spend on processing the grants.	49	
<b>Recycling Collection</b> This variance is a combination of an unused Recycling Reward Grant which will be carried forward, plus the impact of default notices on the main contract costs.	40	
<b>Pollution Control – General</b> There is an DEFRA Grant of £206,000 which will be carried forward to fund an ongoing project.	235	
<b>Occupational Health &amp; Safety</b> This variance has arisen where the Council has been reimbursed its costs from successful health and safety prosecutions. It is intended to ring-fence this to provide funding for future cases.	62	
<b>Street Cleansing</b> There is a previously agreed saving in this area		55

<b>Cost Centre</b>	<b>Positive Variance</b>	<b>Adverse Variance</b>
that has not been delivered.		
<b>Grounds Maintenance</b> The service has generated additional income, from a combination of work done both externally and internally. The external work was for a value of £28,000 but the internal work does not represent additional income as the costs are recharged within the Council.	97	

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### **3. AVAILABLE OPTIONS**

- 3.1 There are no matters for decision in this report. The Committee may choose to take further action depending on the matters reported here.

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

- 4.1 The Committee is requested to note the contents of this report. It may choose to take further action, bearing in mind the implications of the financial outturn for future budget management and financial strategy development.

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

- 5.1 This report is not expected to lead to any consultation.

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

- 6.1 Fourth quarter budget monitoring reports are being considered by the Service Committees in June 2017. The overall outturn for the year ended 31<sup>st</sup> March 2017 will be reported as part of the Council's Statement of Accounts, which will be considered in draft form by the Audit, Governance and Standards Committee at its meeting on 26<sup>th</sup> June 2017. The Statement of Accounts will be audited and is due to be approved, in its final form, by the Audit, Governance and Standard Committee at its meeting on 18<sup>th</sup> September 2017.

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

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The Council's budget reflects its corporate priorities. This report compares actual performance	Director of Finance and

	with the budget, and so provides a measure of whether the Council has fulfilled its priorities in financial terms.	Business Improvement (Section 151 Officer)
<b>Risk Management</b>	Regular and comprehensive monitoring of financial performance as summarised in this report ensures early warning of significant issues that may place the Council at significant risk and gives the Committee the best opportunity to take actions to mitigate such risks.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Financial</b>	Financial implications are the focus of this report. Budget monitoring, as summarised in this report, ensures that services can react quickly to potential operational and resourcing problems. The process helps to ensure that the Council delivers against its strategic priorities.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Staffing</b>	Employee costs represent approximately 50% of the direct spend of the Council. Any consideration of resource allocation and monitoring therefore pays attention to employee costs and relevant issues will be raised in monitoring reports such as this.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Legal</b>	The Council has a statutory obligation to maintain a balanced budget. The monitoring process enables the Committee to ensure that it meets this requirement for the services within its remit.	[Legal Team]
<b>Equality Impact Needs Assessment</b>	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Environmental/Sustainable Development</b>	No specific implications.	Director of Finance and Business Improvement

		(Section 151 Officer)
<b>Community Safety</b>	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Human Rights Act</b>	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Procurement</b>	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Asset Management</b>	The budget allocates resources for asset management. There are no specific issues arising from service performance as reported here for asset management.	Director of Finance and Business Improvement (Section 151 Officer)

**8. REPORT APPENDICES**

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

- Appendix I: Fourth Quarter 2016/17 Budget Monitoring – Communities, Housing and Environment Committee

**9. BACKGROUND PAPERS**

None.

**COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE  
FINAL OUTTURN FOR 2016/17**

Cost Centre/Service	Final Adjusted Estimate A	Actual Outturn for Year			Variance (-Adverse / Favourable) A-B
		Expenditure	Income	Net	
	£	£	£	£	£
Grants	217,270	222,500		222,500	-5,230
Delegated Grants	2,100	2,150		2,150	-50
Parish Services	199,800	205,171		205,171	-5,371
<b>Central Services to the Public</b>	<b>419,170</b>	<b>429,821</b>	<b>0</b>	<b>429,821</b>	<b>-10,651</b>
Switch Cafe Project	15,060	223	-2,748	-2,525	17,585
Community Development	16,350	2,484		2,484	13,866
Social Inclusion	75,520	72,983	-68,680	4,303	71,217
Troubled Families	-2,760	56,085	-56,600	-515	-2,245
<b>Community Development</b>	<b>104,170</b>	<b>131,775</b>	<b>-128,028</b>	<b>3,747</b>	<b>100,423</b>
Community Safety	46,440	37,295	-1,000	36,295	10,145
Building Safer Communities	0	38,781	-37,104	1,677	-1,677
C C T V	242,130	295,452	0	295,452	-53,322
<b>Community Safety</b>	<b>288,570</b>	<b>371,528</b>	<b>-38,104</b>	<b>333,424</b>	<b>-44,854</b>
Head of Environment and Public Realm	92,810	90,444		90,444	2,366
Environmental Operations Enforcement Section	342,590	348,354	-258	348,096	-5,506
Community Safety Co-ordinator Section	196,940	259,428	-68,470	190,958	5,982
Licensing Section	110,260	107,118		107,118	3,142
Environmental Protection Section	259,230	207,572	-400	207,172	52,058
Food and Safety Section	315,100	300,602	-400	300,202	14,898
Depot Services Section	470,190	432,816	-1,950	430,866	39,324
Head of Housing & Community Services	109,630	108,996		108,996	634
Housing & Enabling Section	325,790	336,661	-21,720	314,941	10,849
Housing & Inclusion Section	411,470	406,256	-5,191	401,065	10,405
Housing & Health Section	308,940	307,758	-1,156	306,602	2,338
<b>Corporate Support Services</b>	<b>2,942,950</b>	<b>2,906,003</b>	<b>-99,545</b>	<b>2,806,458</b>	<b>136,492</b>
Drainage	31,700	11,109		11,109	20,591
<b>Flood Defence and Land Drainage</b>	<b>31,700</b>	<b>11,109</b>	<b>0</b>	<b>11,109</b>	<b>20,591</b>
Homeless Temporary Accommodation	422,630	1,414,239	-532,420	881,818	-459,188
Homelessness Prevention	155,380	68,005		68,005	87,375
Homelessness - Admin	0	1,035		1,035	-1,035
Aylesbury House	29,790	95,950	-69,531	26,419	3,371
Magnolia House	-6,440	21,393	-44,610	-23,217	16,777
St Martins House	0	2,263	-5,815	-3,552	3,552
Marsham Street	0	10,820		10,820	-10,820
<b>Homelessness</b>	<b>601,360</b>	<b>1,613,705</b>	<b>-652,377</b>	<b>961,328</b>	<b>-359,968</b>
Housing Register & Allocations	10,000	11,059		11,059	-1,059
<b>Housing Advice</b>	<b>10,000</b>	<b>11,059</b>	<b>0</b>	<b>11,059</b>	<b>-1,059</b>
Strategic Housing Role	16,540	8,945	-20,855	-11,910	28,450
<b>Housing Strategy</b>	<b>16,540</b>	<b>8,945</b>	<b>-20,855</b>	<b>-11,910</b>	<b>28,450</b>
Marden Caravan Site (Stilebridge Lane)	18,140	41,756	-38,807	2,948	15,192
Ulcombe Caravan Site (Water Lane)	6,220	17,374	-36,110	-18,736	24,956
<b>Other Council Properties</b>	<b>24,360</b>	<b>59,130</b>	<b>-74,918</b>	<b>-15,788</b>	<b>40,148</b>
Private Sector Renewal	2,630	0	-46,340	-46,340	48,970
HMO Licensing	-10,380		-22,220	-22,220	11,840
<b>Private Sector Housing Renewal</b>	<b>-7,750</b>	<b>0</b>	<b>-68,560</b>	<b>-68,560</b>	<b>60,810</b>
Public Health - Obesity	7,740	75,751	-68,825	6,926	814
Public Health - Misc Services	5,440	35,110	-43,290	-8,180	13,620
<b>Public Health</b>	<b>13,180</b>	<b>110,861</b>	<b>-112,115</b>	<b>-1,254</b>	<b>14,434</b>
Recycling Collection	575,260	1,766,847	-1,231,851	534,996	40,264
<b>Recycling</b>	<b>575,260</b>	<b>1,766,847</b>	<b>-1,231,851</b>	<b>534,996</b>	<b>40,264</b>
Licences	-6,800	25,042	-30,099	-5,057	-1,743
Licensing Statutory	-61,040	78,014	-163,205	-85,191	24,151
Licensing Non Chargeable	7,030	7,756		7,756	-726
Dog Control	24,150	45,589	-7,666	37,923	-13,773
Health Promotion	1,750	0		0	1,750
Health Improvement Programme	1,000	7,500		7,500	-6,500
Pollution Control - General	25,810	27,265	-236,321	-209,055	234,865
Contaminated Land	0	160	-800	-640	640
Environmental Enforcement	-420	105,002	-132,253	-27,250	26,830
Food Hygiene	8,840	250	0	250	8,590
Sampling	3,300	0		0	3,300
Occupational Health & Safety	23,670	49,193	-87,611	-38,418	62,088
Infectious Disease Control	950	950		950	-0
Noise Control	2,060	1,880		1,880	180
Pest Control	-12,000		-9,436	-9,436	-2,564
Public Conveniences	153,460	154,490	-380	154,109	-649
Licensing - Hackney & Private Hire	-68,400	77,653	-118,185	-40,533	-27,867
<b>Regulatory Services</b>	<b>103,360</b>	<b>580,744</b>	<b>-785,956</b>	<b>-205,212</b>	<b>308,572</b>

Cost Centre/Service	Final	Actual Outturn			Variance
	Adjusted	for Year			(-Adverse /
	Estimate	Expenditure	Income	Net	Favourable)
	A			B	A-B
	£	£	£	£	£
Street Cleansing	1,065,220	1,163,488	-42,942	1,120,545	-55,325
<b>Street Cleansing</b>	<b>1,065,220</b>	<b>1,163,488</b>	<b>-42,942</b>	<b>1,120,545</b>	<b>-55,325</b>
Commercial Waste Services	-59,740	175,103	-243,085	-67,982	8,242
<b>Trade Waste</b>	<b>-59,740</b>	<b>175,103</b>	<b>-243,085</b>	<b>-67,982</b>	<b>8,242</b>
Fleet Workshop & Management	698,180	693,784	-349	693,435	4,745
MBS Support Crew	-42,920	122,428	-149,173	-26,744	-16,176
Grounds Maintenance	1,416,750	1,436,329	-116,267	1,320,062	96,688
<b>Trading Accounts</b>	<b>2,072,010</b>	<b>2,252,542</b>	<b>-265,789</b>	<b>1,986,753</b>	<b>85,257</b>
Household Waste Collection	1,019,350	1,182,968	-172,182	1,010,786	8,564
<b>Waste Collection</b>	<b>1,019,350</b>	<b>1,182,968</b>	<b>-172,182</b>	<b>1,010,786</b>	<b>8,564</b>
<b>Committee Total</b>	<b>9,219,710</b>	<b>12,775,625</b>	<b>-3,936,305</b>	<b>8,839,320</b>	<b>380,390</b>

## Communities, Housing and Environment Committee

**20 June 2017**

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

**Yes**

### Maidstone Housing Strategy 2016-2020 Annual Update

<b>Final Decision-Maker</b>	Communities, Housing and Environment Committee
<b>Lead Head of Service</b>	John Littlemore, Head of Housing and Community Services
<b>Lead Officer and Report Author</b>	Tony Stewart, Homechoice Team Leader
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All wards

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

1. That the Committee acknowledge the work undertaken during the first year of the Maidstone Housing Strategy 2016 – 2020.
2. That the Committee note the update of progress made in achieving the stated aims of the three Key Priority Themes highlighted in the Maidstone Housing Strategy as detailed in *Appendix A*.

