

POLICY AND RESOURCES COMMITTEE MEETING

Date: Wednesday 24 October 2018
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership: Councillors Mrs Blackmore, Boughton, M Burton, Clark, Cox (Chairman), Field, Garland, Mrs Gooch, Harvey, McKay, McLoughlin, D Mortimer, Newton, Perry (Vice-Chairman) and Springett

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 19 September 2018	1 - 6
9. Presentation of Petitions (if any)	
10. Questions and answer session for members of the public (if any)	
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15. 100% Business Rates Retention Pilot - Update	54 - 74

Issued on Tuesday 16 October 2018

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PART II

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

Head of Schedule 12 A and Brief Description

17. Kent Medical Campus Innovation Centre - Business Case	3 – information re finance/business affairs	93 - 107
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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 – 5pm on Monday 22 October. 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.

MAIDSTONE BOROUGH COUNCIL

Policy and Resources Committee

MINUTES OF THE MEETING HELD ON WEDNESDAY 19 SEPTEMBER 2018

Present: Councillors Mrs Blackmore, Boughton, D Burton, M Burton, Clark, Cox (Chairman), Field, Mrs Gooch, Harvey, McKay, McLoughlin, D Mortimer, Powell, Purle and Springett

Also Present: Councillor Joy

41. APOLOGIES FOR ABSENCE

It was noted that apologies were received by Councillors Harper, Newton, Garland and Perry.

42. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that the following members were present as substitute members:

- Councillor Purle for Councillor Garland
- Councillor Burton for Councillor Perry
- Councillor McKay for Councillor Harper
- Councillor Powell for Councillor Newton

43. URGENT ITEMS

There were no urgent items.

44. NOTIFICATION OF VISITING MEMBERS

It was noted that Councillor Joy was present as a visiting member, but only to observe.

45. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

46. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

47. 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.

48. MINUTES OF THE MEETING HELD ON 24 JULY 2018

In response to a question from a member of the Committee, Mr Sam Bailey, the Democratic Services Manager, confirmed that he would give consideration to the issue of the recording of the movers and seconders of amendments and motions in Committee minutes.

RESOLVED: That the minutes be agreed as an accurate record of the meeting and signed.

49. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

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

There were no questions from members of the public.

51. COMMITTEE WORK PROGRAMME

Mr Mark Green, Director of Finance and Business Improvement, updated the Committee on the Committee Work Programme. It was noted that a Special Meeting was no longer required to consider the Kent Medical Campus Innovation Centre and that this item was scheduled to be considered at the Committee's regular October meeting instead.

RESOLVED: That the Committee Work Programme is noted.

52. REPORTS OF OUTSIDE BODIES

RESOLVED: That the reports of Outside Bodies be noted.

53. COUNCIL TAX REDUCTION SCHEME

Mrs Sheila Coburn, Head of Revenues and Benefits Partnership, gave a presentation to the Committee outlining the recommended approach to the Council Tax Reduction Scheme for 2019/20. Mrs Coburn outlined that:

- Six changes had been made to the scheme in 2017/18, which was a sizeable change to how the scheme had previously operated.
- Due to the scale of changes made in 2017/18, it was not recommended to make any further changes in 2018/19 or 2019/20.
- The amount paid out in benefit had reduced each year since 2016/17, and was projected to carry on reducing until 2019/20 if the scheme was agreed with no changes.

- Universal Credit was due to be introduced in November 2018, which would be a major change to the overall welfare system.
- Changes were required in the Council Tax Reduction scheme in 2020/21 as grant funding from Central Government for the scheme was scheduled to be reduced significantly.

In response to a question from a member of the Committee, Mr Stephen McGinnes, Director of Mid Kent Services, explained that the reason for the small reduction in cost of the scheme between 2016/17 and 2017/18 was that changes made were only applicable to new claimants, with the scheme for new claimants being less generous than that for existing claimants. As the balance of new and existing claimants of Council Tax Support had changed and the proportion of new claimants had increased, the cost of the scheme had decreased.

RESOLVED: That Council is recommended to carry forward the 2018-19 Council Tax Reduction Scheme to 2019-20 with no changes to the scheme.

Voting: For - 12 Against - 0 Abstentions - 2

Note: Councillor Springett arrived during consideration of this item at 6.42 pm.

54. EQUALITIES ANNUAL REPORT

Ms Orla Sweeney, Equalities and Corporate Policy Officer, presented the Equalities Annual Report to the Committee. Ms Sweeney highlighted that this year's report had highlighted two new areas of focus that had been identified as requiring specific actions – the Armed Forces Covenant and Dementia. Alongside the annual update on the Council's progress against its equalities objectives, the report outlined a renewed action plan to achieve the objectives.

RESOLVED:

1. That the progress made on the equalities objectives as set out in paragraph 1.7 of the report is noted.
2. That the new action plan, included in Appendix 1 to the report, is agreed.

Voting: Unanimous

Note: Councillor Boughton left the room during consideration of this item at 6.44 pm.

55. KEY PERFORMANCE INDICATOR UPDATE QUARTER 1

Ms Anna Collier, Policy and Information Manager, updated the Committee on the Council's progress against its Key Performance Indicators for the first quarter of 2018/19. Ms Collier informed the Committee that:

- Percentage of littering reports attended to should have read 62.89% in Appendix 1, not 100%. This error had occurred due to a problem with the Council's performance management software.
- 10 out of 11 of the indicators presented were exceeding their target.
- The one indicator not achieving its target was the number of homeless preventions. This was due to a change in methodology by central government. The Communities, Housing and Environment Committee had considered this issue in detail at its last meeting.

In response to a question from the Committee, Mr William Cornall, the Director of Regeneration and Place, confirmed that the Council was in the process of recruiting an Interim Conservation Officer as well as a permanent replacement. However as the role was specialist it was difficult to attract the right candidate.

RESOLVED:

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

Note: Councillor Boughton returned to the room at 6.49 pm, and Councillor Blackmore arrived at the meeting at 6.52 pm, during consideration of this item.

56. UPDATE ON DEVELOPMENT OF THE NEW STRATEGIC PLAN

Mrs Angela Woodhouse, the Head of Policy, Communications and Governance, provided an update to the Committee on the progress of the New Strategic Plan. The Committee noted that:

- Development of the Strategic Plan had been brought forward a year so that the Council's Strategic Objectives could inform the Local Plan Review.
- During August, workshops had been held with members to consult with them on the content of the plan.
- Following these workshops, the visions and priorities had been drafted and were presented to the Committee as Appendix B to the report.
- Once the draft vision, objectives and outcomes for the new strategic plan had been agreed, public and stakeholder consultation would be undertaken on the plan.

- Consultation with Service Committees was also scheduled to take place at the same time as the public and stakeholder consultation.

The Committee stated its thanks for the hard work of Officers in preparing the plan, and the way in which they had given all members an early opportunity to shape the plan.

RESOLVED:

That the draft vision, objectives and outcomes are agreed for further consideration by Councillors, Committees and consultation with the public and stakeholders.

Voting: For - 12 Against - 3 Abstentions - 0

57. FIRST QUARTER BUDGET MONITORING REPORT

Mr Green presented the First Quarter Budget Monitoring report to the Committee. The Committee noted that there was an overall revenue underspend, but this was expected to decrease by the end of the year and the Council was expected to remain within its overall agreed budget for the year. There had been slippage in the spending of capital budgets due to delays in work on the Council's Housing Developments at Union Street and Brunswick Street as well as the works on the Mote Park Lake Dam. The Committee were recommended to note the report and to approve the Business Rates write offs outlined in the report.

