

STRATEGIC PLANNING, SUSTAINABILITY AND TRANSPORTATION COMMITTEE MEETING

Date: Tuesday 6 November 2018
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors D Burton (Chairman), Clark, Cox, Field, Garten, Mrs Grigg (Vice-Chairman), Munford, Parfitt-Reid and de Wiggondene-Sheppard

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

<u>AGENDA</u>	<u>Page No.</u>
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 9 October 2018	1 - 7
9. Presentation of Petitions (if any)	
10. Questions and answer session for members of the public	
11. Committee Work Programme	8
12. Reports of Outside Bodies	9 - 11
13. Draft Medium Term Financial Strategy 2019/20 - 2023/24	12 - 55
14. Q2 Performance Report 2018/19	56 - 62
15. Q2 Budget Monitoring 2018/19	63 - 78
16. Park and Ride – Pay to Park Trial	79 - 85

Issued on Monday 29 October 2018

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

17. Park and Ride Alternatives	86 - 108
18. Protection of the Greensand Ridge	109 - 119
19. Local Enforcement Plan	120 - 140
20. Tonbridge & Malling Local Plan Reg.19 Consultation	141 - 155

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

If you require this information in an alternative format please contact us, call **01622 602899** or email committee@maidstone.gov.uk.

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. Friday 2nd November 2018). 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.

To find out more about the work of the Committee, please visit www.maidstone.gov.uk.

Should you wish to refer any decisions contained in these minutes to the Policy and Resources Committee, please submit a Decision Referral Form, signed by three Councillors, to the Head of Policy, Communication and Governance by: 24th October 2018.

MAIDSTONE BOROUGH COUNCIL

Strategic Planning, Sustainability and Transportation Committee

MINUTES OF THE MEETING HELD ON TUESDAY 9 OCTOBER 2018

Present: Councillors D Burton, Clark, Cox, Field, Garten,
Mrs Grigg, Munford, Parfitt-Reid and de Wiggondene-
Sheppard

Also Present: Councillors Perry and Spooner

76. APOLOGIES FOR ABSENCE

There were no apologies for absence.

77. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Perry was substituting for Councillor de Wiggondene-Sheppard.

78. URGENT ITEMS

There were no urgent items.

79. NOTIFICATION OF VISITING MEMBERS

The following Visiting Members were present:

- Councillor Perry indicated that he was substituting for Councillor de Wiggondene-Sheppard until he arrived. Councillor Perry stated that upon Councillor de Wiggondene-Sheppard's arrival, he would assume the role of Visiting Member.
- Councillor Perry reserved his right to speak on Item 17. Development of the New Strategic Plan.
- Councillor Spooner was present but did not register to speak.

80. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

81. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

82. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION

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

83. MINUTES OF THE MEETING HELD ON 11 SEPTEMBER 2018

RESOLVED: That the minutes of the meeting held on 11 September 2018 be approved as a correct record and signed.

Voting: For – 4 Against – 3 Abstentions – 2

84. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

85. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

86. COMMITTEE WORK PROGRAMME

Officers informed the Committee that:

- The Tonbridge and Malling Local Plan was being consulted on. It was suggested that the response to this consultation be brought to the November Committee meeting.
- The Maidstone Housing Design Guide item would need to be discussed in December to allow for a workshop to take place.

Members received an update on Ashford Borough Council Local Plan, which was subject to a Main Modifications consultation following Independent Examination.

RESOLVED: That the Committee Work Programme be noted.

87. REPORTS OF OUTSIDE BODIES

RESOLVED: That the Reports of Outside Bodies be noted.

88. MAIDSTONE INTEGRATED TRANSPORT PACKAGE AND ASSOCIATED LOCAL GROWTH FUND MONIES UPDATE - VERBAL UPDATE

Mr William Cornall, Director of Regeneration and Place, addressed the Committee. Mr Cornall stated that an update report regarding the Maidstone Integrated Transport Package (MITP) was an item on the 17 October 2018 Maidstone Joint Transportation Board (MJTB) agenda. This report outlined significant risk to MITP funding. It was explained that in 2015, via the MJTB, Kent County Council (KCC) and Maidstone Borough Council (MBC) identified five locations where interventions were required to reduce traffic congestion and improve journey time reliability. The

work associated with these locations had an estimated cost of £14.25m, with the projects awarded Local Growth Fund monies totalling £8.9m by the South East Local Enterprise Partnership (SELEP). Developer contributions, through Section 106 agreements, formed the remaining balance. Although project monies had been allocated to the five locations, funding was only secured once a full business case had been submitted to the SELEP Independent Technical Evaluator and approval had been granted by the SELEP Accountability Board. Once approved, all monies needed to be spent by March 2021. A deadline had since been introduced, requiring that all business cases be submitted by 16 November 2018. The report to the MJTB in October 2018 outlined that there was a risk of not meeting the business case submission deadline, which resulted in £4.9m of funding being at risk. Furthermore, risks were highlighted in terms of spending the project money by the March 2021 deadline. Finally, the report made reference to the possibility of substituting projects. No projects were recognised for Maidstone Borough Council, however, a project in the Tonbridge and Malling Borough Council area had been identified.

In response to questions from the Committee, Officers stated that dialogue with KCC was always open, however, it was unlikely that the full business case deadline would be met.

The Committee recognised the substantial amount of money that was at risk, and acknowledged the severity of the situation. The Committee noted that as the MJTB had unanimously agreed to support the schemes in 2015, the lack of progress was concerning. In order to demonstrate due diligence by the Committee, it was suggested that a reference be made to the MJTB regarding the MITP.

RESOLVED:

- 1) That Officers double their efforts to work with Kent County Council to ensure the MITP reported milestones are met and all the monies are used for their intended purpose.
- 2) That given the risk highlighted in the published report, SPST Members ask the Maidstone Joint Transportation Board to urge Kent County Council to revisit and urgently act on the resolution of the Maidstone Joint Transportation Board dated 7 December 2015, to deliver the MITP per the reported milestones, to ensure that we do not lose this funding.

Voting: Unanimous

Note: Councillor de Wiggondene-Sheppard entered the meeting at the conclusion of this item (6.47 p.m.). Councillor Perry, who had been substituting for Councillor de Wiggondene-Sheppard until his arrival, took on the role of Visiting Member.

89. PARKING SERVICES ANNUAL REPORT 2017-18

Mr Alex Wells, Service Analyst, presented the Parking Services Annual Report. Mr Wells explained to the Committee that Maidstone Borough Council had a legal responsibility to publish on and off street parking statistics on an annual basis.

In response to questions from the Committee, Officers stated that:

- The report format was designed to be used as an interactive online dashboard.
- When producing a hard copy of the report, some formatting was lost. However, a link to the interactive version was provided in the hard copy document.
- Work was to be undertaken with the Communications Team within one month to ensure that a useable hard copy was produced. Once completed, the Committee would be notified by email.

RESOLVED: That the Parking Services Annual Report be supported and published online, and upon request, a readable paper copy be made available.

Voting: Unanimous

90. LOCAL ENFORCEMENT PLAN

Mr James Bailey, Development Manager, introduced the report. Mr Bailey explained to the Committee that paragraph 1.8 of the report contained a reference to a Key Performance Indicator (KPI). This should instead refer to a Local Performance Indicator (LPI). Mr Bailey outlined that KPIs were reported to the Strategic Planning, Sustainability and Transportation Committee and Corporate Leadership Team, whereas LPIs were not. It was suggested that the KPIs for Priority 1 and 2 breaches be:

- Priority 1 – 100% of target response times met.
- Priority 2 – 90% of target response times met.

The Committee commented that the Local Enforcement Plan demonstrated significant progress. There was, however, a need to ensure that KPIs were formally drafted prior to approval by the Committee. Members suggested that the flowcharts included in the report could be improved. The use of the term "customer" in the documentation was also queried.

RESOLVED: That an amended report be submitted to the Strategic Planning, Sustainability and Transportation Committee including the criteria of the Performance Indicators for Priority 1 and Priority 2 breaches.

Voting: Unanimous

91. MAIDSTONE LOCAL PLAN REVIEW: BROAD SPATIAL OPTIONS

Mrs Sarah Lee, Principal Planning Officer (Strategic Planning), outlined that the Local Plan Review would define how housing, and other developments, should be distributed in the borough. This review would include a new housing target. Mrs Lee explained to the Committee that the latest household projections were significantly lower than previous figures. The Government has indicated that it will review its standard methodology for calculating "local housing need" figures, and that this will be consulted on in December 2018. It was stated that the demand for houses could be met through a variety of means, but it was likely that a package of different spatial approaches would be required to meet the expected target of more than 1000 dwellings per year. Mrs Lee informed the Committee that the Sustainability Appraisal was key to ensuring that the Local Plan Review was objective and sustainable. A workshop was scheduled for 23rd November 2018 to explore the Sustainability Appraisal process and its role in the Local Plan Review. Ahead of a Call for Sites, there was the potential to distribute an information package to developers, outlining the national and local constraints, the desired outcome of the Local Plan and the information that would need to be supplied to the Council regarding future developments.

In response to questions from the Committee, Officers stated that Maidstone Borough Council was on target to maintain the five year land supply of housing based on current figures. There was a risk that if the figures were to change, and no further provision was made through the Local Plan Review, the five year land supply would not be maintained.

The Committee made the following observations:

- That positive, proactive planning was crucial to the success of the work.
- That future plans should consider the possibility of housing need figures rising, so that if the numbers changed, the Council was well prepared.
- That the evidence base needed to be as current as possible to inform a refresh of the Local Plan.
- That the lessons learned from the previous Local Plan be considered during the review of the Local Plan.

RESOLVED:

- 1) That Officers progress the identification of broad spatial options for the Local Plan Review.
- 2) That a report outlining the Call for Sites information package be submitted to the Strategic Planning, Sustainability and Transportation Committee for approval prior to publication.

Voting: Unanimous

The meeting was adjourned from 7.53 p.m. to 8.01 p.m.

92. DEVELOPMENT OF THE NEW STRATEGIC PLAN

Mrs Angela Woodhouse, Head of Policy, Communications and Governance, introduced the report. Mrs Woodhouse outlined that the New Strategic Plan was designed to set out the future of Maidstone Borough Council through a clear vision, objectives and outcomes. These had been defined following workshops with Members, and feedback was being sought ahead of a report being submitted to the Policy and Resources Committee.

The Committee provided the following feedback:

- The wording used in the vision resembled a slogan rather than a statement. The following suggestions were made:
 - “Making Maidstone a place of opportunity and wellbeing, where residents are proud to live.”

 - “We want Maidstone Borough to be a vibrant, prosperous, twenty-first century urban and rural community at the heart of Kent. A place with distinctive character that is enhanced to create a clean, safe, healthy and green environment. A place of high quality education and employment, where all people can realise their aspirations.”
- The vision should include reference to “health” and “wellbeing”.
- There was the potential to reduce the number of objectives, while maintaining the same purpose of the current objectives and outcomes. The following suggestions were made:
 - 1) Great environmental quality
 - 2) Clean safe and empowered communities
 - 3) Embracing growth and thriving economy
 - 4) Proud of our heritage and culture
 - 5) Decent housing for everyone
 - 6) Promote infrastructure development and improve transport systems
- There was an opportunity to review or enhance policies, particularly in relation to environmental quality. Examples such as solar farms and considering outdoor space as part of planning developments were suggested.
- The wording used for some objectives and outcomes was too passive. This led to difficulties in linking key policies to specific objectives and outcomes.
- Objective 1 should include the following outcome:

“As a borough we make a positive contribution to reducing global warming.”

- The Leaders Forum was a potential opportunity to encourage future cross-party discussion.

Officers responded to questions from the Committee, stating that:

- By reducing the number of objectives, there was a risk that the number of outcomes for each objective would increase.
- The Council was able to influence a number of factors that would benefit the health of residents, and that the objectives and outcomes in the Strategic Plan would help to define how much each factor was prioritised.
- After the future report had been submitted to the Policy and Resources Committee, the Committees would be approached for a prioritisation exercise.
- That the timescales for the completion of the work were challenging and that a prompt response with feedback was welcomed.

RESOLVED:

That the feedback and suggestions provided by the Committee be noted and shared with Officers.

93. DURATION OF MEETING

6.32 p.m. to 8.38 p.m.

	Committee	Month	Lead	Report Author
Statement of Community Involvement Adoption	SPS&T	Dec-18	Rob Jarman	Sue Whiteside/Mark Egerton
Loose Neighbourhood Plan Consultation Response	SPS&T	Dec-18	Mark Egerton	Sue Whiteside
Lower Thames Crossing - Consultation Response	SPS&T	Dec-18	William Cornall	Helen Smith
Maidstone Housing Design Guide	SPS&T	Dec-18	William Cornall	
Authority Monitoring Report Publication	SPS&T	Dec-18	Rob Jarman	Stuart Watson
Local Plan Review Evidence Base and Need	SPS&T	Dec-18	Rob Jarman	Sarah Lee / Mark Egerton
Strategic Plan 2019/20 - 2023/24 - Final	SPS&T	Jan-19	Angela Woodhouse	Angela Woodhouse
Fees & Charges 2019/20	SPS&T	Jan-19	Mark Green	Ellie Dunnet
Medium Term Financial Strategy - Budget Proposals 2019/20	SPS&T	Jan-19	Mark Green	Ellie Dunnet
Community Infrastructure Levy Governance	SPS&T	Jan-19	Rob Jarman	Helen Smith/Tay Arnold
Sports Facilities and Playing Pitch Strategies Approval	SPS&T	Jan-19	Rob Jarman	Sue Whiteside/Mark Egerton
Local Plan Review Spatial Approach	SPS&T	Jan-19	Rob Jarman	Sarah Lee / Mark Egerton
Integrated Transport Strategy Delivery	SPS&T	Feb-19	Rob Jarman	Tay Arnold/Helen Smith
Q3 Budget Monitoring 2018/19	SPS&T	Feb-19	Ellie Dunnet	Paul Holland
Q3 Performance Report 2018/19	SPS&T	Feb-19	Angela Woodhouse	Anna Collier
Management Plan for Kent Downs AONB	SPS&T	Mar-19	Rob Jarman	Stuart Watson/Deanne Cunningham
Town Centre Opportunity Areas: Planning Briefs	SPS&T	TBC	Rob Jarman	Sarah Lee/Tay Arnold
Neighbourhood Plans Regulatory Consultation Reports	SPS&T	TBC	Rob Jarman	TBC

Strategic Planning, Sustainability and Transportation Committee
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06/11/18

External Board/Outside Body

External Board/Outside Body	Kent Community Railway Partnership Steering Group
Councillor(s) represented on the Outside Body/External Board	Clive English
Report Author	Clive English
Date of External Board/Outside Body Meeting Attended	16/10/18

Purpose of the External Board/Outside Body:
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<p>The body acts as the Co-ordinating body for the Community Rail Partnerships in Kent. The Committee currently has 2 such lines the Medway Valley Line and Swale Line.</p>

Update:

<p>Since the last report the focus for the partnership has continued to be on the ongoing discussions regarding the new rail franchises. Obviously as an MBC representative this has been my focus as well. Discussions on service revisions and time tabling revisions are also ongoing. Hopefully there will be more concrete information in the next report, but the full meeting that was to take place earlier this month has been rearranged until after the reporting deadline for SPST.</p>

Strategic Planning, Sustainability and Transportation Committee

06/11/18

External Board/Outside Body

External Board/Outside Body	Maidstone Cycling Forum
Councillor(s) represented on the Outside Body/External Board	Clive English
Report Author	Clive English
Date of External Board/Outside Body Meeting Attended	12/10/18

Purpose of the External Board/Outside Body:

To co-ordinate and represent the views of the cycling community and to improve the provision of cycling facilities in Maidstone.

Update:

Since the last report the Forum has held the third Cycle-fest in Jubilee Square to promote knowledge of and participation in cycling, and has continued to comment on relevant Transport and Planning Policies. In particular it responded to the joint KCC/MBC proposals regarding the Mote Avenue Cycleway and supported the revised proposal agreed by the Joint Transportation Board.

It is currently working on a number of proposed promotional activities to involve schools and businesses in travelling to and from their premises by cycle.

Strategic Planning, Sustainability and Transportation Committee

06/11/18

External Board/Outside Body

External Board/Outside Body	Medway Valley Line Steering Group
Councillor(s) represented on the Outside Body/External Board	Clive English
Report Author	Clive English
Date of External Board/Outside Body Meeting Attended	25/10/18

Purpose of the External Board/Outside Body:

This is the Local Rail Partnership and its work overlaps with the KCRP. Its main role is to bring together Local Borough and Parish Councils with other stakeholders and to discuss improvements to or activities on or around the Line.

Update:

Since the last report the focus for the partnership has been on promoting the line and enhancing its attractiveness through projects such as planting 1000 crocus bulbs at Maidstone West, seeking reuses for redundant buildings and lobbying for improvements such as step free access. Additionally it has been pushing for service improvements and this has been successful in part with the improved provision for the Paddock Wood/ Tonbridge part of the line.

As a Borough Member my main focus has been working with MVLP on this and other service issues. Please let me know if there are matters you wish me to raise.

Agenda Item 13

STRATEGIC PLANNING, SUSTAINABILITY AND TRANSPORTATION COMMITTEE

6 November 2018

Medium Term Financial Strategy 2019/20 – 2023/24

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

Executive Summary

This report provides an update on development of the Medium Term Financial Strategy 2019/20 -2023/24 and invites Members to comment on the draft MTFS document.

This report makes the following recommendations to this Committee:

1. Consider and comment on the draft Medium Term Financial Strategy 2019/20 – 2023/24.

Timetable

Meeting	Date
Heritage, Culture & Leisure Committee	30 October 2018
Strategic Planning, Sustainability & Transportation Committee	6 November 2018
Communities, Housing & Environment Committee	13 November 2018
Policy and Resources Committee	28 November 2018
Council	12 December 2018

Medium Term Financial Strategy 2019/20 – 2023/24

1. INTRODUCTION AND BACKGROUND

- 1.1 The Medium Term Financial Strategy (MTFS) sets out in financial terms how the Council will deliver its Strategic Plan over the next five years. As Members will be aware, the Council is currently developing a new Strategic Plan, intended to take the place of the existing 2015-2020 Strategic Plan. Accordingly, development of a new MTFS is taking place in parallel with development of the new Strategic Plan.
- 1.2 The purpose of the MTFS is to describe how the outcomes associated with strategic objectives can be delivered, given the financial resources available to the Council, and bearing in mind the prioritisation of objectives. 'Financial resources' include both revenue resources, for day-to-day expenditure, and capital resources, for one-off investment that will deliver benefits over more than a year.
- 1.3 Financial resources are described in section 4 of the draft MTFS, attached to this report as Appendix A. It will be seen that there are constraints on the funding available and there are service pressures which must be accommodated. This implies a process of matching resources against the objectives in the Strategic Plan.
- 1.4 There is also considerable uncertainty over the Council's funding position after 2020. Accordingly, financial projections have been prepared covering the five year MTFS period, based on three different scenarios – favourable, neutral and adverse. Section 5 of the draft MTFS summarises these and shows that in both the neutral and adverse scenarios there is a significant budget gap from 2020/21 onwards, as shown below.

	19/20	20/21	21/22	22/23	23/24
	£m	£m	£m	£m	£m

Scenario 1 – Favourable					
Budget surplus	-0.8	-0.9	-1.6	-3.3	-4.8

Scenario 2 – Neutral					
Budget gap	0.1	1.1	1.7	1.5	1.7

Scenario 3 – Adverse					
Budget gap	0.7	2.4	3.9	4.7	6.1

- 1.5 These figures assume that all existing agreed savings are delivered. The MTFS highlights risks with delivering some of these savings, which mean that alternative budget proposals may need to be developed to compensate.

- 1.6 In order to inform the process of matching available resources to strategic objectives, the draft MTFS sets out current spending plans in section 6. It then goes on in section 7 to set out principles for developing budget savings and growth plans. It is proposed that spending to deliver strategic priorities is considered in relation to existing discretionary spend and the Council's statutory responsibilities.
 - 1.7 Policy and Resources Committee agreed the approach to development of the Medium Term Financial Strategy for 2019/20 - 2023/24 at its meeting on 27 June 2018. Members noted that existing projections assumed annual Council Tax increases up to the level of the referendum limit, but a request was also made for the impact of a Council Tax freeze to be modelled. The draft MTFS addresses this point in section 5.
 - 1.8 Members of this Committee are invited to comment on the contents of the draft MTFS.
-

2. AVAILABLE OPTIONS

- 2.1 The Committee is asked to consider and comment on the draft MTFS attached at Appendix A. Any changes and comments will be considered by the Policy and Resources Committee in November.
 - 2.2 The Committee could choose not to comment on Appendix A.
-

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATION

- 3.1 The Committee is asked to consider and comment on the draft MTFS attached at Appendix A. This will ensure that its views are taken into account as part of developing the MTFS.
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4. RISK

- 4.1 In order to address the risks associated with the MTFS, the Council has developed a budget risk register. This seeks to capture all known budget risks and to present them in a readily comprehensible way. The budget risk register is updated regularly and is reviewed by the Audit, Governance and Standards Committee at each meeting.
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5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Consultation with all relevant stakeholders is an important part of the process of developing the MTFS. Specifically, the consultation that is taking place as part of Strategic Plan development will elicit views on budget priorities.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The timetable for developing the Medium Term Financial Strategy and budget for 2019/20 is set out below.

Date	Meeting	Action
27 June 2018	Policy and Resources Committee	Agree approach to development of MTFS and key assumptions
November 2018	All Service Committees	Service Committee consultation on MTFS
November 2018	-	Develop detailed budget proposals for 2019/20
28 November 2018	Policy and Resources Committee	Agree MTFS for submission to Council
12 December 2018	Council	Approve MTFS
January 2019	All Service Committees	Consider 19/20 budget proposals
13 February 2019	Policy and Resources Committee	Agree 19/20 budget proposals for recommendation to Council
27 February 2019	Council	Approve 19/20 budget

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Medium Term Financial Strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. They reflect the Council's decisions on the allocation of resources to all objectives of the strategic plan.	Section 151 Officer & Finance Team
Risk Management	This has been addressed in section 4 of the report.	Section 151 Officer & Finance Team
Financial	The budget strategy and the MTFS impact upon all activities of the Council. The future availability of resources to	Section 151 Officer & Finance

	address specific issues is planned through this process. It is important that the committee gives consideration to the strategic financial consequences of the recommendations in this report.	Team
Staffing	The process of developing the budget strategy will identify the level of resources available for staffing over the medium term.	Section 151 Officer & Finance Team
Legal	Under Section 151 of the Local Government Act 1972 (LGA 1972) the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management. The Medium Term Financial Strategy demonstrates the Council's commitment to fulfilling its duties under the Act. The Council has a statutory obligation to set a balanced budget and development of the MTFS and the strategic revenue projection in the ways set out in this report supports achievement of a balanced budget.	Team Leader (Corporate Governance), MKLS
Equalities	The overall approach to the MTFS is to direct resources into areas of need as identified in the Council's strategic priorities. The equalities impact of individual budget decisions will be determined when setting the budget.	Section 151 Officer & Finance Team
Crime and Disorder	The resources to achieve the Council's objectives are allocated through the development of the Medium term Financial Strategy.	Section 151 Officer & Finance Team
Procurement	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Section 151 Officer & Finance Team

8. REPORT APPENDICES

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

- Appendix A: Draft Medium Term Financial Strategy 2019/20 – 2023/24
 - Appendix B: Agreed Budget Savings 2018/19 – 2022/23
 - Appendix C: Strategic Revenue Projections 2019/20 – 2023/24 – under different scenarios
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9. BACKGROUND PAPERS

None.

MAIDSTONE BOROUGH COUNCIL
MEDIUM TERM FINANCIAL STRATEGY
2019/20 – 2023/24

CONTENTS

1. Overview and Summary of Medium Term Financial Strategy	1
2. New Strategic Plan	3
3. National Context.....	4
4. Financial Resources	7
5. Future Scenarios	14
6. Current Spending Plans	19
7. Matching Resources to Strategic Objectives	27
8. Risk Management	29
9. Consultation	31

DRAFT

1. OVERVIEW AND SUMMARY OF MEDIUM TERM FINANCIAL STRATEGY

Background

- 1.1 The Medium Term Financial Strategy (MTFS) sets out in financial terms how the Council will deliver its Strategic Plan over the next five years. The Council is developing a new Strategic Plan, intended to take the place of the existing 2015-2020 Strategic Plan, which will describe and prioritise our corporate objectives. The MTFS sets out how these objectives will be delivered, given the resources available.
- 1.2 Resources depend first of all on the broad economic environment. The combination of relatively slow economic growth and pressure on government expenditure from other areas of the public sector means that the Council cannot rely on government support to increase spending, and in the worst case may have to cut back. To the extent that it wishes to increase spending, it is likely to have to rely on self-generated resources.
- 1.3 Most of the Council's income already comes from Council Tax and other local sources, including parking, planning fees and property income. This relative self-sufficiency provides a level of reassurance, but there is considerable uncertainty about the position for 2020/21 onwards. The Government offered a four year funding settlement to local authorities in 2016, covering the years 2016/17 to 2019/20, but after this the position is very uncertain.
- 1.4 Capital investment faces a different set of constraints. As set out in section 4 below, funds have been set aside for capital investment and further funding is available, in principle, through prudential borrowing. The challenge is to ensure that capital investment delivers against the Council's priorities, providing the required return on investment for the community.

Financial Projections

- 1.5 The strategic revenue projections underlying the current MTFS suggested that a small budget gap, having taken account of savings already planned, would arise in 2019/20, increasing to £1.5 million by the end of the five year period, as follows. The projections were based on a 'neutral' scenario.

Table 1: Current MTFS Revenue Projections 2018/19 – 2022/23

	18/19	19/20	20/21	21/22	22/23
	£m	£m	£m	£m	£m
Total Funding Available	38.8	38.6	38.1	38.2	39.1
Predicted Expenditure	40.3	39.8	40.1	39.6	39.6
Budget Gap	1.5	1.2	2.0	1.4	0.5
Required Savings –	1.5	2.7	4.7	6.1	6.6

Cumulative					
Savings identified - Cumulative	1.6	2.6	3.6	4.5	5.1
Still to be identified	-0.1	0.1	1.1	1.6	1.5

- 1.6 It is important to note that projections like these can only represent a best estimate of what will happen. In updating the projections, various potential scenarios have been modelled – adverse, neutral and favourable.
- 1.7 In accordance with legislative requirements the Council must set a balanced budget. Under the 'neutral' scenario there will be a budget gap from 2020/21 onwards, and in the 'adverse' scenario from 2019/20 onwards. The MTF5 sets out a proposed approach that seeks to address this.

DRAFT

2. NEW STRATEGIC PLAN

- 2.1 The Council is developing a new Strategic Plan, intended to take the place of the existing 2015-2020 Strategic Plan. The development of a new Strategic Plan has been brought forward in order to inform the refresh of the Local Plan, which sets out the framework for development in the borough and is due to be completed by April 2022. The new Strategic Plan will likewise inform the whole range of other Council strategies and policies.
- 2.2 The proposed new Strategic Plan has gone through a thorough process of discussion and refinement over the period June – October 2018 and is due to be approved by Council on 12 December 2018. The current draft sets out eight objectives, as follows:
- Great Environmental Quality
 - Well Connected Safe and Empowered Communities
 - Embracing Growth
 - Renowned for Heritage and Culture
 - A decent home for everyone
 - Better Transport Systems
 - People Fulfil their Potential
 - A Thriving Economy.

The purpose of the MTFS is to describe the how the outcomes associated with these objectives can be delivered, given the financial resources available to the Council, and bearing in mind the prioritisation of objectives. 'Financial resources' include both revenue resources, for day-to-day expenditure, and capital resources, for one-off investment that will deliver benefits over more than a year.

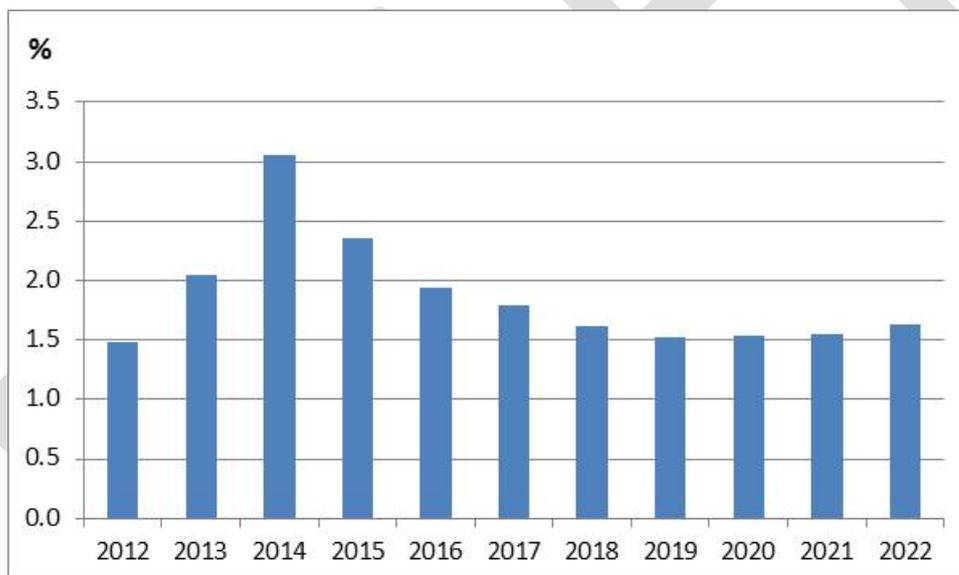
- 2.3 Resources are described below in section 4 of the MTFS. It will be seen that there are constraints on the funding available for the revenue budget, and there are in any case service pressures which must be accommodated. This implies a process of matching resources against the objectives in the Strategic Plan.
- 2.4 Capital investment is funded from the New Homes Bonus, borrowing and third party contributions such as Section 106 payments on new developments. The constraints in this case are different from those facing revenue expenditure, because the current local authority funding regime does not set cash limits for borrowing. However, borrowing must be sustainable in terms of the Council's ability to fund interest payments and ultimately repayment of capital. Capital investment plans also depend on having the capacity, in terms of internal resources, to develop projects, work effectively with partners, and secure third party funding.

3. NATIONAL CONTEXT

Economic Outlook 2019 – 2024

- 3.1 The national economy continues to grow, although at a modest rate by historical standards. There was a temporary slowdown in quarter 1 of 2018, but this has now been reversed. The Bank of England expects growth to continue at a rate of between 1.5% - 2% in the medium term.
- 3.2 The Bank expects that growth will be significantly influenced by the reaction of consumers and businesses to EU withdrawal in 2019. This is important, because consumer spending in particular is an important driver of economic growth. Consumer spending continued to grow after the EU referendum in 2016, thus averting the gloomiest predictions about its effects. Whilst this pattern may continue if there is an orderly exit from the EU, there is a risk that the shock from a 'no-deal' exit could impact consumer spending and lead to a downturn in growth.