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

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

**Timetable**

<i><b>Meeting</b></i>	<i><b>Date</b></i>
Communities, Housing and Environment Committee	20 June 2017

# Maidstone Housing Strategy 2016-2020 Annual Update

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report is updating the Committee on the work undertaken during the first year of the current Maidstone Housing Strategy.
  - 1.2 The Maidstone Housing Strategy has three Key Priority Themes which form the action plan. Each priority has several stated outcomes and an update is being provided on the progress of each one.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Housing Strategy is an overarching plan that guides the council and its partners in tackling the major housing challenges facing the borough. It sets out the priorities and outcomes that we wish to achieve and provides a clear strategic vision. The Strategy contributes to the council's corporate priorities for Maidstone **'to keep the Borough an attractive place for all and to secure a successful economy'**.
- 2.2 The Maidstone Housing Strategy is also intrinsically linked with other plans and strategies of the council, most notably the Council's Strategic Plan and the Local Plan. The updated Strategic Plan has identified "a home for everyone" as one of three key priorities for 2017/18. The Local Plan provides the framework to guide the future development of the borough, and plans for the provision of homes with supporting infrastructure.
- 2.3 The ambition behind the Housing Strategy is to ensure that all people in the Borough have access to good quality homes that are affordable for them and meet their needs.
- 2.4 The Maidstone Housing Strategy was adopted in March 2016. As part of the agreed monitoring process, an annual report is written to provide an update on progress towards achieving the stated aims of the key priority areas and to deliver the strategy's action plan. This is the first of these annual updates.
- 2.5 The three Key Priority Themes of the Maidstone Housing Strategy are as follows:

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

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

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

### 3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 The report is for information purposes only. The Committee is to note the update of progress made in achieving the stated aims of the three Key Priority Themes in the Maidstone Housing Strategy as detailed in **Appendix A**.

### 4. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 4.1 The Maidstone Housing Strategy was formulated after an extensive consultation process with both internal and external stakeholders.
- 4.2 The strategy was adopted by full Council in March 2016 after reports were submitted through the Communities, Housing and Environment Committee as well as the Policy and Resources Committee.

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### 5. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The adoption of the housing strategy has assisted in the delivery of the council's corporate priorities.	John Littlemore, Head of Housing and Community Services
<b>Risk Management</b>	The delivery of this strategy depends upon the effectiveness of partnership working between the statutory and voluntary sector and through listening to and involving a range of service users.	John Littlemore, Head of Housing and Community Services
<b>Financial</b>	Delivering the Housing Strategy has significant financial implications for the Council. An additional £235,000 growth has been built into the budget in 2017/18 for temporary accommodation. The five year capital programme includes a significant housing component including £3.9 million for housing investments in 2017/18.	Section 151 Officer & Finance Team
<b>Staffing</b>	Appropriate staffing resources are required to be in place to deliver the outcomes and actions for the	John Littlemore, Head of

	strategy.	Housing and Community Services
<b>Legal</b>	None identified.	Donna Price, Interim Deputy Head of Legal
<b>Equality Impact Needs Assessment</b>	The Housing Strategy potentially affects all population sections and groups. An EQIA was carried out before the new Housing Strategy was adopted.	Anna Collier, Policy & Information Manager
<b>Environmental/Sustainable Development</b>	N/A	
<b>Community Safety</b>	N/A	
<b>Human Rights Act</b>	N/A	
<b>Procurement</b>	N/A	
<b>Asset Management</b>	N/A	

## 6. REPORT APPENDICES

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

- Appendix A: Priorities, Outcomes and Actions – April 2017 Update

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## 7. BACKGROUND PAPERS

- Maidstone Housing Strategy 2016 – 2020

**Housing Strategy 2016-2020**

**Priorities, Outcomes and Actions – April 2017 Update**

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

**Outcomes – What we plan to achieve**

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

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

<b>Outcomes</b>	<b>What we plan to do</b>	<b>Key Partners</b>	<b>Target</b>	<b>Comments</b>
1b	Create a Local Housing Company to build/acquire new affordable and private homes to meet the commercial and	MBC Housing & Enabling Team, MBC Property and Procurement, MBC Legal & Finance Consultants, Housing Developers, MBC Planning,	April 2018	Maidstone Property Holdings has now been created.

	housing objectives of the Council.	Landowners, Homes & Communities Agency		
1a/b/c/d	Ensure the emerging Local Plan provides an appropriate policy framework for affordable housing, including the production of an Affordable Housing Supplementary Planning Document (SPD)	MBC Housing & Enabling Team, MBC Spatial Planning Policy, Housing Developers, Registered Providers, Homes & Communities Agency	April 2017	<p>The Local Plan has almost completed its examination stage. The Council is now consulting on proposed Main Modifications to the Local Plan and, following his consideration of the representations received, the Local Plan Inspector will issue his final report. There are main modifications proposed to the policies relating to affordable housing, namely:</p> <p>DM (11) – Housing Mix; DM (13) Affordable Housing; DM (14) – Local Needs Housing. Policy DM11 includes an additional cross reference to Neighbourhood Plans. Policy DM13 includes the addition of new text referencing vacant building credit; and a policy amendment to increase the threshold at which affordable housing will be sought: 11 units or more or which have a</p>

				<p>combined floor space of greater than 1,000m<sup>2</sup> (gross internal area). Policy DM14 includes amendments to the text and policy, to clarify that 'local needs housing' is affordable local needs housing on rural exception sites located outside of the Borough's settlement boundaries.</p> <p>The Spatial Policy Team in conjunction with the Housing Service will be working on the production of the Affordable Housing Supplementary Planning Document (SPD) during the course of the next year.</p>
1a/b/c	Promote home ownership products e.g. Help to Buy, Starter Homes, and Shared Ownership in Maidstone.	MBC Housing & Enabling Team, Landowners, Housing Developers, MBC Planning	Review annually	<p>Home ownership products are promoted via the planning process in accordance with the Council's Affordable Housing tenure policy requirements.</p> <p>Advice, assistance and support is given to existing homeowners and first-time buyers who wish to apply for Help to Buy products in the Maidstone Borough.</p>