Mr Green explained to the Committee that improvements to the bus station at the Mall had been submitted as Maidstone Borough Council's project to the 100% Business Rates Retention Pilot Housing & Commercial Growth Fund.

In response to a question from the Committee, Mr McGinnes explained that the business rates department were proactive in seeking to recover unpaid business rates. However, often when a business folds their premises remain empty and debt accrues while the company is in the process of being wound up. This was why some of the debts recommended for write off could span several years.

RESOLVED:

1. That the revenue position at the end of the first 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 first quarter is noted.
3. That the performance of the collection fund and the estimated level of balances at the year-end is noted.

4. That the write-off unpaid business rates as set out in Appendix 1 is approved.
5. That the performance in relation to the treasury management strategy for the first quarter of 2018/19 is noted.

Voting: Unanimous

58. 100% BUSINESS RATES RETENTION PILOT

Mr Green updated the Committee on the progress with the enhanced Business Rates Retention Pilot for 2019/20. Mr Green explained that the Government was offering a Business Rates retention pilot for 2019/20, but the terms would be 75% retention of growth in Business Rates and not 100% as was the case with the 2018/19 pilot. The reason given by the Ministry of Housing, Communities and Local Government for this was that a 100% retention scheme would require primary legislation and there was not enough time in the parliamentary calendar to legislate for this change. However it was possible to move forward with 75% retention without requiring a change in the law.

In order to maximise the chance of success for the bid, some adjustments of the bid for 2019/20 were required. One of the key adjustments required was to ensure that top tier authorities received a greater proportion of funding to recognise the pressure their Child and Adult Social Care budgets were under.

Delegated authority to the Director of Finance and Business Improvement was required for the decision as the bid was a joint bid and would only be finalised at a meeting of Kent Council Leaders immediately prior to submission of the bid.

RESOLVED:

That delegated authority is granted to the Director of Finance and Business Improvement, in consultation with the Chairman of the Policy and Resources Committee, to sign off a joint Kent proposal for a 75% Business Rates Pilot, together with the associated governance arrangements, on behalf of Maidstone Borough Council.

Voting: Unanimous

59. DURATION OF MEETING

6.32 pm to 8.32 pm

2018/19 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Property Asset Review	P&R	Nov-18	Mark Green	Lucy Stroud
Debt Recovery Policy	P&R	Nov-18	Stephen McGinnes	Sheila Coburn
Commissioning and Procurement Strategy	P&R	Nov-18	Mark Green	Georgia Hawkes
Sports Facilities and Playing Pitch Strategies - Capital Budgets	P&R	Nov-18	Mark Egerton	Sue Whiteside
(Special Meeting) Draft Strategic Plan 2019/20 - 2023/24	P&R	Nov-18	Alison Broom	Angela Woodhouse
Draft Medium Term Financial Strategy 2019/20 - 2023/24	P&R	Nov-18	Mark Green	Mark Green
Reference from CHE - CCTV Provision	P&R	Nov-18	William Cornall	John Littlemore
Q2 Budget Monitoring 2018/19	P&R	Dec-18	Ellie Dunnet	Paul Holland
Q2 Performance Report 2018/19	P&R	Dec-18	Angela Woodhouse	Anna Collier
IT Strategy -2018-2023	P&R	Dec-18	Stephen McGinnes	Chris Woodward
Collection Fund adjustment 2018/19 and Council Tax base 2019/20	P&R	Dec-18	Mark Green	Ellie Dunnet
Medium Term Financial Strategy - Budget Proposals 2019/20	P&R	Dec-18	Mark Green	Ellie Dunnet
100% Business Rates Retention Pilot - Update	P&R	Jan-19	Mark Green	Ellie Dunnet
Fees & Charges 2019/20	P&R	Jan-19	Mark Green	Ellie Dunnet
Medium Term Financial Strategy - Capital Programme 2019/20 - 2023/24	P&R	Jan-19	Mark Green	Ellie Dunnet
Strategic Plan 2019/20 - 2023/24 - Final	P&R	Feb-19	Alison Broom	Angela Woodhouse
Q3 Budget Monitoring 2018/19	P&R	Feb-19	Ellie Dunnet	Paul Holland
Q3 Performance Report 2018/19	P&R	Feb-19	Angela Woodhouse	Anna Collier
KPIs for 2019-20	P&R	Mar-19	Angela Woodhouse	Angela Woodhouse
Risk Management Update	P&R	Apr-19	Russell Heppleston	Russell Heppleston & Alison Blake
Business Rates Retention - Update	P&R	Apr-19	Mark Green	Ellie Dunnet
Kent Medical Campus Innovation Centre	P&R	Apr-19	Dawn Hudd	Abi Lewis
Mote Park Lake Dam	P&R	TBC	Mark Green	
Economic Development Strategy Review	P&R	TBC	John Foster	

Agenda Item 13

Policy & Resources

24 October 2018

Corporate Risk Update

Final Decision-Maker	Policy & Resources Committee
Lead Director	Mark Green - Director of Finance & Business Improvement
Lead Officer and Report Authors	Alison Blake – Audit Manager (Risk Management Lead)
Classification	Public
Wards affected	All

Executive Summary

In this report we provide Members with an update of the Council's corporate risks, and the overall risk profile. We provide this update twice a year.

This report makes the following recommendations to this Committee:

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

Timetable

Meeting	Date
Policy & Resources Committee	24 October 2018

Corporate Risk Update

1. INTRODUCTION AND BACKGROUND

- 1.1 Effective risk management is a vital part of the Council's governance, and contributes greatly to the successful delivery of services and key priorities. The Council has always recognised and supported the need to have effective processes to identify, evaluate and manage risks. This is set out in the Risk Management Framework and supporting appetite statement and guidance. These include a programme of monitoring and review for Officers and Members. As a result, we have been providing updates twice a year to this Committee to present risk information and detail how the corporate level risks are being managed.
- 1.2 We (Mid Kent Audit) have lead responsibility to co-ordinate and embed risk management processes across the Council. Our role includes reporting regular updates to Officers and Members, through the Corporate Leadership Team (CLT), Policy & Resources Committee and the Audit, Governance & Standards Committee. We also provide support and training to help ensure that risks are being effectively managed.
- 1.3 Having valuable and up to date risk information allows for both the management and oversight functions to happen effectively. This report provides Members with:
- Updates to each corporate risk
 - Horizon scanning of potential risks
 - Operational risk profile
 - Planned work for 2018/19
- 1.4 The update report is attached in **appendix 1** and a full copy of the Corporate Risk register is attached in **appendix 1A**
-

2. AVAILABLE OPTIONS

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

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

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

4. RISK

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

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

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

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

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

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

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Risk management is a key component in the Council's governance. Good governance underpins everything that the Council does.	Alison Blake Audit Manager and Risk Lead Keith Trowell, Team Leader
Risk Management	Risk management is the focus of this paper.	
Financial	Risk management support is provided through the Mid Kent Audit partnership within existing budgets. This decision therefore has no direct financial implications.	
Staffing	There are no staffing implications to this decision.	
Legal	The Accounts and Audit Regulations 2015 require the	