Figure 1: Real UK gross domestic product (GDP) growth rate

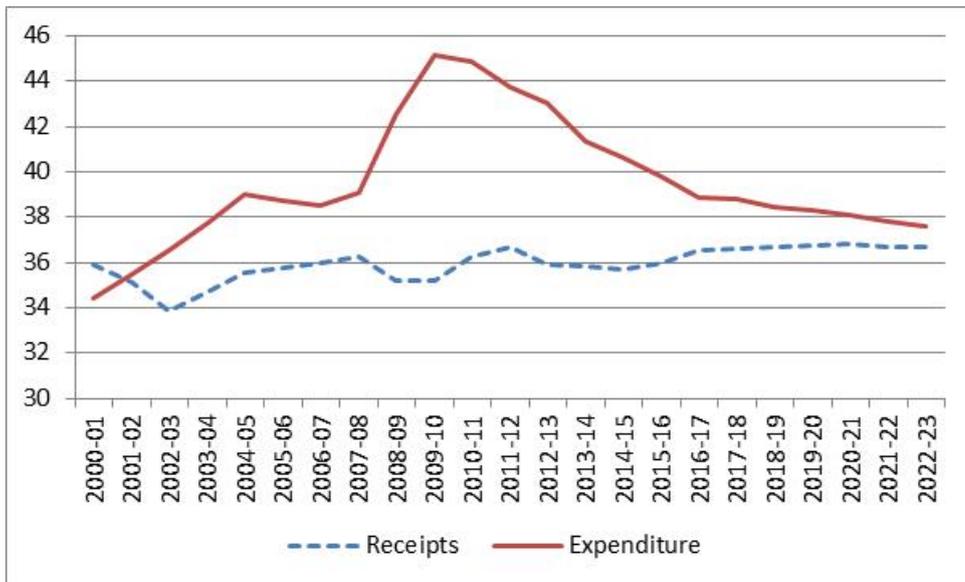


- 3.3 Consumer Price Inflation (CPI) is currently 2.4%, for the year to September 2018, above the Bank of England's target rate of 2%. The Bank increased interest rates by 0.25% in August, believing that a modest tightening of monetary policy was needed to return inflation to its target.

Public Finances

- 3.4 Following the financial crisis of 2008 and the demands that it placed on public finances, successive governments have reduced the public sector deficit through an explicit policy of austerity. This has brought public expenditure down to a similar level as a proportion of national income to that in 2007/08, immediately before the financial crisis.

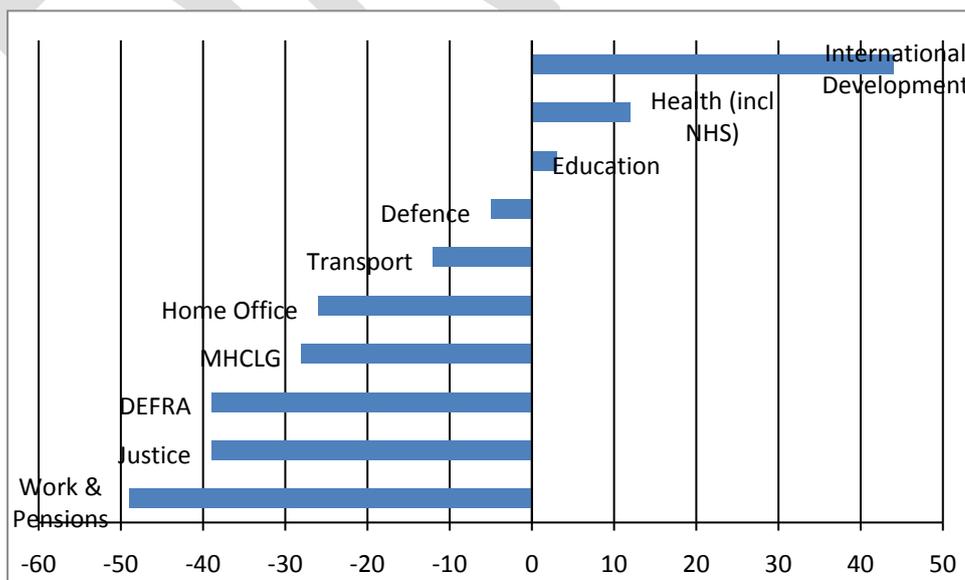
Figure 2: Tax and Spend as a percentage share of national income



The pressure to increase spending, particularly on the NHS and social care, has grown over the past few years. This has led to an overwhelming demand for an end to austerity. It is hard to see how central government can address this pressure without either increasing taxes or borrowing to fund a renewed growth in the deficit.

- 3.5 Within the overall reduction in public expenditure, there has been a widely disparate pattern between different government departments.

Figure 3: Planned real change to Departmental Expenditure Limits 2010-11 – 2019-20 (per cent)



- 3.6 MHCLG, which provides central government funding for local authorities, has seen some of the biggest cuts. Even if the policy of austerity is reversed, it is unlikely that local government will see significant benefits

given the pressures elsewhere on the public purse, in particular from the NHS.

- 3.7 The effects of austerity in local government have not been spread evenly between authorities. The LGA, in its Autumn Budget 2018 submission to the government, states that the increasing costs of adult social care and children's social care – services delivered by the upper tier of local government - contribute by far the majority of the funding gap faced by the sector. It is likely that any rebalancing of public spending priorities by central government to reflect an 'end to austerity' will focus on these services, and benefit the upper tier authorities that deliver them, rather than lower tier authorities like Maidstone.

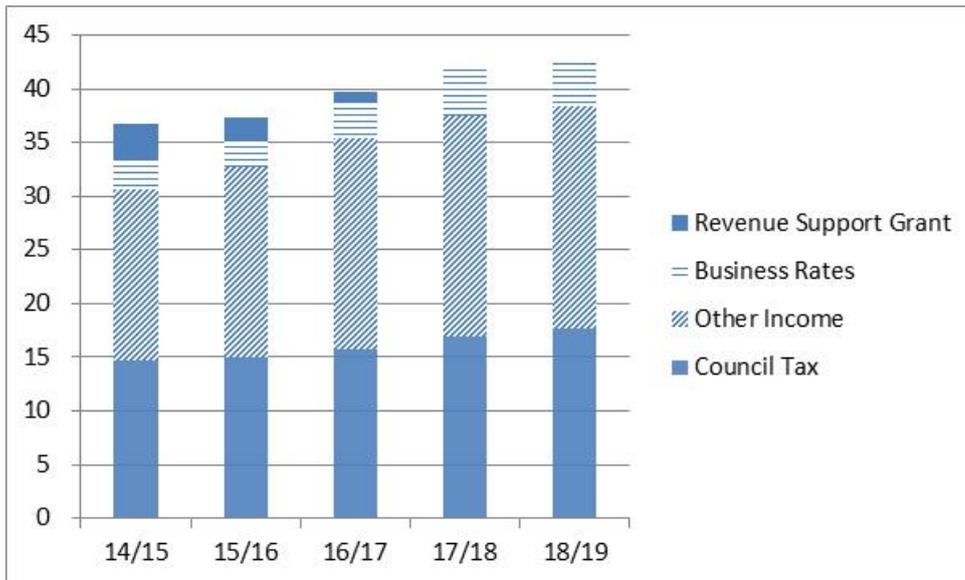
Conclusion

- 3.8 The combination of relatively slow economic growth and pressure on government expenditure from other areas of the public sector means that the Council cannot rely on government support to increase spending, and in the worst case may have to cut back. To the extent that it wishes to grow, it will depend on self-generated resources.

4. FINANCIAL RESOURCES

- 4.1 The Council's main sources of income are Council Tax and self-generated income from a range of other sources, including parking, planning fees and property investments. It no longer receives direct government support in the form of Revenue Support Grant; although it collects around £60 million of business rates annually, it retains only a small proportion of this.

Figure 4: Sources of Income



Council Tax

- 4.2 Council Tax is a product of the tax base and the level of tax set by Council. The tax base is a value derived from the number of chargeable residential properties within the borough and their band, which is based on valuation ranges, adjusted by all discounts and exemptions.
- 4.3 The tax base has increased steadily in recent years, reflecting the number of new housing developments in the borough. See table below.

Table 2: Number of Dwellings in Maidstone

	2014	2015	2016	2017	2018
Number of dwellings	67,178	67,721	68,519	69,633	70,843
% increase compared with previous year		0.38%	1.18%	1.63%	1.74%

Note: Number of dwellings is reported each year based on the position shown on the valuation list in September.

- 4.4 The level of council tax increase for 2019/20 is a decision that will be made by Council based on a recommendation made by Policy and Resources Committee. The Council's ability to increase the level of council tax is limited by the requirement to hold a referendum for increases over a government set limit. The referendum limit for 2018/19 was the greater of

3% or £5.00 for Band D tax payers. Council Tax was increased by the maximum possible, ie £7.29 (3%).

- 4.5 In the Medium Term Financial Strategy 2018/19 – 2022/23, it was assumed that the Council Tax base would increase by 1.5% per annum for the MTFS period, and Band D Council Tax increases would revert to 2% per annum after 2018/19. In fact, the Government announced in August 2018 that it was minded to set a referendum limit for Council Tax increases in 2019/20 of 3%. This gives the Council the opportunity to generate a higher level of income than projected if it chooses to increase Council Tax by the maximum permissible amount.

Other income

- 4.6 Other income is an increasingly important source of funding for the Council. It includes the following sources of income:

- Parking
- Shared services
- Commercial property
- Planning fees
- Cremations
- Garden waste collection
- Income generating activity in parks

Where fees and charges are not set by statute, we apply a policy that guides officers and councillors in setting the appropriate level based on demand, affordability and external factors. Charges should be maximised within the limits of the policy, but customer price sensitivity must be taken into account, given that in those areas where we have discretion to set fees and charges, customers are not necessarily obliged to use our services.

- 4.7 In developing the strategic revenue projection for 2018/19 a broad assumption of a 1% increase in future fees and charges was used for the development of the MTFS, in line with overall inflation assumptions.

Business Rates

- 4.8 Under current funding arrangements, local government retains 50% of the business rates it collects. The aggregate amount collected by local government is redistributed between individual authorities on the basis of perceived need, so that in practice Maidstone Borough Council receives only around 7% of the business rates that it collects.

- 4.9 Prior to the 2017 General Election, the Government was preparing to move to 100% business rates retention with effect from 2020. The additional income would have been accompanied by devolution of further responsibilities to local government. However, the need to accommodate Brexit legislation means that there has been no time to legislate for this. Government therefore intends to increase the level of business rates retention to the extent that it is able to do within existing legislation, and plans to introduce 75% business rates retention with effect from 2020/21.

- 4.10 As with 50% business rates retention, the new 75% business rates retention regime will be linked to a mechanism for rates equalisation to reflect local authorities' needs. These will be assessed based on a 'Fair Funding Review' which is currently under way. The overall amounts to be allocated as part of the Fair Funding Review are also subject to a planned Spending Review covering all government departments in 2019. It is therefore difficult to predict with any degree of accuracy whether the proportion of business rates retained by Maidstone will remain the same, increase or decrease.
- 4.11 The current local government funding regime gives authorities the opportunity to pool their business rates income and retain a higher share of growth as compared with a notional baseline set in 2013/14. Maidstone has been a member of the Kent Business Rates pool since 2014/15. Its 30% share of the growth arising from membership of the pool is allocated to a reserve which is used for specific projects that form part of the Council's economic development strategy. A further 30% represents a Growth Fund, spent in consultation with Kent County Council. This has been used to support the Maidstone East development.
- 4.12 It should be noted that in 2020, the baseline will be reset, so all growth accumulated to that point will be reallocated between local authorities as described in paragraph 4.10 above.
- 4.13 A further element of growth has been retained locally for one year only in 2018/19 as a result of Maidstone's participation in the Kent & Medway 100% Business Rates Retention pilot. Kent & Medway local authorities were successful in bidding for pilot status, which means that 100% of business rates growth, rather than 50%, is retained locally. The additional growth is split between a Financial Sustainability Fund (70%) and a Housing and Commercial Growth Fund (30%).
- 4.14 The Financial Sustainability Fund (FSF) is designed to support local authorities in managing the pressures associated with growth and is distributed according to a formula which provides each authority with a guaranteed minimum amount and then links growth in funding with population increase and business rates increase (as a proxy for commercial growth) over the past five years. Our share of the FSF was estimated to amount to £640,000.
- 4.15 The Housing and Commercial Growth Fund (HCGF) is designed to pool a sufficiently large level of resources to make a significant difference to support future delivery, where outcomes can be better achieved by local authorities working together across a wider area. The HCGF funds have been pooled in three 'clusters', for North Kent, East Kent and West Kent, with the distribution based on each area's share of total business rate receipts. Allocation of the funds is determined by the relevant Council Leaders in each Cluster.
- 4.16 A bid has been submitted to form a pilot again in 2019/20 and the outcome is expected to be announced in December 2018.

- 4.17 Total projected business rates income for 2018/19 and the uses to which it will be put are summarised in the table below.

Table 3: Projected Business Rates Income 2018/19

	£000	
Business Rates baseline income	3,136	Included in base budget
Growth in excess of the baseline	1,237	Included in base budget
Pooling gain (MBC share)	297	Funds Economic Development projects
Pooling gain (Growth Fund)	297	Spent in consultation with KCC, eg on Maidstone East
Financial Sustainability Fund (initial estimate)	640	Allocated to 13 projects as agreed by Policy & Resources Committee
Housing & Commercial Growth Fund	-	Pooled and allocated by North Kent Leaders
Total	5,310	

- 4.18 Whilst the proportion of total business rates income retained by the Council is relatively small, the amounts retained have grown significantly since the introduction of 50% business rates retention. Pressure on the government to reduce the burden of business rates and the unpredictability of future arrangements for equalising business rates income between Councils place future income growth from this source at risk.

Revenue Support Grant

- 4.19 Maidstone no longer benefits directly from central government support in the form of Revenue Support Grant. Indeed, the existing four year funding settlement contains a mechanism for government to levy a 'tariff / top-up adjustment' – effectively negative Revenue Support Grant – on local councils that are considered to have a high level of resources and low needs. Maidstone was due to pay a tariff / top-up adjustment of £1.589 million in 2019/20. However, the government faced considerable pressure to waive negative RSG and now proposes to remove it in the 2019/20 Local Government Finance Settlement.
- 4.20 The negative RSG of £1.589 million was built into the current MTFS and savings plans developed to offset its impact. Rather than reverse these savings, it is proposed in the new MTFS to hold the £1.589 million as a contingency for future funding pressures, which will be applied to cushion the impact of likely reductions in resources in 2020/21.

Balances and Earmarked Reserves

- 4.21 The Council maintains reserves as a safety net to allow for unforeseen circumstances. There is no statutory definition of the minimum level of reserves: the amount required is a matter of judgement. However, the

Council has agreed to set £2 million as the minimum General Fund balance.

- 4.22 Within the General Fund balance, amounts have been allocated for specific purposes. These amounts do not represent formal commitments. Instead, they represent the level of reserves considered to be required for specific purposes, including asset replacement, commercialisation and Invest to Save projects.
- 4.23 In addition to uncommitted General Fund balances, the Council holds reserves that are earmarked for specific purposes. Full details of reserves held are set out below.

Table 4: General Fund balances

	31.3.17	31.3.18
	£000	£000
General Fund		
Commercialisation – contingency	500	500
Invest to Save projects	547	500
Amounts carried forward from 2016/17	456	416
Amounts carried forward from 2017/18	-	1,044
Unallocated balance	5,855	7,041
General	9,329	9,502
Earmarked Reserves		
New Homes Bonus funding for capital projects	7,214	1,404
Local Plan Review	336	200
Neighbourhood Plans	64	70
Accumulated Surplus on Trading Accounts	243	51
Business Rates Growth Fund	158	692
Sub-total	8,014	2,418
Total General Fund balances	17,343	11,920

- 4.24 General Fund balances have fallen from £17.3 million at 31 March 2017 to £11.9 million at 31 March 2018. This arises from deployment of the New Homes Bonus for capital expenditure, including the acquisition of temporary accommodation for homeless people and investment property. This is in line with the Council's explicit strategy of using New Homes Bonus for capital investment.
- 4.25 The unallocated balance comfortably exceeds the £2 million minimum. It represents 37% of the net revenue budget, which is well in excess of the 10% benchmark that is sometimes cited as a reasonable level. It can therefore be seen that the level of reserves is adequate without being excessive.

Capital Funding

- 4.26 Typically, local authorities fund capital expenditure by borrowing from the Public Works Loan Board, which offers rates that are usually more competitive than those available in the commercial sector. Maidstone Borough Council has so far not borrowed to fund its capital programme, instead relying primarily on New Homes Bonus to fund the capital programme. Borrowing has not been required so far in 2018/19, but is likely to be in subsequent years. The cost of any borrowing is factored into the MTFS financial projections.
- 4.27 There has been a reduction of the period for which New Homes Bonus would be paid from six years to five in 2017/18 and then to four in 2018/19. An allowance is also now made in calculating New Homes Bonus for the natural growth in housing from 'normal' levels of development. Given other pressures on local government funding, and given the progressive reduction in the level of New Homes Bonus, it is not clear whether New Homes Bonus will continue to exist, at least in its current form. under the new Local Government funding regime to be implemented from 2020.
- 4.28 Many of the external grants that were available to the council for funding capital projects in the past no longer exist. However, external funding is sought wherever possible and the Council has been successful in obtaining Government Land Release Funding for its housing developments and is seeking ERDF funding for the Kent Medical Campus Innovation Centre.
- 4.29 Funding is also available through developer contributions (S 106) and the Community Infrastructure Levy (CIL). The Community Infrastructure Levy was introduced in Maidstone in October 2018.
- 4.30 The current funding assumptions used in the programme are set out in the table below.

Table 5: Capital Programme Funding

Funding Source	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	TOTAL £000
New Homes Bonus	3,200	3,400	0	0	0	6,600
Disabled Facilities Grants	800	800	800	800	800	4,000
Internal Borrowing	18,401	0	0	0	0	18,401
Prudential Borrowing	4,132	17,983	8,086	7,225	7,225	44,651
Total Resources	26,533	22,183	8,886	8,025	8,025	73,652

A review of the schemes in the capital programme will take place during the course of Autumn 2018. Proposals will also be considered for new schemes to be added to the capital programme. The affordability of the capital programme will be considered as part of this review, as it is essential that any borrowing to fund the capital programme is sustainable and affordable in terms of its revenue costs.

- 4.31 Under CIPFA's updated Prudential Code, the Council is now required to produce a Capital Strategy, which is intended to give an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services, along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 4.32 The outcome of the capital programme review and a proposed Capital Strategy will be considered by Policy and Resources Committee in January 2019 and an updated capital programme was recommended to Council for approval.

DRAFT

5. FUTURE SCENARIOS

- 5.1 Owing to uncertainty arising from the economic environment, and from the lack of clarity about the government's plans for local government funding, financial projections have been prepared for three different scenarios, as follows.

1. Favourable

The UK achieves an orderly exit from the EU on terms that are widely perceived as favourable. The economy continues to grow, allowing the government to increase public expenditure. Local authorities achieve a positive outcome from the Spending Review and Maidstone shares in the benefits through the Fair Funding Review. Government gives local authorities greater flexibility in setting local taxes.

2. Neutral

The UK negotiates an agreed exit from the EU, but continued slow growth in the national economy compels the government to prioritise public spending in areas of high demand such as the NHS. As a result, local government sees no growth in real terms. Business rates income is distributed to areas of the country and of the local government sector that are perceived as having the greatest need, to Maidstone's detriment. Council Tax increases continue to be capped in line with price inflation.

3. Adverse

Failure to achieve an agreed Brexit deal damages international trade and consumer confidence, leading to a sharp slowdown in the economy. Options for the government to meet spending pressures are severely limited, compelling it to divert business rates income away from local government, leading to a significant budget gap for Maidstone. The amount that local authorities can raise by way of Council Tax is limited in order to limit overall public spending.

Details of key assumptions underlying each of these scenarios are set out below.

Council Tax

- 5.2 It is assumed in the adverse and neutral scenarios that the Council will take advantage of the flexibility offered by Government and will increase Council Tax by 3% in 2019/20, reverting to 2% in 2020/21. In the 'favourable' scenario outlined above the Council would increase Council Tax by 3% per annum for the whole five year period.
- 5.3 The other key assumption regarding Council Tax is the number of new properties. The number of new properties has been increasing in recent years, from a low of 0.38% in 2014 to 1.74% in 2018. The rate of increase nevertheless remains lower than that implied by Local Plan new homes targets. Assumptions are as follows:

Favourable – 3%
Neutral – 2%
Adverse – 1%

Business Rates

- 5.4 As described above, the Council receives only a small proportion of the business rates that it actually collects. After 2020, this proportion will be adjusted to reflect the findings of the Fair Funding Review and the Spending Review. It is very difficult to predict what this will mean in practice. However, for the purposes of revenue projections, a number of assumptions have been made.
- 5.5 Assuming that the starting point in the government's calculations will be Maidstone's perceived level of need, it should be noted that the current four year funding settlement, which is likewise based on perceived local authority needs, incorporated a negative revenue support grant payment of £1.6 million in 2019/20. The starting point for future business rates income is therefore assumed to be the current baseline share of business rates income, £3.2 million, less £1.6 million. It is not accepted that this would be a fair allocation of business rates income but it is prudent to make this assumption for forecasting purposes.
- 5.6 A further factor to be considered is the resetting of the government's business rates baseline in 2020/21. This represents the level above which the Council benefits from a share in business rates growth. It is likely that the government will reset the baseline in order to redistribute resources from those areas that have benefitted most from business rates growth in the years since the current system was introduced in 2013, to those areas that have had lower business rates growth. Accordingly, cumulative business rates growth has been removed from the projections for 2020/21, then is gradually reinstated from 2021/22.
- 5.7 In addition, as provided for in the current MTFS, it is appropriate to include a provision, currently £1.3 million, to allow for additional burdens placed on the Council following the end of the current four year settlement. Originally it was expected that the Council might face additional responsibilities under 100% business rates retention from 2020/21 and a provision of £1.3 million was made in the MTFS to allow for this. Even if 100% business rates retention is not now introduced as originally intended, the pressures on UK-wide public finances mean that the Council risks corresponding burdens, whether in the form of additional responsibilities or an increased tariff / top-up adjustment. This provision is included in 2021/22, rather than in 2020/21, as it is likely that the government will dampen the impact of any adverse changes arising from the new post-2020 financial settlement, and spread them over at least two years.
- 5.8 Given these assumptions, the specific assumptions for business rates growth in each scenario are as follows:

Favourable –3% increase in multiplier plus 2% growth in base

Neutral – 2% increase in multiplier plus 1% growth in base
 Adverse – 1% increase in multiplier plus 0% growth in base

Fees and Charges

5.9 The projections imply that fees and charges will increase in line with overall inflation assumptions. For the Council, the main component of inflation is pay inflation. In practice, it is not possible to increase all fees and charges by this amount as they are set by statute. Accordingly, the actual increase in income shown in the projections is somewhat lower than the inflations assumptions.

5.10 Details of inflation assumptions are as follows:

Favourable – 3%
 Neutral – 2%
 Adverse – 1%

Inflation

5.11 The annual rate of increase in Consumer Price Index inflation (CPI) for the year to September 2018 was 2.4%. Although wage inflation in the public sector has been below this level, there is increasing political pressure to relax the limits on public sector pay increases.

5.12 The following table sets out the assumptions made for the purposes of preparing the initial set of Strategic Revenue Projections.

Table 6: Inflation Assumptions

	Favourable	Neutral	Adverse	Comments
Employee Costs	1.00%	2.00%	3.00%	Neutral assumption is in line with the most recent pay settlement and government inflation targets
	0.50%	0.50%	0.50%	The annual cost of performance related incremental increases for staff
Electricity	8.00%	11.00%	14.00%	Based on guidance from supplier
Gas	8.00%	10.00%	12.00%	Based on guidance from supplier
Water	-2.00%	0.00%	0.00%	Decrease in prices expected from deregulation of the water supply market
Fuel	1.00%	2.00%	3.00%	A predicted average increase based on previous trends as no forward looking information is available.
Insurance	2.00%	3.00%	4.00%	A predicted average increase based on previous trends as no forward looking information is available.
General	1.00%	2.00%	3.00%	2% is the government's target inflation rate but the current level of CPI inflation is 2.4%

Service Spend

- 5.13 Strategic Revenue Projections currently assume that service spend will remain as set out in the existing MTFS, so savings previously agreed by Council will be delivered and no further growth arising from the new Strategic Plan is incorporated.
- 5.14 The projections include provision for the revenue cost of the capital programme, comprising interest costs (3%) and provision for repayment of borrowing (2%).

Summary of Projections

- 5.15 A summary of the projected budget gaps under each of the scenarios is set out below.

Table 7: Projected Budget Gap 2019/20 – 2023/24

	19/20	20/21	21/22	22/23	23/24
	£m	£m	£m	£m	£m

Scenario 1 – Favourable					
Budget Gap ¹	0.2	0.9	0.2	-1.1	-1.5
Required Savings – Cumulative	0.2	1.1	1.3	0.2	-1.3
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Budget surplus	-0.8	-0.9	-1.6	-3.3	-4.8

Scenario 2 – Neutral					
Budget Gap ¹	1.1	2.0	1.5	0.4	0.2
Required Savings – Cumulative	1.1	3.1	4.6	5.0	5.2
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Savings to be identified	0.1	1.1	1.7	1.5	1.7

Scenario 3 – Adverse					
Budget Gap ¹	1.7	2.7	2.4	1.4	1.4
Required Savings – Cumulative	1.7	4.4	6.8	8.2	9.6
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Savings to be identified	0.7	2.4	3.9	4.7	6.1

¹ A positive figure here indicates a budget gap; a negative figure (-) indicates a surplus

² Savings included in existing 2018/19 – 2022/23 MTFS / Efficiency Plan – see Appendix B

³ See Appendix C for detailed projections

For illustrative purposes, the following table shows the equivalent neutral scenario if Council Tax were frozen at 2018/19 levels (£252.90 for Band D):

Table 8: Projected Budget Gap – Council Tax freeze

	19/20	20/21	21/22	22/23	23/24
	£m	£m	£m	£m	£m
Scenario 2 – Neutral but freeze Council Tax					
Budget Gap	1.6	2.3	1.9	0.8	0.6
Required Savings – Cumulative	1.6	3.9	5.8	6.6	7.2
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Savings to be identified	0.6	1.9	2.9	3.1	3.7

The effect of freezing Council Tax is cumulative, and would lead by the end of the five year MTFs period to a budget gap £2 million greater than in the base case projections.

Conclusion

- 5.16 Under the neutral and adverse scenarios, there is a significant budget gap from 2020/21 onwards. This reflects the assumptions made about the likely outcome for the Council from the new local government funding arrangements that are due to come into effect in that year. Whilst this does not affect the budget position for next year, 2019/20, the Council needs to have credible plans to address projected future budget deficits.

6. CURRENT SPENDING PLANS

- 6.1 This section sets out current budgeted expenditure by strategic objective, and describes planned savings and known budget pressures. The purpose is to allow an assessment of whether current spending plans reflect strategic objectives.
- 6.2 Total spend by strategic objective is summarised below. Note that objectives have been allocated to Committees according to each Committee's primary focus. However, the individual services that support delivery of a particular objective may fall within the remit of more than one Committee. Corporate expenditure that supports all strategic objectives has been omitted from this analysis, rather than allocated to services using the CIPFA 'full costing' approach set out in its Service Reporting Code of Practice, as this practice tends to obscure the direct cost of service delivery.

Table 9: 2018/19 Revenue and Capital Budgets

C'tee	Objective	2018/19 Revenue Budget		
		Expenditure	Income	Net
		£000	£000	£000
CHE	Great Environmental Quality	6,393	-1,873	4,519
	A Decent Home for Everyone	2,501	-955	1,547
	Well Connected Safe and Empowered Communities	1,907	-386	1,521
	People Fulfil their Potential	441	-152	289
HCL	Renowned for Heritage & Culture	4,351	-2,958	1,393
SPS & T	Embracing Growth	3,625	-2,750	876
	Better Transport Systems	2,226	-4,377	-2,151
P & R	A Thriving Economy	875	-482	393

C'tee	Objective	2018/19 Capital Programme		
		Expenditure	External Cont'n	Net
		£000	£000	£000
CHE	Great Environmental Quality	830	-0	830
	A Decent Home for Everyone	13,566	-0	13,566
	Well Connected Safe and Empowered Communities	0	-0	0
	People Fulfil their Potential	1,192	-1,192	0
HCL	Renowned for Heritage & Culture	3,886	-0	3,886
SPS & T	Embracing Growth	760	-160	600
	Better Transport Systems	150	-0	150
P & R	A Thriving Economy	5,239	-0	5,239

Table 10: Great Environmental Quality

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	Savings
	£000	£000	£000	£000
Household Waste Collection	3,343	-1,377	1,967	-44
Street Cleansing & Depot	2,423	-208	2,214	0
Environmental Enforcement	241	0	241	-125
Floods, Drainage and Medway Levy	141	0	141	0
Grounds Maintenance - Commercial Income	127	-100	27	-50
Commercial Waste Collection	117	-188	-71	0
Total Revenue Budget	6,393	-1,873	4,519	-219

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Flood Action Plan	500	0	500	563
Public Realm Capital Improvements	150	0	150	50
Commercial Waste	180	0	180	0
Total Capital Programme	830	0	830	613

- 6.3 The core services that deliver this objective are street cleansing and waste collection. Not only are these key statutory services, but they have also been successful in developing income streams to offset costs, including commercial waste collection, household green waste collections and grounds maintenance for third parties. Savings are projected for 2019/20 from growing grounds maintenance and garden waste income. A saving of £125,000 proposed in the existing MTFS from consolidating enforcement across the Council (environment, planning and parking) is not now expected to be delivered and alternative savings will have to be sought.
- 6.4 Future expenditure pressures can be expected to arise from the impact of inflation indexation on the waste collection contract. In the longer term, commissioning a new contract when the current one expires in 2022 will involve one-off costs. The current contract offers very good value and it may not be possible to replicate this with a new contract.
- 6.5 Projected capital expenditure includes £1.1 million for flood alleviation measures, £180,000 in 2018/19 for a new Commercial Waste vehicle and £200,000 in total for a range of public realm capital schemes. Although no external contributions are shown for the Flood Action Plan in 2018/19, it is likely that in practice schemes will be delivered in partnership with the

Environment Agency and/or Kent County Council, thus achieving greater impact from the investment.

Table 11: A Decent Home for Everyone

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Homelessness	2,146	-606	1,540	-100
Other Housing Services	321	-133	188	0
Housing Development & Regeneration	35	-217	-182	-1,540
Total Revenue Budget	2,501	-955	1,547	-1,640

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Housing Development & Regeneration	9,066	0	9,066	25,117
Temporary Accommodation	4,500	0	4,500	2,400
Total Capital Programme	13,566	0	13,566	27,517

- 6.6 The Council's statutory responsibilities under homelessness legislation have led to significant growth in this budget over the past few years. Numbers in temporary accommodation have grown still further with implementation of the Homelessness Reduction Act. The costs of providing temporary accommodation are offset by housing benefit but this cannot always be recovered. One-off grant funding has been provided by central government to help the Council fulfil its obligations. However, this funding is only temporary.
- 6.7 The capital programme includes £4.5 million for the purchase of units for temporary accommodation in the current financial year. £600,000 per annum is currently included in the capital programme for future years at this stage.
- 6.8 £34 million is included in the capital programme for housing and regeneration schemes. Three schemes – Union Street, Brunswick Street and Lenworth House - are currently under way. Future schemes remain to be identified. Although no external contribution is shown in 2018/19, the overall scheme costs for Union Street and Brunswick Street will be offset by sales of units on the open market and transfer of the social housing component to MHS Homes, and by a Government Land Release Funding grant of £658,000.

Table 12: Well Connected Safe and Empowered Communities

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Community Partnerships & Resilience	523	-32	491	0
Regulatory Services	796	-333	463	0
Voluntary Sector Grants	246	0	246	-80
Parish Services Scheme	127	0	127	0
CCTV	214	-21	193	-100
Total Revenue Budget	1,907	-386	1,521	-180

- 6.9 The Council has a number of regulatory duties in this area which are met through shared licensing and environmental health services. Other than these services, expenditure is mainly discretionary in nature; currently a significant portion of the budget is devoted to delivering the CCTV service. Savings are projected in this service, predicated on the recommissioning project which is currently under way.