				<p>124 new shared ownership units were completed and made available for applicants during 2016 / 2017.</p> <p>Marketing and promotion events for home ownership schemes in Maidstone continue to be supported working in partnership with bpha, the local Help to Buy Agent.</p>
1a/b/c	<p>Establish a register to gather evidence of demand for self and custom build within Maidstone and work with planning to identify serviced plots of land to meet this demand.</p>	<p>MBC Housing &amp; Enabling Team, Landowners, Housing Developers, MBC Planning</p>	<p>May 2016</p>	<p>A Local Self Build Register was established in May 2016 at the following web-link (<a href="http://localselfbuildregister.co.uk/localauthorities/maidstone-borough-council/">http://localselfbuildregister.co.uk/localauthorities/maidstone-borough-council/</a>).</p> <p>Demand for self-custom build plots in Maidstone is being monitored via the register in order to identify serviced plots of land to meet this demand.</p> <p>There are currently 142 applicants who have registered an interest in self and custom build plots within Maidstone. There have been no self-build</p>

				plots implemented so far.
1b	Monitor and respond to the changing social housing market, including: Impact of the 1% annual reduction in social rents over the next 4 years; Impact of the affordable rent regime on affordability; Impact of the Allocation Scheme to ensure social housing is being allocated effectively and fairly.	MBC Housing & Enabling Team, Housing Developers, Registered Providers, Homes & Communities Agency, MBC Benefits	Review annually	<p>The impact of the 1% annual reduction in social rents over the next four years continues to be monitored. Particularly in the delivery of new-build affordable housing and the ability to deliver affordable rented dwellings in accordance with policy.</p> <p>The allocation scheme is continually reviewed to ensure that social housing is allocated fairly. The scheme was last reviewed in August 2016 and is due for a further update when the Temporary Accommodation Strategy is reviewed in December 2017 and to conform with the Homelessness Reduction Act.</p>
1a/b	Enable the delivery of new affordable housing, particularly 1 and 2 bedroom homes to meet the identified need.	MBC Housing & Enabling Team, MBC Planning, Housing Developers, Registered Providers	Review annually	A total of 303 affordable homes have been completed for the financial year 2016/17, exceeding the annual target (150) by 153 affordable homes. 65% of these new completions

				<p>were for affordable rent.</p> <p>Delivery against affordable completions has been strong due to good progress made on several key strategic sites in the Borough. Of these 303 affordable completions, a total of 208 are 1 &amp; 2-bed accommodation.</p>
1d	<p>Explore opportunities for funding investment with a range of partners including the Local Enterprise Partnership, Homes &amp; Communities Agency, institutional investors that will contribute towards the delivery of housing across the market.</p>	<p>MBC Housing &amp; Enabling Team, Landowners, Housing Developers, Registered Providers, Homes &amp; Communities Agency, DCLG, LGA, LEP</p>	<p>Review annually</p>	<p>Discussions have taken place with the Homes and Communities Agency regarding the various funding streams available to support the delivery of housing. This includes Starter Homes and Housing Infrastructure as well as loan funding for local authorities.</p> <p>Further details regarding the various options and funding mechanisms are to be provided.</p> <p>The Council will pursue appropriate investment opportunities help fund council led schemes within Maidstone.</p>
1b/c	<p>Consider on a site by site basis joint venture and</p>	<p>MBC Housing &amp; Enabling Team, MBC Property and</p>	<p>Review</p>	<p>The Council are exploring various</p>

	partnership models to share expertise, income, resources and risk.	Procurement, MBC Legal, Registered Providers, Housing Developers, Landowners, External Contractors / Consultants, Kent Housing Group, DCLG, LEP, KCC	annually	<p>joint venture and partnership models at present to help with housing delivery, by sharing expertise, income, resources and risk.</p> <p>This includes exploring package deals with developers; signing up to various frameworks to access contractors, consultants to help deliver projects and bringing RP partners on board to deliver affordable housing on council led developments.</p>
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1a/b	Work with planning, the local and Gypsy Traveller and travelling communities to identify potential housing sites to meet identified need.	MBC Housing & Enabling Team, MBC Planning, Gypsy and Traveller Community, Parish Councils, Kent County Council	Review annually	<p>A meeting was arranged with colleagues in Spatial Policy and Development Control to discuss the continued merits of bringing forward a Public Gypsy site.</p> <p>It was concluded that the Council has only very limited, specific evidence of a need for an additional public Gypsy and Traveller site upon which a case for funding/delivery could be based. It is therefore no longer</p>
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				being pursued as a project
1b/c	Bring forward Brunswick Street car park to deliver a quality housing scheme to meet housing and commercial objectives	MBC Housing & Enabling Team, MBC Property and Procurement, MBC Legal, MBC Planning, Housing Developers, External contractors/consultants, Registered Providers, Landowners.	September 2018	<p>The Council have appointed Employers Agents (Martin Arnold) and Architects (Calford Seaden) to assist in the delivery of this site. Pre-application advice and consultation has been undertaken on latest scheme design proposals with a view to submitting a planning application. The Legal team are currently working on the purchase of the Jubilee Church and Pipers sites at the Upper Stone Street end of the car park. Current programme aims for start on site date by January 2018.</p> <p>Progress is also being made on potential further development sites in Union Street and King Street.</p>
1a/b/c	Continue to support Parish Councils in delivering local needs housing where this has been proven necessary.	MBC Housing & Enabling Team, Parish Councils, MBC Spatial Planning Policy, Action for Communities in Rural Kent	Review annually	MBC continue to work in partnership with Parish Councils and Action with Communities in Rural Kent in assessing the local needs for affordable housing by providing funding for local

				<p>housing need surveys.</p> <p>Recent local housing needs surveys have been carried out in Staplehurst, Lenham and Sutton Valance.</p>
1a/b/c/d	<p>Contribute to the Local Government Associations Housing Commission on exploring new routes to housebuilding and seek good practice for delivery in Maidstone.</p>	<p>MBC Housing &amp; Enabling Team, Housing Developers, MBC Planning, Landowners, Registered Providers, KCC, LGA</p>	<p>September 2016</p>	<p>The preliminary findings from the commission were published at the LGA Annual Conference in July 2016.</p> <p>The final report published in December 2016 set out further detail and key asks in advance of the Housing White Paper.</p> <p>The Housing White Paper has subsequently been published in February 2017, of which the Council provided comments on.</p> <p>The Council will continue to monitor ideas with the sector, exploring new routes into housebuilding and capturing good practice to meet housing need within Maidstone.</p>
1a/b/c	<p>Promote the development of good quality homes that are energy efficient, meet the minimum</p>	<p>MBC Housing &amp; Enabling Team, Housing Developers, MBC Planning, Registered Providers</p>	<p>Review annually.</p>	<p>Developers are being encouraged to produce homes that are energy efficient and meet the minimum guideline space</p>

	guideline space standards and embrace the concept of Lifetime Homes			standards via the planning process. The Council's new standard precedent s106 agreement, contains clauses which state that affordable dwellings will be built in accordance with Part M4(2) Category 2: Accessible and adaptable dwellings and Part M4(3) Category 2: Wheelchair user dwellings of the Building Regulations.
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**Priority 2: Ensure that existing housing in the Maidstone Borough is safe, desirable and promotes good health and wellbeing**