	Council to have a sound system of control which includes arrangements for the management of risk. This Report is part of those arrangements and is designed to ensure that the appropriate controls are effective There are no immediate legal implications arising from this report.	(Corporate Governance), MKLS
Privacy and Data Protection	There are no privacy or data protection implications to this decision.	Alison Blake Audit Manager and Risk Lead
Equalities	The recommendations do not propose a change in service therefore do not require an equalities impact assessment	
Crime and Disorder	Not applicable	
Procurement	Not applicable	

8. REPORT APPENDICES

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

- Appendix 1: Policy and Resources Committee Risk Update
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9. BACKGROUND PAPERS

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

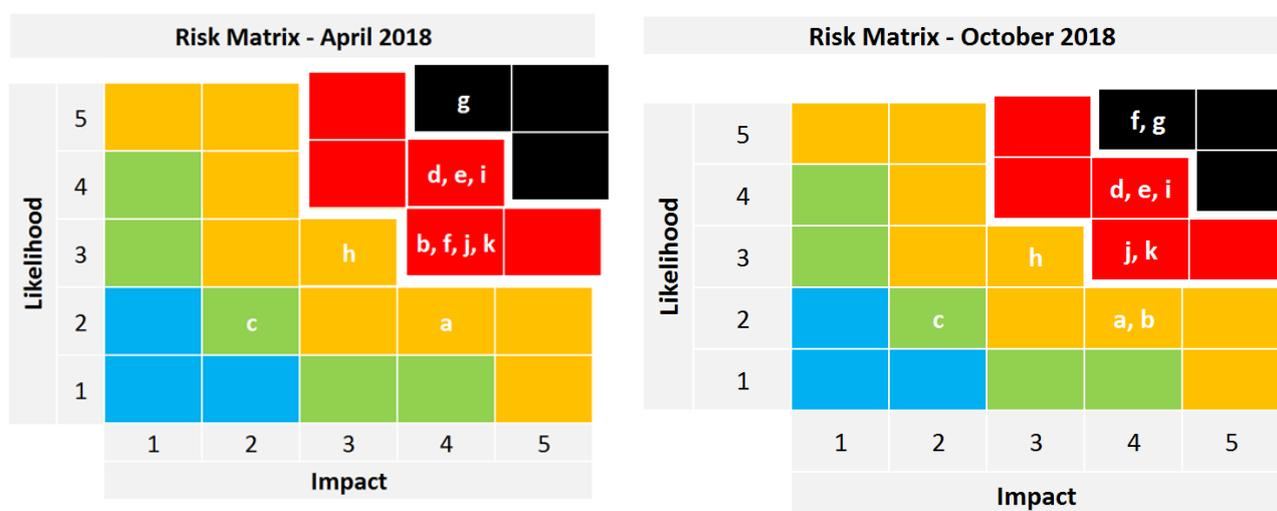
The Council's risk appetite statement was agreed by Policy and Resources Committee in October 2017 and is publically available on the Council's [website](#).

Policy and Resources Committee Risk Update – October 2018

Corporate Risks

The Council’s corporate risks are those risks which could impede the achievement of our strategic objectives. The corporate risk register was last reported to Members in April 2018.

The matrices below provide a snapshot of the corporate risk profile, with the location on the matrix being dependent on the score of risk likelihood and impact. This is based on the inherent risk, i.e. the risk impact and likelihood (as defined in **Appendix 1C**) considering any existing controls in place to manage the risk, but before any further planned controls are introduced. For a base comparison we have included the profile from the previous risk update:



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

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

There has been an increase in the partner relationship risk (f) as a result of the KCC judicial review. The management of this risk is outlined on the next page.

The reduction in the legal /compliance breaches risk (b) is due to the implementation of planned controls.

While there has been no change in the overall risk score of the remaining risks, action has been taken to implement some of the planned controls.

Key

- ↑ Increase in risk score
- ↓ Reduction in risk score
- ↔ No change in risk score
- + Risk added

There are two **BLACK** corporate risks – i.e. risk that sit above the Council’s tolerance (**Poor Partner Relationships** and **Housing Pressures**). Controls have been identified to manage these risks down to a more acceptable level as required by the risk appetite guidance. Furthermore, these risks are being closely monitored by the Corporate Leadership Team through the following:

- **Poor Partner Relationships:** The relationship with partners, and KCC in particular, is something which senior officers keep under review as part of the different areas of work the Council participates in.
- **Housing Pressures:** Corporate Leadership Team receive monthly updates from the Housing Service which allows them to monitor progress and provide guidance, support and focus where needed.

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

What’s on the Horizon?

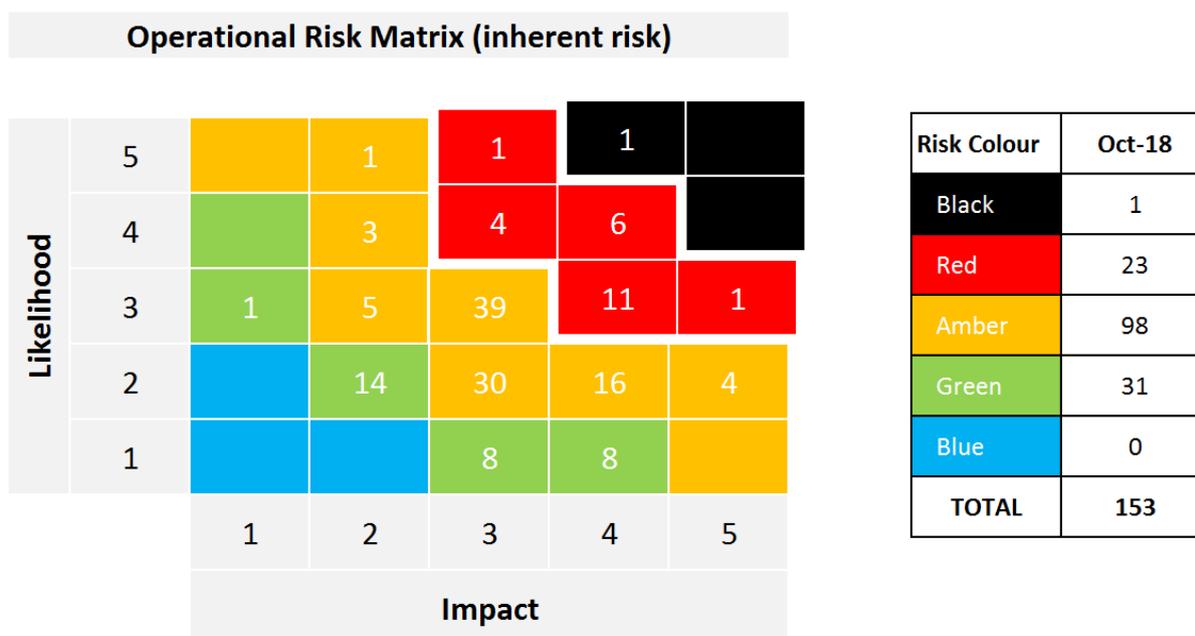
The identification and management of potential risks is an essential task for any successful local authority. Anticipating trends not only helps to build resilience against harmful events, but also means we are in a good position to take advantage of valuable opportunities. While not a formal process, we maintain an awareness of issues on the horizon. Consideration can then be given to whether these issues are crystallising into risks that need to be recognised within our comprehensive risk register.

The following table outlines the key external factors we are facing and how we maintain our awareness of changes in these areas. The process for developing the new Strategic Plan has more broadly enabled consideration of external factors on the horizon.