Table 13: People Fulfil their Potential

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	Savings
	£000	£000	£000	£000
Public Health	441	-152	289	0
Total Revenue Budget	441	-152	289	0

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	Years
	£000	£000	£000	£000
Disabled Facilities Grants	1,192	1,192	0	3,200
Total Capital Programme	1,192	1,192	0	3,200

- 6.10 The Council's responsibilities in this area are generally exercised on behalf of other authorities, although there is an element of residual discretionary spend within Public Health.

Table 14: Renowned for Heritage & Culture

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Museums & Culture	1,257	-182	1,075	-169
Parks & Open Spaces	1,867	-966	900	-97
Tourism, Festivals & Events	196	-68	128	-50
Sport & Leisure	229	-381	-151	0
Bereavement Services	802	-1,361	-559	0
Total Revenue Budget	4,351	-2,958	1,393	-316

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Mote Park Dam Works	1,300	0	1,300	600
Mote Park Visitor Centre	562	0	562	1,073
Mote Park Adventure Zone and Other Improvements	515	0	515	375
Museum Development Plan	175	0	175	260
Continued improvements to Play Areas	881	0	881	0
Crematorium Development Plan	353	0	353	0
Other Parks Improvements	100	0	100	0
Total Capital Programme	3,886	0	3,886	2,308

- 6.11 Services in this area are principally discretionary and include the museum, leisure services and bereavement services.
- 6.12 The area is planning £50,000 of operating savings at the Museum and projects £119,000 from a potential saving on business rates. Further income generation is projected from Mote Park, including £57,000 (£114,000 in a full year) from the Adventure Zone and £50,000 from the new Visitor Centre café. Festivals and Events are projected to reduce expenditure, on the basis that events should be self-funding.
- 6.13 Significant capital investment continues to be planned in Mote Park, including the Visitor Centre and works required to ensure flood safety. Capital investment at the Museum is relatively modest and it is hoped that these will unlock matched funding from other sources.

Table 15: Embracing Growth

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Development Management	1,464	-1,674	-210	0
Planning Policy	606	-21	585	-50
Planning Support (Shared Service)	843	-675	168	0
Planning Enforcement	335	0	335	-40
Building Control	376	-379	-2	0
Total Revenue Budget	3,625	-2,750	876	-90

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Infrastructure Delivery	600	0	600	2,400
Section 106 Contributions	160	-160	0	1,332
Total Capital Programme	760	-160	600	3,732

- 6.14 This objective is delivered primarily through the planning service, which is a statutory service generating fees which cover some, but not all of its costs.
- 6.15 Additional expenditure of £200,000 per annum has been built into the MTFs for work on the Local Plan refresh up to 2021/22, when it is expected to drop out of the budget.

Table 16: Better Transport Systems

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Parking Services	1,612	-3,985	-2,373	-300
Park & Ride	580	-392	188	-75
Network & Traffic Management	34	0	34	0
Total Revenue Budget	2,226	-4,377	-2,151	-375

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Bridges Gyrotory Scheme (residual budget)	150	0	150	0
Total Capital Programme	150	0	150	0

6.16 The services in this area are primarily discretionary, but thanks to the Council's parking service deliver a strong positive contribution. £150,000 of further income in future years is built into the MTFS arising from expected future growth above and beyond inflation.

6.17 Some of Parking income is currently re-invested in the Park and Ride service. This contribution to Park and Ride is planned to reduce by £75,000 next year.

Table 17: A Thriving Economy

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Economic Development	382	-4	378	-7
Market	253	-312	-59	0
Business Terrace	240	-166	74	0
Total Revenue Budget	875	-482	393	-7

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Town Centre Regeneration	2,540	0	2,540	0
Property Investment	2,403	0	2,403	10,000
Maidstone East	296	0	296	0
KMC Innovation Centre	TBA	TBA	TBA	TBA
Total Capital Programme	5,239	0	5,239	10,000

6.18 Expenditure in this area is primarily discretionary. In addition to the revenue budgets shown above, the Business Rates Pool is used to support Economic Development. The Business Rates Pool has been subsumed into the Business Rates Retention Pilot in 2018/19 but a contribution continues to be payable to Economic Development. It remains to be seen whether a

similar funding structure will be available under the new local government funding arrangements due to be implemented in 2020/21.

- 6.19 The capital programme promotes a thriving local economy, both through providing infrastructure and through the council's commercial property investment, which is focused entirely on Maidstone borough, such that it achieves the two-fold purpose both of generating investment returns and supporting the local economy.

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7. MATCHING RESOURCES TO STRATEGIC OBJECTIVES

- 7.1 It is inherent in the Medium Term Financial Strategy that the Council matches available resources to strategic objectives, such that income and expenditure are balanced and any budget gap is eliminated. In addition to the legal requirement to set a balanced budget for 2019/20, the Council needs to have credible plans in place to address any budget gap in subsequent years. In the interests of prudence, these plans need to address not only a neutral set of projections but also the potential adverse scenario outlined above.
- 7.2 Current spending plans, as set out in the previous section, will be reviewed both in the light of the overall budget gap and the proposed new strategic objectives. Current plans reflect service requirements and existing strategic priorities. In many cases, service requirements flow from the Council's statutory responsibilities, but there may be scope for saving where it is felt that the statutory outcomes can be delivered at lower cost, or demand can be managed such that expenditure is reduced.
- 7.3 The distinction between 'statutory' and 'discretionary' services is not always clear-cut. There is usually a discretionary element in the way in which a statutory service is delivered and many discretionary services have developed from a core statutory obligation.
- 7.4 Existing discretionary spending reflects previous strategic decisions, and in these areas, where the Council has no specific statutory responsibilities, there is a measure of flexibility which would allow the Council to re-prioritise spending based on its latest strategic objectives. Areas of spending that fall within this category include CCTV, Park and Ride and Voluntary Sector Grants.
- 7.5 Note that the focus of re-prioritisation here is on the revenue budgets. However, to be effective, it is likely that it would need to be accompanied by significant one-off spending, both in exiting service areas that are no longer supported, and in investing for the future in new priority areas.
- 7.6 There may also be the opportunity to generate additional income to offset expenditure, either by growing existing sources of income or by developing new sources of income. Particularly in the latter case, one-off investment in staff resources or cash is likely to be required, so a clear business case for the investment will be necessary.
- 7.7 Based on the above discussion about strategic priorities and the flexibility afforded offered by a review of discretionary areas of spend, it is proposed that budget proposals are developed according to the following principles.

Revenue savings will be sought in:

- Discretionary services which are not strategic priorities.
- Statutory services which are not strategic priorities, where there is scope for reconfiguring services to reduce costs.

- Improved efficiency in delivering strategic priorities.
- New income generation and identification of external funding.

These principles will be applied both to service expenditure as detailed in section 6 and to corporate overheads.

Revenue growth will be built into the budget where strategic priorities cannot be delivered within existing revenue budgets, provided this can be accommodated by making savings elsewhere.

Capital schemes will be reviewed and developed so that investment is focused on strategic priorities.

- 7.8 It was acknowledged in preparing the MTFS for the five years 2018/19 – 2022/23 that the size of the potential revenue budget shortfall meant that no single initiative could be expected to close the gap. Accordingly, a blend of different generic approaches were taken, each of which have contributed to the £3.5 million of savings in the current projections. It is likely that budget savings will continue to come from a range of different sources. If an individual saving is not delivered, the wide spread of approaches and savings ideas means that overall risk is minimised.
- 7.9 To the extent that additional resources are required to deliver strategic objectives, budget proposals will transfer funding from low priority objectives to higher priority objectives. Budget proposals will be developed during November 2018, prior to consideration by Service Committees and the wider stakeholder group in December 2018 – January 2019. Contingency plans will address the adverse scenario, in order that the Council is suitably prepared for this eventuality. It is currently planned to recommend budget proposals to Council based on the neutral scenario, but this may change depending on developments in the overall economy and local government funding environment.

8. RISK MANAGEMENT

- 8.1 As indicated in the previous sections, the Council's MTFS is subject to a high degree of risk and certainty. In order to address this in a structured way and to ensure that appropriate mitigations are developed, the Council has developed a budget risk register. This seeks to capture all known budget risks and to present them in a readily comprehensible way. The budget risk register is updated regularly and is reviewed by the Audit, Governance and Standards Committee at each meeting.
- 8.2 The major risk areas that have been identified as potentially threatening the Medium Term Financial Strategy are as follows.
- Failure to contain expenditure within agreed budgets
 - Fees & Charges fail to deliver sufficient income
 - Commercialisation fails to deliver additional income
 - Planned savings are not delivered
 - Shared services fail to perform within budgeted levels.
 - Council holds insufficient balances
 - Inflation rate predications underlying MTFS are inaccurate
 - Adverse impact from changes in local government funding
 - Constraints on council tax increases
 - Capital programme cannot be funded
 - Increased complexity of government regulation
 - Collection targets for Business Rates & Council Tax collection missed
 - Business Rates pool / pilot fails to generate sufficient growth.
- 8.3 It is recognised that this is not an exhaustive list. By reviewing risks on a regular basis, it is expected that any major new risks will be identified and appropriate mitigations developed.
- 8.4 An assessment of the relative impact and likelihood of the risks identified is set out below.

Table 18: Budget Risk Matrix

Likelihood	5					
	4			L		
	3		B	G, M		
	2		E	C, F	A, D, H	J
	1		I, K			
		1	2	3	4	5
		Impact				

Black – Top risk

Red – High risk

Amber – Medium risk

Green – Low risk

Blue – Minimal risk



Key

- A. Failure to contain expenditure within agreed budgets
- B. Fees and Charges fail to deliver sufficient income
- C. Commercialisation fails to deliver additional income
- D. Planned savings are not delivered
- E. Shared services fail to meet budget
- F. Council holds insufficient balances
- G. Inflation rate predictions underlying MTFs are inaccurate
- H. Adverse impact from changes in local government funding
- I. Constraints on council tax increases
- J. Capital programme cannot be funded
- K. Increased complexity of government regulation
- L. Collection targets for Council Tax and Business Rates missed
- M. Business Rates pool / pilot fails to generate sufficient growth

8.5 For all risks shown on the Budget Risk Register, appropriate controls have been identified and their effectiveness is monitored on a regular basis.

9. CONSULTATION

- 9.1 Each year the Council carries out consultation as part of the development of the MTF5. This year the Council is combining the Residents' Survey on the proposed new Strategic Plan with questions about the Council's budget priorities. The results of this consultation will be used to inform the preparation of detailed budget proposals.
- 9.2 As a second step, consultation will be carried out in December 2018 – January 2019 on the detailed budget proposals. Individual Service Committees will consider the budget proposals relating to the services within their areas of responsibility. Full details of the proposals will be published and residents' and businesses' views are welcomed.

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Document History

Date	Description	Details of changes
30.10.18	First draft to Service Committees	

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Service	Proposal	18/19	19/20	20/21	21/22	22/23	Total
Street Cleansing	Bring large mechanical sweeper in-house	40					40
Commercial Waste Services	Increase income generation	5					5
Recycling Collection	Reduce general publicity and focus on increased garden waste income generation		44	22			66
Grounds Maintenance	Increase income generation	50					50
Fleet Workshop & Management	Alternative delivery model for fleet and relevant maintenance along with a reduction in fleet	50					50
Homeless Temporary Accommodation	New temporary accommodation strategy **		100				100
C C T V	Commissioning review **		75	25			100
Environmental Enforcement	Commissioning review of enforcement		125				125
Voluntary Sector Grants	Phase out direct grants over MTFs period	11	11	11	11		44
Grants to outside bodies	Uncommitted project budgets	11					11
Regeneration & Economic Development	Housing & Regeneration strategy *			542	598	400	1,540
Housing & Community Services	Savings to offset Heather House growth *	25					25
Communities, Housing & Environment Total		192	355	600	609	400	2,156
Museum	Review operating and governance model **		50				50
Parks & Open Spaces	New operational model to be incorporated within Parks and Open Spaces 10 Year Plan	100	50				150
Festivals & Events	Cease direct delivery of festivals and events **	10	10	10			30
Festivals & Events	Withdrawal of Christmas lights provision		30				30
Mote Park Adventure Zone	Mote Park Adventure Zone *	57	57				114
Mote Park Centre	Income from new Café *			40			40
Museum	Potential Saving on NNDR at the museum*		119				119
Heritage, Culture & Leisure Total		167	316	50	0	0	533
Corporate Management	External audit contract		10				10
New commercial investments	Additional income from new commercial acquisitions	100					100
Customer Services Section	Reduce staff costs following shift from face to face to digital contacts.	20	20				40
ICT Non-pooled	Retire redundant ICT systems	10					10
Office Cleaning Contract	Review office cleaning contract	10					10
Council Tax Collection	Various savings	50					50
Fraud Partnership	Fraud partnership		10				10
New commercial investments	Investments to promote economic development (additional amount delivered)	144					144
New commercial investments	Investments to promote economic development	143	143	143	143	143	715
Regeneration & Economic Development	Offset staff costs with EZ income	7	7				14
Elections	Spread elections cost over 4 years*				28		28
Finance	Charge for administering Kent BR Pilot *	10					10
HR	Expansion of payroll service to DBC*	19					19
All	Increase vacancy factor (staff costs) *	200					200
ICT	ICT restructure *	100					100
Policy & Resources Total		813	190	143	171	143	1,460
Development Control Applications	Savings arising from Planning Review including income generation	120					120
Development Control Appeals	Reduction following adoption of local plan **			40			40
Pay & Display Car Parks	5% increase in income (Fees & Charges)			100			100
Park & Ride	Re-specify service and deliver at reduced cost		75				75
Grants to outside bodies	Remove grants as part of voluntary sector grants reduction strategy	16	16	16	15		63
Parking Services	Increase Pay & Display income budget (Fees & Charges) *	200	50	50	50	50	400
Planning Policy	Offset staff costs with CIL *		5	15	15	15	50
Mid Kent Planning Support	Increase in Local Land Charges fee income (Fees & Charges) *	50					50
Strategic Planning, Sustainability and Transportation		386	146	221	80	65	898
GRAND TOTAL		1,558	1,007	1,014	860	608	5,047

* = New budget proposal

** = Reprofiled / amended budget proposal

**REVENUE ESTIMATE 2019/20 TO 2023/24
STRATEGIC REVENUE PROJECTION (Neutral)**

2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
AVAILABLE FINANCE						
15,407	COUNCIL TAX	16,246	16,902	17,585	18,295	19,035
3,136	RETAINED BUSINESS RATES	3,205	1,681	446	513	581
1,237	BR GROWTH	1,250	0	177	357	717
-418	COLLECTION FUND ADJUSTMENT					
19,362	BUDGET REQUIREMENT	20,701	18,583	18,208	19,165	20,332
20,669	OTHER INCOME	20,867	21,068	21,274	21,484	21,698
40,031	TOTAL RESOURCES AVAILABLE	41,567	39,651	39,481	40,649	42,031
EXPECTED SERVICE SPEND						
37,870	CURRENT SPEND	40,031	41,567	39,651	39,481	40,649
INFLATION & CONTRACT INCREASES						
960	PAY, NI & INFLATION INCREASES	947	980	1,014	1,049	1,087
40	MAIDSTONE HOUSE RENT INCREASE	40				
NATIONAL INITIATIVES						
100	LOSS OF ADMINISTRATION GRANT					
34	PENSION DEFICIT FUNDING	36	150	150	150	
70	PLANNING SERVICE					
LOCAL PRIORITIES						
36	HOMELESSNESS PREVENTION					
100	TEMPORARY ACCOMMODATION					
25	HEATHER HOUSE					
0	LOCAL PLAN REVIEW			-200		
400	PLANNING APPEALS	-400				
100	PLANNING ENFORCEMENT	-100				
-56	MOTE PARK CAFÉ - NEW CONTRACT					
120	LOSS OF INTEREST INCOME					
40	MARKET - LOSS OF INCOME					
123	REVENUE COSTS OF CAPITAL PROGRAMME	487	470	350	315	
50	GROWTH PROVISION	50	50	50	50	
20	ENVIRONMENTAL ENFORCEMENT	-20				
	PROVISION FOR MAJOR CONTRACTS					500
	CONTINGENCY FOR FUTURE FUNDING PRESS	1,589	-1,589			
40,031	TOTAL PREDICTED REQUIREMENT	42,660	41,628	41,015	41,046	42,235
	SAVINGS REQUIRED	-1,092	-1,977	-1,533	-397	-205
	SAVINGS IDENTIFIED	1,007	1,014	860	608	
PROJECTED EARLY DELIVERY OF SAVINGS						
	SURPLUS / (DEFICIT)	-85	-963	-673	211	-205

**REVENUE ESTIMATE 2019/20 TO 2023/24
STRATEGIC REVENUE PROJECTION (Adverse)**

2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
AVAILABLE FINANCE						
15,407	COUNCIL TAX	16,087	16,572	17,073	17,588	18,120
3,136	RETAINED BUSINESS RATES	3,205	1,649	381	414	447
1,237	BR GROWTH	1,250	0	0	0	0
-418	COLLECTION FUND ADJUSTMENT					
19,362	BUDGET REQUIREMENT	20,541	18,221	17,454	18,002	18,566
20,669	OTHER INCOME	20,808	20,950	21,094	21,242	21,393
40,031	TOTAL RESOURCES AVAILABLE	41,349	39,171	38,548	39,244	39,959
EXPECTED SERVICE SPEND						
37,870	CURRENT SPEND	40,031	41,349	39,171	38,548	39,244
INFLATION & CONTRACT INCREASES						
960	PAY, NI & INFLATION INCREASES	1,348	1,413	1,482	1,555	1,633
40	MAIDSTONE HOUSE RENT INCREASE	40				
NATIONAL INITIATIVES						
100	LOSS OF ADMINISTRATION GRANT					
34	PENSION DEFICIT FUNDING	36	150	150	150	
70	PLANNING SERVICE					
LOCAL PRIORITIES						
36	HOMELESSNESS PREVENTION					
100	TEMPORARY ACCOMMODATION					
25	HEATHER HOUSE					
0	LOCAL PLAN REVIEW			-200		
400	PLANNING APPEALS	-400				
100	PLANNING ENFORCEMENT	-100				
-56	MOTE PARK CAFÉ - NEW CONTRACT					
120	LOSS OF INTEREST INCOME					
40	MARKET - LOSS OF INCOME					
123	REVENUE COSTS OF CAPITAL PROGRAMME	487	470	350	315	
50	GROWTH PROVISION	50	50	50	50	
20	ENVIRONMENTAL ENFORCEMENT	-20				
	PROVISION FOR MAJOR CONTRACTS					500
	CONTINGENCY FOR FUTURE FUNDING PRESS	1,589	-1,589			
40,031	TOTAL PREDICTED REQUIREMENT	43,060	41,844	41,002	40,618	41,377
	SAVINGS REQUIRED	-1,711	-2,673	-2,454	-1,374	-1,418
	SAVINGS IDENTIFIED	1,007	1,014	860	608	
	PROJECTED EARLY DELIVERY OF SAVINGS					
	SURPLUS / (DEFICIT)	-704	-1,659	-1,594	-766	-1,418

REVENUE ESTIMATE 2019/20 TO 2023/24
STRATEGIC REVENUE PROJECTION (Favourable)

2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
AVAILABLE FINANCE						
15,407	COUNCIL TAX	16,405	17,404	18,464	19,589	20,781
3,136	RETAINED BUSINESS RATES	3,205	1,713	512	614	719
1,237	BR GROWTH	1,250	0	360	731	1,473
-418	COLLECTION FUND ADJUSTMENT					
19,362	BUDGET REQUIREMENT	20,860	19,117	19,336	20,933	22,973
20,669	OTHER INCOME	21,181	21,708	22,249	22,806	23,379
40,031	TOTAL RESOURCES AVAILABLE	42,041	40,824	41,585	43,739	46,352
EXPECTED SERVICE SPEND						
37,870	CURRENT SPEND	40,031	42,041	40,824	41,585	43,739
INFLATION & CONTRACT INCREASES						
960	PAY, NI & INFLATION INCREASES	546	558	571	583	596
40	MAIDSTONE HOUSE RENT INCREASE	40				
NATIONAL INITIATIVES						
100	LOSS OF ADMINISTRATION GRANT					
34	PENSION DEFICIT FUNDING	36	150	150	150	
70	PLANNING SERVICE					
LOCAL PRIORITIES						
36	HOMELESSNESS PREVENTION					
100	TEMPORARY ACCOMMODATION					
25	HEATHER HOUSE					
0	LOCAL PLAN REVIEW			-200		
400	PLANNING APPEALS	-400				
100	PLANNING ENFORCEMENT	-100				
-56	MOTE PARK CAFÉ - NEW CONTRACT					
120	LOSS OF INTEREST INCOME					
40	MARKET - LOSS OF INCOME					
123	REVENUE COSTS OF CAPITAL PROGRAMME	487	470	350	315	
50	GROWTH PROVISION	50	50	50	50	
20	ENVIRONMENTAL ENFORCEMENT	-20				
	PROVISION FOR MAJOR CONTRACTS					500
	CONTINGENCY FOR FUTURE FUNDING PRESS	1,589	-1,589			
40,031	TOTAL PREDICTED REQUIREMENT	42,259	41,680	41,745	42,683	44,836
	SAVINGS REQUIRED	-218	-856	-160	1,056	1,516
	SAVINGS IDENTIFIED	1,007	1,014	860	608	
PROJECTED EARLY DELIVERY OF SAVINGS						
	SURPLUS / (DEFICIT)	789	158	700	1,664	1,516

Agenda Item 14

Strategic Planning, Sustainability & Transportation Committee

6 November 2018

Key Performance Indicator Update Quarter 2 2018/19

Final Decision-Maker	Strategic Planning, Sustainability & Transportation Committee
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications, and Governance
Lead Officer and Report Author	Anna Collier, Policy and Information Manager and Ashley Sabo, Performance and Business Information Officer
Classification	Public
Wards affected	All

Executive Summary

The Strategic Planning, Sustainability & Transportation Committee are asked to review the progress of Key Performance Indicators that relate to the delivery of the Strategic Plan 2015-2020. The Committee is also asked to consider the comments and actions against performance to ensure they are robust.

This report makes the following recommendations to Strategic Planning, Sustainability & Transportation Committee:

1. That the summary of performance for Quarter 2 of 2018/19 for Key Performance Indicators (KPIs) be noted.

Timetable

Meeting	Date
Strategic Planning, Sustainability & Transportation Committee	6 November 2018

Key Performance Indicator Update Quarter 2 2018/19

1. INTRODUCTION AND BACKGROUND

- 1.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
- 1.2 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.
- 1.3 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target they are rated green. If the target has been missed but is within 10% of the target it will be rated amber, and if the target has been missed by more than 10% it will be rated red.
- 1.4 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.
- 1.5 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.

2. Quarter 2 Performance Summary

- 2.1 There are 27 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by the four Service Committees for 2017/18. 4 are reported to the Committee for this quarter.
- 2.2 Overall, 100% (4) of targeted KPIs reported this quarter have met or exceed their target. Whilst performance has been dropped from quarter 1 of this year, it is within target and has increased from a value of 75% (3) in the same quarter last year.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	4	0	0	0	4
Direction	Up	No Change	Down	N/A	Total
Last Year	3	0	1	0	4
Last Quarter	0	0	4	0	4

3. Performance by Priority

Priority 2: Securing a successful economy for Maidstone Borough

- 3.1 Performance in major applications was 95.24% for quarter 2, which exceeded the target by 7.24%. The team have worked hard this quarter to ensure applications are progressed before the CIL deadline. This has placed added pressure on the team and the performance results are testament to this hard work.
 - 3.2 Performance remains strong in the minor applications for quarter 2 at 94.44%. This shows the hard work that has been put in by the team and the success of the Planning Service Implementation Project (PSIP) in clearing out backlog applications and creating a focus for the team to determine applications in a timely manner and to agreed timeframes.
 - 3.3 Performance for other applications was 95.13% for quarter 2. Performance remains strong in the others category and is exceeding the current target expectations of 90%. The team have worked very well to achieve these targets. Backlog applications have been removed from the system and they are now focused on determining applications in a timely manner and to agreed targets.
 - 3.4 The number of affordable homes delivered (gross) was 50 against a target of 45. There has been a slight drop in shared ownership completions for this quarter compared to the last. However quarter 1's completions were higher than normal and the overall quarter target for number of overall affordable housing completions of 45 has been achieved. We remain on track to achieve the year-end target.
-

4. RISK

- 4.1 This report is presented for information only, committees, managers and heads of service can use performance data to identify service performance and this data can contribute to risk management.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Key Performance Indicator Update is reported quarterly to the Service Committees; Communities Housing and Environment Committee, Strategic Planning, Sustainability and Transportation Committee, and Heritage Culture and Leisure Committee. Each Committee receives a report on the relevant priority action areas. The report is also presented to Policy & Resources Committee, reporting only on the priority areas of: A clean and safe environment, regenerating the Town Centre, and a home for everyone.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as 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.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	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.	Head of Policy, Communications & Governance
Risk Management	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.	Head of Policy, Communications & Governance
Financial	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium Term Financial Plan and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.	Senior Finance Officer (Client)
Staffing	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place	Head of Policy, Communications & Governance
Legal	There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance	Team Leader (Corporate Governance), MKLS

	with the statutory duty.	
Privacy and Data Protection	The data will be held and processed in accordance with the data protection principles contained in the Data Protection Act 2018 and in line with the Data Quality Policy, which sets out the requirement for ensuring data quality. There is a program for undertaking data quality audits of performance indicators.	Team Leader (Corporate Governance), MKLS
Equalities	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 & Corporate Policy Officer
Crime and Disorder	None Identified	Policy & Information Manager
Procurement	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Head of Policy, Communications & Governance, & Section 151 Officer

8. REPORT APPENDICES

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

- Appendix 1: Key Performance Indicator Update Quarter 2 18/19

9. BACKGROUND PAPERS

None

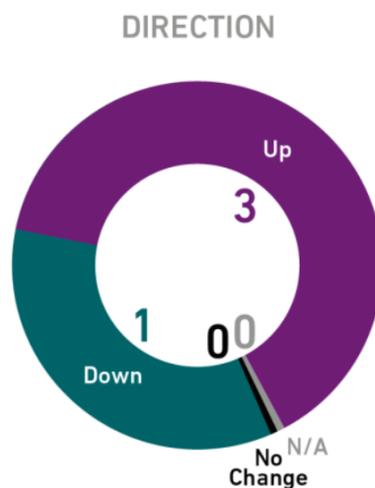
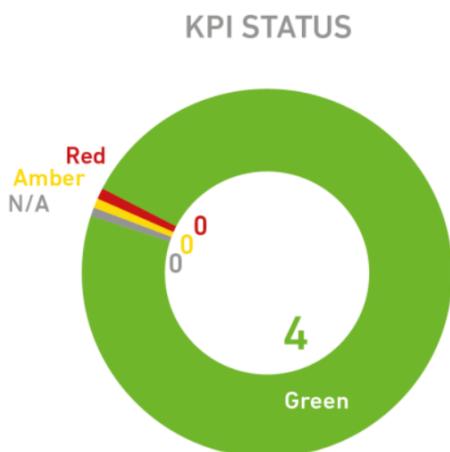
Performance Summary

This is the quarter 2 performance update on Maidstone Borough Council’s Strategic Plan 2015-20. It sets out how we are performing against Key Performance Indicators that directly contribute to the achievement of our priorities. Performance indicators are judged in two ways; firstly, whether an indicator has achieved the target set, known as PI status. Secondly, we assess whether performance has improved, been sustained or declined, compared to the same period in the previous year, known as direction.

Key to performance ratings

RAG Rating	
	Target not achieved
	Target slightly missed (within 10%)
	Target met
	Data Only

Direction	
	Performance has improved
	Performance has been sustained
	Performance has declined
N/A	No previous data to compare



RAG Rating	Green	Amber	Red	N/A	Total
KPIs	4	0	0	0	4
Direction	Up	No Change	Down	N/A	Total
Last Year	3	0	1	0	4
Last Quarter	0	0	4	0	4

Priority 2: Securing a successful economy for Maidstone Borough

A home for everyone

Performance Indicator	Value	Target	Status	Last Year	Last Quarter
Processing of planning applications: Major applications (NI 157a)	95.24%	88%			
Processing of planning applications: Minor applications (NI 157b)	94.44%	80%			
Processing of planning applications: Other applications (NI 157c)	95.13%	90%			
Number of affordable homes delivered (gross)	50	45			

**Strategic Planning,
Sustainability and
Transportation Committee**

6 November 2018

2nd Quarter Budget Monitoring 2018/19

Final Decision-Maker	Strategic Planning, Sustainability and Transportation Committee
Lead Head of Service/Lead Director	Mark Green, Director of Finance & Business Improvement
Lead Officer and Report Author	Ellie Dunnet, Head of Finance Paul Holland, Senior Finance Manager
Classification	Public
Wards affected	All

Executive Summary

This report sets out the financial position for this Committee at the end of Quarter 2 2018/19 against the revenue and capital budgets.

For this Committee, there is an overspend against the revenue budget of £45,000, but this is expected to worsen to an overspend of £231,000 by the end of this financial year.

The existing overspend is comprised of an overspend within Parking Services of £24,000 and an overspend of £21,000 on Planning Services.

There has been capital expenditure of £35,000 to date this year for the projects which sit within this Committee's remit. This represents slippage of £0.454m.

This report makes the following recommendations to this Committee:

1. That the revenue position at the end of the second quarter and the actions being taken or proposed to improve the position, where significant variances have been identified, be noted.

2. That the capital position at the end of the second quarter is noted.

Timetable

Meeting	Date
Strategic Planning, Sustainability and Transportation Committee	6 November 2018

1. INTRODUCTION AND BACKGROUND

- 1.1 The Medium Term Financial Strategy for 2018/19 onwards was agreed by full Council on 7 March 2018. This report advises and updates the Committee on how each service has performed in regards to revenue and capital expenditure against the approved budgets within its remit.
 - 1.2 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
 - 1.3 Attached at **Appendix 1** is a report detailing the position for the revenue and capital budgets at the end of the September 2018. This is a new format from that used in previous years, designed to bring together all the relevant information in a single report that can also be used as a stand-alone document. It includes all the information that Members have previously seen in budget monitoring reports.
-

2. AVAILABLE OPTIONS

- 2.1 There are no matters for decision in this report. The Committee is asked to note the contents but may choose to take further action depending on the matters reported here.
-

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 In considering the current position on the revenue budget and the capital programme at the end of September 2018 the committee can choose to note this information or it could choose to take further action.
 - 3.2 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.
-

4. RISK

- 4.1 This report is presented for information only and has no risk management implications.
- 4.2 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2018/19. This budget is set against a backdrop of limited resources and a difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives this committee the best opportunity to take actions to mitigate

such risks.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 No consultation has been undertaken in relation to this report.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The second quarter budget monitoring reports are being considered by the relevant Service Committees between October and December, including a full report to Policy & Resources Committee on 21 November 2018.