**Outcomes – What we plan to achieve**

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

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

<b>Outcomes</b>	<b>What we plan to do</b>	<b>Key Partners</b>	<b>Target</b>	<b>Comments</b>
2a	Improve the condition and supply of accommodation within the private rental sector by engaging with landlords to support good management and take appropriate enforcement action where necessary.	National Landlords Association, Maidstone Landlords Forum, Landlords, Homeowners, MBC Housing & Health Team	Review annually	<p>The Housing and Health Team continue to deliver their statutory role in the enforcement of housing standards in the borough.</p> <p>The team continue to support the biannual Landlord forum run by the NLA in the promotion of standards and legislation.</p> <p>In 2016/17 the team delivered 133 improvements to properties across the private rental market throughout the borough.</p>

2a/b/c	Assist with delivery of the Health Inequalities Action Plan	Maidstone Health and Well-Being Group, MBC, KCC Children's Centres, West Kent NHS Trust – Midwives and Health visitors, West Kent CCG – Commissioners and GPs KCHT Registered Providers, Schools, Age UK, Youth Providers.	Review annually	The Health Inequalities Action Plan from 2014 was reviewed and refreshed and approved at the end of 2016 by the CHE Committee.  Discussions are ongoing with members of the Maidstone Health and Wellbeing Group to determine how best to deliver the Action Plan.
2a	Review key strategic documents to ensure they remain relevant to today's market, including: The Council's Tenancy Strategy; Council's Housing Assistance Policy; The Council's Housing Standards Enforcement Policy.	MBC Planning, MBC Housing, Registered Providers, Housing Developers, Private Landlords	September 2016 April 2016 March 2017	The Housing standards enforcement policy and Housing Assistance Policy was revised and approved by the Council in October 2016
2a/b/c	Address the needs of the ageing population, in particular the 85+ age group, including support needs such as adapting properties, provision of care in the home, providing specialist	MBC Housing & Inclusion team, MBC Housing & Health team, MBC Housing & Enabling Team, Private Landlords, Registered Providers, KCC	Review annually	The Housing & Health team continue to administer disabled facility grants across all tenures and all age groups.  Through the settlement of the Better Care Fund the Council

	accommodation and care/nursing home provision.			assist in the funding of other essential equipment installations identified by County Social Services required by vulnerable residents.
2a	Promote the review of the Disabled Facilities Grant to provide an efficient service that assists disabled residents to remain in their home.	KCC, MBC Housing and Health Team, Registered Providers, Private Sector Landlords, Homeowners	Review annually	In 2016 Kent Housing Group initiated a County wide review of best practice and delivery of Disabled Facilities Grant.  The project is due to report its findings to Kent Joint Chief Executives' Meeting later in 2017
2b/c	Initiate projects such as the Roseholme Healthy Homes Pilot, which will improve the health and well-being of residents within the Borough.	MBC Housing & Inclusion Team, MBC Housing & Health Team, Maidstone Health and well-being group, KCC, External businesses, Voluntary groups	March 2017	Resources for the Housing & Health team are diverted in part to assist in the support of work to reduce the number of people in homeless temporary accommodation.  The Housing and Health Team are progressing a project to work in partnership with Maidstone Hospital to provide assistance to Maidstone residents who are medically fit to be discharged from hospital but require additional support through minor

				<p>adaptations or equipment loan.</p> <p>The project aims to: Enable Maidstone residents to remain in their homes living safe and independent lives ; Improve patient mental health and wellbeing; Reduction in hospital re-admissions; Reduce demand for residential care placements; Reduce 'bed blocking'</p>
2b	<p>Work with NHS Health trainers to support residents to achieve healthier lifestyle choices with issues such as Healthy eating, quitting smoking, exercise and emotional well-being.</p>	<p>Kent Community Health (NHS Health Trainers), MBC Housing &amp; Health Team , GP's, Registered Providers, CAB</p>	<p>Review annually</p>	<p>Referrals are made from MBC Healthy Living Programmes to the Health Trainer service.</p> <p>Front line staff have attended the Making Every Contact Count Training.</p> <p>There has also been a new Health Improvement Referral form produced along with other district and borough councils in the West Kent CCG area which includes Housing Services. This means GPs can refer directly into Housing Services should their patient have a condition related to their Housing.</p>

2a/d	Work with owners of long term empty properties to bring them back in to use	National Landlords Association, Maidstone Landlords Forum, Landlords, Homeowners, MBC Housing & Health Team	14 every quarter. Review annually.	<p>The Housing and Health team continue to apply pressure on the owners of empty properties and in the past twelve months assisted in reducing the number of empty properties by 61.</p> <p>The combined Committee Chair and Vice-Chair workshop determined that empty homes are not a priority area, as Maidstone is below the national and regional average.</p>
2c	Promoting and delivering the affordable warmth strategy	MBC Housing & Health Team, Registered Providers, Home Owners, Landlords, Landlords Forum	Review annually	<p>The team continue to promote the Kent &amp; Medway Warm Homes call centre and service The Warm Homes scheme is a partnership project between Kent County Council and district councils to support residents in Kent and Medway to save energy in their home.</p> <p>The Council administer the winter warmth grant scheme on behalf of KCC Public Health for residents suffering poor health.</p> <p>The Housing &amp; Health team will work to promote changes brought about by The Energy Efficiency (Private Rented</p>

				Property) (England and Wales) Regulations 2015 and the introduction of tougher energy efficiency standards of the least energy efficient properties from 1st April 2018
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**Priority 3: Prevent Homelessness, Secure Provision of Appropriate Accommodation for Homeless Households and Supporting Vulnerable People**

**Outcomes – What we plan to achieve**

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

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

<b>Outcomes</b>	<b>What we plan to do</b>	<b>Key Partners</b>	<b>Target</b>	<b>Comments</b>
3a/b/c	Deliver our existing Homelessness Strategy Action Plan	MBC Housing & Inclusion team, MBC Housing & Enabling Team, Private Landlords, Registered Providers, Voluntary Groups, CAB, KCC Social Services, Schools, Supported Housing Providers	By March 2020	All action points on the Homelessness Strategy Action Plan are currently being delivered or are planned to do so during the next 12 months.
3b	To expand on the success of Aylesbury House by investing in the acquisition/purchase of additional temporary accommodation within	MBC Housing & Inclusion team, MBC Housing & Enabling Team, Homes & Communities Agency, DCLG, Land owners, Property owners, Private institutional	December 2016	The Council have acquired a further 23 units for temporary accommodation (Square Hill, 1A Queen Anne Road, Marsham Street, Star House).