Factor	Maintaining Awareness
Brexit	Operational group to review available information and assess risks.
Climate change	Flood risk management and Emergency Planning processes.
Population change	Work with health and social care partners, understanding poverty impact of universal credit.
Technological change	IT Strategy development identified potential and risk.
Utility failure	Business continuity planning.

Operational Risks

All Council services maintain an operational risk register. Operational risks are the responsibility of the services to manage, and so fall within the remit of our Managers and Heads of Service. The following matrix shows the operational risk profile for the Council. This is based on the inherent risk, i.e. the risk impact and likelihood (as defined in **Appendix 1C**) considering any existing controls in place to manage the risk, but before any further planned controls are introduced. The table shows the number of risks for each colour category.



These risks are managed in accordance with the Council’s Risk Appetite Statement, whereby services routinely monitor their risks based on the risk score (*see Appendix 1B*). Quarterly risk updates are presented to Corporate Leadership Team (CLT) on all risks above the Councils appetite – i.e. those risks which are **RED** or **BLACK** (24 in total).

The **BLACK** risk relates to political inter-organisational consensus on implementing Local Plan actions and has been impacted by the KCC judicial review. This is monitored by CLT through the same routes as for the corporate risk relating to partner relationships. Should the circumstances for an existing risk change such that the score is increased into **BLACK** this will be escalated to CLT and a decision made as to any further action needed and how the risk is best monitored. Monitoring of these high level risks enables more effective challenge on the effectiveness of controls, and also means that support can be put in place to help manage the impact of the risk.

Next Steps

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

1. **To undertake the first full review of the framework:** The framework has been operating for nearly 3 years, and so it is the right time to review and where necessary update the framework to ensure that it remains fit for purpose.
2. **Develop a training programme:** We (Mid Kent Audit) have continued to facilitate workshops, and deliver risk sessions as and when requested. However, developing the overall knowledge and expertise for risk management across the Council requires a wider approach. We will be looking to develop a training session for managers and officers on the principles of risk management, and to tailor that to the framework and procedures.
3. **Planning risks:** The process for identifying planning risks and their associated mitigating actions will be reviewed.
4. **Refresh of Corporate Risks:** In light of the work to update the Council's strategic plan a workshop will be run in the new year to refresh the Corporate Risks.

Risk management is adding real value and insight, this wouldn't have been possible without the great deal of positive engagement and support from Senior Officers and Managers in the Council. So, we'd like to take this opportunity to thank officers for their continued work and support.

Corporate Risks

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

Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
Breakdown of Governance Controls Failure of the governance controls results in the Council making poor decisions or missing significant opportunities 16	Angela Woodhouse & Patricia Narebor	<ul style="list-style-type: none"> - Framework in Constitution with processes for regular review <ul style="list-style-type: none"> - Committee agendas and work programmes - Process for quick decision making in place (Urgency Committee) - Member and Officer training programme - Legal advice available with additional full time senior staff in place - Sign-off in modern prior to report release from S151, Legal and Policy and Information Team - Political Awareness and report writing training - Development of Annual Governance Statement and Local Code of Corporate Governance review 	4	2	8	<ul style="list-style-type: none"> - Democracy Committee review of Committee System - Legal to review process for making comments on reports submitted in Modern to make it more efficient 	4	2	8
Legal / Compliance Breaches Breaches of regulations / laws result in significant financial penalties and damage to Council reputation	Angela Woodhouse & Patricia Narebor	<ul style="list-style-type: none"> - Individual service process designed to ensure compliance and supported by procedures <ul style="list-style-type: none"> - Information governance group - Training and guidance available and specific training given on report writing - Weaknesses identified by Internal Audit and action taken - Legal advice available with additional full time senior staff in place - Annual Governance Statement action plan in place 	4	2	8	<ul style="list-style-type: none"> - Share the Annual Governance Statement action plan more widely with staff through the Unit Managers 	4	2	8

Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>Workforce Capacity & Skills The Council is unable to recruit or retain staff with the specialist, technical or professional expertise necessary to deliver its ambitions, or this delivery is hindered by the implications of managing long-term sickness.</p>	Alison Broom & Bal Sandher	<ul style="list-style-type: none"> - Workforce Strategy monitoring and reporting - Regular benchmarking of salary levels with public sector employers in South East England - Rewards package reviewed regularly - Training and development programme (including sickness absence, difficult conversations and resilience) <ul style="list-style-type: none"> - Use of specialist agency staff - Ability to adjust pay / offer market supplements <ul style="list-style-type: none"> - Recruitment processes - Resilience from shared service arrangements - Regular monitoring & reporting of sickness absence levels and use of Kent Healthy Business Awards self-assessment tools and HSE Stress survey <ul style="list-style-type: none"> - Attendance Management Policy - Occupational Health Service, Employees Assistance Programmes and employee well being timetable/ Funding for training through apprentice levy 	2	2	4	<ul style="list-style-type: none"> - Implementation of actions from Investors in People assessment <ul style="list-style-type: none"> - Review of workforce strategy - New intranet page to enable staff to access information on health & wellbeing <ul style="list-style-type: none"> - Roll out mental health first aider training - Total reward statements being developed - communicate full benefit package/financial wellbeing benefit /manager induction being developed - being clear on roles/responsibilities 	2	2	4

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Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p style="text-align: center;">Project Failure</p> <p>Failure of significant capital projects of a housing and regeneration nature</p>	Dawn Hudd & William Cornall	<ul style="list-style-type: none"> - Use of external specialist expertise such as Employers Agents on complex capital projects - Project management processes adhered to with project board reporting where appropriate with new risks or pressures identified at an early stage - Close working relationships with experienced partners and stakeholders - Specialist training undertaken by the newly formed capital projects team - The purchase of specialist development appraisal software (Proval) to more accurately predict financial returns as well as cash flows <ul style="list-style-type: none"> - Skills in this area brought in at CLT level - Close working with the Finance team on a well-developed capital programme that carefully considers cumulative exposure and cash-flow management - Awareness, expertise and success in bidding for grant monies from government to support the delivery of capital projects, so as to act as a buffer against cost overruns and income shortfalls <ul style="list-style-type: none"> - The adoption of and adherence to the Housing and Regeneration Investment Plan - Projects monitored through the CLT Corporate Projects Group 	4	4	16	<ul style="list-style-type: none"> - Detailed and consistent analysis of project risks at approval stage, through approval Process required at Policy & Resources Committee - Adherence to a suite of financial hurdle rates for new capital projects which are reflective of different sector risk profiles 	4	3	12
<p style="text-align: center;">ICT Systems Failure / Security</p> <p>Security breach or system outage resulting in Council systems being unavailable and/or significant fines/ransom demands</p>	Chris Woodward & Steve McGinnes	<ul style="list-style-type: none"> - Regular backups of ICT systems - Disaster recovery plan - ICT Security Policy 	4	4	16	<ul style="list-style-type: none"> - Procurement of additional security counter measures - Introduce cyber security software to test & improve staff awareness training - Corporate Leadership Team monitoring of Performance Indicators around cybersecurity 	4	4	16