6.2 Details of the discussions which take place at service committees regarding budget management will be reported to Policy and Resources Committee where appropriate.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium Term Financial Strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
Risk Management	This has been addressed in section 4 of the report.	Director of Finance & Business Improvement
Financial	Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.	Director of Finance & Business Improvement

Staffing	The budget for staffing represents a significant proportion of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.	Director of Finance & Business Improvement
Legal	The Council has a statutory obligation to maintain a balanced budget and this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.	Mid Kent Legal
Privacy and Data Protection	No specific issues arise.	Director of Finance & Business Improvement
Equalities	The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This monitoring report ensures that the budget is delivering services to meet those needs.	Director of Finance & Business Improvement
Crime and Disorder	No specific issues arise.	Director of Finance & Business Improvement
Procurement	No specific issues arise.	Director of Finance & Business Improvement

8. REPORT APPENDICES

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

- Appendix 1: Second Quarter 2018/19 Revenue and Capital Monitoring – Strategic Planning, Sustainability and Transportation

9. BACKGROUND PAPERS

None

Second Quarter Budget Monitoring 2018/19

Strategic Planning, Sustainability and
Transportation Committee
6 November 2018

Lead Officer: Mark Green
Report Author: Ellie Dunnet / Paul Holland

Strategic Planning, Sustainability and Transportation Committee

Contents

Executive Summary.....2

Revenue Spending.....3

Significant Variances.....8

Capital Spending.....10



Executive Summary

This report is intended to provide Members with an overview of performance against revenue and capital budgets and outturn during the second quarter of 2018/19 for the services within this Committee's remit.

Robust budget monitoring is a key part of effective internal financial control, and therefore is one of the elements underpinning good corporate governance.

The aim of reporting financial information to service committees at quarterly intervals is to ensure that underlying trends can be identified at an early stage, and that action is taken to combat adverse developments or seize opportunities.

It is advisable for these reports to be considered in conjunction with quarterly performance monitoring reports, as this may provide the context for variances identified with the budget and general progress towards delivery of the Council's strategic priorities.

Headline messages for this quarter are as follows:

- For this Committee, there is an overspend against the revenue budget of £45,000, but this is expected to worsen to an overspend of £231,000 by the end of this financial year.
- The existing overspend is comprised of an overspend within Parking Services of £24,000 and an overspend of £21,000 on Planning Services.
- The position for the Council as a whole at the end of the second quarter is an underspend against the revenue budgets of £1.6m. This figure includes a number of large grants received that will be carried forward into 2019/20. We do however expect to remain within budget for the year at this stage.
- There has been capital expenditure of £35,000 to date this year for the projects which sit within this Committee's remit. This represents slippage of £0.454m.
- Overall capital expenditure totaling £5.914m has been incurred during the first two quarters, against a budget of £28.754m.

Revenue Budget

2nd Quarter

2018/19



Revenue Spending

At the end of the first quarter, there is an overall negative variance of £45,000 against the revenue budget for this Committee. This comprises adverse variances of £24,000 on parking services, and £21,000 on planning and development. Based on current information, we are forecasting an overall adverse variance of £231,000 by the end of the year, arising from unachieved income from parking services and planning application income. As reported in the first quarter there has been a fall in the number of planning applications received during the year and for larger applications this trend is likely to continue because there is a recently adopted Local Plan in place, and it is now very likely that there will be a shortfall in income if large ‘windfall’ applications are not received. As was noted in the first quarter a number of appeals have now been withdrawn and so the likelihood of additional spend in this area has now reduced. Members will recall that funds had been previously set-aside for possible appeals costs.

As illustrated by the chart below, all committees have kept expenditure within the agreed budget, however two Committees (including this one) are showing a shortfall against their income budgets. The specific issues for this Committee are discussed later in this report.

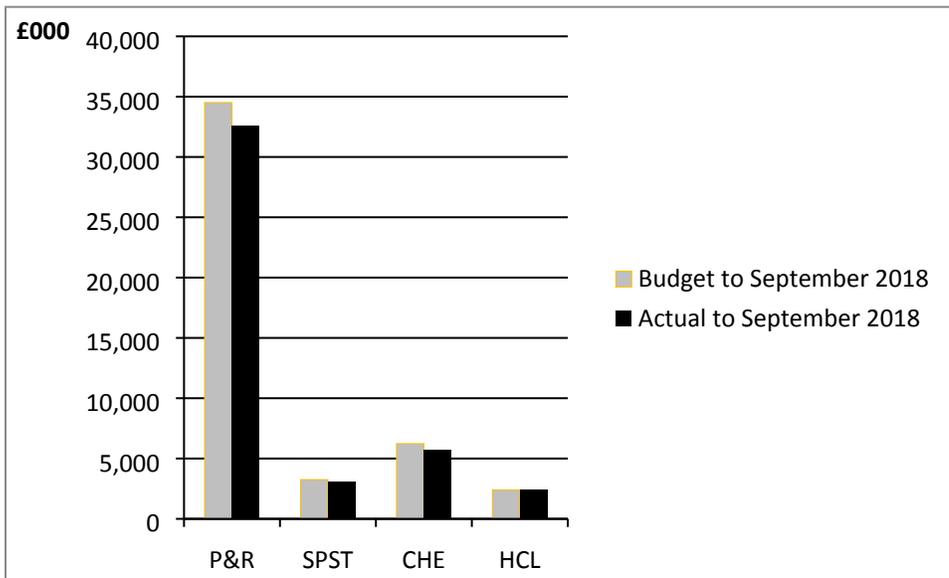


Chart 1 Performance against budget analysed by service committee (Expenditure)

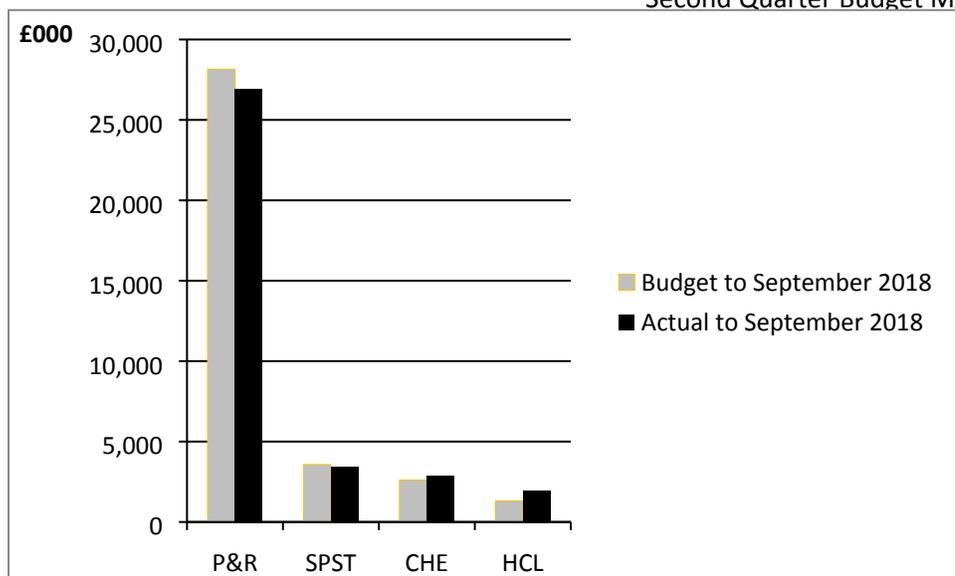


Chart 2 Performance against budget analysed by service committee (Expenditure)

The table on the following page details the budget and expenditure position for this Committee's services during the second quarter. These figures represent the net budget for each cost centre. The actual position includes expenditure for goods and services which we have received but not yet paid for.

The columns of the table show the following detail:

- a) The cost centre description;
- b) The value of the total budget for the year;
- c) The amount of the budget expected to be spent by the end of September 2018;
- d) The actual spend to that date;
- e) The variance between expected and actual spend;
- f) The forecast spend to year end; and
- g) The expected significant variances at 31 March 2019.

The table shows that of a net annual income budget of -£1.000m it was expected that net income of £328,000 would be achieved up until the end of September. At this point in time the budget is reporting an overspend of £45,000, and the current forecast indicates that the year-end position for this committee will worsen to an overspend of £231,000. The table separates the overall figures into the two main functions of this committee, Planning Services and Parking Services, in order to show the budget and outturn for each function.

Revenue Budget Summary Q1 2018/19

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre(T)	Budget for Year £000	Budget to 30 September 2018 £000	Actual £000	Variance £000	Forecast 31 March 2019 £000	Forecast Variance 31 March 2019 £000
Building Regulations Chargeable	-320	-170	-221	51	-390	70
Building Control	-1	-1	0	-1	-1	0
Street Naming & Numbering	-49	-25	-49	25	-95	46
Development Control Advice	-115	-58	-110	53	-175	60
Development Control Applications	-1,475	-737	-545	-191	-1,225	-250
Development Control Appeals	122	71	26	45	77	45
Development Control Enforcement	65	57	50	8	65	0
Planning Policy	235	49	62	-13	235	0
Neighbourhood Planning	75	75	75	-0	75	0
Conservation	-11	-7	-0	-7	-11	0
Town Centre Opportunity Area Project	0	0	0	-0	0	0
Land Charges	-299	-142	-119	-22	-299	0
Development Management Section	906	455	511	-56	981	-75
Spatial Policy Planning Section	332	167	157	10	332	0
Head of Planning and Development	140	82	79	3	140	0
Development Management Enforcement Section	276	97	92	5	276	0
Building Surveying Section	368	184	174	11	368	0
Mid Kent Planning Support Service	422	213	187	26	422	0
Heritage Landscape and Design Section	176	88	79	9	176	0
Planning Business Management	137	69	50	18	137	0
Mid Kent Local Land Charges Section	46	16	10	6	46	0
Sub-Total - Planning Services	1,029	485	506	-21	1,133	-104

Table 1 Revenue Budget Position, Q1 2018/19 – Strategic Planning, Sustainability and Transportation Committee

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre(T)	Budget for Year £000	Budget to 30 September 2018 £000	Actual £000	Variance £000	Forecast 31 March 2019 £000	Forecast Variance 31 March 2019 £000
Name Plates & Notices	18	9	7	2	18	0
On Street Parking	-364	-170	-90	-80	-210	-154
Residents Parking	-263	-149	-115	-34	-161	-102
Pay & Display Car Parks	-1,781	-764	-883	119	-1,959	178
Non Paying Car Parks	11	9	9	-0	11	0
Off Street Parking - Enforcement	-75	-36	-96	60	-175	100
Mote Park Pay & Display	-174	-105	-101	-3	-174	0
Sandling Road Car Park	-2	-1	21	-22	-2	0
Park & Ride	236	156	219	-63	385	-149
Socially Desirable Buses	48	36	47	-11	48	0
Other Transport Services	-10	-5	-4	-1	-10	0
Parking Services Section	326	207	195	11	326	0
Sub-Total - Parking Services	-2,029	-814	-790	-24	-1,902	-127
Total	-1,000	-328	-284	-45	-769	-231

Table 1 Revenue Budget Position, Q1 2018/19 – Strategic Planning, Sustainability and Transportation Committee



Significant Variances

Within these headline figures, there are a number of adverse and favourable variances for individual service areas. This report draws attention to the most significant variances, i.e. those exceeding £30,000 or expected to do so by the end of the year. The table below provides further detail regarding these variances, and the actions being taken to address them.

It is important that the potential implications of variances are considered at this stage, so that contingency plans can be put in place and if necessary, this can be used to inform future financial planning.

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
Planning Services	£000		
Building Regulations Chargeable - Income is continuing to perform ahead of budget and is forecast to continue to do so for the remainder of the year. Budget surpluses in this area will be transferred to earmarked reserves at the end of the year.	51		70
Street Naming & Numbering - Income is continuing to perform ahead of budget and is forecast to continue to do so for the remainder of the year.	25		46
Development Control Advice – Fees received for pre-application advice and from the recent introduction of Planning Performance Agreements have contributed towards a positive variance in this area.	53		60
Development Control Applications – As outlined earlier in this report fee income has dramatically reduced this year due to a fall in the number of applications received, particularly for major developments. The forecast is for this trend to continue for the remainder of this year and the position could worsen depending on the number and timing of applications for major developments.		-191	-250
Development Control Appeals - There has been a delay in bringing a number of anticipated appeals forward which means that for this year the budget is likely to show a positive variance. This could lead to additional costs being incurred in 2019/20 though depending on the timing of the appeals.	45		45
Development Management Section - The team has needed to use some agency staff for the year to date. Usage is expected to decrease over the remainder of the year but there will still be a negative variance by the end of the year.		-55	-75

Table 2 Significant Variances – Planning Services (Strategic Planning, Sustainability and Transportation Committee)

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
Parking & Transportation	£000		
On Street Parking – Penalty Charge Notice (PCN) income continues to be below expectation. This is due in part to continuing issues with the new system although progress has been made in identifying the problems, and it is hoped that they will be rectified by the end of the 3 rd quarter. Parking meters income is performing slightly better than budget which has helped to partially offset the variance for PCNs.		-66	-154
Residents Parking - Penalty Charge Notice (PCN) income accounts for all of this variance. During the 2 nd quarter only 219 PCNs were issued in residents' areas. However permit income is currently performing above budget by £10,000.		-34	-102
Pay & Display Car Parks – Income has worsened slightly during the 2nd quarter and is now £59,000 below budget. However Season tickets continue to do well and are £43,000 over budget. The cost centre is forecast to have an increased favourable variance by year end.	118		178
Off Street Parking Enforcement - Penalty Charge Notice income is above expectation and is forecast to continue to be so for the remainder of the year.	60		100
Park & Ride – Following the trend from the first quarter income levels continue to be disappointing and are forecast to continue this way for the remainder of the year. Reports on the future of the service are also on the agenda for this Committee meeting.		-72	-149

Table 3 Significant Variances – Parking & Transportation (Strategic Planning, Sustainability and Transportation Committee)

Capital Budget

2nd Quarter

2018/19



Capital Spending

The five year capital programme for 2018/19 onwards was approved by Council on 7 March 2018. Funding for the programme remains consistent with previous decisions of Council in that the majority of capital resources come from New Homes Bonus along with a small grants budget.

Progress made towards delivery of planned projects for 2018/19 is set out in the table below. The budget figure includes resources which have been brought forward from 2017/18, and these have been added to the agreed budget for the current year.

To date, there has been expenditure of £35,000 incurred against a budget of £0.489m. At this stage, it is anticipated that there will be slippage of £0.89m, although this position will be reviewed at the end of the year when the Committee will be asked to approve/note the carry forward of resources into the next financial year. The originally approved budget for the Bridges Gyrotory Scheme included a contingency figure of £0.26m, but now the scheme is substantially complete within budget this sum is no longer required.

Capital Budget Summary Q1 2018/19

Capital Programme Heading	Adjusted Estimate 2018/19 £000	Actual to September 2018 £000	Budget Remaining £000	Q3 Profile £000	Q4 Profile £000	Projected Total Expenditure £000	Projected Slippage to 2019/20 £000	Budget Not Required £000
Strategic Planning, Sustainability & Transportation								
Bridges Gyrotory Scheme	449		449	50	50	100	89	260
Riverside Towpath	40	35	5	5		40	0	
Total	489	35	454	55	50	140	89	260

Table 4 Capital Expenditure, Q2 2018/19

**STRATEGIC PLANNING,
SUSTAINABILITY AND
TRANSPORTATION COMMITTEE**

6 November 2018

Park and Ride – Pay to Park Trial

Final Decision-Maker	Strategic Planning, Sustainability and Transportation Committee
Lead Director	William Cornall Director of Regeneration & Place
Lead Officer and Report Author	Jeff Kitson Parking Services Manager
Classification	Public
Wards affected	All

Executive Summary

This report provides an overview of the performance of the Park and Ride, Pay to Park trial between 1 June 2018 and 30 September as agreed by the Committee on 22 January 2018.

This report makes the following recommendations to this Committee:

1. That the performance of the Park and Ride, Pay to Park trial be noted.

Timetable

Meeting	Date
Strategic Planning, Sustainability and Transportation Committee.	6 November 2018.

Park and Ride – Pay to Park Trial

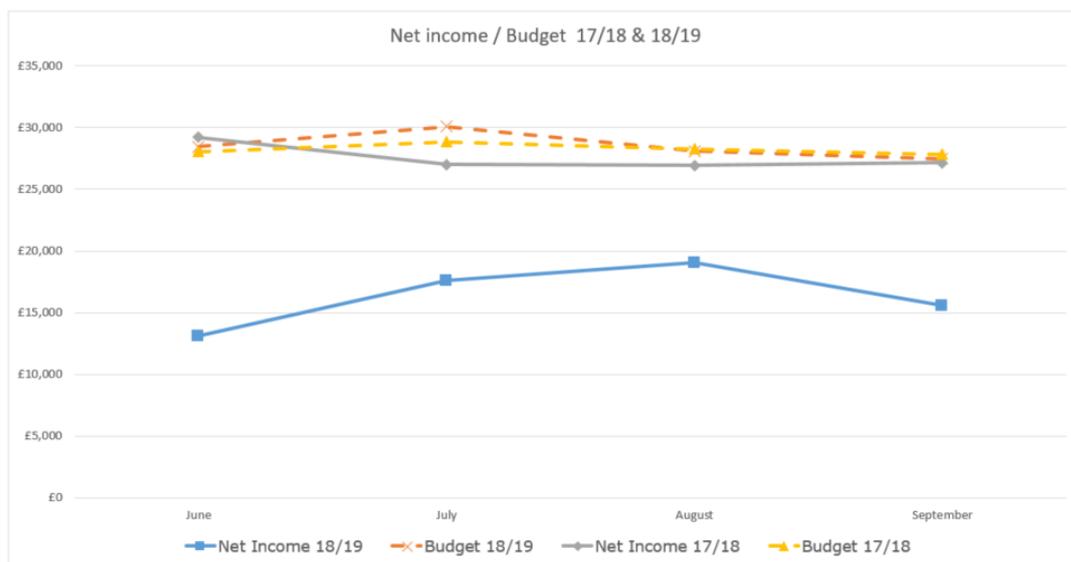
1. INTRODUCTION AND BACKGROUND

- 1.1 On 22 January 2018 the Committee agreed a 12 months trial Park and Ride operation which retained the 20 minute bus frequency and an extension of the bus contract for one year until 31 May 2019. The duration of the service was increased to 7pm Monday to Saturday and a Pay to Park cashless charging structure was introduced.
- 1.2 The revised service operation and refreshed Park and Ride logo was widely publicised and promoted at both sites, on the buses, through local media sources including bill boards, social media and a YouTube video showing the operation and benefits of the revised Pay to Park service.
- 1.3 Height barrier improvements were carried out at both London Road and Willington Street to protect the sites throughout the operating period as the extended bus service and parking opportunity into the evening period provided potential to attract town centre night time economy customers.
- 1.4 The Pay to Park operation was introduced on 1 June 2018 and customers made the transition to a cashless service through card payments on-site and the RingGo mobile phone payment system with support from Parking Services who attended both sites to provide face to face customer support and further promotion from Friday 1 June to Tuesday 5 June.
- 1.5 The Committee requested that a report be presented back to the Committee with data of peak usage so that Members could review the new service and make an informed decision on whether to keep Park and Ride after the one year extension had been completed.
- 1.6 As a result the service has been closely monitored and the data presented within this report has been collated over the 4 month period from 1 June to 30 September 2018. The performance of the Park and Ride – Pay to Park trial is to be considered in association with the options and proposals presented within the Alternatives to Park and Ride report.

Income from parking (Net of VAT)

- 1.7 A net income of £65,300 has been recorded over the four month period from 1 June 2018 and this identifies a deficit of £48,780 against the budgeted income expectation of £114,080.
- 1.8 Net income recorded over the same period in 2017/18 confirms that £110,285 was received with a deficit of £2,719 when compared against a budget expectation of 113,004.

	Jun	Jul	Aug	Sept	Total
Net income 18/19	£13,110	£17,591	£19,046	£15,553	£65,300
Budget 18/19	£28,450	£30,070	£28,100	£27,460	£114,080
Net income 17/18	£29,217	£27,000	£26,920	£27,148	£110,285
Budget 17/18	£28,040	£28,857	£28,267	£27,840	£113,004



1.9 Revenue in 2017 included the income from the English National Concessionary Travel Scheme (ENCTS) which provided free bus travel to ENCTS permit holders travelling on the bus. This equated to £38,388 of the total income June to September and £126,860 for the year 2017/18.

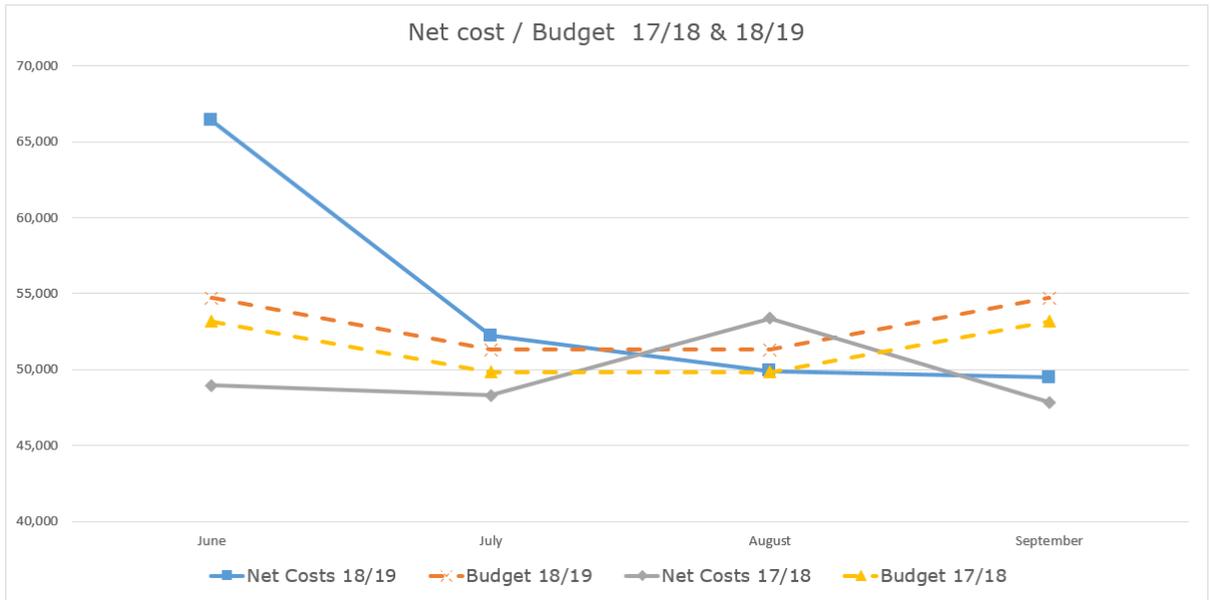
1.10 If performance continues at the same rate throughout 2018/19 it is estimated that the income budget will be in deficit by approximately £134,000 by year end with an overall budget deficit at around £149,000.

1.11 Any additional income from the increased pay and display tariff introduced in June 2018 (Parking Reserve £165,640), may be used to offset reduced park and ride income as per officer recommendation to the Committee on 22 January 2018. At the end of quarter two 2018/19 (week 26), pay and display income was £78,982 higher than the same period in 2017/18. If the current pay and display income performance continues, it is estimated that income could be £156,000 higher than the previous financial year.

Costs (Net of VAT)

1.12 The budgeted net costs to provide the park and ride service during the trial period from June to September is £212,094. The actual net costs are £5,942 higher than budget as investment in infrastructure has been required in making the transition to pay to park. During the same period 2017/8 net costs were £7,482 underspent against budget.

	Jun	Jul	Aug	Sept	Total
Net costs 18/19	£66,408	£52,227	£49,914	£49,487	£218,036
Budget 18/19	£54,731	£51,316	£51,316	£54,731	£212,094
Net costs 17/18	£48,976	£48,323	£53,379	£47,850	£198,528
Budget 17/18	£53,174	£49,831	£49,831	£53,174	£206,010



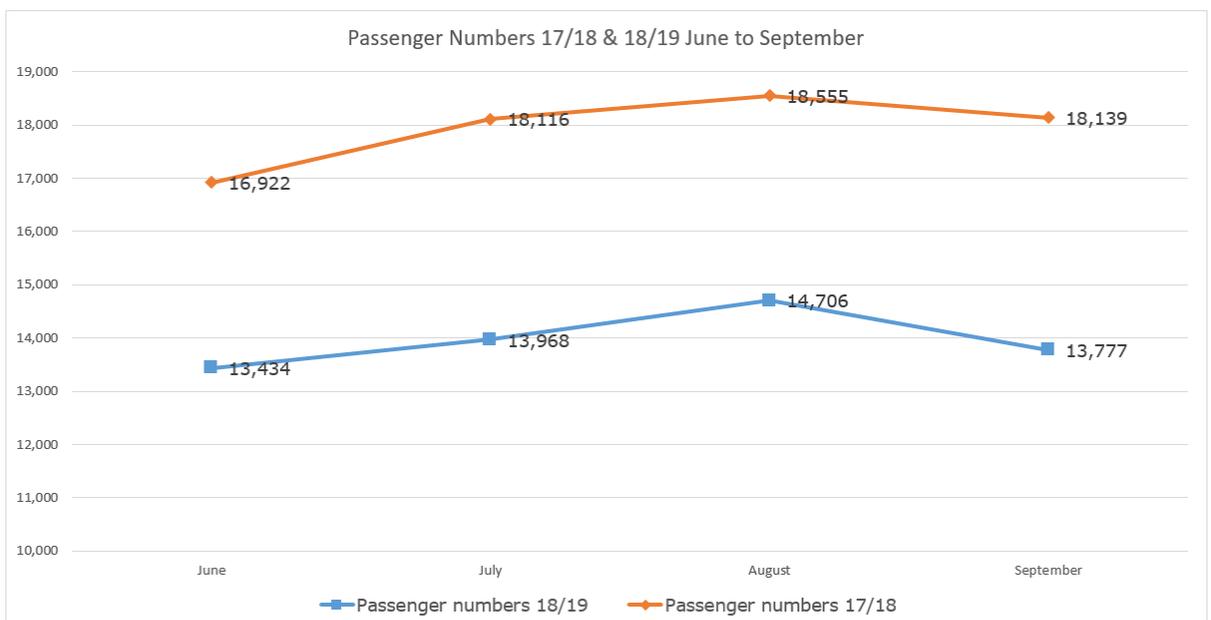
1.13 The subsidy to run the Park and Ride service in 2017/18 was £242,000.

Number of passengers using the bus

1.14 The total number of passengers recorded over the period is 55,885 averaging 13,971 passengers each month with a combined number of passengers averaging 537 per day across both sites.

1.15 When compared to the same period in 2017/18 there were 71,732 passengers which included 43,591 passengers travelling for free under the English National Concessionary Travel Scheme.

	Jun-18	Jul-18	Aug-18	Sept-18	Total
Willington St	6,926	6,948	7,436	7,105	28,415
London Rd	6,508	7,020	7,270	6,672	27,470
Total	13,434	13,968	14,706	13,777	55,885



1.16 Due to the limited sample of four months data it is difficult to accurately predict future patronage. However it is estimated that by year end around 170,000 people would have travelled on the Park and Ride bus. The number of people who used the service in 2017/18 was 217,000. However this figure also included 132,542 passengers travelling for free under the English National Concessionary Travel Scheme.

Peak usage

1.17 It has been established that over the four months since the start of the pay to park model, on average 155 cars (66 cars London Road / 89 cars Willington Street) are removed from the highway at the peak park and ride travel time between 6am and 8.30am. During the same period on average 206 passengers use the park and ride service.

Number of cars

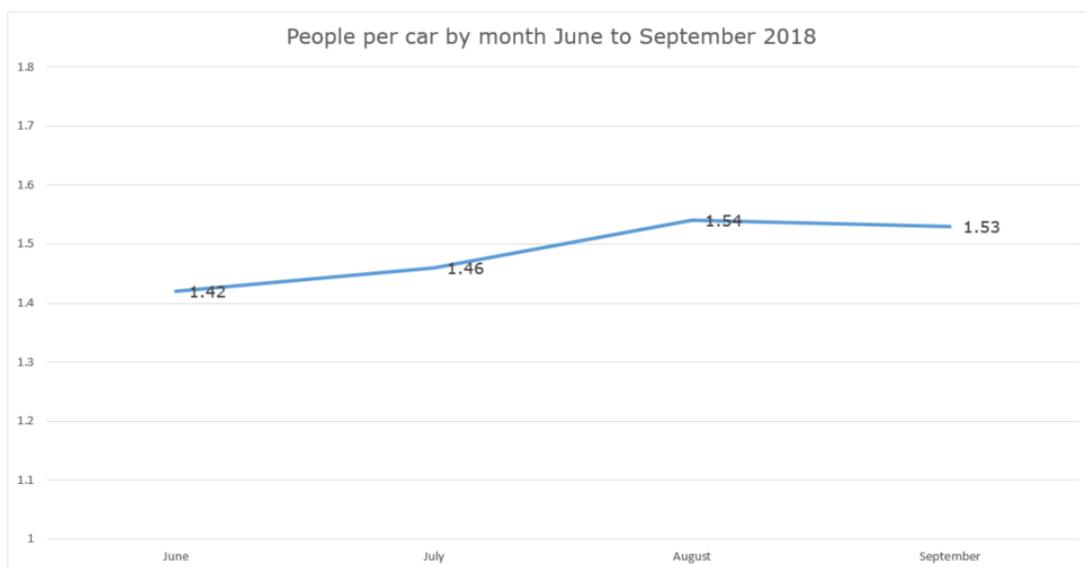
1.18 The total number of cars recorded over the period is 37,488 averaging 9,372 vehicles each month (average of 2,343 per week / 390 cars per day).

1.19 As revenue was collected by passenger on the bus during 2017/18, it is not possible to provide the number of cars parked during the period June to September 2017 as a comparison.

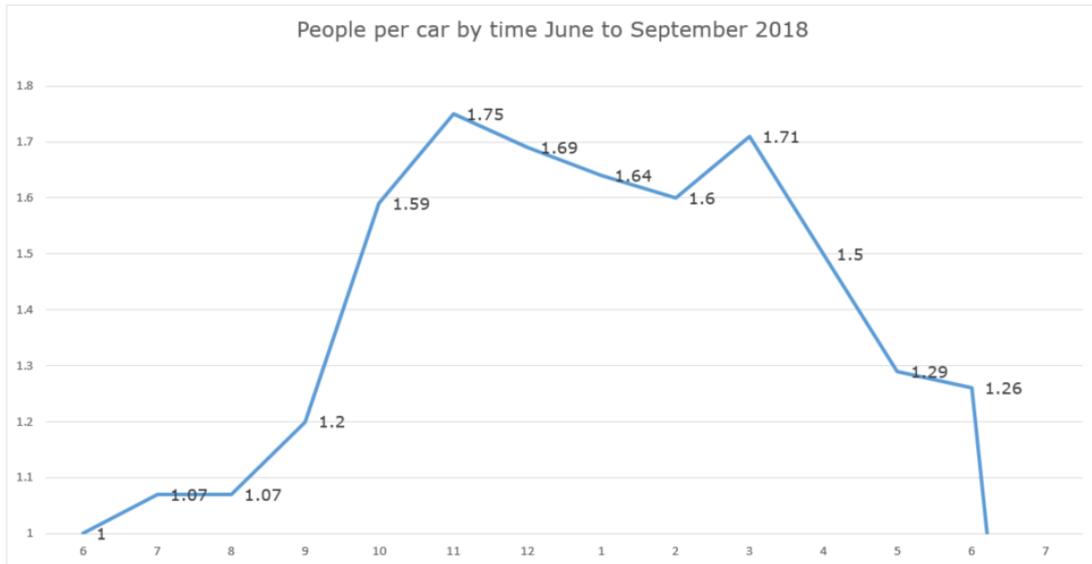
People per car

1.20 Surveys carried out by WSP in 2017 identified the car share ratio before 9am as 1.27 per vehicle. This increased to 1.59 after 10am during the off peak period (1.43 average).

1.21 Data confirms that since the introduction of the pay to park system the car share ratio has risen from 1.42 people per vehicle in June to 1.53 in September with the highest recorded in August at 1.54 (1.49 average).