	Maidstone to house homeless and vulnerable households.	investors, Agents		<p>A report regarding the Council's Temporary Accommodation Strategy was presented to the Communities, Housing and Environment Committee on the 13 December 2016, which set out the requirement for a range of temporary accommodation, including a small portfolio of 13 additional units to be bought and retained by the Council.</p> <p>The Council have since procured the services of an Employers Agent in February 2017 (Faithorn Farrell Timms) to assist in the delivery of a purchase and repair programme of 13 units for use as temporary accommodation.</p> <p>Property viewings have taken place, and as of April 2017 offers have been accepted on 13 properties, of which are now in the legal conveyancing purchase process. The programme is on track for completion by the end of June 2017.</p>
3c	Strengthen partnership working at local, county and national level and	MBC Housing & Inclusion team, KCC, DCLG, KHOG, CAB, Voluntary groups,	Review annually	The Housing & Inclusion team held two Housing Seminars in November 2016, aimed as a

	understanding of assistance and options available to homeless and vulnerable households.	Registered Providers		<p>networking event and educating non-housing professionals on the housing services provided by MBC.</p> <p>Multi-agency Monthly Street Population Working Group meetings to look at the needs and support for the highest profile rough sleepers.</p> <p>Housing Panel meetings established from April 2017 for the allocations of all vacancies within KCC commissioned young person's accommodation services in Maidstone.</p> <p>Successfully bid with Tunbridge Wells Borough Council and Canterbury City Council for DCLG Rough Sleeper Funding.</p>
3a	Continue to support private sector landlords and tenants to maintain their tenancies by offering pre-tenancy training.	Private Sector Landlords, Registered Providers, Tenants, MBC Housing & Inclusion team	Ongoing monthly	Pre-tenancy training provided for households in temporary accommodation to assist applicants develop skills required to successfully sustain a tenancy.
3a/c	Provide specialist targeted information and	MBC Housing & Inclusion team, MBC Housing & Health	Ongoing.	Homelessness & Health booklet

	advice that will enable people to improve their own housing and health circumstances, prevent homelessness and make best use of resources.	team, MBC Housing & Enabling Team, CAB, KCC, NHS Health trainers	Review annually.	developed for agencies to signpost vulnerable adults into support services and shared amongst Homelessness & Health Working Group.  Recruiting a Preventions Team to provide earlier intervention and homelessness prevention support to households.
3a /c	Promote closer co-operation with the Revenues and Benefits and DHP Team to assist customers in difficulty that require further support to help solve their financial issues.	MBC Housing and Inclusion Team, Registered Providers MBC Benefits, CAB	December 2016	Monthly Revs & Bens meetings to discuss issues relating to housing benefits and DHP's. DHP's actively being applied for to assist households in rent arrears or with former tenancy arrears, to enable them to retain their home, clear TA arrears or enable quicker move-on from TA.  Agreement from DHP Team that will consider wider use of DHP to assist larger households secure private rented accommodation depending on circumstances and requirements.
3a/c	Support affected households to manage welfare reform changes	MBC Housing & Inclusion team, MBC Benefits, Registered Providers, CAB,	Ongoing. Review	Preventions Officer provided support to CAB with project to

	to the benefit system.	Private Landlords	annually	target those households affected by Benefit Cap, where money advice/budgeting would not resolve financial difficulties and housing assistance need.
3c	Ensure homeless households have access to volunteering, training and employment opportunities	Job Centre Plus, Voluntary groups, MBC Housing & Inclusion team, CAB	Ongoing. Review annually	The requirements of the new homelessness reduction bill, along with Job Centre Plus having moved in to the Maidstone Link, will ensure that this is an area where further work will be carried out over the forthcoming year.
3b	Secure shared housing for under-35s single homeless people.	MBC Housing & Inclusion team, MBC Housing & Enabling team, Private Sector Landlords, Agents	December 2016	Plan to do work this year on setting up shared accommodation events to encourage people to look at this as an option.
3b	Expand the Homefinder incentive scheme to more landlords within Maidstone and neighbouring boroughs	MBC Housing & Inclusion team, Private Landlords, National Landlords Association, Maidstone Landlords Forum, Agents	December 2016	Homefinder Scheme being reviewed to wider incentive to landlords with larger properties, on a sliding payment scale depending on size of property.  Use of Bond to further support Homefinder offer for the private

				rented sector.
3c	Work with supported housing providers to understand the potential impact of the Housing Benefit cap to supported accommodation tenants and how best to address it.	MBC Housing & Enabling Team, MBC Housing & Inclusion Team, Supported Housing Providers, KCC Accommodation Solutions Team.	March 2017	Action not required - Supported accommodation is now exempt from the Benefit Cap

## Communities Housing & Environment Committee

**20<sup>th</sup> June 2017**

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

**Yes**

### MAIDSTONE COMMUNITY LOTTERY

<b>Final Decision-Maker</b>	Communities, Housing & Environment Committee
<b>Lead Head of Service</b>	Director of Regeneration & Place
<b>Lead Officer and Report Author</b>	William Cornall Director of Regeneration & Place
<b>Classification</b>	Public
<b>Wards affected</b>	All

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

1. The establishment of a local lottery and associated confidential Business Case are approved.
2. The External Lottery Management (ELM) is approved and the appointment of Gatherwell Ltd is progressed, with the Director of Finance & Business Improvement given delegated responsibility to negotiate and finalise the agreement.
3. Two responsible Officers are appointed to hold the licence and submit the necessary application to the Gambling Commission, with responsibility for making these appointments delegated to the Director of Regeneration & Place.