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Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>Poor Partner Relationships Conflicting partner expectations or poor engagement / cooperation leads to difficulty delivering services or other Council ambitions</p>	Alison Broom	<ul style="list-style-type: none"> - Regular meetings / communication with partners - Joint working arrangements - Engagement with members - Governance arrangements for shared services - Governance arrangements for partnerships including Joint Transport Board, Safer Maidstone Partnership and Health and Well-Being Group, Thames Gateway Kent Partnership Board and other similar groups - Continued horizon scanning in respect to devolution - Working in the spirit of the protocol for joint working with Kent County Council concerning planning and transport 	4	5	20	<ul style="list-style-type: none"> - Increased joint work with KCC highways and waste teams - Strategic Board with KCC for Leads Langley relief road & alternatives - Remedies sought through judicial review on transport issues - CLT looking at how to increase the level of political engagement 	4	4	16
<p>Housing Pressures Continue to Increase The housing crisis in the South East has a growing impact on MBC's ability to fund and manage not only the homelessness service, as it implements to Homelessness Reduction Act, but also to meet the broader housing need that is emerging as a result of the limited supply of affordable housing.</p>	John Littlemore & William Cornall	<ul style="list-style-type: none"> - Homelessness prevention team has been created and staff resources increased - MBC purchasing and leasing its own stock of temporary accommodation - MBC building its own portfolio of market rented housing within Maidstone Property Holdings Limited - Closer working with the housing association sector, and in particular Golding Homes - More money was set aside in this year of the MTFS to meet the rising demand - Temporary Accommodation Strategy has been reviewed and updated - Agreed to acquire some additional Temporary Accommodation - Report to CLT agreed the implementation of an in house Housing Management Team 	4	5	20	<ul style="list-style-type: none"> - The possibility of the Council investing prudential borrowing monies into a JV with a housing association partner to take ownership of more of the affordable housing being delivered through the Local Plan is actively being explored - Affordable housing development plan document within the Local Plan - Homelessness strategy to be reviewed in December 2018 - Closer working with the voluntary sector, targeting the allocation of grants more the delivery of services to this area of need - Closer working with the private rented sector landlords, through the Home Finder scheme, and now starting to explore a more comprehensive offer to them 	3	4	12

Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>Delivery of the Local Plan Review by April 2022</p> <p>Following the adoption of the LP by Full Council in Oct 2017, the focus is now upon delivering the LP Review, which will be a significant and complex project, involving the commissioning of refreshed evidence and policy development work. This project will be of a corporate / cross cutting nature, and could also encompass extending the LP period to 2036 or even 2041. Furthermore, the focus will also shift to the delivery of the outputs of the current LP too, predominantly in terms of housing numbers and supporting infrastructure.</p>	<p>Rob Jarman & William Cornall</p>	<ul style="list-style-type: none"> - Work plans in place - Communication and liaison with partners - CLT oversight of development management performance to increase the timeliness of application decisions - CLT oversight of S106 delays, this has been much improved of late - Major Projects Team in the Planning department to process major applications faster - The Developers Forum and Breakfast Meetings ensure an open dialogue with the major housebuilders - The approach to the LP review has been set out within the MBC Local Development Scheme that was agreed by SPS&T. This was supported by a comprehensive Gantt Chart detailing the various work-streams, commissions, consultation and decisions that will be required to meet the April 2022 target date. 	3	3	9	<ul style="list-style-type: none"> - Learning lessons from other LP examinations workshop planned for April 2019 - Town centre opportunity areas project to hasten the delivery of the town centre broad locations - Culture and behaviours programme to improve customer care and commerciality within the department 	3	3	9
<p>Financial Restrictions</p> <p>The Council does not achieve its income or savings targets, incurs overspends or does not have the funding to meet standards or deliver aims.</p>	<p>Mark Green</p>	<ul style="list-style-type: none"> - Project management processes - External consultancy support - Programmes of work agreed (e.g. transformation and commissioning) - Budget monitoring processes in place - Processes in place for setting budgets including scenario planning and approval of MTFs by Council 	4	4	16	<ul style="list-style-type: none"> - Plans developed to close projected budget gap - Lobbying to avoid Council suffering 'negative RSG' - Ensure MTFs is closely aligned to new Strategic Plan 	4	3	12

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Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Controls planned	Residual rating		
			I	L	Σ		I	L	Σ
<p>General Data Protection Regulations (GDPR) Non-compliance with GDPR could result in significant monetary fines and damage to Council reputation</p>	<p>Information Management Group Angela Woodhouse</p>	<ul style="list-style-type: none"> - GDPR Action plan in place and being worked on - Monitoring of action plan by CLT; IMG and AGS Committee - IT Commissioning Group review of new / updates to systems - New e-learning module for staff and guidance for Members 	4	3	12	<ul style="list-style-type: none"> - Deliver actions from the GDPR action plan - Reviewing resources available to deliver GDPR action plan 	3	3	9
<p>Major contraction in Retail and Leisure Sectors Maidstone Town Centre fails to attract commercial investment, vacancy rates rise due to failure of retail chains such as BHS and Maplin. Such a decline may lead to a loss in social cohesion and a reduction in business rates.</p>	<p>Dawn Hudd & William Cornall</p>	<ul style="list-style-type: none"> - Cross departmental approach - Town Centre Strategic Advisory Board established. - Property acquisition completed (Royal Mail/Grenada House) -Funding secure for public realm work - Work commissioned to promote Maidstone as a business destination - Supporting the One Maidstone Business Improvement District - Established a multi-agency group focussing on impact of out of area placements into MBC 	4	3	12	<ul style="list-style-type: none"> - Work commissioned to promote Maidstone as a business destination - Work commenced to develop town centre opportunity sites - Considering an article 4 directive to remove permitted development rights for the conversion of offices to residential use - Study to be commissioned in to the future of Maidstone Town Centre 	3	3	9

Maidstone Risk Management Process: One Page Summary

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

Risk Appetite – Monitoring Process

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

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

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

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

Impact & Likelihood Scales

Risk Impact

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

Risk Likelihood

Type	Probability	Detail description
Almost certain (5)	90%+	Without action is likely to occur; frequent similar occurrences in local government/Council history
Probable (4)	60%-90%	Strong possibility; similar occurrences known often in local government/Council history
Possible (3)	40%-60%	Might occur; similar occurrences experienced in local government/Council history
Unlikely (2)	10%-40%	Not expected; rare but not unheard of occurrence in local government/Council history
Rare (1)	0%-10%	Very unlikely to occur; no recent similar instances in local government/Council history

Agenda Item 14

Policy and Resources Committee

9 October 2018

Development of the New Strategic Plan

Final Decision-Maker	Council
Lead Director	Alison Broom, Chief Executive
Lead Officer and Report Author	Alison Broom, Chief Executive and Angela Woodhouse, Head of Policy, Communications and Governance
Classification	Public
Wards affected	All

Executive Summary

This report sets out the draft vision, objectives and outcomes for committee consideration following the workshops and events with Councillors and the Leadership Team.

This report makes the following recommendation to this Committee:

Give feedback on the draft vision, objectives and outcomes to Policy and Resources Committee as part of the development of the new Strategic Plan.

Timetable

Meeting	Date
Heritage, Culture and Leisure	2 October 2018
Strategic Planning Sustainability and Transportation	9 October 2018
Communities, Housing and Environment	16 October 2018
Policy and Resources	24 October 2018
Policy and Resources	28 November 2018
Council	12 December 2018

Development of the New Strategic Plan

1. INTRODUCTION AND BACKGROUND

- 1.1 Policy and Resources Committee agreed in July 2018 to a corporate planning timetable for the creation of a new Strategic Plan to run concurrently with the Medium Term Financial Strategy from 2019-2024.
- 1.2 The timetable included councillor workshops to develop the Strategic Plan prior to consultation with stakeholders and service committee review in October. The timetable as agreed is set out in **Appendix A**.
- 1.3 This report provides an update on the work undertaken so far to develop the plan, the draft vision, objectives and outcomes for service committee review and consideration.