1.22 Passenger and transaction data confirms that although car sharing is limited at the 8am peak, car sharing steadily increases by late morning and slowly reduces during the afternoon until just after 3pm after which a sharp decline in passengers can be seen.



2. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

2.1 This report provides the Committee with an overview of the performance of the Park and Ride, Pay to Park trial between 1 June 2018 and 30 September as agreed by the Committee on 22 January 2018 and is intended to be considered in association with Park and Ride options and alternative proposals.

3. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Keeping Maidstone Borough an attractive place for all – by seeking to improve the quality of parking services through innovation and development.	Jeff Kitson Parking Services Manager
Risk Management	This report is presented for information only so it has no direct risk management implications.	Jeff Kitson Parking Services Manager
Financial	Any additional income from the increased pay and display tariff introduced in June 2018 (Parking Reserve £165,640), may be used to offset reduced park and ride income as per officer recommendation to the Committee on 22 January 2018.	S 151 Officer and Finance Team

Staffing	Services are delivered within existing staffing levels.	Jeff Kitson Parking Services Manager
Legal	There are no specific legal implications at present as this report is presented for information only	Keith Trowell, Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	There are no specific privacy or data protection issues to address.	Keith Trowell, Team Leader (Corporate Governance), MKLS
Equalities	This report is presented for information only so it has no direct equalities implications. An EQIA was completed alongside the original options evaluation.	Policy and Information Manager
Crime and Disorder	The performance identified within this report has no negative impact on Crime and Disorder.	Jeff Kitson Parking Services Manager
Procurement	None identified.	Jeff Kitson Parking Services Manager

4. REPORT APPENDICES

4.1 None.

5. BACKGROUND PAPERS

5.1 None.

STRATEGIC PLANNING SUSTAINABILITY & TRANSPORTATION COMMITTEE

6 NOVEMBER 2018

Park and Ride: Future Options

Final Decision-Maker	Strategic Planning, Sustainability & Transportation Committee
Lead Head of Service/Lead Director	William Cornall, Director of Regeneration and Place
Lead Officer and Report Author	Tay Arnold, Planning Projects and Delivery Manager
Classification	Public
Wards affected	All

Executive Summary

This report interlinks with the Park and Ride – Pay to Park Trial report and outlines three options to inform the decision regarding the future of the Park and Ride services and associated car parks. The advantages and disadvantages of each of the options are outlined.

This report makes the following recommendations to this Committee:

1. That the Council closes the current pay to park service
2. That the sites at Willington Street and London Road are retained for a use to honour the commitments made in the Local Plan and Integrated Transport Strategy
3. That the Council procures a commercial Park & Ride service on a licence arrangement
4. That delegated authority is granted to the Director of Regeneration and Place, in consultation with the Chairman of Strategic Planning, Sustainability and Transportation Committee, to agree a minimum service specification for a commercial park and ride service.
5. The Council contributes just to the cost of operating the two car parks and continues to honour the commitments set out in the Local Plan and ITS around alternative sustainable transport.
6. That if a commercial Park and Ride service is not found to be viable, the car parks at Willington Street and London Road are retained with a modest charge to users with investment linking them to the Town Centre via sustainable transport modes

Timetable	
<i>Meeting</i>	<i>Date</i>
Strategic Planning, Sustainability and Transportation Committee	6 November 2018

Park and Ride: Future Options

1. INTRODUCTION AND BACKGROUND

- 1.1 A report on the 'outcomes of the Bus Interchange study, parking strategy and Park and Ride study and Park and Ride operational review' was brought to SPST on 22nd January. The Committee resolved to agree a year's extension to the current contract, with a change to Pay to Park from Pay to Ride and an extension of running times of the service to 7pm. The Committee also resolved that "a full report be brought to this Committee by October 2018 which sets out the alternative sustainable transport options and which measures the success or otherwise of Park and Ride based on peak usage."
- 1.2 Following on from this resolution a report was brought to this committee on 10th April which outlined the scope for the future report. The purpose of the work was to consider a range of deliverable, short term, sustainable transport alternatives to the current Park and Ride service, focussing on those outlined in the Integrated Transport Strategy (ITS), specifically relating to buses, rail, cycling, walking and other forms of transport such as car clubs.
- 1.3 It was proposed that the investigation concentrated on two key themes: available alternative sustainable options; and whether these options provide a suitable alternative for both current Park and Ride users as well as current peak time commuters who do not currently travel in to the Maidstone Town Centre by a sustainable method. The scope was agreed as per the report and a new date of November for the report was agreed.
- 1.4 Policy SP23 in the Local Plan commits to delivering modal choice "through managing demand on the transport network through enhanced public transport and the continued Park and Ride services and walking and cycling improvements". The scope for exploring alternatives focusses on these and the other sustainable options included in the ITS. The adopted Local Plan also notes that the ITS should aim for a reduction in the number of single occupancy car trips into the Maidstone Town Centre by long stay commuters – particularly during peak periods.
- 1.5 The ITS provides a framework and programme of schemes and interventions to support the Local Plan, taking in to account the committed and predicted levels of growth in homes and jobs. Objective 1 of the ITS focusses on 'enhancing and encouraging sustainable travel choices'. In particular it proposes:
 - The development, maintenance and enhancement of walking and cycling provision, through network improvements and encouraging uptake amongst the population
 - The development, maintenance and enhancement of public transport provision, including Park and Ride, encouraging uptake amongst the population.

- 1.6 The ITS outlines targets to monitor the success of achieving these objectives, specifically to “to decrease car driver mode share in Maidstone from 44.3% of all work trips to below 40% by 2021 and below 37% by 2031.”
- 1.7 Park and Ride is discussed at the quarterly meetings of the Quality Bus Partnership and there continues to be strong support from KCC officers and bus providers for its continued provision.
- 1.8 To inform the development of alternative options and to better understand barriers that exist to the uptake of sustainable travel options in to the Town Centre, an online questionnaire was carried out. 774 people responded to this, encompassing both current Park and Ride users as well as non-users. To provide qualitative information, a series of face to face surveys of Park and Ride users accompanied this. 248 peak service users were surveyed. Everyone involved in the study at both Park and Ride sites was very positive about the service it provides, citing the reliability of the service and that they could plan their day around the timetable. In addition to this, many people also spoke about how safe they felt using the service. The majority of those surveyed were travelling to work and used the service 5 times a week. The surveys indicated that many of these people were on minimum wage and travel was a significant expense for them. As such, many people felt that not having a Park and Ride service would have a major impact on their life and some respondents indicated that they would have to consider leaving their jobs as they would no longer be able to afford to continue working where they were.
- 1.9 An update on the performance of Park and Ride has been outlined within a separate report and has helped inform the options contained below.
- 1.10 Last year’s subsidy for Park and Ride was £242,000. The budgeted subsidy for 2018/19 is currently £310,170. Full details of income and performance are contained within the Park and Ride – Pay to Park trial report. Broadly however this increase in required subsidy reflects the loss of the ENCTs subsidy. This cost takes in to account the costs associated with maintenance of the car parks, officer time and overheads as well as the costs of the current Arriva bus service. If the decision is made to continue to provide this service (Option 1) then it would be necessary to commence a new procurement exercise. Whilst the total costs of a new contract will not be known until the tender exercise is undertaken, it is unlikely that the total costs would vary substantially from the above outlined cost and would require a commitment to funding the service for a minimum of 5 years. The update on the Park and Ride, Pay to Park pilot is contained within the associated report. It outlines the changes that were implemented following the recommendations made by this committee in January and includes details of the first four months usage figures and income trends. It also provides details of peak usage, intended to allow Members to assess the success of the trial and whether they feel this represents value for money.
- 1.11 Option 2 involves the retention of the two current Park and Ride car parks. These would then be operated as part of the overall car park portfolio for the Town Centre. Whilst previous surveys indicate that the long stay car

parks could accommodate the extra cars entering the Town Centre in the absence of a Park and Ride service, retention of these car parks would reduce stress on the provision, including difficulty of finding a space and would ensure at peak times such as Christmas there continued to be capacity of parking provision.

- 1.12 The displacement of cars from Willington Street in the absence of a Park and Ride service may well have a greater adverse impact due to the known capacity issues in the long stay car parks in that quadrant of Maidstone. Retention of these car parks would also enable the Council to operate the car parks as out of town hubs, including honouring the commitment in the ITS to enhance and encourage sustainable travel choices. The cost of retaining the car parks is estimated to be around £100,000 per annum (this is the total annual cost of the service minus the current cost of the Arriva contract). This cost is made up of a range of elements including NNDR payments, maintenance of the car parks and lease costs.
- 1.13 It should also be noted that commercial bus services continue to operate near to the two sites. London Road is approximately 350m from the bus stop, the principal service is route 71/71A provided by Arriva, which is every 15 minutes in the off-peak period, and which has 6-7 journeys in the period from 0600 hrs to 0900 hrs. It operates every 30 minutes after 7pm with the last departure from Maidstone at 11pm. In addition, route 72 operates on an hourly basis from Kings Hill, Larkfield and Aylesford, however there is no service in the am peak period other than a number of school days only journeys operating as routes 572, 575 and 576. Willington Street bus stop is approximately 160m from the site and is local route 4, run by Arriva and runs every 30 minutes in the off-peak period along Ashford Road, there are 2 journeys in the am peak, and the last trip from Maidstone is at 6.11pm. Journey time to the Chequers Bus Station is 9 minutes. In addition to this Stagecoach run an hourly route 10X, which also serves the stop on Ashford Road adjacent to the Landway. Again, there are only 2 journeys in the am peak period. Trip time to Earl Street, Maidstone is 10 minutes, and the last departure from Maidstone is at 6.49pm. There is currently no desire at this stage to divert any existing scheduled bus services in to the sites due to the time implications on the existing timetable.
- 1.14 An exploration of what could be provided commercially by bus providers has commenced and initial indications, from several providers, are that there is interest in providing specific service from these sites. These conversations with bus providers have suggested that a more frequent service at peak times from the sites could be provided if opened to the market. Further work would also need to be done to understand the ticket costs of a market led provision. If this option is agreed a procurement exercise will be undertaken, to offer a license agreement, based on the parameters that MBC would continue to operate the car parks but would not provide any additional subsidy. The scope of minimum service specification to be agreed between the Director of Regeneration & Place and the Chair of SPS&T.

- 1.15 Option 3 is to retain the car parks as assets with a modest charge to users and invest in linking them to the town centre via alternative sustainable transport modes (to be explored). This option is similar to option 2 but would potentially involve a higher subsidy from the Council as initial capital and revenue funding could be required to encourage uptake of the sustainable transport options. The level of subsidy required is anticipated to be in the region of £200k per annum. However, the outcomes, such as the number of cars entering the town centre (especially at peak times) are uncertain, and there is a value for money risk.
- 1.16 Option 4 is to close the Park and Ride sites. The January report estimated that this would represent a saving of about £196,200 (following any disposal or re-purposing of the sites). It is proposed that these savings could be re-invested in to other sustainable options of a similar nature to those proposed above, however without the focus on the two hub locations. Full details of the options to support option 4 and the total costs would be outlined in a future report. A future report would also need to be brought outlining options for alternative use of the sites. On the basis of the previous tri-study findings the existing town centre long stay car parks could accommodate the additional number of cars that would no longer be able to park at the two sites. If the Park and Ride is closed and no new or additional sustainable option are put in place then this has a significant impact on the Council's delivery of the Local Plan and ITS.
-

2. AVAILABLE OPTIONS

- 2.1 Option 1 is that the Council re-procures the current pay to park service.. On the basis of the current operating figures provided in the accompanying report this would continue to require a considerable subsidy of approximately £300k per annum. It does, however, allow the Council to provide a much needed service to a small group of users, who have indicated within the questionnaire that a loss of this service would have significant implications for them, as well as demonstrating commitment to the policies and actions outlined within the adopted Local Plan and ITS. It also allows the Council to offer this service to staff who are not able to park at the council offices. If Park and Ride in its current guise is discontinued, this would have an impact on the 50 council staff who use park and ride to travel to work and other options would have to be considered for these officers.
- 2.2 Option 2 is that the Council retains the two car parks, closes the current pay to park service and procures a commercial Park & Ride service on a licence arrangement (against a minimum service specification to be agreed between the Director of Regeneration & Place and the Chair of SPS&T). The Council contributes just the cost of operating the two car parks and continues to honour the commitments set out in the Local Plan and ITS around alternative sustainable transport modes. This would minimise the impact of terminating the service for both the public and council staff. This represents an approximate subsidy likely of c£100k pa. It would also represent a saving against the current costs of operating the service,

although this has not been fully quantified. The disadvantages of this option are potentially a commercial bus service from the site would not provide the same level of service as the current subsidised one or the market might not offer a compelling proposition against the specification.

- 2.3 Option 3 is to retain car parks as assets with a modest charge to users and invest in linking them to the town centre via alternative sustainable transport modes (to be explored). The level of subsidy is likely to be in the region of £200k per annum. This option reflects the commitments in the adopted Local Plan and ITS and could represent a financial saving against the current level of subsidy. However, the outcomes, such as the number of cars entering the town centre (especially at peak times) is uncertain and there is a value for money risk.
- 2.4 Option 4 is that the Council ceases the Park and Ride service and closes the two car parks, putting the car parks to alternative use (to be explored) to remove the need for ongoing subsidy. This would have the greatest impact on the existing users but does represent the greatest financial saving. If the Park and Ride is closed and no new or additional sustainable option are put in place then this has a significant impact on the Council's delivery of the Local Plan and ITS.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 Option 2 is the preferred option as this minimises the impact of terminating the service on both current users and the town centre carparks, whilst providing a financial saving. However, if this proves not to be possible, the recommendation is that option 3 is taken forward.

4. RISK

- 4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. The risk that has been rated "RED" or "BLACK" is the reputational risk of ceasing the Park and Ride service
- 4.2 The report details mitigation strategies for the above risk as it advocates alternative provision but they remain assessed as "High".

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 A summary of the recent survey is appended to this report in appendix 1

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 If the preferred option is agreed then officers will commence a procurement of a commercial service to operate from the two car parks.
- 6.2 Notice will be given to users of the park and ride service regarding the upcoming changes.
- 6.3 A further report will be provided outlining the final costs of the package of measures.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve regeneration of the town centre as well as providing a safe, clean and green environment. We set out the reasons other choices will be less effective in section 2.	William Cornall, Director of Regeneration and Place.
Risk Management	Already covered in the risk section	William Cornall, Director of Regeneration and Place
Financial	Options 2, 3 and 4 represent a saving when compared to the current costs of operating the Park and Ride service. Option 1 may provide a small saving when compared to the current cost of the service. Any proposals need to take into account the projected saving of £75,000, due to be delivered in 2019/20, which is shown in the current MTFS.	Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing.	William Cornall, Director of Regeneration and Place
Legal	Any contractual changes or changes to leases will need to be referred to the relevant legal	Cheryl Parks Mid Kent Legal

	officers at the appropriate time. Equalities Impact needs to be considered and assessed if changes to the existing provision are to be made, including to those in different social groups.	Services (Planning)
Privacy and Data Protection	There are no apparent implications in the report	Cheryl Parks Mid Kent Legal Services (Planning)
Equalities	<ul style="list-style-type: none"> • Dependant on the option agreed, a further assessment should be undertaken to determine the impact on groups with protected characteristics. 	Equalities and Corporate Policy Officer
Crime and Disorder	N/A	William Cornall, Director of Regeneration and Place
Procurement	On accepting the recommendations, the Council will then follow procurement exercises. We will complete those exercises in line with financial procedure rules.	Head of Service & Section 151 Officer

8. REPORT APPENDICES

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

- Appendix 1: Questionnaire results
- Appendix 2: Equalities Impact Assessment

9. BACKGROUND PAPERS

None.

<p>➤ Notes</p> <p>➤ There were 774 responses to the survey – 288 from service users and 481 from non users (5 no response)</p> <p>➤ 16 to 34 years group significantly under-represented as user and non users.</p>	
<p>Q1. How often do you travel to Maidstone Town Centre?</p> <p>5 or more days a week: 24.16%</p> <p>3 to 4 days a week: 19.25%</p> <p>2 days a week: 13.44%</p> <p>Once a week: 20.67%</p> <p>Once a fortnight: 8.53%</p> <p>Once a month: 7.36%</p> <p>Less often than once a month: 5.81%</p> <p>Never: 0.52%</p>	<ul style="list-style-type: none"> The greatest proportion of people surveyed travel into Maidstone 5 times a week with the next highest being 20.67% of the people surveyed travelling in once a week.
<p>Q2. Do you use the Park and Ride service to travel to Maidstone Town Centre?</p> <p>Yes: 37.21%</p> <p>No: 62.14%</p>	<ul style="list-style-type: none"> The majority of the people at 62.14% do not use the park and ride service.
<p>Q3. Where do you generally start your travel journey from?</p> <p>Postcode</p>	
<p>Q4. When travelling to Maidstone Town Centre in which of the following areas do you end your journey?</p> <p>Fremelin Walk: 10.98%</p> <p>Kent County Council: 4.13%</p> <p>Maidstone Borough Council: 2.45%</p> <p>Maidstone East Station and surroundings: 2.20%</p> <p>Jubilee Square: 5.81%</p> <p>The Mall: 16.28%</p> <p>The Bus Station: 6.20%</p> <p>Maidstone West Station and surroundings: 1.81%</p> <p>All Saints Church: 0.65%</p> <p>Other (please state place): 8.40%</p>	<ul style="list-style-type: none"> The data shows that The Mall is the most popular destination for users of the service with the next most popular destination being Fremelin walk. 8.4% of people are travelling to other locations which aren't stated as options.
<p>Q5. Which Park & Ride site do you generally use?</p> <p>London Road: 20.28%</p> <p>Willington Street: 19.77%</p>	<ul style="list-style-type: none"> Of the 310 responses, 157 said they use the London Road service and 153 said they use the Willington Street service.
<p>Q6. Generally, how do you reach the Park & Ride site?</p> <p>Driving a car: 33.33%</p> <p>Getting a lift: 0.78%</p> <p>Cycling or walking: 6.72%</p> <p>Using a taxi: 0%</p> <p>Other (please specify): 1.29%</p>	<ul style="list-style-type: none"> Nobody said they use a taxi to get to the Park & Ride site with 258 saying they drive themselves to the site.
<p>Q7. What is your main reason for using Park & Ride?</p> <p>It's cheaper than other transport options: 7.88%</p>	<ul style="list-style-type: none"> People mainly use the park and ride because they don't like driving or parking in town.

<p>Environmentally friendly: 4.01%</p> <p>Public transport options are poor or not available from where I start my journey: 3.23%</p> <p>I don't like driving or parking in town: 13.57%</p> <p>It's convenient: 7.49%</p> <p>Other (Please specify): 5.30%</p>	
<p>8. If there was no Park and Ride service (that is if the car parks were closed and the P&R bus no longer operated), how would you travel into town from where you start your journey?</p> <p>Bus: 4.26%</p> <p>Train: 1.12%</p> <p>Car share: 0.26%</p> <p>Bike: 0.78%</p> <p>Drive and use town centre car parks: 22.35%</p> <p>Get a lift from someone: 0.13%</p> <p>Would not come into town: 11.63%</p> <p>Other (please specify): 4.65%</p>	<ul style="list-style-type: none"> • The majority of people would choose to drive and use town centre car parks as opposed to getting other forms of public transport available. • 11.63% of the people who responded would just not come into town.
<p>9. If there was no Park and Ride bus service (the P&R bus service no longer operated) but you could still park your car on the outskirts of Maidstone, how would you travel into town?</p> <p>Walk from the P&R car park sites: 2.45%</p> <p>Use existing local buses close to the P&R car park sites: 2.33%</p> <p>Use a local bus service from where you start your journey: 3.23%</p> <p>Use the Train from where you start your journey: 0.9%</p> <p>Cycle from where you start your journey: 0.9%</p> <p>Drive to the P&R car park and use a bike if facilities were made available: 1.29%</p> <p>Drive from where you start your journey and use town centre car parks: 14.60%</p> <p>Take a taxi from the P&R car park site: 0.39%</p> <p>Use a car share facility if available at the P&R car park: 0.13%</p> <p>Get a lift from someone: 0.13%</p> <p>Would not come into town: 15.12%</p> <p>Other (please specify): 4.13%</p>	<ul style="list-style-type: none"> • 113 of the 353 that answered this question said they would instead just drive into town and park using the town centre car parks if the park and ride were to be discontinued. • The highest response was a total of 117 people saying that they wouldn't come into town even if the park and ride car park facilities were still available.
<p>10. Are you aware that there is a Park and Ride service running from Willington Street and London Road?</p> <p>Yes: 65.12%</p> <p>No: 3.62%</p>	<ul style="list-style-type: none"> • A total of 532 people answered this question of which 504 were aware of the park and ride services running from Willington Street and London Road with 28 people being unaware.

<p>11. How do you generally travel into Maidstone town centre? Walk: 13.05% Cycle: 2.71% Drive: 39.28% Bus: 8.27% Train: 1.42% I don't visit Maidstone Town Centre: 0.9% Other (please specify): 1.55%</p>	<ul style="list-style-type: none"> • 39.28% of the respondents generally drive into the Maidstone Town centre with only 8.27% using a bus service to get into the town centre.
<p>12. If parking was available at sites on the outskirts of Maidstone, would you consider using them? Yes: 25.71% No: 41.99%</p> <p>If Yes, how would you then consider travelling into town? Walk from the car park sites: 14.86% Use existing local buses close to the car park sites: 5.68% Drive to the car park and use a bike if facilities were made available: 2.84% Take a taxi from the P&R car park sites: 0.13% Use a car share facility if available at the P&R car park site: 0.39% Get a lift from someone: 0.13% Other (please specify): 4.91%</p> <p>If No, how would you travel to town? Use a local bus service from where you start your journey: 8.14% Use the train from where you start your journey: 0.78% Cycle from where you start your journey: 2.45% Drive from where you start your journey and use town centre car parks: 21.58% Get a lift from someone: 0.26% Other (please specify): 7.88%</p>	<ul style="list-style-type: none"> • 325 of the respondents said that they wouldn't consider using potentially available parking sites on the outskirts of Maidstone. • Of those who answered Yes, 14.86% said they would walk from the car park sites, this being the most popular of the options. • Of the people who said No, 21.58% said they would instead drive into town from where they start their journey. 8.14% said they would use a local bus service from where they start their journey.

<p>20. Are you... Male: 41.3% Female: 54.91% Other (Please state): 0.65%</p>	<ul style="list-style-type: none"> • 425 of the respondents were female. • 323 of the respondents were male. • 5 of the respondents answered other.
<p>21. Which of the following age groups do you fall into? 18-24: 6.33% 25-34: 6.98% 35-44: 16.67% 45-54: 21.58% 55-64: 21.06% 65-74: 20.67% 75+: 6.72%</p>	<ul style="list-style-type: none"> • A majority of the respondents are of the ages of 35-74 making up for 79.98% of the overall responses.
<p>22. Which of these ethnic groups do you belong to? White; English/Welsh/Scottish/Northern Irish/British: 95.35% White; Irish:0.26% White; Gypsy or Irish Traveller: 0.13% White; Other White: 1.68% Mixed/Multiple Ethnic Groups; White and Black Caribbean: 0.39% Mixed/Multiple Ethnic Groups; White and Black African: 0.13% Mixed/Multiple Ethnic Groups; White and Asian: 0.13% Mixed/Multiple Ethnic Groups; Other Mixed: 0.26% Asian/Asian British; Indian: 0.26% Asian/Asian British; Pakistani: 0% Asian/Asian British; Bangladeshi: 0.39% Asian/Asian British; Chinese: 0% Asian/Asian British; Other Asian: 0% Black/African/Caribbean/Black British; African: 0.13% Black/African/Caribbean/Black British; Caribbean: 0.13% Black/African/Caribbean/Black British; Other Black: 0.26% Other Ethnic Group; Arab: 0.13% Other Ethnic Group; Any Other Ethnic Group: 0.39%</p>	<ul style="list-style-type: none"> • The majority of respondents were White; English/Welsh/Scottish/Northern Irish/British
<p>23. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Yes: No: Prefer not to say:</p>	
<p>24. Please provide your home postcode Postcode:</p>	

<p>25. Do you look after, or give any help or support to family members, friends, neighbours or others because of either long-term physical or mental ill-health/disability or problems with old age?</p> <p>Yes, 1 to 19 hours: 27.13%</p> <p>Yes, 20 to 49 hours: 1.55%</p> <p>Yes, 50+ hours: 4.13%</p> <p>No: 67.18%</p>	<ul style="list-style-type: none"> • A majority of the users do not give any help or support to family members, friends, neighbours or others with a total of 520 people saying no. • 252 however do give help or support with 210 being from 1 to 19 hours.
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**Equality Impact Assessment
Park and Ride Scheme**

Authority:	Maidstone Borough Council
Date EqIA commenced:	February 2017
Date first stage EqIA finalised for pre-consultation decision:	May 2017
Date second stage EqIA finalised after consultation closed, prior to final decision being taken:	January 2018
Date third stage EqIA finalised, prior to final decision on future options for Park and Ride Service following the Pay to Park Pilot Scheme.	October 2018
Job titles of officers involved in completing the EqIA:	Equalities and Corporate Policy Officer

Summary of decision to be made

The Park and Ride was introduced in the 1980s to Maidstone. The purpose a Park and Ride Service is to reduce congestion and improve air quality. Its future in assisting deliver this for Maidstone forms part of a complimentary body of work been undertaken as part of the Integrated Transport Strategy.

The Park and Ride originally ran from four sites until 2007/8 when the Coombe Quarry Site was closed. This was followed by the Sittingbourne road site in 2016 as the cost of leasing the sites became financially unviable. The council has maintained a Park and Ride scheme to date, operating from the remaining two sites; Willington Street and London Road.

Maidstone is unusual, when compared to its nearest neighbours in Kent and Essex, in providing a Park and Ride Scheme. It is more commonly the jurisdiction of the County Council in a two tier system of local government.

The Council faces increased savings pressures. It is required to make savings of approximately £4.2m over the next years. There is a working assumption in the Efficiency Plan that £75,000 will be saved from the Park and Ride Service.

A full review of the scheme was commissioned in 2016. The objectives of the review were to:

- Review and assess whether the current Park and Ride service offers value for money;
- Review and assess the impact the service has in supporting the ITS, specifically in terms of reducing peak time traffic congestion and improving air quality;
- Identify any other benefits Park and Ride delivers;

- Ensure the review is complementary to the strategic study looking at Park and Ride provision in the long term; and
- Explore different uses for the funding and assets that are currently used for Park and Ride.

Scope of this equality impact assessment

- Review of the current scheme and users pre consultation
- Review the options for decision utilising user data and consultation results as an evidence base.

How is the decision relevant to the three aims of the Public Sector Equality Duty?

The need to ensure that the scheme is not unlawfully discriminatory is relevant to the first aim of the duty to eliminate discrimination, harassment and victimisation

The need to consider how we can take steps to meet the needs of people with protected characteristics and whether people with disabilities may need to be treated more favourably, in how the scheme is designed, is relevant to the second aim of the duty to advance equality of opportunity.

The proposed service changes could also be relevant to fostering good relations with regard to maintaining the confidence and trust in the local authority by people with protected characteristics who may use our services.

Review of the current scheme

The Park and Ride service operates from two sites: Willington Street and London Road.

The London Road site has 518 spaces and 17 disabled bays. Willington Street has 352 space and 16 disabled bays. Buses run to and from the town centre every 20 minutes between 7.00 and 18.30 Monday to Friday and 8.00 to 18.30 on Saturday. It costs £2.60 for a peak time return before 9.00am Monday to Friday and £1.60 for a non-peak return any time after this and all day Saturday. Discounts are available for those making 10 single trips or who purchase a 12 weekly or annual season ticket.

The review examined the short to medium term operational future of Park and Ride only; making the best use of the current assets used for Park and Ride within financial plans. It did not consider options like changing the location of the Park and Ride sites. The review was carried out to be complementary to the separate tri-study commissioned by the Spatial Policy team, which covers Maidstone bus interchange, Park and Ride and Parking at a more strategic level and over a longer term.

Park and Ride users can be identified from the income details provided below for the most recent financial period, 2016/17:

Ticket Type	Fares (£)	Passengers	Total Annual Income
Peak Fares	2.60	9,734	25,308.40
Off Peak	1.60	63,849	102,158.40
Single	2.60	885	2,301.00
10 Trip ticket	10.30	8,044	82,853.20
Concessions	0.82	132,677	108,808.41
Season tickets	206.00	97	19,982.00
Total		215,286	£341,411.41

(Table 1)

Age

We do not collect this data on Park and Ride users; However it seems Park and Ride service users are more likely to be of a pensionable age based on the income data available (above). Older Person's Bus Pass holders account for 61.6% of users which is considerably higher than the population average for Maidstone. This data will be requested during consultation with users and non-users of the service and will be considered as part of the consultation evaluation.

Sex

We do not collect this data on Park and Ride users; however this data will be requested during consultation with users and non-users of the service and will be considered as part of the consultation evaluation.

Disability

We do not hold data on users with a disability; however this data will be requested during consultation with users and non-users of the service and will be considered as part of the consultation evaluation.

Race

We do not collect this data on Park and Ride users; however this data will be requested during consultation with users and non-users of the service and will be considered as part of the consultation evaluation.

Other protected characteristics

We do not collect information about the following characteristics from service users as it is not relevant to the service being offered, and this will not be collected or considered as part of the consultation evaluation.

- Religion of belief
- Sexual orientation
- Gender reassignment
- Marital or civil partnership status
- Pregnancy or maternity

Consultation

Public consultation took place in 2017.

The first consultation closed in April 2017 established how the Park and Ride service is used. Respondents were asked how often they use the service, for what purpose and their satisfaction with the service. From a non-user perspective the consultation sought to establish why they do not, currently, use the service.

The second consultation closed in October 2017. This was informed by the first consultation. Users and non-users of the Park and Ride Service responded to questions on their current use of the service. For example how frequently they use the service, including the days and times they use the service. Users and non-users also responded to a number of questions on a variety of service and financial models for the Park and Ride Service. Questions were also included on daily tariffs for a Park and Ride service and Pay to Park service.

Options for decision

The Park and Ride review and consultations have formed part of tri-study which included a bus interchange study and parking strategy. A report will be taken forward, proposing the following options and recommending a combination of these options for decision.

The table below identifies where there could be an impact on Park and Ride users with protected characteristics based on a combination of service user data and user response to consultation. The impact is then considered in more detail by protected characteristic.

Tri-Study (including Park and Ride) report for decision	Disproportionate Impact on Protected Characteristics			
Options for decision	Age	Sex	Disability	Race
1. Accept the best tender return to run the Park and Ride service for 7 years with buses at 15 min intervals, increase the duration of the service and implement a revised pay to ride tariff	None	None	None	None
2. Accept the best tender return to run the Park and Ride service for 7 years with buses at 20 min intervals, increase the duration of the service and implement a revised pay to ride tariff	None	None	None	None
3. Extend the current contract for one year, increasing bus frequency and duration of the service and implement a	None	None	None	None

revised pay to ride tariff				
4. Extend the current contract for one year, increasing bus frequency and duration of the service and introduce a pay to park charging structure	Yes	None	None	None
5. Discontinue Park and Ride, consider future options for the sites and invest the saving in alternative sustainable transport measures	None	None	None	None

Age

Park and Ride consultation respondents below the age of 54 are notable lower in numbers than the population average. Those aged 55 + are much higher. Service user data shows that Older Person's Bus Pass holders account for 61.6% of users

Option 1 – Positive increase in service to all users. No evidence base to show this will advantage any age group more than another.