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

- Keeping Maidstone Borough an attractive place for all – promoting and sustaining a vibrant voluntary sector within the borough.
- Securing a successful economy for Maidstone Borough - promoting and sustaining a vibrant voluntary sector within the borough.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Communities, Housing & Environment Committee	20 <sup>th</sup> June 2017
Council	N/A

# MAIDSTONE COMMUNITY LOTTERY

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report is to consider setting up a local lottery to benefit local community groups and charities that are able to contribute towards the Council's ambitions and likely to be impacted by further reductions in local authority funding.
  - 1.2 Faced with central government austerity cuts, the Council is looking at innovative ways to achieve its ambitions.
  - 1.3 The business case is attached as an **Exempt Appendix** to this report which outlines the formation, how it will be delivered, financial modelling and the criteria for joining the Maidstone Borough Lottery.
  - 1.4 In this respect, the development of a local authority lottery has been proven as a means to raise monies for good causes in a number of other councils and following recent local consultation it is evident that it would be suited to Maidstone. A survey was recently undertaken by the Council, in conjunction with Involve Maidstone, and a summary of results is attached at **Appendix A**.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 Following a Members briefing session on 14<sup>th</sup> December 2016, the Council have consulted with local groups and concluded there is interest and support for a local community lottery initiative.
- 2.2 Furthermore in January 2017 this Committee approved a 20% reduction in our "grants to outside bodies" programme over a four year period, reducing the MBC spend on this area from £225,000 to £180,000. The creation of a lottery is a means of reducing the impact of this upon our voluntary sector partners.
- 2.3 The associated confidential Business Plan has been produced (Part II Exempt Appendix) and sets out the extent of the opportunity that a local lottery could bring.
- 2.4 If recommended proposals are approved it will enable the establishment of the lottery to proceed with a view to launching it in December 2017.
- 2.5 Lotteries have long been a way for smaller organisations to raise income. They are regulated by the Gambling Act 2005. There are different types of lotteries available; this proposal falls within the category of 'society lotteries'.
- 2.6 Society lotteries are promoted for the benefit of a non-commercial society. A society is non-commercial if it is established and conducted:

- For charitable purposes;
- For the purpose of enabling participation in, or of supporting, sport, athletics or a cultural activity;
- For any other non-commercial purpose other than that of private gain.

2.7 There are two variants of society lotteries, the main difference being who issues the licence - local authorities permit small lotteries and the Gambling Commission permits large lotteries.

A large society lottery:

- Has proceeds that exceed £20,000 for a single draw;
- Has aggregate proceeds from lotteries in excess of £250,000 in any one year.

A small society lottery:

- Does not have proceeds that exceed £20,000 for a single draw;
- Does not have aggregate proceeds from lotteries in excess of £250,000 in any one year.

2.8 This proposal is to establish a 'large society lottery' the same as recently introduced by other local authorities including Aylesbury Vale, Portsmouth City Council, Melton Borough Council and Gloucester City Council.

2.9 A local lottery such as the one proposed has a set of aims and unique selling point (USP) that resonates with players. This is because the scheme will focus on:

- Delivering the proceeds locally – A Borough wide lottery that delivers benefits only to local causes, unlike any other provider – players can be assured that the proceeds will stay in the Borough.
- Maximising benefits to the community – To bolster support and to help in continuing the good work Maidstone BC already does, there is a significant benefit being delivered to the Voluntary and Community Sector (VCS). The proposal in this report has 60% of proceeds being given to good causes.
- Minimising costs – The appointment of an External Lottery Manager with a tried and tested digital platform enables the scheme to be largely self-financing.
- Delivering winners locally – whilst anyone can play, it is likely that players will be locally based and hence it is easier to maximise the value from winners' stories and thereby encourage more

participation.

- Facilitating a wider benefit – whilst the lottery will help current funding of good causes, it will also enable local good causes to fundraise in partnership with Maidstone BC and hence enables the Council to help good causes to help themselves. It will also enable access to lottery-type funding which may not have been accessed due to barriers such as licensing, administration or ability to support such an endeavour.
- Helping to shift residents' perceptions - of what Maidstone BC can do, and is here for, in line with a commercial approach taking the authority from provider to enabler.

2.10 The proposed delivery method entails a partnership with an existing deliverer of lotteries in the market place (an External Lottery Manager – ELM). This in effect means 'buying into' an existing lottery manager's products and as such the council would be commissioning experts in the field to run the lottery. This ensures minimal risk to the council compared to trying to run a lottery directly as the ELM holds responsibility for the sale process, insurance of winnings etc. and is also licensed by the Gambling Commission to do this. The ELM is also able to act as a specialist advisor to the Council and provides necessary compliance training in the package.

2.11 There is a one off set up fee for the adoption of the platform but thereafter the arrangement is financed at the point of ticket sale as the ELM takes a percentage of the ticket price. It is therefore not technically a procurement. The council will not handle any transactions other than receiving its share of the income on a monthly basis. The Council will have a contract agreement with the ELM.

2.12 The lottery proposal will look to operate as follows:

- £1 ticket per week with a weekly draw.
- Only playable online.
- Funded only via Direct Debit, rolling monthly card payment, or block ticket purchase with single payment for 3, 6 or 12 months.
- 6 number self selected ticket.
- Delivered via an ELM - Gatherwell Ltd.

2.13 The prize structure and odds for the draws are set out in the table below:

<b>Prize Structure</b>		
	<b>Winning Odds</b>	<b>£ Prize</b>
6 numbers	1,000,000:1	£25,000
5 numbers	55,556:1	£2,000
4 numbers	5,556:1	£250

3 numbers	556:1	£25
2 numbers	56:1	3 free tickets

2.14 Distribution of proceeds from each ticket sold is proposed below:

<b>Proceeds Apportionment</b>		
	<b>% Allocation</b>	<b>£ Allocation per ticket</b>
Good Causes	60	£0.60
Prizes	20	£0.20
ELM	17	£0.17
VAT	3	£0.03
<b>Totals</b>	<b>100</b>	<b>£1.00</b>

2.15 Lotteries are the most common type of gambling activity across the world, and considered to be a 'low risk' form with respect to the emergence of problem gambling. This is due to its relatively controlled form. The proposed Lottery scheme will help mitigate against many of the issues related to addictive gambling by:

- Being only playable via direct debit and by pre-arranged sign up;
- There is no 'instant' gratification or 'instant reward' to taking part;
- There will be no 'high profile' activity surrounding the draw;
- The Lottery website will contain a section providing links to gambling support organisations.