2. ACTION TAKEN SO FAR

- 2.1 Four workshops were held covering the four emerging themes of the Council's future strategic plan. The numbers in brackets represent the number of Councillor attendees at each workshop:
 - Creating a great place for living and visiting (17)
 - Great communities by design (16)
 - People are healthy and safe (10)
 - Prosperity – Working in the Borough (13)
- 2.2 The purpose of the workshops was for Councillors to consider the objectives and outcomes the Council should aspire to in the new Strategic Plan, considering what the Council could do to achieve these objectives alone and working with others. All presentations and information shared and gathered at each workshop has been circulated to all Councillors.
- 2.3 In terms of the vision for the Strategic Plan, it has been identified from conversations with Members that our vision needed to go beyond the 5 years of the strategic plan to ensure it leads all policies and strategies of the Council and really sets out where we want to be in the future. As such it is proposed that the Vision covers the period to 2045. The draft vision is set out in **Appendix B**.
- 2.4 Wider Leadership Team considered the outputs from the workshops and as a result it is recommended that the number of objectives is reduced from the figure of 12 originally discussed with Members to 8, and the categorisation of objectives into four 'pillars' is removed. This recommendation is made to reduce duplication and complexity, based on Member consideration of how future outcomes could be achieved, because there was a degree of repetition and overlap across the original twelve draft objectives. A table mapping the bullet points from the workshops onto the draft outcomes can be found at **Appendix C**.

- 2.5 Policy and Resources Committee agreed the draft vision, objectives and outcomes attached at **Appendix B** should go out to consultation at its meeting on 19 September 2018.
-

3. AVAILABLE OPTIONS

- 3.1 The Committee is asked to consider and review the draft vision, objectives and outcomes attached at **Appendix B**. Any changes and comments will be considered by this Committee in November alongside all other consultation results.
- 3.2 The Committee is asked to consider **Appendix B** in its entirety rather than through the lens of its terms of reference. The review by the Committee is part of the consultation timetable agreed by Policy and Resources Committee.
- 3.3 The Committee could choose not to comment on **Appendix B**. However, in doing so they would miss an opportunity to influence the Strategic Plan's development.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Committee is asked to consider and review Appendix B and submit its feedback as the part of the service committee review of the New Strategic Plan for consideration at the Policy and Resources meeting in November 2018.
-

5. RISK

- 5.1 Risks associated with the delivery of the Strategic Plan will be set out in the Risk Management Framework and operationally through the service planning process.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The draft vision, objectives and outcomes will be used to consult the public on the Council's priorities. This consultation will be linked to the statutory consultation on priorities for the annual budget. The timetable for consultation is set out in **Appendix A**.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 Results of the consultation will be reported to Policy and Resources Committee in November 2018, with the Medium Term Financial Strategy and Strategic Plan going to Council on 12 December 2018.

8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Strategic Plan sets the Corporate Priorities	Head of Policy, Communications and Governance
Risk Management	Already covered in the risk section	Head of Policy, Communications and Governance
Financial	Financial implications of the Strategic Plan will be addressed by developing an updated Medium Term Financial Strategy in parallel with the Strategic Plan.	Section 151 Officer & Finance Team
Staffing	Creating a new strategic plan will have staffing implications for the Policy and Information Team and Leadership Team.	Head of Policy, Communications and Governance
Legal	The new Strategic Plan aligns with the Council's general duty, as a best value authority, to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness – section 3 of the Local Government Act 1999. Once approved by the Council, the Strategic Plan will enable the Council to monitor its performance against the agreed objectives.	Head of Legal partnership
Privacy and Data Protection	All data collected as part of the Strategic Plan process will be processed in accordance with the Data Protection Act	Head of Policy, Communications and Governance

Equalities	Equalities will need to be taken into account when we plan the consultation and any service changes resulting from the budget	Head of Policy, Communications and Governance
Crime and Disorder	Crime and Disorder will be considered during the strategic plan process	Head of Policy, Communications and Governance
Procurement	N/A	Head of Policy, Communications and Governance

9. REPORT APPENDICES

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

- Appendix A: Corporate Planning Timetable
- Appendix B: Draft Vision, Objectives and Outcomes
- Appendix C: Map of workshop notes to Objectives and Outcomes

10. BACKGROUND PAPERS

None

Corporate Planning Timetable

Date	Action
12 June 2018	All Member Workshop on the Strategic Plan
22 June 2018	Leaders' Forum to look at results of the workshop and consider the themes for the follow up member workshops
W/c 25 June 2018	Summary of workshop outcomes issued to all Members.
W/c 6 August	Workshops held on themes involving Councillors, Officers, External Support as appropriate
June – September	Data Collection to inform the Strategic Plan including key stakeholder priorities, resident survey data and performance information. This will be reported to Committee with Strategic Plan themes
13 September	Leaders' Forum to consider the themes, actions, analysis and stakeholder engagement
19 September	Draft Vision, Objectives and Outcomes agreed by Policy and Resources Committee for wider consideration and consultation.
September – October	Resident and Stakeholder Consultation to inform the Strategic Plan and Medium Term Financial Strategy. Where the engagement is primarily carried out digitally, provision will be made for including those who cannot access consultation in this way. We will involve the Communications Member Sounding Board. Service Planning – Heads of Service and Unit Managers
October 2018	Draft Strategic Plan Themes to Service Committees
November 2018	Medium term Financial Strategy to Service Committees
28 November 2018	Strategic Plan to Policy and Resources Committee
12 December 2018	Medium Term Financial Strategy and Strategic Plan to Council

Draft Vision

"A borough of opportunity that works for everyone that residents are proud to be part of."

Draft Objectives and Outcomes

1. Objective: Great Environmental Quality

Outcomes:

1. The borough's biodiversity and green corridors are improved
2. More residents participate in taking care of the environment
3. The carbon footprint of the borough is reduced
4. Everyone has access to high quality and attractive parks and green spaces
5. More waste is treated locally and used as valuable resource
6. A borough which is recognised as being clean and well cared for

2. Objective: Well Connected Safe and Empowered Communities

Outcomes:

1. A borough where more people feel safe
2. The harm caused by crime and anti-social behaviour is reduced
3. More investment in community infrastructure
4. A diverse range of community activity enabled by the Council
5. A borough with more neighbourhood plans
6. Community creativity is encouraged and enabled

3. Objective: Embracing Growth

Outcomes:

1. New places are created that are well designed and connected
2. The council leads the master planning and invests in the creation of new places
3. All new homes are built to a high quality of environmental and renewable building standards
4. The housing need is met for all
5. Communities are engaged in planning growth of their place.