Option 2 – Positive increase in service to all users. No evidence base to show this will advantage any age group more than another.

Option 3 – Will negatively impact off-peak users. No evidence base to show this will advantage any age group more than another.

Option 4 – Will negatively impact those of a pensionable age who receive concessionary fares, as they will have to pay for parking when previously they would have received the entire service free

Option 5 – Will negatively impact all users but no evidence base to show this will advantage or disadvantage any age group more than another.

Sex

Female users make up a higher proportion of consultation respondents at 64%. Male users are notably lower when compared to the population average at 35%. Women could therefore be affected more than men by changes to the current service, however there is not solid evidence that this is the case and the split between sex could change for a number of reasons over time.

Option 1 – Positive increase in service for all users. Female users possibly make up a higher proportion of all users but no solid evidence base to show this will advantage or disadvantage either sex disproportionality.

Option 2 – Tariffs will change for all users however, Female users possibly make up a higher proportion of all users but no solid evidence base to show this will advantage or disadvantage either sex disproportionality.

Option 3 – Tariffs will change for all users however, Female users possibly make up a higher proportion of all users but no solid evidence base to show this will advantage or disadvantage either sex disproportionality.

Option 4 – The pay to park will affect all users, Female users possibly make up a higher proportion of all users but no solid evidence base to show this will advantage or disadvantage either sex disproportionality

Option 5 – Will negatively impact all users Female users possibly make up a higher proportion of all users but no solid evidence base to show this will advantage or disadvantage either sex disproportionality.

Disability

13% of Park and Ride users in the consultation said they had a disability; this is lower than the working age population average at 16% disproportionality.

Option 1 – Positive increase in service for all users. Disabled users possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage disabled users disproportionality.

Option 2 – Tariffs will change for all users however, Disabled users possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage disabled users disproportionality.

Option 3 – Tariffs will change for all users however, Disabled users possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage disabled users disproportionality.

Option 4 – The pay to park will affect all users, Disabled users possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage disabled users disproportionality.

Option 5 – Will negatively impact all users Disabled users possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage disabled users disproportionality.

Race

0.3% of users who responded to the consultation were BME and 97% were from white groups. There are significantly less users from a BME background compared with the population average of 9.2 %.

Option 1 – Positive increase in service for all users. Users from a BME group possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage BME users disproportionality.

Option 2 – Tariffs will change for all users however, Users from a BME groups possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage BME users disproportionality.

Option 3 – Tariffs will change for all users however, Users from BME groups possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage BME users disproportionality.

Option 4 – The pay to park will affect all users, from BME groups possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage BME users disproportionality.

Option 5 – Will negatively impact all users from BME groups possibly make up a lower proportion of users but no solid evidence base to show this will advantage or disadvantage BME users disproportionality.

Conclusion

There is very little evidence to support that a change to the park and ride service will negatively impact equality of opportunity between people who share a protected characteristic and those who do not.

Users who qualify for an Older Person's Bus Pass and are of a pensionable age are over represented as service users when compared to the population average.

61.6% of users use an Older Person's Bus Pass. A Pay to Park tariff will affect all users currently using a pass to travel. However, the purpose of the Park and Ride service is to improve air quality by alleviating the volume of traffic travelling into the town centre. Holders of passes will still be able to travel into the centre, free of charge, using another bus service.

Final decision on future options for Park and Ride Service following the Pay to Park Pilot Scheme.

On 22 January 2018, Committee resolved to agree a year's extension to the current contract, with a change to Pay to Park from Pay to Ride and an extension of running times of the service to 7pm. In addition a report setting out sustainable transport options was brought back to Committee for decision in April 2018.

To inform the development of alternative transport and to gain an informed understanding of the barriers to the take up of sustainable transport options in the Town Centre, an online consultation was carried out:

- A total of 744 responses were received
- The responses included park and ride users and non-users
- 248 of the responses were from peak-time service users

Identifying equalities impacts

Sex

Respondents to the most recent consultation carried out showed a higher response rate from females than in population overall. 54.91% of respondents were female compared with the population average of 51.2%.

Race

There was a slightly higher response from White British backgrounds at 95.35% compared with the population average of 94.1%.

Age

Age	Population Average	Consultation Response
18-24	9.51%	6.33%
24-34	16.34%	6.98%
35-44	16.55%	16.67%
45-54	18.82%	21.54%
55-64	14.73%	21.06%
64-74	13.3%	20.67%
75+	10.8%	6.72%

Disability

No data was collected in the consultation responses.

Options for decision following the Pay to Park Pilot Scheme

The analysis of the most recent consultation did not breakdown the responses by user and non-user nor did it analyse the equalities data gathered by response to each question.

There is no evidence available on users of the new Pay to Park Service.

The proposed options have not been consulted on.

Following the introduction of the Pay to Park pilot scheme, users who qualified for an Older Person's Bus Pass (and therefore of a pensionable age) were no longer able to use their Bus Pass on the service.

This age group was over represented as service users when compared to the population overall.

It can be assumed that this decision for Older Person's Bus Passes not to be allowed on a Park and Ride or Pay to Park Service going forward would remain in place. Service user data showed that Older Person's Bus Pass holders accounted for 61.6% of users.

The equalities impact can therefore only be considered in relation to the evidence base and data collected prior to January 2018 which showed:

- **Age:** Park and Ride consultation respondents below the age of 54 were notably lower in and responses from those aged 55+ were much higher than in the Maidstone population.
- **Sex:** Female users made up a higher proportion of consultation respondents at 64%. Male users were under represented when compared to the population at 35%. Women could therefore be affected more than men by changes.
- **Disability:** 13% of Park and Ride users in the consultation said they had a disability; this is lower than the working age population at 16%.

- **Race:** 0.3% of users who responded to the consultation were BME and 97% were from white groups. There are significantly less users from a BME background compared with the population of 9.2 %.

	Disproportionate Impact on Protected Characteristics			
Options for decision	Age	Sex	Disability	Race
1. Re-procures the current pay to park service.	Unknown	Unknown	Unknown	Unknown
2. Retains the two car parks, close the current pay to park service and procures a commercial Park & Ride service on a licence arrangement (against a minimum service specification).	Unknown	Unknown	Unknown	Unknown
3. Retain car parks as assets with a modest charge to users and invest in linking them to the town centre via alternative sustainable transport modes	Possible Impact	Possible Impact	Unknown	Unknown
4. Cease the Park and Ride service and closes the two car parks, putting the car parks to alternative use.	Possible Impact	Possible Impact	Unknown	Unknown

Conclusion

The table above details where an impact is possible based on the evidence available which showed that women and older age groups are significantly higher users of the service when compared to the population. Option 2 is the preferred option, this along with option 1 do not suggest significant change to the offer currently available. Options 3 and 4, however suggest significant change and a termination of the service which could impact on two groups with protected characteristics.

**Strategic Planning,
Sustainability and
Transportation Committee**

6 November 2018

Protection of the Greensand Ridge

Final Decision-Maker	Strategic Planning, Sustainability and Transportation Committee
Lead Head of Service/Lead Director	Rob Jarman, Head of Planning and Development
Lead Officer and Report Author	Deanne Cunningham, Team Leader (Heritage, Landscape and Design)
Classification	Public
Wards affected	All This report affects Marden and Yalding, Coxheath and Hunton, Boughton Monchelsea and Chart Sutton, Sutton Valence and Langley and Headcorn wards more than others

Executive Summary

This report considers the current protection status of the Greensand Ridge in Maidstone and scopes the issues around the potential for increasing the level of protection to that of an Area of Outstanding Beauty (AONB).

This report makes the following recommendations to this Committee:

1. That the report is noted.
2. That a representation is made to the Review of National Parks and Areas of Outstanding Natural Beauty (AONBs) to seek to secure an additional tier of protection for the Greensand Ridge.

Timetable

Meeting	Date
SPS&T Committee	6 November 2018

Protection of the Greensand Ridge

1. INTRODUCTION AND BACKGROUND

- 1.1 In January 2018 the Government published a 25 year plan for the environment, 'A Green Future: Our 25 Year Plan to Improve the Environment'. It sets out an approach to protect landscapes and habitats in England and commits to a review of national parks and Areas of Outstanding Natural Beauty (AONBs), known as 'Designated landscapes (national parks and AONBs): 2018 review'. The announcement of a review has raised the prospect of local bids for designation of new National Parks and Areas of Outstanding Natural Beauty.
- 1.2 At the meeting of SPS&T Committee on 10 July 2018 Members resolved that a report be put on the agenda for the October cycle of this Committee considering the issues relating to the proposal to promote the Greensand Ridge as a candidate for designation as an AONB.

The Greensand Ridge

- 1.3 The Maidstone Landscape Character Assessment defines the Greensand Ridge landscape character type as comprising the scarp face of a long and curved belt of Wealden Greensand that runs across Kent parallel to the North Downs (refer to Appendix 1). Along this section of the Greensand Ridge, the steep landform is dramatic, affording spectacular panoramic views across the Low Weald landscape to the south. Narrow, winding and woodland enclosed lanes run against the contours, often sunken into the Greensand with tree roots binding the earth banks together. Loamy soils support much fruit production with associated poplar shelterbelts, and some traditional hop gardens with chestnut coppice for hop poles. Deer parks and more recent 18th century parklands form a distinctive feature of the Wealden Greensand, with large manor houses often raised above the parkland along the elevated ridge. The Greensand Way promoted Long Distance Path runs along the contours of the ridge and although this is not a historic route, it forms a distinctive path because of the raised topography and the long open views across the Low Weald landscape to the south. The scarp is incised by regular secluded Wealden Clay valleys, and a series of springs emerge across the slope.
- 1.4 There are 2 landscape character areas within this landscape type; the Linton and the Sutton Valence Greensand Ridge (**Appendix 1**). Both of these areas are described as being in good condition with a high sensitivity, with a guideline is 'conserve'.
- 1.5 Whilst this description details the Greensand Ridge within Maidstone it is merely a local part of a much wider landscape type, Wealden Greensand (National Character Area profile 120) which runs from the South Downs in West Sussex to the East coast around Folkestone (**Appendices 2 and 3**).

The Review

- 1.6 In the context of meeting both local and national priorities and wider environmental governance, the Review of National Parks and Areas of Outstanding Natural Beauty (AONBs) will examine and make recommendations on:
- The existing statutory purposes for National Parks and AONBs and how effectively they are being met
 - The alignment of these purposes with the goals set out in the 25-Year Plan for the Environment
 - The case for extension or creation of new designated areas
 - How to improve individual and collective governance of National Parks and AONBs, and how that governance interacts with other national assets
 - The financing of National Parks and AONBs
 - How to enhance the environment and biodiversity in existing designations
 - How to build on the existing eight-point plan for National Parks and to connect more people with the natural environment from all sections of society and improve health and wellbeing
 - How well National Parks and AONBs support communities
- 1.7 Expanding on work already underway, the Review will also take advice from Natural England on the process of designating National Parks and AONBs and extending boundary areas, with a view to improving and expediting the process.
- 1.8 The Review will not propose reductions in either the geographic extent or the protections given to England's designated landscapes. Its aims are not to diminish the character or independence of designated landscapes, or to impose new burdens on them and the people who live and work in the areas they cover. It will draw on past evidence, as well as new submissions by interested groups and individuals, and is due to be completed in 2019.

AONB protection

- 1.9 The objective of giving landscapes AONB designation is to ensure that the purpose of conserving and enhancing its natural beauty are pursued.
- 1.10 AONB status gives the highest level of protection in planning policy term as far as landscape and natural beauty is concerned and all decisions must have regard for the purpose of conserving and enhancing the natural beauty of the AONB, both in terms of the effect it will have within the AONB and land outside its boundary.
- 1.11 The natural beauty of the area could be a combination of factors, such as:
- landscape quality, where natural or man-made landscape is good quality
 - scenic quality, such as striking coastal landforms
 - relative wildness, such as distance from housing or having few roads

- relative tranquillity, where natural sounds, such as streams or birdsong are predominant
- natural heritage features, such as distinctive geology or species and habitat
- cultural heritage, which can include the built environment that makes the area unique, such as archaeological remains or historic parkland

1.12 The decision whether it is desirable to designate currently lies at the heart of the legislation. An area of land that satisfies the natural beauty criteria is capable of being included in an AONB. Designation depends on Natural England's judgment as to whether it is desirable to create an AONB (with an AONB Partnership or statutory conservation board, management plan and certain duties on public bodies) in order to conserve and enhance the area's natural beauty.

Existing protection status

1.13 The Greensand Ridge is currently one of five areas designated in the Maidstone Borough Local Plan as a Landscapes of Local Value (LLV). The other areas are the Len Valley, Loose Valley, Medway Valley and Low Weald.

1.14 These areas are considered to be significant tracts of landscape which are highly sensitive to significant change. The criteria against which the designations have been judged relate to their character and sensitivity.

1.15 To increase the protection status of one of our landscape character areas comes with a risk that other areas are effectively devalued.

1.16 A further consideration is that, whilst the potential designation of a Greensand Ridge AONB would have no impact on sites allocated within the Local Plan, it would place a considerable restraint on any potential development windfall gains.

AONB designation process

1.17 Before making an order to designate an AONB, Natural England must:

- decide if a proposal meets the natural beauty criterion
- decide if it's desirable to designate for the purpose of conserving and enhancing natural beauty
- define a detailed boundary
- consult each local authority affected by the proposed order
- publish the proposals in The Gazette and local newspapers of each affected local authority
- consider all representations made against the proposals and make any necessary modifications
- submit the order to the Secretary of State, including any unresolved representations or objections.

- 1.18 The Secretary of State for Environment, Food and Rural Affairs can confirm, refuse, modify or vary any order made by Natural England to designate or vary the boundary of an AONB.
 - 1.19 A local authority can delegate authority to 'AONB partnerships' to both manage the AONB and create a management plan. This could either be through a joint advisory committee (as for the Kent Downs) or an AONB committee. There is also an option for the Secretary of State to establish a conservation board to manage the AONB instead. Within 3 years of their designation AONBs must have a management plan which must be reviewed within 5 years of the start of the plan.
 - 1.20 The process for making an area subject to an AONB is currently very onerous and is likely to involve a Public Inquiry.
-

2. AVAILABLE OPTIONS

- 2.1 If no further action were taken to pursue AONB protection for the Greensand Ridge it would remain as an important landscape as characterised within the Maidstone Landscape Character Assessment and retain an enhanced level of protection through its designation as a Landscape of Local Value in the adopted Local Plan.
- 2.2 If Members wish to pursue the option of seeking to protect this landscape through the creation of an AONB there is currently likely to be potential for success so long as adjacent authorities and interest groups support the proposal and a possible boundary can be agreed. As a stand alone designation within Maidstone borough it is unlikely to be successful. The long term implications are as follows:

Benefits

- The purpose of an AONB is to conserve and enhance its natural beauty (flora, fauna, geological and physiographical features)
- The status gives the highest level of protection in planning policy term as far as landscape and natural beauty is concerned
- All decisions must have regard for the purpose of conserving and enhancing the natural beauty of the AONB, both in terms of the effect it will have within the AONB and land outside its boundary
- The ability to lever in additional funding from external sources

Disbenefits

- Places a considerable restraint on any potential development windfall gains
- Resources- set up costs and annual financial contributions
- The length of time it takes to make a new AONB
- The difficulty in obtaining a consensus of opinion and aligning the different ambitions of adjacent authorities, landowners and other interested parties

- The Borough will have no control over the final boundaries for the AONB

2.3 The third option is to make a representation to the Review on the basis of promoting an additional national tier of protection, such as along the lines of Heritage coasts, which should be less onerous to establish and achieve greater protection than LLV status achieves.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 As the Review of National Parks and Areas of Outstanding Natural Beauty is currently in progress it is considered to be an appropriate time to promote the Council's ambition to add stronger protection to the Greensand Ridge landscape. It is therefore recommended that if this Council's aspiration is for an additional level of protection for its valued landscape, a representation to this effect is put forward to the Review for consideration. Once the outcome of the Review is published in 2019 the Council can then consider its options in light of any proposed changes to the hierarchy of landscape protection and the processes around the creation of new designations.

4. RISK

4.1 Risks relating to this matter have been considered elsewhere in this report.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 None

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 If this Committee endorses the recommendations of this report the Council will submit a representation to the Review as required.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<ul style="list-style-type: none"> • We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. However, they will support the Council's overall achievement of its aims of: <ul style="list-style-type: none"> - Keeping Maidstone an attractive place for all; and - Respecting the character and heritage of the Borough 	Head of Planning and Development
Risk Management	<ul style="list-style-type: none"> • No direct risk management implications arise from this report 	Head of Planning and Development
Financial	<ul style="list-style-type: none"> • As noted in the report, the set up and ongoing management of the AONB would have cost implications for the Council, and there is no current budget allocation for this. If the recommendations are accepted, the potential costs will be detailed in a subsequent report to this Committee. • There are also indirect implications relating to staff time, estimated at 4-5 weeks for the provision of this report and proposed next steps. 	Head of Finance
Staffing	<ul style="list-style-type: none"> • No direct staffing implications arise from this report 	Head of Planning and Development
Legal	<ul style="list-style-type: none"> • No direct legal implications arise from 	Susan Mauger

	<p>this report</p> <ul style="list-style-type: none"> • If report accepted further reports will provide detail of legal implications 	Senior Planning Lawyer (Locum)
Privacy and Data Protection	<ul style="list-style-type: none"> • No implications have been identified 	Senior Planning Lawyer (Locum)
Equalities	<ul style="list-style-type: none"> • The recommendations do not propose a change in service therefore will not require an equalities impact assessment 	Anna Collier Policy & Information Manager
Crime and Disorder	<ul style="list-style-type: none"> • No implications have been identified 	Head of Planning and Development
Procurement	<ul style="list-style-type: none"> • No implications have been identified 	Head of Service & Section 151 Officer

8. REPORT APPENDICES

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

- Appendix 1: Map of Greensand Ridge: Borough Greensand Landscape Character Areas and Designations
- Appendix 2: Map of Greensand Ridge, Greensand Belt extent: Kent Landscape Character Assessment
- Appendix 3: Map of Greensand Ridge, Wealden Greensand extent: Natural England Landscape Character Profile

9. BACKGROUND PAPERS

A Green Future: Our 25 Year Plan to Improve the Environment

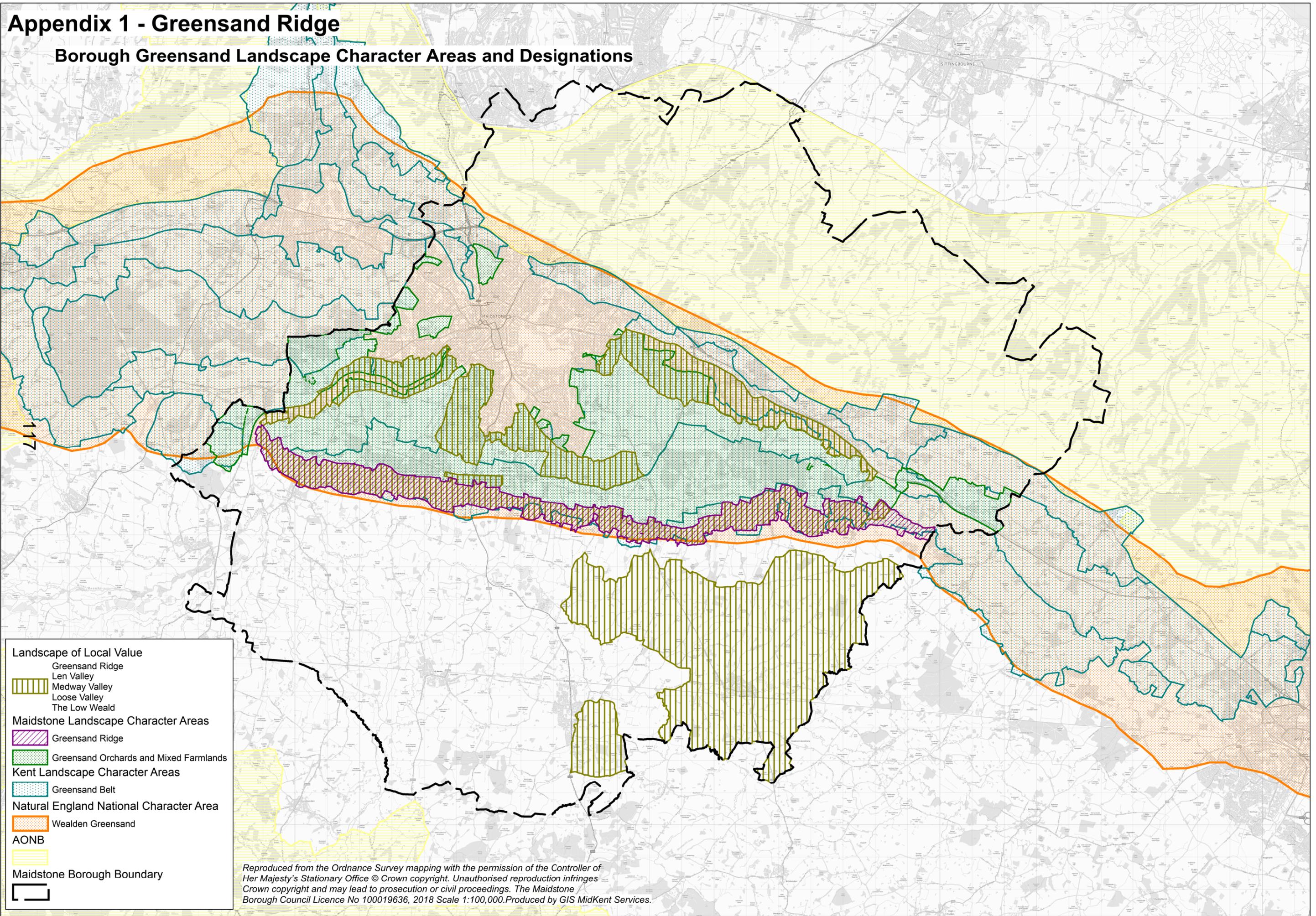
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/693158/25-year-environment-plan.pdf

Designated landscapes (national parks and AONBs): 2018 review

<https://www.gov.uk/government/publications/designated-landscapes-national-parks-and-aonbs-2018-review>

Appendix 1 - Greensand Ridge

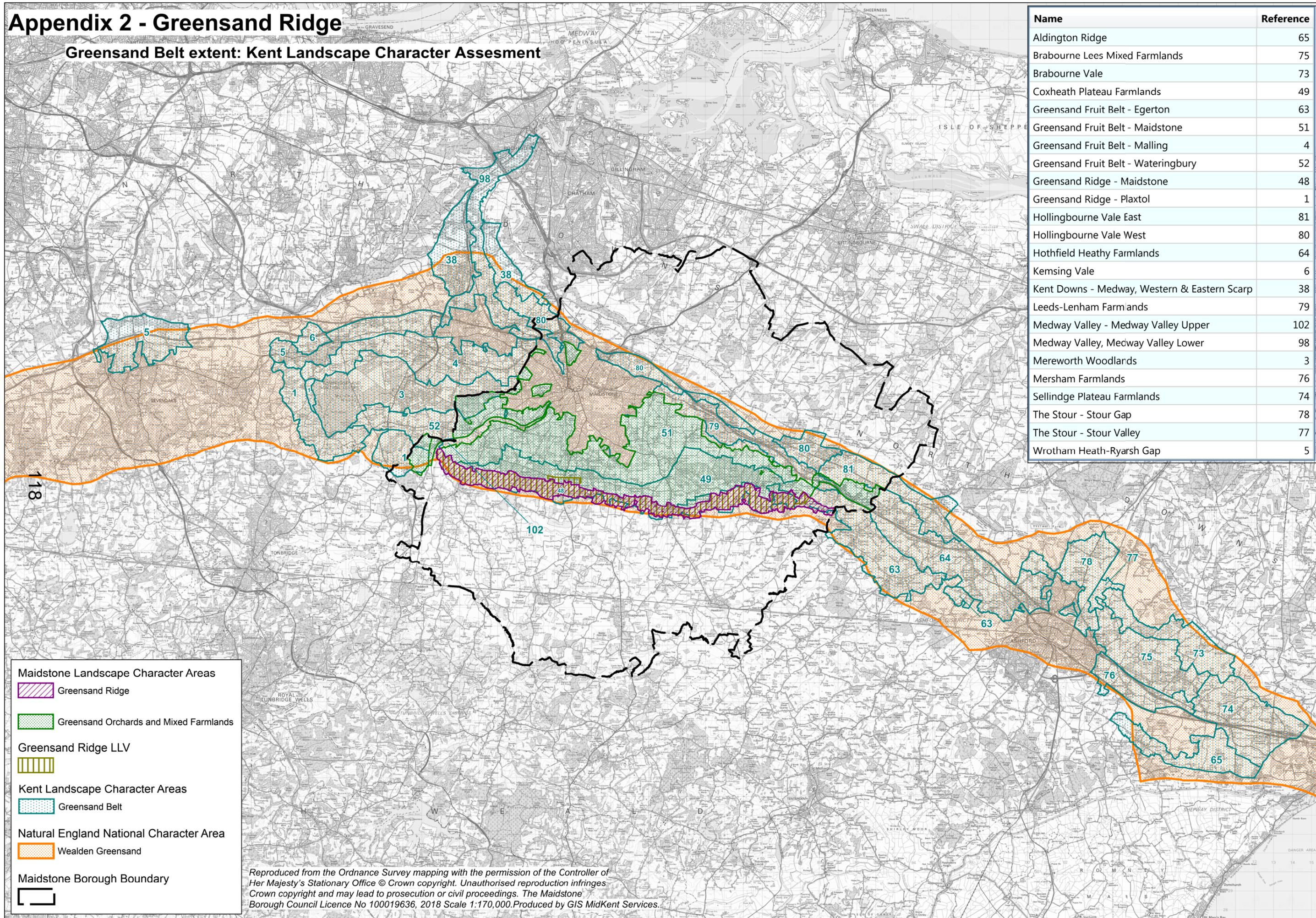
Borough Greensand Landscape Character Areas and Designations



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Appendix 2 - Greensand Ridge

Greensand Belt extent: Kent Landscape Character Assessment



Name	Reference
Aldington Ridge	65
Brabourne Lees Mixed Farmlands	75
Brabourne Vale	73
Coxheath Plateau Farmlands	49
Greensand Fruit Belt - Egerton	63
Greensand Fruit Belt - Maidstone	51
Greensand Fruit Belt - Malling	4
Greensand Fruit Belt - Watlington	52
Greensand Ridge - Maidstone	48
Greensand Ridge - Plaxtol	1
Hollingbourne Vale East	81
Hollingbourne Vale West	80
Hothfield Heathy Farmlands	64
Kemsing Vale	6
Kent Downs - Medway, Western & Eastern Scarp	38
Leeds-Lenham Farmlands	79
Medway Valley - Medway Valley Upper	102
Medway Valley, Medway Valley Lower	98
Mereworth Woodlands	3
Mersham Farmlands	76
Sellindge Plateau Farmlands	74
The Stour - Stour Gap	78
The Stour - Stour Valley	77
Wrotham Heath-Ryarsh Gap	5

Maidstone Landscape Character Areas

- Greensand Ridge
- Greensand Orchards and Mixed Farmlands

Greensand Ridge LLV

- Greensand Ridge LLV

Kent Landscape Character Areas

- Greensand Belt

Natural England National Character Area

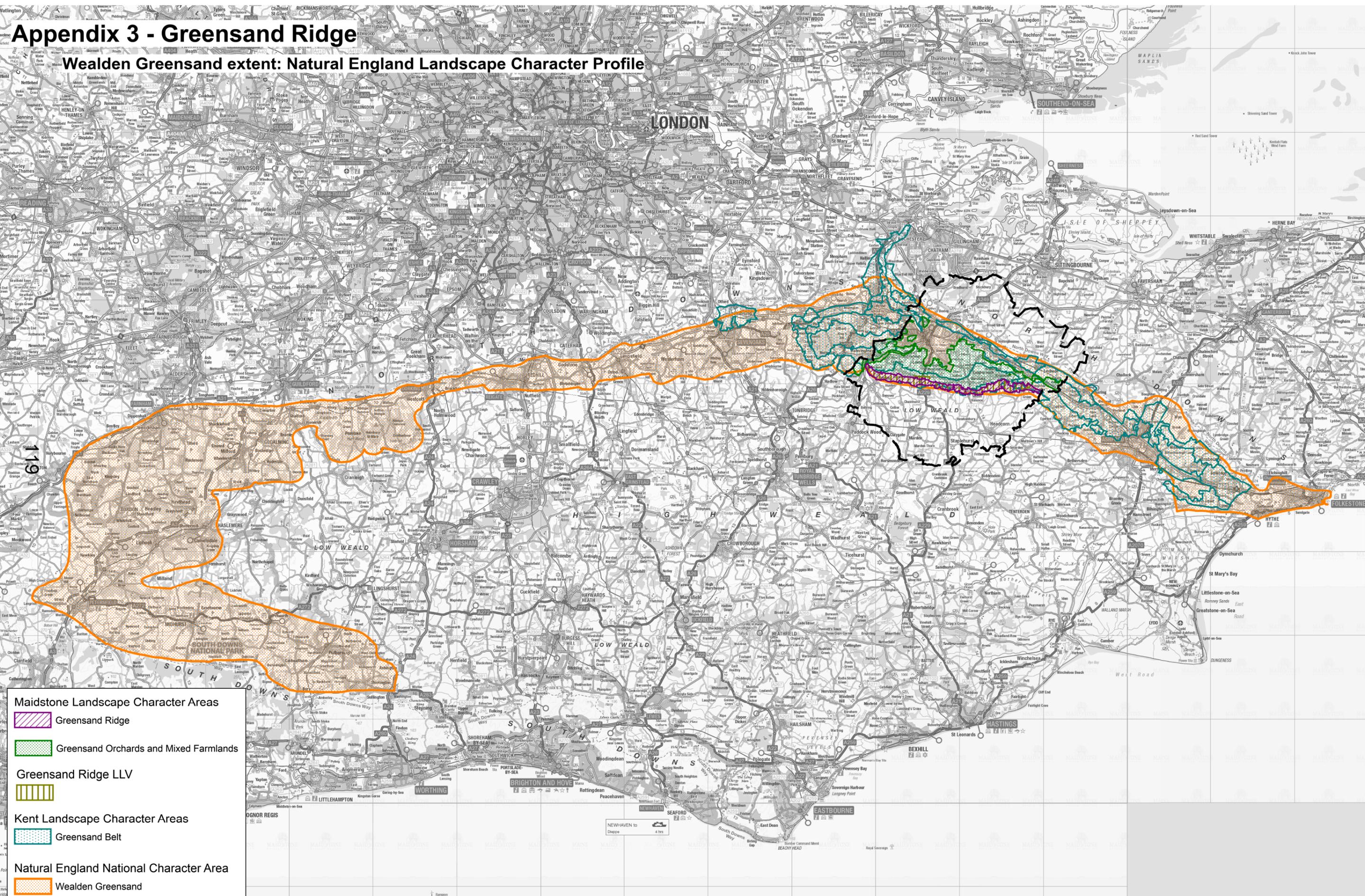
- Wealden Greensand

Maidstone Borough Boundary

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Appendix 3 - Greensand Ridge

Wealden Greensand extent: Natural England Landscape Character Profile



- Maidstone Landscape Character Areas
 - Greensand Ridge
 - Greensand Orchards and Mixed Farmlands
- Greensand Ridge LLV
- Kent Landscape Character Areas
 - Greensand Belt
 - Wealden Greensand
- Natural England National Character Area
 - Wealden Greensand
- Maidstone Borough Boundary

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Agenda Item 19

STRATEGIC PLANNING SUSTAINABILITY & TRANSPORTATION COMMITTEE

**6 November
2018**

Local Enforcement Plan

Final Decision-Maker	Strategic Planning, Sustainability & Transportation Committee
Lead Manager	James Bailey – Development Manager
Lead Officer and Report Author	Rebecca Prideaux, Senior Enforcement Officer
Classification	Public
Wards affected	ALL

Executive Summary

A full review of the enforcement policy has been carried out in order to provide a more succinct version. The review of the Local Enforcement Plan aims to ensure that it is both effective and easy to understand for employees, Councillors, the wider members of the public and is compliant with the National Planning Policy Framework.