2.16 Due to these factors, it is not anticipated that a Council-run Lottery would significantly increase problem gambling, and the benefits to good causes in the Borough from the proceeds of the lottery would outweigh possible negative issues.

2.17 The implementation of the scheme will require a one off fee to Gatherwell Ltd of £3,000 to set up the Maidstone BC Lottery digital platform. Licencing fees will be in the region of £1,000 and some marketing resource will also be required.

2.18 Until the level of funds being raised is known it is difficult to anticipate how much may be generated however The Aylesbury Vale Lottery generated over £60,000 in its first year of operation. The lottery will allow participants to contribute to a general fund if they have no particular cause they wish to support. This fund will be administered by Maidstone BC and will

complement existing grant funding.

- 2.19 The Council has commissioned Aylesbury Vale District Council to work closely with Maidstone BC to assist in development of a local Community Lottery at a one off cost of £10,000. This includes preparing the business plan for the Gambling Commission licence application, developing the necessary policies for this as well and producing a communications plan to support the implementation process. AVDC will assist through the process and advise on any issues in accordance with our agreement with them.
- 2.20 The proposals to introduce an online lottery that funds good causes throughout the Borough and helps external organisations to raise additional funds is seen as a positive move forward which can also encourage community funding.

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### **3. AVAILABLE OPTIONS**

- 3.1 In considering the report, the Committee can choose to proceed with the establishment of a Maidstone Borough Council Lottery.
- 3.2 Alternatively, the Committee can choose not to proceed with the Establishment of a Maidstone Borough Council Lottery.

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

- 4.1 The preferred option is 3.1, and so it is recommended that:
- The establishment of a local lottery and associated confidential Business Case are approved.
  - The External Lottery Management (ELM) is approved and the appointment of Gatherwell Ltd is progressed, with the Director of Finance & Business Improvement given delegated responsibility to negotiate and finalise the agreement.
  - Two responsible Officers are appointed to hold the licence and submit the necessary application to the Gambling Commission, with responsibility for making these appointments delegated to the Director of Regeneration & Place.
- 4.2 This option is preferred as it gives an improved opportunity for Maidstone's voluntary sector to flourish.

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

- 5.1 The concept was the subject of a Member briefing session in December 2016, and subsequent to this, the concept has been discussed at two meetings between the Corporate Leadership Team and the Group Leaders.

In terms of the level of support from Group Leaders, whilst not total, all felt that the proposal should go forward to this Committee for decision.

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

6.1 This report is not expected to lead to any further consultation.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The voluntary sector within Maidstone does play a role in supporting many of the Councils' priorities, and this is evidenced by the fact that this Committee decided in January 2017 to continue to fund our grants to outside bodies programme, albeit at a reduced rate.	[Head of Service or Manager]
<b>Risk Management</b>		[Head of Service or Manager]
<b>Financial</b>	Funding will need to be identified for the initial set-up costs and the ongoing running costs, and for the payment to Aylesbury Vale DC.	Senior Finance Manager (Client)
<b>Staffing</b>	This is a new area of work but it is envisaged that it can be incorporated within existing staff resources either within Housing & Communities or Tourism & Leisure.	[Head of Service]
<b>Legal</b>	The necessary form of agreement between the proposed ELM and MBC will be reviewed by MKLS and completed in accordance with MBC's Contract Procedure Rules.  Other legal matters are set out within the body of the report.	[Team Leader, Contracts and Commissioning, MKLS]

<b>Equality Impact Needs Assessment</b>		[Policy & Information Manager]
<b>Environmental/Sustainable Development</b>	N/A	[Head of Service or Manager]
<b>Community Safety</b>	N/A	[Head of Service or Manager]
<b>Human Rights Act</b>	N/A	[Head of Service or Manager]
<b>Procurement</b>	The consideration is that we are effectively buying into an existing and working model, rather than procuring our own ELM.	[Head of Service & Section 151 Officer]
<b>Asset Management</b>	N/A	[Head of Service & Manager]

**8. REPORT APPENDICES**

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

- Appendix A Part 2: Business Case
- Appendix B: Summary Survey Results

**9. BACKGROUND PAPERS**

*None*

### Maidstone Borough Council / Involve Maidstone - Local Lottery Survey

A survey on the potential introduction of a local lottery scheme was undertaken by Maidstone Borough Council, with the assistance of Involve Maidstone, so that as many relevant organisations as possible could be contacted to take part.

The survey was open for responses over a 3 week period in January / February 2017.

The short survey consisted of 5 questions. 99 responses were received, resulting in a response rate of just over 10%

Below is a summary of the results:

#### Q1. Do you support the principle of a local lottery that would see the proceeds go to the voluntary sector within Maidstone Borough?

Yes – 88 (90%)

No – 10 (10%)

#### Q2. Would your organisation be potentially willing to participate in such a lottery, including its promotion?

Yes – 66 (69%)

No – 30 (31%)

#### Q3. Do you have any suggestions of how a local lottery scheme could benefit the voluntary sector within Maidstone Borough?

50 comments were received, including;

- A possible way of raising new funds
- Several particular good causes that could benefit were highlighted
- Local funds / Local economy / Local needs / Local projects

#### Q4. Do you have any concerns about the introduction of a local lottery scheme?

Yes – 37 (38%)

No – 61 (62%)

36 comments were received, including;

- May just replace existing council funding
- How will the money be distributed and who would make the decision?
- Administration fees and costs involved

- Is this the best use of council time and resources?
- Is this encouraging people to gamble?

Q5. Is there anything else that you would like to add?

27 comments were received, including;

- Decisions on who receives funding should be made by an informed group not by the public
- How much would a ticket cost and the frequency of the draws?
- The lottery should also be used as a vehicle to highlight the work local charities and volunteers undertake

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

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