4. Objective: Renowned for Heritage and Culture

Outcomes:

1. The value of tourism is increased
2. Well established and promoted cultural quarter
3. A destination that hosts high quality festivals and events and celebrates diversity
4. Increased resident participation in cultural and heritage activities
5. Everyone knows we are the County town of Kent

5. Objective: A Decent Home for Everyone

Outcomes:

1. Homelessness and rough sleeping is prevented
2. Residents have a decent home
3. The borough has a range of housing type and tenure to meet residents needs
4. The accommodation needs of the Gypsy and Traveller community are met
5. We have enabled and delivered affordable housing

6. Objective: Better Transport Systems

Outcomes:

1. The transport system supports the growth in homes and jobs
2. Sustainable travel options are invested in and improved
3. Greater joined up decision making for transport
4. The air quality impacts of transport are reduced

7. Objective: People Fulfil their Potential

Outcomes:

1. Deprivation is reduced
2. Skills levels and earning potential of our residents are raised
3. Health and well-being inequalities are reduced
4. Social mobility is improved

8. Objective: A Thriving Economy

Outcomes:

1. Business start-ups and survival rates are improved and we are the best in Kent
2. A revitalised town centre
3. Inward investment is increased from the South East and beyond
4. Improved high speed broadband
5. The Kent Medical Campus is delivered

Workshop feedback mapped to Outcomes

Outcome	June Workshop	August Workshop
Objective: Great Environmental Quality		
<p>The borough's biodiversity and green corridors are improved</p>	<p>Also conserve natural environment Need more conservation areas, green land and AONB Make space to plant trees There is green space but lots of poor green space – mixture of wild and managed. Have a green land ridge AONB When trees are planted make sure developers look after them. Look at stewardship to look after the green spaces. Plant more trees work with landowners e.g. Golding Homes. Council need to do more to preserve green. Failed to keep green space and trees Open space should be managed for the environment, at least a part should be wildlife. Work with other organisations to apply for grants. Parishes can do more and purchase land to keep it green, the borough should do the same. Better management of green spaces, including more green spaces, hubs and also qualitative. Put money in a pot for council for a larger, better open space that is strategically planned. Don't do token gestures – do a large, well run, properly managed green space. More and better green space, some wild, some managed. Need to do more to conserve the best bits of the built and natural environment We will Conserve the best bits of the natural and built</p>	<p>More trees and looked after Right tree for right place Ownership of trees and verges – standardisation (cost saving) of maintenance KCC and MBC New homes 1 tree per room Green corridors connecting communities Accessible open space Reduce housing density in residential developments to allow for wider roads, more communal space (and trees). (Downside: more land will be required to reach housing demand).</p>

Outcome	June Workshop	August Workshop
Objective: Great Environmental Quality		
	<p>environment We will Facilitate the management of green spaces including for wildlife. Green – what is greening for developments? Land bank, more strategic planning for green spaces. How do we maintain it? Littering - fly tip. Future planning – give % land to PO/MBC, eg allocate S106 to one project.</p>	
More residents participate in taking care of the environment	<p>Recycling mascot – equivalent for being active to primary schools in Mote Park area. Sacks of clothes in alleyway – need to educate people of all backgrounds. Biodiversity has to be up the agenda – engage the schools – educate</p>	<p>People taking responsibility More school involvement in clean and green agenda Co-operative model – residents taking equal responsibility for their communities/environment</p>
The carbon footprint of the borough is reduced	<p>Air quality pollution monitoring Air quality issues. Air quality. Pollution – especially in Maidstone – keep the town clean and the villages. Air pollution Pollution – location of jobs and proximity to new homes.</p>	<p>Trees linked to Air Quality</p>
Everyone has access to high quality and attractive parks and green spaces	<p>We Will commit to delivering our Parks and Open spaces 10 year strategic plan Losing green areas. Access to parks (without charges) Green and blue spaces. More facilities in parks and quiet places. More environmentally friendly places. Efficient green places Green spaces Better transport links to park areas.</p>	<p>A park for everyone How do people get to Mote Park Creating spaces for people to mix Better space standards</p>
More waste is treated locally and used as	<p>Recycling is now very good, won't improve much more. Waste.</p>	<p>Invest in food waste recycling to power etc Free bins</p>

Outcome	June Workshop	August Workshop
Objective: Great Environmental Quality		
valuable resource	<p>Energy. Need more waste facilities and open tips. Fly tipping – needs charges reduced and facilities to be accessible. Not enough provision for waste – creates fly tipping, especially need facilities in the north. Fly Tipping – protect the countryside, more facilities needed.</p>	
A borough which is recognised as being clean and well cared for	<p>Attractiveness of Maidstone as a place to visit / live. Clean the gullies in the villages. Need to do better cleaning streets because of the pollution. Fly tipping an issue – needs moving. Cleanliness is a big issue in the villages. Dog fouling is a key issue that is consistently reported. I am yet to see an enforcement officer in my village (3.5 yrs).The town looks very clean on Saturday mornings.</p>	<p>More enforcement – dog fouling etc Less noisy borough Move away from strimmer's? less noise pollution etc</p>

Outcome	June Workshop	August Workshop
Objective: Well Connected Safe and Empowered Communities		
A borough where more people feel safe	Clean safe environment (less crime.)	
The harm caused by crime and anti-social behaviour is reduced		
More investment in community infrastructure	<p>Community opportunities through improvement projects and local schemes that can be delivered on a voluntary basis and help promote cohesion.</p> <p>Development can help save local community facilities in rural areas.</p> <p>Better use of technology to connect people – apps/geolocation.</p> <p>More S106 funds for community infrastructure halls/ groups.</p>	
A diverse range of community activity enabled by the Council	<p>Focus on the town centre – social hub should be evolving.</p> <p>Enabling/Supporting Community Development Groups</p> <p>Councillors championing issues and change.</p> <p>More community groups particularly in areas of deprivation.</p> <p>Breaking down into smaller communities not wards – working in neighbourhoods.</p> <p>More publicity for community groups etc</p> <p>Increase Residents Associations etc.</p> <p>We have a key role as influences and enablers</p> <p>More support and involvement for community groups e.g. rural café bus, coffee club in the museum.</p> <p>Trial small community groups built by communities with ward councillors</p> <p>Trialling small neighbourhood/community groups working with Councillors to address local needs and issues.</p> <p>Promoting greater resilience amongst local communities to assist people within their areas.</p>	

Outcome	June Workshop	August Workshop
Objective: Well Connected Safe and Empowered Communities		
	<p>Community involvement to promote better inclusion. Children have a strong identity with the Borough – their impact on friends/family, working with this group. Communication promoting what is already out there. Recognise and deal with those smaller communities. Connecting to the right places. Make the most of the ward councillors and their local knowledge. Operating as the signposting body.</p>	
A borough with more neighbourhood plans		
Community creativity is encouraged and enabled		

Outcome	June Workshop	August Workshop
Objective: Embracing Growth		
<p>New places are created that are well designed and connected</p>	<p>New town (jobs) Linking in with development within the borough. When we build include transport Respect our rural communities by not over-developing and we will create a new garden village Giving people an area to go to get together. Give each community heart. Develop new hamlets not expand the towns. Hub and spokes of hamlets through Maidstone Garden village, single settlement with new school and doctors etc. Active forward. Build housing with people's wellbeing in mind, space between buildings, giving people space between each other. Influence planning process for GP clinics. Build a new settlement east of Lenham Need to work with infrastructure providers' e.g. KCC we can be naive on how we deal with them. Delivery of services as villages/towns expand. Create a new garden village and stop growing current villages beyond their boundaries. Schools/nursery provision – are they in the right place and connected to communities. Development, like growth, has negative perception – we need to show the positives it brings. Garden settlements – ring-fence green spaces/new spaces. Densities of housing – still need quality and need space for green space. We Will Develop homes and neighbourhoods that enable our residents to live healthier lifestyles and community by design. We Will Ensure regeneration is designed with well-being in mind</p>	<p>New housing developed – accessible for bin lorries Reduce housing density in residential developments to allow for wider roads, more communal space (and trees). (Downside: more land will be required to reach housing demand). Stop retrospective planning permission for gypsy/travellers and have more designated and suitable sites London Best use of land Residential environments to reflect our aspirations for higher quality jobs Integration and sense of communities and transport & amenities in a new place</p>