This report makes the following recommendations to this Committee:

1. That the new Local Enforcement Plan is approved for publication.
2. That the Key Performance Indicator for Priority 1 cases is agreed as "100% of Priority 1 cases are visited within 1 working day of the report being received."
3. That the Key Performance Indicator for Priority 2 cases is agreed as "90% of Priority 2 cases are visited within 10 working days of the report being received."

Timetable

Meeting	Date
Committee (SPS&T)	06/11/18

Local Enforcement Plan

1. INTRODUCTION AND BACKGROUND

1.1 This report was previously considered at the SPS&T committee of 9th October 2018. It was deferred by members of the committee on the grounds that the suggested KPIs were formally drafted prior to approval by the Committee. Members suggested that the flowcharts included in the report could be improved. This has now been done and the amended report is now ready to be considered.

1.2 In May 2018 the Council instructed law firm Ivy Legal to undertake an Enforcement Service Review and to draft a new Enforcement Plan. Ivy Legal specialises in planning enforcement matters, has extensive experience in working in and with Local Authorities and has an in-depth understanding of how local authorities operate and how local authority decisions are made. Effective planning enforcement is important as a means of maintaining public confidence in the planning system.

1.3 The National Planning Policy Framework (NPPF) says that local planning authorities should consider publishing a local enforcement plan to manage enforcement proactively, in a way that is appropriate to their area. The NPPF also states that enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control. The enforcement plan should establish how the Local Planning Authority will:

- monitor the implementation of planning permissions
- investigate alleged cases of unauthorised development
- take action where it is appropriate to do so

1.4 The planning enforcement service is a reactive service, responding to complaints from councillors and members of the public. In practice, planning enforcement is a lengthy process that requires careful assessment of planning merits of breaches both before action is taken, and in the form of an appeals process after action is taken. Further, planning enforcement action requires consideration of whether a planning breach is immune from action by virtue of the statutory limitations and careful consideration of other matters such as the reasonable time period of compliance. In drafting a local enforcement plan, consideration should be given to the planning enforcement process.

1.5 Maidstone Borough Council (MBC) covers an area which is just over 150 sq. miles with only 7% of that area being Green Belt protected. Maidstone Borough Council broadly encompasses areas to the East and South of the town of Maidstone: as far north as the M2 motorway; east down the M20 to Lenham; south to a line including Staplehurst and Headcorn; and west towards Tonbridge. Generally speaking, it lies between the North Downs and the Weald, and covers the central part of the county.

1.6 MBC it is a very attractive area for potential developers due to its proximity to London and it also faces challenges relating to unauthorised Gypsy and Traveller encampments. The Council's current Enforcement Plan is outdated, does not reflect current guidance and requires a clearer structure.

1.7 The Enforcement Service Review provided an opportunity to review this plan and for members to have a real say in a new Local Enforcement Plan. Additionally, the Enforcement Service Review was intended to function as a review of the enforcement team's process and comparison with best practice. The review also aimed to identify new performance indicators (PI's) which would drive Enforcement activities and for these to be given a higher level of scrutiny, to be reported as Key Performance Indicators (KPI's).

1.8 Currently the planning enforcement team does not have KPI's or LPI's that are reported to CLT and SPS&T. It has an internal measurement related to performance which is currently a 21 day marker within which team members are to visit sites and provide an initial response to the complainer where new planning breaches have been reported. It is felt that this is not an effective measure as it does not match up with the priority given to each new case at the point of registration. Currently the enforcement team uses a Low, Medium or High priority marker but there are no corresponding timescales attached so the team works to the 21 day target in all cases. We would like to introduce a new set of performance indicators, preferably in the form of a KPI for enforcement or alternatively as a LPI as this will continue to push performance and will allow transparency that the performance targets are being met.

1.9 The redevelopment of the current Enforcement Policy aims to ensure that it is both effective and easy to understand for employees, Councillors, the wider members of the public and is compliant with the NPPF.

The New Local Enforcement Plan

1.10. The National Planning Policy Framework says that an Enforcement Plan should set out how a local planning authority intends to monitor the implementation of planning permissions, investigate alleged cases of unauthorised developments and take action as appropriate. The purpose of a local authority's planning enforcement function is to monitor the implementation of planning permissions in a broad sense. It is not practicable to actively monitor all planning permissions granted. However, it is more feasible to adopt a reactive approach that responds effectively to incoming complaints about breaches of conditions.

1.11 In this way, clear service standards are set against which expectations can be managed. That said, while the Plan can be a driver for improvement of the service, it is equally important that aspirational elements are clearly identified as such and that it is not simply a statement of generic best practice.

1.12 It was intended that the new Local Enforcement Plan should demonstrate the borough's commitment to planning enforcement, should explain the service to residents and be a practical and accurate guide to what can be expected during the planning enforcement process.

1.13 The new draft Local Enforcement Plan was informed by input from the following:

- Initial scope meetings with key stakeholders including enforcement officers and Members;
- Discussions with Members to understand key requirements and levels of actions required for investigating breaches of planning and the priorities associated with that action;
- Discussions with key officers to understand the levels of actions required for investigating breaches of planning control;
- Appropriate benchmarking and research to inform the new policy; and
- Recommendations around appropriate KPI's and the performance management of the emerging policy.

1.14 The result was the development of new draft Local Enforcement Plan which is easy to follow, concise and clearly sets out through targeting and an effective KPI where the Council's priorities lay.

The Emerging Local Enforcement Plan

1.15 An initial meeting with members was held on 12th July 2018 at which time the following matters were discussed.

- **A presentation of the purpose of an Enforcement Plan, with examples from other local authorities**

Consultants from Ivy Legal made a presentation on the guidance provided in the NPPF and how to obtain best value from an enforcement plan. Inevitably, discussions led to expectations of an effective planning enforcement service. In practical terms, this meant extensive discussions around appropriate timescales for first response on new planning enforcement enquiries.

- **Reducing the content of the Enforcement Plan to make the new plan more user friendly and streamlined**

The majority of members agreed that the current policy is quite lengthy and hard to read and that it would be better to see something more succinct and compact. The enforcement plans of other local authorities were discussed.

- **The Enforcement Plan as an educational tool**

The majority of members agreed that there is so much online content available to members of the public, that it was not necessary to supply an extensive summary of legislation and guidance on planning enforcement within the enforcement plan. Members felt that it was important to have a compact and punchy document that is user friendly.

- **Site visit and response targets (linked to current internal performance measurements)**

It was felt that although it is important to set new targets, these targets must be manageable and achievable. The majority agreed the current 21 day target was not working.

Several options were suggested and the main ones were:

- **High/Medium/Low priority with 1 day/5 day/10 day target for carrying out the site visit and 1 day response time to update the complainant**
- **1 day site visit and 1 day response time meaning that every case is giving the same priority and the same follow up.**

1.16 One other suggestion was that priorities are not divided into the three-tiered High, Medium and Low. Members felt that different breaches are important to persons affected in different ways and so what may be a 'low' priority to one person could be very 'high' to another.

1.17 It was felt that where a case is given a 'low' ranking, it would essentially send a message that a complainant's concerns are not valid, and it may send a message to potential perpetrators that planning control for those development types can be violated with impunity.

1.18 It was suggested that by removing the 'low' classification no case would be given 'minimal' priority. Instead, the following prioritisations were discussed:

Priority 1 - Site visit within 24 hrs for anything deemed urgent within a 24hr response time

Priority 2 - Site visit within 10 days for anything deemed non-urgent (works that have ceased or can be dealt with in due course but still with a 24hr response time to update the complainant from the date of carrying out the site visit.

1.19 It was discussed that the priority classification would be identified by a Senior Enforcement Officer with the relevant experience to assess the case. Furthermore, Priority 2 has a maximum of 10 days which means that it could be visited at any time within that period.

Should we introduce targets for the issuing of notices when they are required?

The majority felt that this would be a good idea. It means that if an officer has responded to a case and provided a report to a senior officer and it was deemed that a notice is required, we would have a target date to issue that notice.

However, it is difficult to attach specific timescales for issuing enforcement notices due to the often-complex nature of considering the planning merits of planning breaches, immunity considerations and other considerations required prior to the issuing of a notice.

Staffing and resources

It was discussed and noted that staffing and resources are an important issue that needs to be addressed. The main concerns were that the team is not adequately resourced regardless of which priorities were adopted in the enforcement plan. The Development Manager advised that the planning enforcement team was now fully staffed for the first time in 2 years, but that the team would benefit from targets to ensure expectations were met. Resources beyond the enforcement team such as the legal department, are also impacted as they provide the legal advice and assistance when required.

Setting of new Performance Indicators

1.20 Following the meeting on 12th July 2018 a new Local Enforcement Plan was drafted taking on board the comments made by members at the previous meeting. The most important point which would be at the heart of the new enforcement plan was the setting of new PI's for dealing with all new enforcement complaints.

1.21 A follow up meeting with members on 30th July 2018 presented the new draft enforcement plan which included new targets which were further amended following discussions at that meeting:

<u>Nature of Breach</u>	<u>Priority</u>	<u>Target Site Visit</u>	<u>Target Response Time</u>
<p>Activities that have the potential to have a detrimental effect on public safety or cause irreparable harm to the environment, especially in sensitive sites such as Sites of Special Scientific Interest, Areas of Outstanding Natural Beauty etc.</p> <p>Unauthorised works to a listed building.</p> <p>Unauthorised works to protected trees (Trees subject to Protection Tree Preservation Orders and Trees in Conservation Areas) and removal of hedgerows protected under the Hedgerow Regulations that are in progress.</p> <p>Change of use of land for stationing of caravans and works associated with such changes of use.</p>	1	Within 1 working day of the report being received	Within 1 working day of site visit

<p>Activities resulting in some disturbance and loss of amenity to third parties. Activities that is likely to be adversely affecting the environment, but not irreparably.</p> <p>Breach of planning conditions.</p> <p>Unauthorised works to listed buildings or protected trees and removal of hedgerows protected under the Hedgerow Regulations that have ceased.</p> <p>Unauthorised advertisements (unless the advertisement seriously affects public safety</p> <p>Untidy land issues and businesses from home.</p> <p>Unauthorised fences, walls & gates, structures</p> <p>Unauthorised telecommunications equipment or satellite dishes on residential buildings.</p>	<p>2</p>	<p>Within 10 working days of report being received</p>	<p>Within 1 working day of site visit</p>
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1.22 Members discussed the importance of a quick response to new complaints to encourage perpetrators to cease planning breaches as soon as possible after they start. Immediate action may reduce the need for further action if breaches are stopped early.

1.23 In the previous enforcement policy, performance was only measured by using LPI's which were very broad. We would like to introduce new PI's which could either take the form of LPI's or be reported as KPI's and are seeking authority from members to introduce the KPI's to highlight the importance of team performance.

1.24 Targets for the PI's would be set at 100% for Priority 1 cases and 90% for Priority 2 cases. These targets would be reviewed on an annual basis but reflect the importance that we are attaching to officers visiting the site at the earliest opportunity and reporting back to the complainer that the investigation has commenced.

2. AVAILABLE OPTIONS

Option 1 – That the new Local Enforcement Plan is approved for publication and that a new KPI for speed of enforcement site visits is agreed as set out at point 1.20 – 1.23 of this report.

- 2.1 If the committee chooses not to agree approval of the new local enforcement plan as proposed in the report above, then the implication of this will be that the Council will not have a succinct, up to date Local Enforcement Plan which aligns with the NPPF 2018. There are no financial implications with not adopting the new Local Enforcement Plan however it is considered that the current Enforcement policy is very wordy and difficult to interpret.
- 2.2 The current policy does not have any LPI's or KPI's and treats all enforcement cases under the same priority. We would like to introduce two new KPI's and are seeking authority from members to introduce the KPI's to highlight the importance of team performance. Targets would be set at 100% for Priority 1 cases and 90% for Priority 2 cases.

Option 2 – Suggest changes

- 2.3 If the committee decide to make changes to the draft, they can then be incorporated into the Local Enforcement Plan and approved for enforcement purposes. The implication could be that if there are multiple changes, then this may delay the new Local Enforcement Plans approval. Furthermore, subsequent changes may mean that the amended LEP will be undeliverable due to current staff resources. It may also raise an expectation from the public/members as to what the service can currently deliver.

Option 3 – Do nothing

- 2.4 If the committee decide not to accept the new LEP and keeps the existing enforcement policy, the implication of this would be that the internal performance measures will remain as they are which are not considered effective and don't reflect current priorities. The current enforcement policy is very wordy and quite difficult to navigate through and the matrix requirements are highly onerous on day to day effective enforcement.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 Option 1 as this would provide an up to date, compliant and succinct LEP with effective and customer orientated KPI's.

3.2 Option 2 would achieve a similar effect but instead of being reported as a KPI and by reference to CLT and SPS&T, would remain as a LPI. This would still drive enforcement performance but would not be reported to CLT and SPS&T.

4. RISK

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

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 To date we have held two workshops for Councillors from planning committee and SPS&T to attend. During the workshops, feedback was taken on the current and proposed Local Enforcement Plan and this was taken back to the consultants and used as a benchmark for the draft report. The draft report was also presented at planning committee on 27/9/18 for comment and the following recommendations were made:

- Members started by passing on their gratitude to the efforts that have been made by the enforcement team and congratulated the authors of the report for taking members suggestions into consideration.
- Members requested that it was of the utmost importance that the enforcement team remain fully resourced. This was to ensure that the KPI's can be met and to make sure that the LEP can be implemented effectively.
- Members requested that the Target Site Visit in the table shown under the heading '**Initial Prioritisation of Case Types**', was amended from '**As soon as possible (and at least 1 working day)**', to '**Within 1 working day**'.

All the above recommendations were accepted and the table has been amended.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Following agreement of the recommendations in this report, officers will update the Council's website with the new LEP and will start using it on a day to day basis to cover all planning enforcement work.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<ul style="list-style-type: none"> We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. 	Head of Service or Manager
Risk Management	<ul style="list-style-type: none"> Already covered in the risk section 	Head of Service or Manager
Financial	<ul style="list-style-type: none"> The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation. 	Section 151 Officer & Finance Team
Staffing	<ul style="list-style-type: none"> N/A 	Head of Service
Legal	<ul style="list-style-type: none"> It should be noted that members of the legal team work closely with planning enforcement officers to issue and/to enforce notices. Shorter timescales and increased targets may have an impact on the legal team, which does not have a dedicated resource for planning enforcement. 	Principal Solicitor, Contentious and Corporate Governance
Privacy and Data Protection	<ul style="list-style-type: none"> Accepting the recommendations will increase the volume of data held by the Council. We will hold that data in line with current policy 	Legal Team

Equalities	<ul style="list-style-type: none"> The recommendations do not propose a change in service therefore will not require an equalities impact assessment 	Policy & Information Manager
Crime and Disorder	<ul style="list-style-type: none"> N/A 	Head of Service or Manager
Procurement	<ul style="list-style-type: none"> N/A 	Head of Service & Section 151 Officer

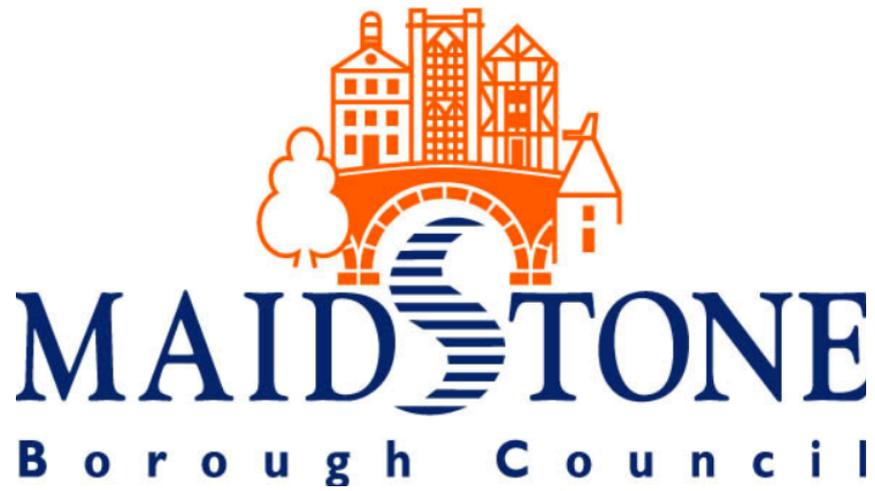
8. REPORT APPENDICES

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

- Appendix 1: Amended Draft Local Enforcement Plan
- Appendix 2: Amended Maidstone Borough Council Enforcement Procedure: Investigation and Negotiation
- Appendix 3: Amended Enforcement Procedure Flow Chart: Formal Action and Remediating the Breach

9. BACKGROUND PAPERS

- N/A



LOCAL ENFORCEMENT PLAN

Updated October 2018

Introduction

This enforcement plan outlines the manner in which the Council will undertake its planning enforcement function and help ensure effective enforcement within the borough. The document covers the following matters:

- **Planning Policies**
 - National Policy
 - Maidstone Development Plan
 - Supplementary Planning Documents
 - Neighbourhood Plans
 - Article 4 Directions

- **What is and what is not a Breach of Planning Control?**

- **Initial Prioritisation of Case Types**

- **Taking Action**

- **Procedure for Reporting Breaches**
 - Reporting a breach
 - Next steps

Planning Policies

National Policy

- [National Planning Policy Framework \(NPPF\)](#)
- [National Planning Practice Guidance](#)

Maidstone Development Plan

[Maidstone Borough Local Plan 2011-2031 \(2017\)](#)

Supplementary Planning Documents

The Council have adopted supplementary planning documents (SPD) and endorsed supplementary guidance documents (SG). These provide additional guidance on local and national planning policies and can be found at

<http://www.maidstone.gov.uk/home/primary-services/planning-and-building/primary-areas/local-plan-information/tier-3-primary-areas/planning-guidance>

Neighbourhood Plans

- [North Loose Adopted Plan](#)
- [Staplehurst Adopted Plan](#)

Article 4 Directions

Article 4 Directions cover some of the borough's conservation areas. Under a Direction, any works that changes the external appearance of a building or affects its grounds may require planning permission from us.

In deciding whether to grant planning permission, we have a duty to protect the borough's heritage.

Conservation Areas covered by Article 4's are:

- [Headcorn \(part\)](#)
- [Hollingbourne - Eyhorne Street](#)
- [Lenham \(part\)](#)
- [Loose Valley \(part\)](#)
- [Maidstone Holy Trinity Church Area](#)

For further details on Article 4 Directions in the Borough please find the following link:
<http://www.maidstone.gov.uk/home/primary-services/planning-and-building/primary-areas/heritage-and-landscape/tier-3-primary-areas/conservation-areas>

What is and what is not a breach of planning control?

A breach of planning control could involve such matters as the unauthorised construction of a building or extension, a material change of use of land and a range of other matters defined as 'development'. Examples of breaches are:

- Unauthorised works to Listed Buildings;
- Unauthorised works to trees subject to a Tree Preservation Order or in a conservation area; and removal of hedgerows protected under the Hedgerow Regulations;
- Breaches of conditions attached to planning permissions;
- Not building in accordance with the approved plans of planning permissions;
- Untidy land which has an impact on the amenity of the area; and
- Unauthorised engineering operations such as raising ground levels.

Often changes of use of land require an assessment of fact and degree to come to a decision as to whether a material change of use has occurred.

The following examples are NOT normally breaches of planning control:

- Internal works to a building that is not listed;
- Parking of commercial vehicles on the highway or on grass verges;
- Running a business from home when the residential use remains the primary use;
- Land ownership disputes or trespass issues;
- Infringements of covenants in property Deeds;
- Any works that are deemed to be 'permitted development' under the relevant Government regulations (for example extensions within specified size limits).

Even where a matter constitutes a breach of planning control, it may not always be appropriate to take action, for example where a breach may have secured planning consent had an application for planning permission been made.

Initial Prioritisation of Case Types

Once received, cases will be categorised in order of priority. Priority may change depending on the findings of a site visit and initial review.

Activities that may cause irreparable harm to the environment are a priority, as a fast response may stop the breach or allow officers to gather evidence for a prosecution or injunctive action. Similarly, a fast response is appropriate for listed buildings and protected trees.

Due to the high numbers of enforcement notices recently issued in respect of changes in use of land for stationing of caravans, it is considered appropriate to include this breach type in Priority 1. Should this breach type reduce in frequency, the Head of Planning and Development may re-categorise this breach type to 'Priority 2'.

Matters categorised as 'Priority 2' may be assigned a 'Priority 1' designation where a Senior Enforcement Officer considers it appropriate.

The table below sets out the categorisation of priorities by the nature of the breach. The Target Site Visit column indicates the time within which a site visit will take place. The Target Response Time indicates the time within which a complainant will be notified of the results of the site visit and the next steps to be taken.

<u>Nature of Breach</u>	<u>Priority</u>	<u>Target Site Visit</u>	<u>Target Response Time</u>
<p>Activities that have the potential to have a detrimental effect on public safety or cause irreparable harm to the environment, especially in sensitive sites such as Sites of Special Scientific Interest, Areas of Outstanding Natural Beauty etc.</p> <p>Unauthorised works to a listed building where works are on-going</p> <p>Change of use of land for stationing of caravans and works associated with such changes of use.</p> <p>Unauthorised works to protected trees (Trees subject to Protection Tree Preservation Orders and Trees in Conservation Areas) and removal of hedgerows protected under the Hedgerow Regulations that are in progress.</p>	1	Within 1 working day of report being received	Within 1 working day of site visit
<p>Activities resulting in some disturbance and loss of amenity to third parties.</p> <p>Activities that are likely to be adversely affecting the environment, but not irreparably.</p> <p>Breach of planning conditions.</p> <p>Unauthorised works to listed buildings that have ceased.</p> <p>Works to protected trees (Trees subject to Protection Tree Preservation Orders and Trees in Conservation Areas) and removal of hedgerows protected under the Hedgerow Regulations that have ceased.</p> <p>Unauthorised advertisements (unless the advertisement seriously affects public safety)</p> <p>Untidy land issues, Businesses from home.</p> <p>Unauthorised fences, walls & gates, telecommunications equipment or satellite dishes on residential buildings.</p>	2	Within 10 working days of the report being received	Within 1 working day of site visit

Taking action

The prioritisation of enforcement action after an initial site visit can depend on:

- Statutory time limits within which enforcement action may be taken.
- Previous case history.
- The availability of any witnesses and their willingness to co-operate.
- Blatant disregard of the law involved in the breach or if it was considered to be a genuine misunderstanding.
- Willingness of the contravener to rectify the breach.
- Likelihood of the offence being repeated.
- The overall probable public benefit of taking formal action.

Where appropriate, the Council will take enforcement action against breaches of planning control. The below table sets out the main notice types the Council may utilise in carrying out its enforcement function, together with potential remedies for non-compliance with these notices. Please also see the hyperlink which will take you directly to the NPPG where further information can be found.

<https://www.gov.uk/guidance/ensuring-effective-enforcement>

<u>Notice type</u>	<u>Description</u>	<u>Remedy for non-compliance</u>
Planning Contravention Notice	Requires persons to provide information to specific questions relating to a potential breach of planning control	Prosecution
Temporary Stop Notice	Requires unauthorised activities to cease immediately for a period of up to 28 days	Prosecution and/or Injunction
Breach of Condition Notice	Requires compliance with conditions set out in a planning permission	Prosecution and/or Injunction
Enforcement Notice	Requires particular steps to be taken or activities to cease in order to remedy a breach	Prosecution and/or Direct Action and/or Injunction
Stop Notice	Requires unauthorised activities to cease within three days for a period of up to 28 days in conjunction with a related Enforcement Notice.	Prosecution and/or Injunction
Section 215 Notice	Secures the proper maintenance of land	Prosecution and/or Direct Action and/or Injunction

Please note that there is an inherent right of appeal against enforcement notices to the Secretary of State and against section 215 notices to the Magistrates' Court. There is no right of appeal against Breach of Condition Notices.

Injunctions are used to prevent or stop unauthorised development but are only used in limited circumstances.

Failure to comply with a notice is a criminal offence and prosecution proceedings may be brought where compliance with valid, effective enforcement notices are not achieved.

Persistent contraveners of planning control are not tolerated, and an appropriate level of resources will be allocated to tackle the problems they cause.

Procedure for reporting breaches

Reporting a breach

To help us deal with your case as soon as possible it is important to provide as much information as you can. Below is a list of the type of information that would assist us in dealing with your complaint:

- An accurate description of the location or address for the particular site;
- A detailed description of the activities taking place and why they are cause for concern;
- Names, addresses and phone numbers of those persons responsible for the alleged breach or the land owners;
- The date and times of when the alleged breach took place;
- Any other information or evidence (including photos) that may be able to assist;
- Your name and address or e mail address.

Complaints about alleged breaches can be made by e-mail; letter; or telephone providing the complainant gives their name, address and telephone number. The preferred method of receiving complaints is via the MBC website:

https://self.maidstone.gov.uk/service/report_a_planning_enforcement_breach

Anonymity & confidentiality

We do not usually investigate anonymous complaints. Where complainants wish to remain anonymous, they are encouraged to speak with their elected Ward member or Parish Council representative.

Every effort is made to safeguard the confidentiality of any private individual who reports a potential breach of planning control. If an appeal is made against an enforcement notice to the Planning Inspectorate any complainant will be notified and asked if they wish to submit additional representations or to appear independently at a public inquiry or hearing to support the Council's case. The strength of local support is often crucial to the Council's success on appeal.

At all stages of the enforcement process the knowledge and information held by members of the general public and residents' groups will supplement that available to the Council from official records and from site inspections. The success of some further enforcement actions may depend on evidence from witnesses prepared to provide statements for Court.

Next steps

When an enquiry into a potential breach of planning control is received it will be acknowledged by email or post. An investigation into the enquiry will then begin. The enforcement process followed by Maidstone Council will follow the Flowchart 1 for Investigation & Negotiations and Flowchart 2 for Formal Action.

The Council will respond to enquires made by customers in relation to specific enforcement cases depending on the priority of the case.

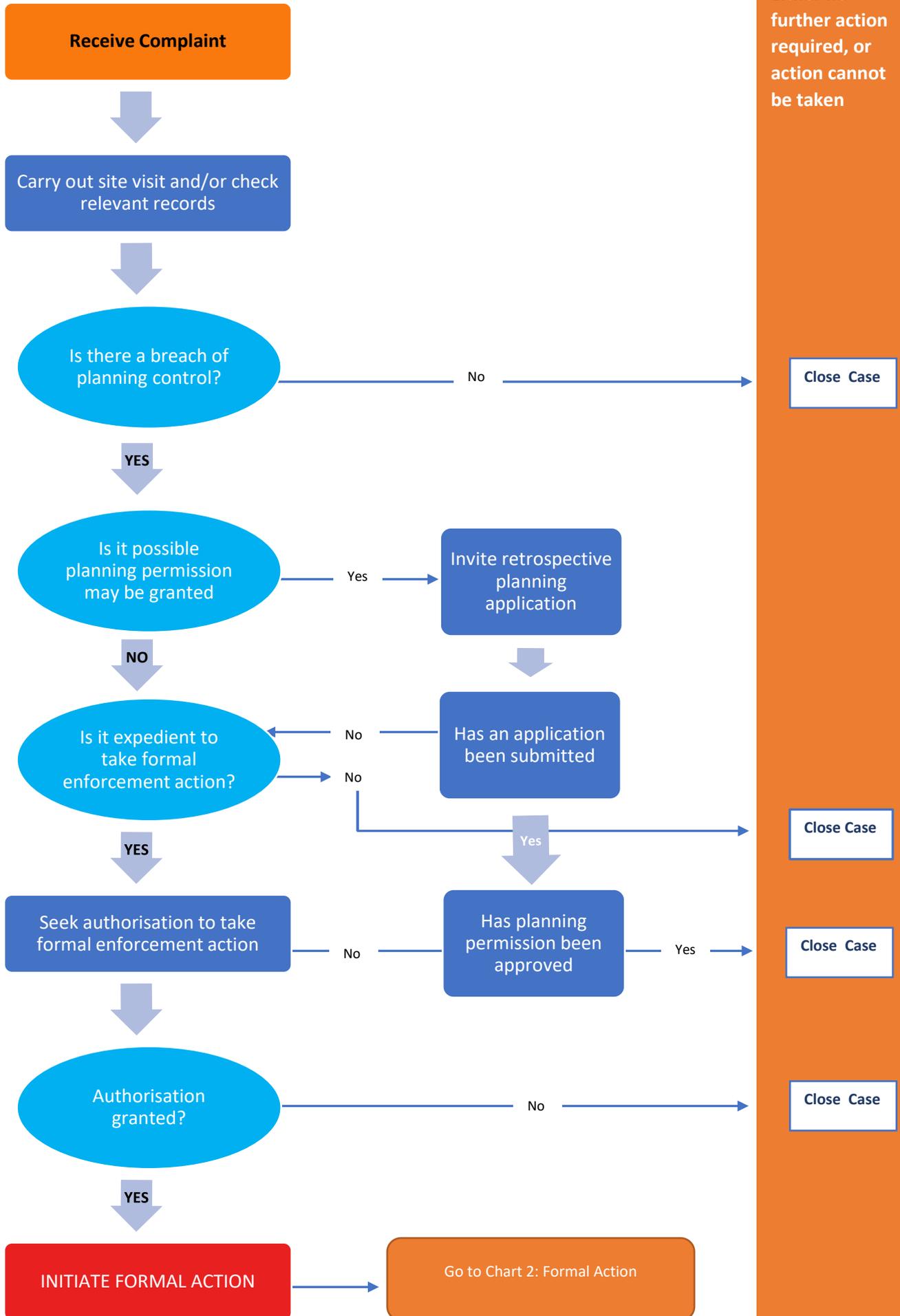
All **Priority 1** cases will have a site visit within one working day. Following the site visit, the complainant will be updated within one working day following the initial visit.

All **Priority 2** cases will receive a site visit within 10 working days of the case being set up and the complainant will again receive an update within one working day following the initial visit.

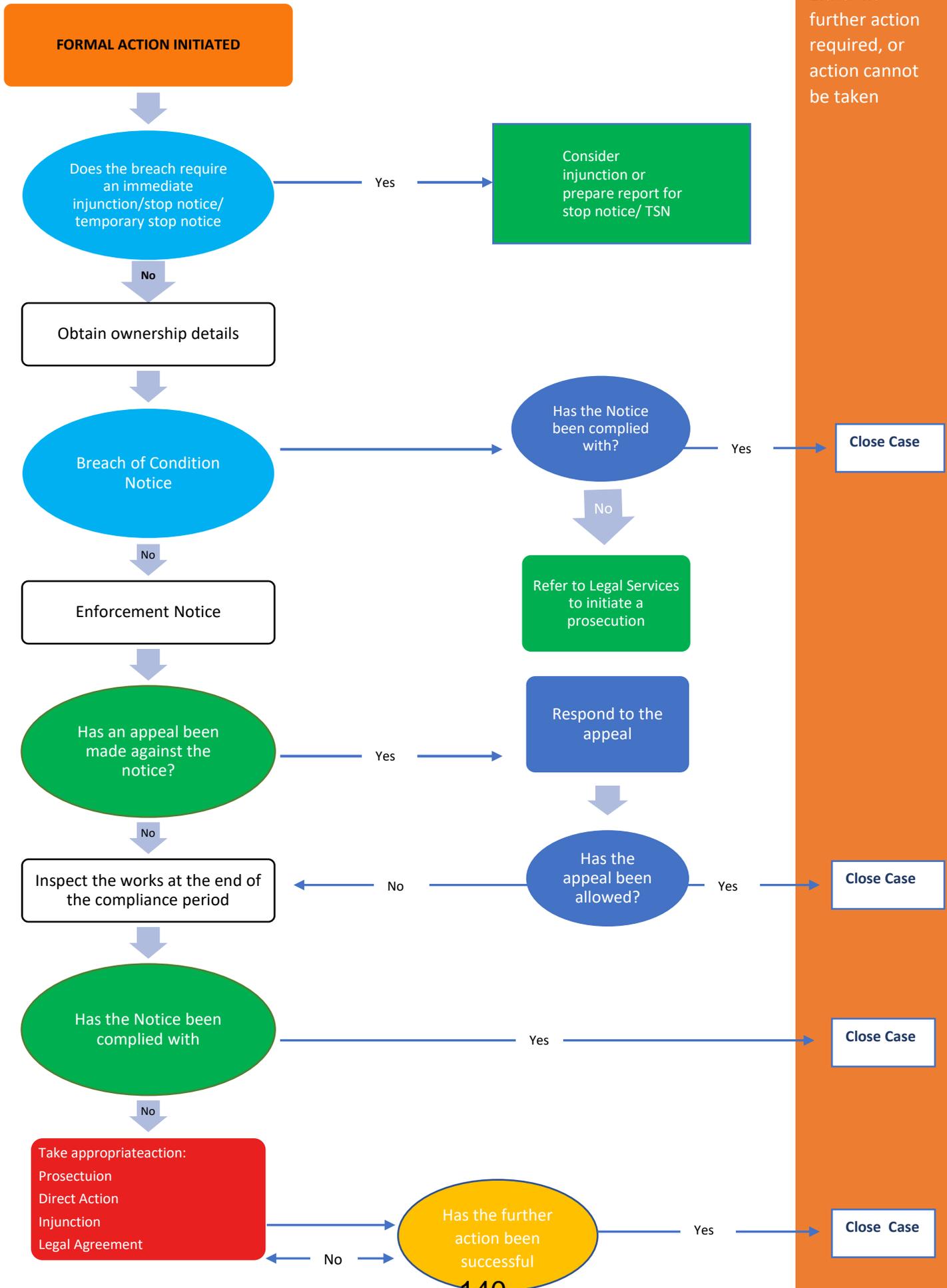
Routine updates on reports of a potential breach of planning control will not be provided during the course of an investigation. However, the complainant will be updated once a decision has been made or when a case is closed.

It is important to note that planning enforcement can be a lengthy and legally complex process and the time taken to reach a satisfactory resolution can vary considerably between investigations.

Maidstone Borough Council Enforcement Procedure: Investigation and Negotiation



Maidstone Borough Council – Enforcement Procedure Flow Chart: Formal action and remedying the Breach



Either no further action required, or action cannot be taken

**STRATEGIC PLANNING
SUSTAINABILITY &
TRANSPORTATION COMMITTEE**

6th November 2018

Tonbridge & Malling Local Plan Reg. 19 consultation

Final Decision-Maker	Strategic Planning, Sustainability & Transportation Committee
Lead Head of Service/Lead Director	Rob Jarman, Head of Planning & Development
Lead Officer and Report Author	Sarah Lee, Principal Planning Officer (Strategic Planning)
Classification	Public
Wards affected	All

Executive Summary

Tonbridge & Malling Borough Council has published its pre-submission (Regulation 19) version of its Local Plan for public consultation. The Plan covers the period 2011 – 2031. This report sets out the headline content of the document. It recommends that formal consultation responses be sent relating to its approach to housing, air quality, transport, green infrastructure and Gypsy and Traveller provision.

This report makes the following recommendations to this Committee:

1. That the responses sets out in Appendix 1 be agreed as this Council's response to the Tonbridge & Malling Local Plan Regulation 19 consultation.

Timetable

Meeting	Date
Strategic Planning, Sustainability & Transportation Committee	6 th November 2018

Tonbridge & Malling Local Plan Reg. 19 consultation

1. INTRODUCTION AND BACKGROUND

Introduction

- 1.1 Tonbridge & Malling Borough Council (TMBC) has published its pre-submission (Regulation 19) version of its Local Plan for public consultation. The document is a 'full' Local Plan which, once adopted, will supersede a suite of plans dating from between 2007 and 2010 which currently forms part of that borough's development plan. It covers the period 2011 to 2031.
- 1.2 The consultation document is available here;
https://www.tmbc.gov.uk/_data/assets/pdf_file/0005/618890/Local_Plan_Reg19_Consultation_web.pdf
- 1.3 TMBC published a Regulation 18 document 'The Way Forward' in November 2016. This council responded to that document with the following points;
 - mitigating transport impacts on already busy routes into Maidstone will be vital, including the A20, Hermitage Lane and the A26, the latter having already been subject to a significant increase in traffic following developments at Kings Hill;
 - It is noted that there are a number of 'potential developable areas' situated near to the border with Maidstone Borough. In particular the 'South Aylesford and Ditton' area is proposed for significant new residential and employment development. This area already suffers from traffic congestion at both peak times and non-peak times and the proposed developments will potentially make the situation much worse.
 - The measures adopted should consider the location of current and future communities and transport routes, rather than borough boundaries. In particular, the current problems around Hermitage Lane and the A20 must be addressed. Focus in this regard should be upon an alternative transport route that draws road traffic away from this part of the A20 and Hermitage Lane and on potential improvements to sustainable public transport.
 - There are also significant concerns around air quality and the associated impact of new development
 - In their current form, the proposals could also allow settlements to coalesce with Maidstone. The retention and provision of substantial open space, including areas of landscaped semi-natural open space as an integral part of any development proposals is crucial to preventing the coalescence of the Maidstone and Malling urban areas.
- 1.4 TMBC intends to submit its plan to the Planning Inspectorate (acting for the Secretary of State) before 24th January 2019. By doing this it will be subject to the National Planning Policy Framework's (NPPF) 'transitional arrangements' meaning the plan will be examined under the provisions of the 2012 version of the NPPF and not the revised 2018 version.

Significantly this means TMBC can use its locally derived housing need figure of 13,920 new homes (696/year) established through its Strategic Housing Market Assessment and not the figure that would result from the Government's new standard methodology.

- 1.5 Thereafter the timetable is as follows, albeit that the actual dates will be dependent on the Planning Inspectorate;
- Local Plan Examination commencing in April 2019
 - Main Modifications consultation commencing in September 2019
 - Adoption December 2019

Headlines from the TMBC Local Plan

- 1.6 **Housing:** Taking account of completions, planning consents and a windfall allowance, the net housing requirement the plan needs to provide for is 6,534. The Local Plan aims to meet this need in full within the borough boundaries and states that the plan makes provision for at least 6,834 new homes.
- 1.7 The plan's spatial approach is focused on 5 strategic sites at Tonbridge (480 homes), Borough Green (1,720 by 2031; 3,000 in total), Eccles (900; 1,514 in total), Kings Hill (900) and at South Aylesford (1,000). These strategic sites are supplemented with a selection of smaller, allocated sites in and adjacent to the borough's main settlements including 3 parcels of land at East Malling Research Centre totalling some 444 dwellings.
- 1.8 A Sustainability Appraisal Report has been published to accompany the plan. This is a key way to test the reasonable alternative strategies prior to selecting the preferred strategy for inclusion in the plan. Five alternative spatial options were assessed and the selected approach was identified as the most sustainable, however the report is brief on the reasons for this and a comparative assessment between the options would have been useful to clearly demonstrate that the selected approach is 'the most appropriate strategy' which is the test the plan will be measured against¹.
- 1.9 **Employment:** The plan provides for 38.5ha of B class employment land including 7.8 ha at East Malling Research Station (B1 uses - offices, R&D and light industrial), 7.3ha north of M20 J5 (B1 & B8 storage & distribution), a modest extension to Hermitage Court (1.4ha B1) and the Royal British Legion, Hall Road Aylesford (1.5ha; B1,B2,B8). The need is reported to be primarily for light industrial and distribution style floorspace, with some qualitative need for additional office space, especially to facilitate business expansion and smaller units suitable for business start-ups. . The Aylesford Newsprint site is retained as an employment site for light industrial, industrial and distribution/storage type uses with a requirement to link Bellingham Way to the west of the site and Station Road Aylesford to the east as part of the development to ease junction capacity on A20. The allocations result in a modest shortfall of 8.3ha compared with evidenced needs which the plan states will be met through intensified use of existing sites.

¹ Paragraph 182 of 2012 NPPF

1.10 **Transport:** the plan is accompanied by an Infrastructure Delivery Plan (IDP) which lists the infrastructure schemes needed to support the Local Plan's growth. The following items are considered to be particularly relevant to Maidstone borough;

- a) Hermitage Lane- St Andrews Road-Heath Road junction improvements
- b) Tonbridge Road (A26)-Fountains Lane-Farleigh Lane junction improvements
- c) A20 Coldharbour Lane roundabout enlargement
- d) New link road across the South Aylesford strategic site linking Hermitage Lane to the 20/20 roundabout
- e) A 'fast and frequent' bus service between South Aylesford and Maidstone town centre
- f) Sustainable transport measures (unspecified)
- g) Footway/cycleway to link south Aylesford, Barming station and A20

1.11 Items b) and c) are also listed in the Maidstone IDP with funding secured through s106 monies and the Maidstone Integrated Transport Package (MITP). T&M's Transport Assessment Addendum (August 2018) indicates that the Tonbridge Road (A26)-Fountains Lane-Farleigh Lane junction will be operating beyond capacity at 2031 even with the implementation of the proposed scheme. Further detailed work is required to ensure there is a meaningful scheme which will mitigate the development on both sides of the boundary, including development in Maidstone borough for which s106 monies have already been secured, to ensure a co-ordinated approach to improvements along Hermitage Lane.

1.12 Improvement to Junction 5 of M20 is a funded item in the MITP although it is understood that there is no detailed scheme at present as outline work did not demonstrate sufficient improvements.. The T&M plan documentation is silent on whether a scheme at this junction is needed to support the growth on the T&M side of the border. If it is needed, it should be reflected in the T&M IDP and in the relevant site allocation policies in the plan itself.

1.13 T&M's IDP also lists an improvement scheme for the A20/Hall Road/Mill Road junction which serves the Quarry Wood retail park. The IDP signals that KCC is hoping for £2.2m of the £3.5m cost of this scheme from Local Growth Fund funding. There is no 'in principle' objection to this improvement provided the funding is not diverted from the monies agreed in the MITP.

1.14 The transport evidence supporting the plan assumes a 10% reduction in car trip generation as people convert to more sustainable modes of transport – cycling, walking, public transport and car sharing. The IDP lists two specific measures, e) and g) above, which could impact on traffic flows into Maidstone although both proposals are un-costed at this stage. Otherwise, the assumed degree of modal shift will be achieved through unspecified sustainable transport measures negotiated in connection with individual planning applications. Officers' view is that the plan should be more specific about the actual measures which are required and will be delivered in conjunction with specific developments to enable people to make sustainable travel choices.

- 1.15 **South Aylesford Strategic allocation:** This housing allocation lies to the south of the A20 Coldharbour roundabout and to the east of Hermitage Lane. The allocation extends to include the parcel of land on the Maidstone side of the London Road (A20) railway bridge adjacent to Bunyards Farm. A proposed link road across the site will connect Hermitage Lane and the 20/20 roundabout. This will 'bifurcate' traffic flows, helping to moderate the increase in traffic movements through the Hermitage Lane-A20 (London Road) junction.
- 1.16 The policy for the site requires the applicant to prepare a masterplan prior to the submission of an application which, amongst other things, will result in the development making a proportionate contribution to improvements at the southern end of Hermitage Lane at and leading to the junction between Fountain Lane and the A26 Tonbridge Road. Also, contributions are required towards the A20/Hall Road/Mill Road junction which serves the Quarry Wood retail park and to the Hermitage Lane/A20 junction. The policy also requires a 2FE primary school and contributions towards secondary education and healthcare to meet the needs of the development. These infrastructure items are also listed in the IDP.
- 1.17 There is however a current planning application on the main part of this site for 840 dwellings submitted in 2017. MBC has objected to the application on 3 grounds; i) the absence of mitigation or improvements to the A26/Fountain Lane/Farleigh Lane junction and to the Hermitage Lane/St Andrews Road/Heath Road junction; ii) absence of land for a doctors surgery; and iii) insufficient open space, landscaped areas and woodland belts to soften the proposed development, enhance the visual character of the local area and prevent the coalescence of Maidstone and the Malling area.
- 1.18 **Areas of Opportunity:** Land at East Malling Research Centre (estimated to be approximate 75ha by MBC officers) is identified as an area of opportunity for the post 2031 period. Details in the plan are minimal however it signals that the delivery of this site would need to follow the A20/Mills Road/Hall Road junction improvements, the completion of the link between Hermitage Lane and the 20/20 across the South Aylesford strategic site and improvements to M20 J5.
- 1.19 **Air Quality:** In T&M borough there are Air Quality Management Areas (AQMAs) along M20 and also along the A20 London Road between the Quarry Wood Junction and the junction with Hermitage Lane. In Maidstone borough the AQMA extends along the M20 and also along key routes in the town including A20, A26 and Hermitage Lane which link with T&M borough.
- 1.20 Strategic air quality modelling has been completed to support the plan and the report concludes that the position in T&M's AQMAs will not worsen as a result of the planned development. The report does not appear to have assessed the implications for the Maidstone AQMA so officers are unable to confirm for the Committee whether the plan will result in any significant change. This is a matter to be raised in the council's response.

- 1.21 The air quality report encourages T&M to develop sustainable transport plans for the strategic development sites as early as practicable to support model shift. It advises the identification of measures such as additional cycling routes, more frequent and/or more direct bus services to connect with railways or commercial centres, low emission bus services and contributions to electric vehicle (EV) charging infrastructure. The report goes on to recommended that TMBC require major development to maximise opportunities for incorporating EV charging points into new residential housing areas and explore options for the introduction of commercial 'car clubs' with low emission car sharing and bike hiring schemes.
- 1.22 As stated previously, such specific measures do not feature in the plan or in its IDP. The link between transport choices and air quality underlines the need for the plan to provide clarity about the sustainable measures that will be delivered with development rather than deferring this detail for subsequent masterplanning or development management decisions.
- 1.23 **Gypsies & Travellers:** The plan states that there is a need for 16 additional pitches over the remaining plan period. The plan does not make specific site allocations; instead it seeks to safeguard 6 existing sites and identifies that these may be suitable for intensification. The absence of firm allocations brings some risk that the identified need for pitches will not be met during the plan period. The plan includes a development management policy against which planning applications will be assessed.
- 1.24 **Habitat Regulations Assessment/Green infrastructure:** The impact of the plan's proposals on European nature conservation sites, including the part of the North Downs Woodland adjacent to A249 in Maidstone borough, has been tested by TMBC. The HRA Screening Report concludes the predicted changes in NOx levels, linked to traffic growth, are unlikely to have a perceptible change on the habitat. The report goes on to highlight the role that sustainable transport measures can have in reducing the predicted traffic impacts and thereby reduce the nitrogen effects on the designated sites.
- 1.25 The plan contains a Green Infrastructure & Ecological Network Diagram showing 'principal green corridors' which, according to Policy LP19, "provide opportunities for species and habitats to migrate along as they adapt to the negative effects of climate change". The policy does not aim to prevent development; rather it states that major development should contribute to habitat creation etc in these locations. The diagram also shows 'principal green corridor extensions' as arrows extending into neighbouring boroughs. In Maidstone's case these are in the vicinity of Yalding/Laddingford, Teston/Barming, Forstal Road and Westfield Sole. Clearly it is not the role of T&MBC to illustrate approaches on this side of the boundary, especially as its policy approach has not previously been raised or agreed through Duty to Co-operate discussions.
- 1.26 **Green Belt:** The plan proposes to extend the Green Belt to cover the gap between Kings Hill (excluding the proposed strategic site) and East Malling/Leybourne/West Malling to prevent coalescence. Bearing in mind this revised boundary abuts established settlements, TMBC (and the Local

Plan Inspector) will need to be convinced that the boundaries will not need to be amended again at the end of the plan period to meet future development needs.²

Proposed MBC representations

- 1.27 The detailed content of the recommended representations is included in Appendix 1. The following points are made;
- a) Welcome and support the plan's objective to meet housing needs in full within the borough's boundaries.
 - b) If the planned improvements to M20 J5 are required to serve the development proposed in the plan, this should be added as a scheme to the IDP and included in the relevant site allocation policies for which development contributions will be sought should the scheme not be fully delivered using MITP funding.
 - c) To large effect the development of the South Aylesford strategic site will close the gap between the Medway gap urban area and Allington along A20 frontage. It will also reduce the gap in development on the eastern side of Hermitage Lane to the single field between Barming station and the hospital. The allocation policy should include a requirement for the development to be underpinned by a robust landscape strategy which; i) achieves substantial landscape frontage to the A20 which sustains a sense of separation between the two urban areas; and ii) provides a landscaped frontage to Hermitage Lane and along the southern boundary of the site to moderate the overall visual impact of the development.
 - d) The transport evidence shows the Tonbridge Road (A26)-Fountains Lane-Farleigh Lane junction to be significantly over-capacity at 2031. It is considered that T&MBC and KCC should urgently undertake a more detailed study, as signalled in the Transport Assessment Addendum, to test whether a revised scheme can be designed to improve the performance of this junction.
 - e) East Malling Research Centre Area of Opportunity. Whilst not an allocation in this plan, the identification of this extensive area for future consideration confers the clear expectation that it will be part of a future strategy. In these circumstances, the matters which will need to be explored and resolved using up to date evidence before a firm allocation can be made need to be clearly set out in this plan as part of Policy LP33. The matters which are of particular interest to MBC and which should be included in the policy are the traffic and air quality implications, including cumulative impacts.
 - f) The plan and associated IDP should be more specific about the actual sustainable transport measures which will be delivered to give much greater certainty that the assumed degree of modal shift will be achieved in practice. Specificity is also needed in terms of both cost and means of delivery. It could include schemes on the Maidstone side of the border, e.g. from the Maidstone Cycling & Walking Strategy, which could help mitigate the increased flows into Maidstone generated by the new development. Identifying specific measures is also considered vital to address the air quality

² paragraph 85 of the 2012 NPPF

implications of the plan's development, especially as the proposed developments will generate additional traffic on key routes into Maidstone (A20, A26 and Hermitage Lane) which fall within the Maidstone AQMA and to moderate the impacts on the nature conservation sites of international significance, including the North Downs Woodland Special Area of Conservation.

- g) Linked with f) above, the Air Quality Assessment prepared for the plan does not appear to have assessed the implications of the plan's proposals for the Maidstone AQMA. The council requests that this is rectified prior to the plan's submission, including the incorporation of mitigation measures into the plan/IDP if required, so that this cross boundary issue can be resolved.
- h) Whilst MBC does not object to the principal green corridors approach set out in the plan, it should not appear to advocate or apply the approach to Maidstone borough. The approach to habitat protection and creation is rightly a matter for this council to consider as part of a holistic assessment through its own local plan review.
- i) Gypsy and traveller provision: The plan does not allocate sites. Firm provision is the best way to ensure needs will be efficiently and effectively met. Planning for Traveller Sites directs that local plans should identify a supply of specific, deliverable sites and make allocations where there is identified need³. Consideration could still be given to including the required number of Gypsy pitches within the strategic site allocations.

1.28 The representations which the Committee agrees will be submitted by the deadline of Monday 19th November.

1.29 T&M officers have indicated that they hope to submit the plan before Christmas and, if not, by the NPPF deadline of 24th January at the latest. Following submission, T&M officers have signalled that they intend to progress a Statement of Common Ground with MBC to be completed before the Examination hearings open.

2. AVAILABLE OPTIONS

2.1 The TMBC plan proposes a significant amount of development close to the borough boundary which will have cross-boundary effects, especially in respect of transport, air quality and landscape character impacts as outlined earlier in this report.

2.2 **Option A** is that MBC submits a formal response to the consultation. This will enable this council's views to be considered by TMBC prior to the submission of the plan for Examination. TMBC could propose pre-submission plan changes in response which may help to address the matters raised. If matters remain unresolved between MBC and TMBC, submitting formal representations at this stage will ensure that this council's interests can be properly assessed as part of the examination process.

³ Paragraphs 10,11

2.3 **Option B** is that MBC makes no response. The T&M plan will be progressed without MBC’s interests being formally represented.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 For the reasons outlined in the earlier section, it is recommended that Option A is followed and a formal response is made.

4. RISK

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

5. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	As this report relates to the content of a neighbouring authority’s Local Plan, we do not expect the recommendations will by themselves materially affect achievement of corporate priorities.	Rob Jarman, Head of Planning & Development
Risk Management	The Council is managing potential risks by actively engaging with TMBC in the preparation of its Local Plan, including seeking to agree a Statement of Common Ground with TMBC.	Rob Jarman, Head of Planning & Development
Financial	The financial costs of responding to TMBC’s Local Plan at this stage can be accommodated within existing service budgets.	[Section 151 Officer & Finance Team]
Staffing	We will deliver the recommendations with our current staffing.	Rob Jarman, Head of Planning &

		Development
Legal	<p>The duty to cooperate was created in the Localism Act 2011, and amends the Planning and Compulsory Purchase Act 2004. It places a legal duty on local planning authorities, county councils in England and public bodies to engage constructively, actively and on an ongoing basis to maximise the effectiveness of Local Plan preparation in the context of strategic cross boundary matters.</p> <p>This approach also helps ensure that MBC's interests are communicated clearly to TMBC as it finalises the submission version of the Local Plan.</p>	Cheryl Parks Mid Kent Legal Services (Planning)
Privacy and Data Protection	Accepting the recommendations will not, of themselves, increase the volume of personal data held by the Council.	Cheryl Parks Mid Kent Legal Services (Planning)
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	[Policy & Information Manager]
Crime and Disorder	No specific implications arise as a result of this report or its recommendations.	[Head of Service or Manager]
Procurement	No specific implications arise as a result of this report or its recommendations.	[Head of Service & Section 151 Officer]

6. REPORT APPENDICES

- Appendix 1: Proposed Representations to the Tonbridge & Malling Borough Local Plan Regulation 19 Consultation

Appendix 1: Proposed Representations to the Tonbridge & Malling Borough Local Plan Regulation 19 Consultation

Policy	Policy LP3 – Housing Provision
Support/Object	Support
Representation	MBC welcomes the confirmation in Policy LP3 that the Local Plan will provide for 6,834 new homes to address the full objectively assessed housing need (FOAN) up to 2031.
Modification requested	n/a

Policy	IDP & Policy LP25 – Housing Allocations Overview
Support/Object	Objection
Representation	<p>Improvements to M20 J5 are referenced as a pre-requisite for development at the East Malling Research Centre Area of Opportunity (Policy LP33) but it is not apparent whether this junction requires improvement to serve the development planned up to 2031. Improvements to this motorway junction are part of the Maidstone Integrated Transport Package.</p> <p>If improvements to M20 J5 are required to serve the development proposed in the plan, this should be added as a scheme to the IDP and included in the relevant site allocation policies for which development contributions will be sought, should the scheme not be fully delivered using MITP funding.</p> <p>MBC notes that the IDP includes an improvement scheme for A20/Mills Road/Hall Road and indicates that KCC is hoping to secure £2.2m of the £3.5m cost from the Local Growth Fund. Whilst MBC has no objection to the scheme in principle, it must underline that funding for the scheme should not be diverted from the agreed Maidstone Integrated Transport Package.</p> <p>Soundness: if the requisite infrastructure requirements are not identified there is a risk that the plan will not be deliverable and thereby fail to be EFFECTIVE</p>
Modification requested	If improvements to M20 J5 are required to serve the development proposed in the plan, this should be added as a scheme to the IDP and included in the relevant site allocation policies for which development contributions will be sought should the scheme not be fully delivered using MITP funding.

Policy	Policy LP28 – South Aylesford Strategic Site
Support/Object	Objection
Representation	To large effect the development of the South Aylesford strategic site will close the gap between the Medway gap urban area and Allington along A20 frontage. It will also reduce the gap in development on the eastern side of Hermitage Lane to

	<p>the single field's width between Barming station and the hospital.</p> <p>The allocation policy should include a requirement for the development to be underpinned by a robust landscape strategy which; i) achieves substantial landscape frontage to the A20 which sustains a sense of separation between the two urban areas; and ii) provides a landscaped frontage to Hermitage Lane and along the southern boundary of the site to moderate the overall visual impact of the development.</p> <p>Soundness: These changes are required to ensure the plan is CONSISTENT WITH NATIONAL POLICY, in particular the 2012 NPPF's direction that development should add to the overall quality of the area, establish a strong sense of place, respond to local character and be visually attractive (paragraph 58).</p>
Modification requested	<p>Addition of a criterion to Policy LP28 requiring the development to be underpinned by a robust landscape strategy which; i) achieves substantial landscape frontage to the A20 which sustains a sense of separation between the two urban areas; and ii) provides a landscaped frontage to Hermitage Lane and along the southern boundary of the site to moderate the overall visual impact of the development.</p>

Policy	IDP; Policy LP28 – South Aylesford Strategic Site; Policy LP25 – Housing Allocations Overview
Support/Object	Object
Representation	<p>The transport evidence shows the Tonbridge Road (A26)-Fountains Lane-Farleigh Lane junction to be significantly over-capacity at 2031. It is considered that T&MBC and KCC should undertake a more detailed study, as signalled in the Transport Assessment Addendum to test whether a revised scheme can be designed to improve the performance of this junction. If this demonstrates an alternative, more effective solution, this should be incorporated into the IDP and development contributions will be sought from sites specified in the local plan, including the South Aylesford Strategic Site. This is required to ensure there is a meaningful scheme which will mitigate the development on both sides of the boundary, including development in Maidstone borough for which s106 monies have already been secured, and to ensure a co-ordinated approach to improvements along Hermitage Lane.</p> <p>Soundness: if the required infrastructure to mitigate the impacts of development are not identified there is a risk that the plan will not be deliverable and thereby fail to be EFFECTIVE</p>
Modification requested	<p>An alternative, more effective improvement scheme for the junction be incorporated into the IDP and development contributions will be sought from sites specified in the local plan, including the South Aylesford Strategic Site</p>

Policy	Policy LP33 - East Malling Research Centre Area of Opportunity.
Support/Object	Object
Representation	Whilst not an allocation in this plan, the identification of this extensive area for

	<p>future consideration confers the clear expectation that it will be part of a future strategy. In these circumstances, the matters which will need to be explored and resolved using up to date evidence <u>before</u> a firm allocation can be made in a future plan need to be clearly set out in this plan as part of Policy LP33. This will provide certainty for all users of the plan that there will be a full examination of all relevant planning factors and what these factors will be and that future decisions will be evidence based. The matters which are of particular interest to MBC and which should be included in the policy for future testing are the traffic and air quality implications, including cumulative impacts.</p> <p>Soundness: These additions are required to ensure that the proposed AoO is JUSTIFIED</p>
Modification requested	<p>Policy LP33 should set out clearly the matters which will need to be assessed and resolved before the allocation of this site could be justified in a future review of the local plan. These matters should include, but not be limited to, transportation implications and air quality impacts.</p>

Policy	IDP; LP23 – Sustainable transport; Policy LP25 – Housing Allocations Overview
Support/Object	Object
Representation	<p>The plan and associated IDP should be more specific about the actual sustainable transport measures which will be delivered to give much greater certainty that the 10% degree of modal shift assumed in the Transport Assessment will be achieved in practice. Specificity is also needed in terms of both cost and means of delivery. It could include schemes on the Maidstone side of the border, e.g. from the Maidstone Cycling & Walking Strategy, which could help mitigate the increased flows into Maidstone generated by the new development. Identifying specific measures is also considered vital to address the air quality implications of the plan’s development, especially as the proposed developments will generate additional traffic on key routes into Maidstone (A20, A26 and Hermitage Lane) which fall within the Maidstone AQMA and to moderate the impacts on the nature conservation sites of international significance, including the North Downs Woodland Special Area of Conservation.</p> <p>The council’s own evidence advises on measures which could be incorporated such as additional cycling routes, more frequent and/or more direct bus services to connect with railways or commercial centres, low emission bus services and contributions to electric vehicle (EV) charging infrastructure. The evidence also recommends that TMBC require major development to maximise opportunities for incorporating EV charging points into new residential housing areas and explore options for the introduction of commercial ‘car clubs’ with low emission car sharing and bike hiring schemes.</p> <p>Soundness: if the required infrastructure to mitigate the impacts of development are not identified there is a risk that the plan will not be deliverable and thereby fail to be EFFECTIVE</p>
Modification requested	<p>That the IDP includes specific sustainable transport schemes. All schemes, including the proposed high frequency bus route and links to Barming Station which are already items in the IDP, should be costed and the site allocation</p>

	policies in the Local Plan should specify where developer contributions will be sought towards the specific schemes.
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Policy	LP20 - Air Quality
Support/Object	Object
Representation	<p>The Air Quality Assessment prepared for the plan does not appear to have assessed the implications of the plan's proposals for the Maidstone AQMA. The council requests that this is rectified prior to the plan's submission, including the incorporation of mitigation measures into the plan/IDP if required, so that this cross boundary issue can be resolved.</p> <p>Soundness: the additional work is required to ensure that the plan's approach to air quality mitigation is JUSTIFIED</p>
Modification requested	If further assessment establishes that the Maidstone AQMA will be adversely impacted by the plan's proposals, mitigation measures should be incorporated in the IDP and delivery secured through additional requirements in the site allocation policies.

Policy	Appendix C - Green Infrastructure & Ecological Network Diagram
Support/Object	Object
Representation	<p>The Green Infrastructure & Ecological Network Diagram shows 'principal green corridor extensions' as arrows extending into neighbouring boroughs. In Maidstone's case these are in the vicinity of Yalding/Laddingford, Teston/Barming, Forstal Road and Westfield Sole.</p> <p>The approach to habitat protection and creation is rightly a matter for MBC to consider as part of a holistic assessment through its own local plan review and the T&M plan should not be illustrating specific approaches on MBC's side of the boundary. This policy approach has not previously been raised or agreed through Duty to Co-operate discussions.</p> <p>Soundness: This aspect of the plan is not EFFECTIVE</p>
Modification requested	Remove the 'principal green corridor extensions' notation from the diagram.

Policy	Policy LP38 – Travellers & Travelling Showpeople
Support/Object	Object
Representation	<p>The plan states that there is a need for 16 additional pitches for Gypsies & Travellers over the remaining plan period but the plan does not allocate sites. Firm provision is the best way to ensure needs will be efficiently and effectively met. Planning for Traveller Sites directs that local plans should identify a supply of specific, deliverable sites and make allocations where there is identified need (paragraphs 10 & 11). Without confirmed allocations, there is some risk that</p>

	<p>identified needs will not be met during the plan period. Prior to submission, consideration could be given to including the required number of Gypsy pitches within the strategic site allocations.</p> <p>Soundness: in its current form, this aspect of the plan is not CONSISTENT WITH NATIONAL POLICY</p>
Modification requested	That the plan include specific sites to address the identified need for additional Gypsy and Traveller sites.