Outcome	June Workshop	August Workshop
Objective: Embracing Growth		
	<p>We Will Invest in open space (not just green) development and shaping</p> <p>We Will Align our policies on housing, economic development and open spaces</p> <p>We Will work with our developers and residents to enable communities to shape their own areas</p>	
<p>The council leads the master planning and invests in the creation of new places</p>	<p>Political appetite to change parameters – planning.</p> <p>Building flexibility into plans and policies</p> <p>Good planning standards, members very engaged.</p> <p>Use health developer’s money to bring forward these houses.</p> <p>Try to be holistic with developer contributions to help local communities</p> <p>Get ahead of the game & plan sustainable communities now</p> <p>Look to other societies who do manage housing and town centres are optimal – esp. good for transport inc. trains.</p> <p>Lobby the government to relax AONB rules.</p> <p>Create garden villages.</p> <p>We Will Work with developers in a meaningful way. Including:</p> <p>Set specific and clear terms for engaging with local community</p> <p>we will encouraging them to fill the education & skills deficit</p> <p>we will work with developers to secure infrastructure first</p> <p>we will start planning now for post 2031 to ensure the requisite infrastructure to deliver:</p> <ul style="list-style-type: none"> ○ A new town ○ New village hamlets across the borough. ○ we will Work with developers to bring forward ○ A variety of housing ○ A larger settlement with infrastructure 	<p>Be the master planner</p> <p>Develop our Members more to recognise good design and improvement/design audits to development policy</p> <p>Gain greater control over land to be developed and break up land into smaller plots or smaller developers and faster delivery</p> <p>Buying land for development – enable control</p> <ul style="list-style-type: none"> ○ From other large landowners (MOD) <p>Future “new towns”/communities</p> <ul style="list-style-type: none"> ○ Compulsory purchase
<p>All new homes are</p>	<p>Redevelopment of Park Wood?</p>	<p>Quality built and maintainable homes</p>

Outcome	June Workshop	August Workshop
Objective: Embracing Growth		
built to a high quality of environmental and renewable building standards	<p>Lobby Government on infrastructure required to deliver Urban areas – not letting them decline.</p> <p>Need to do better at conservation of buildings and maintenance.</p> <p>Sutton Road – Old Sutton School parking issues, roads narrow too high density.</p>	<p>Life-long homes/living – modifiable to meet changing needs of the individual</p> <p>Better quality built houses to environmental standards</p> <p>Eco standards</p> <p>Run efficiently</p> <p>Integrated CHP on new housing developments</p> <p>Greater distinctiveness in design of houses – less blah</p> <p>Higher quality of housing – more distinctive housing reflecting local building styles and building for future with new designers</p> <p>Higher quality of Environmental and Renewable building standard built in the borough</p>
The housing need is met for all	<p>Diminishing our stock of bungalows – encourage developers??</p> <p>Build more.</p> <p>Homes for life long living – encouraging independent living.</p> <p>Affordable elderly accommodation</p> <p>Working with developers around access to advice and support around buying your own home.</p> <p>Create lifetime living properties – whole lifetime houses.</p> <p>Work with developers to get a diversity of dwellings built</p> <p>Too many people in too small developments Needs open space and decent gardens.</p> <p>Too cramped in town.</p> <p>More bungalows for the elderly.</p> <p>Create mixed communities not just 3 bed houses.</p> <p>Use empty garage spaces to build new homes.</p> <p>Provide smaller homes that the elderly would want to help them downsize.</p> <p>Bedsits also want a car.</p> <p>Need to reduce housing density.</p> <p>Develop all 3 at same time – housing, economic development and open space – the latter has been left behind.</p>	<p>Address better elderly, disabled and mental health issues – particularly for those in owner occupational</p>

Outcome	June Workshop	August Workshop
Objective: Embracing Growth		
	<p>Look at building Hamlets outside our villages. Mini towns being built in the villages.</p>	
<p>Communities are engaged in planning growth of their place.</p>	<p>Work with developers to get better community engagement by design. Issue for older generation who are capital rich but cash poor and an issue for rural areas. Do we actually understand what an older person may want? How do we get developers to understand? Towns change over time but people remember it as it used to be – show how it has already changed.</p>	<p>Create a sense of community in new places</p> <ul style="list-style-type: none"> • What does this mean • Does it include infrastructure • Learn from Langley Park <p>i.e. know what the components are Critical mass that enables new community Integration of new and existing community Social mix Creating community & resilience</p>

Outcome	June	August
Objective: Renowned for Heritage and Culture		
The value of tourism is increased	Profit into H & Culture.	
Well established and promoted cultural quarter	Making a Town Centre Cultural Hub. Redevelop ourselves and create a hub. Town Centre is the cultural centre Art in Town Centre, diversity, draw. Create a cultural hub in the town centre and run events that make the most out of the heritage. Create a cultural hub in the town centre. Cultural Ambition for Maidstone a Hub – be brave + ambitions.	
A destination that hosts high quality festivals and events and celebrates diversity	Increased promotion of events/assets – not just council owned.	
Increased resident participation in cultural and heritage activities	Create heritage events – based on industries – paper, brewery, flagstone, legal, public sector. Install artwork linked to the place. The Old Archbishops Stables used to store carriages – more carriages to use it as a venue into the old building. Making the most of what we have – heritage /cultural assets? Make more of Archbishop’s Palace area – look at it as an area the town investing as a package and priority. These every square on one of our industries – celebrate heritage i.e. flagstone, brewery etc. Make most of our river – more opportunities on being active around river.	
Everyone knows we are the County town	Make use of county town. Does it matter that we have disparate communities?	

Outcome	June	August
Objective: Renowned for Heritage and Culture		
of Kent	Urban/Rural – Maidstone Identity Promoting the county town of Kent. Promoting a positive identity for Maidstone. 365 campaign – build on that.	

Outcome	June	August
Objective: A Decent Home for Everyone		
Homelessness and rough sleeping is prevented	Hostel – option to open.	
Residents have a decent home	No decent home affects jobs	Everyone to be in a decent home, in the tenure they would like
The borough has a range of housing type and tenure to meet residents needs	<p>Encouraging greater community inclusion through promoting more use of co-operative housing.</p> <p>Loss of key worker schemes more shared ownership.</p> <p>Give a housing mix. Cost of an area where it is possible to meet – this comes with a cost.</p> <p>Providing a range of housing in urban areas where constraints make it more difficult to provide affordable housing but that is where the need is most.</p> <p>Accessibility to housing.</p> <p>Removing the stigma of social housing.</p> <p>Housing waiting list.</p>	<p>Different models of housing schemes/energy purchasing schemes</p> <p>Tenure mix</p> <p>Mix of tenure to improve social integration and the number of social interactions between social classes</p>
The accommodation needs of Gypsy and Traveller community are met	<p>Working with neighbour authorities on G & T.</p> <p>GTAA has been met and over-supplied (normal G&T sites).</p> <p>a few tweaks to Local Plan, e.g. G&T site size</p>	
We have enabled and delivered affordable housing	<p>Wider role for property company as an enabler</p> <p>Sitting on a time bomb. w/renters around affordability.</p> <p>Buying into housing provision.</p> <p>Affordability gap, rent – buying.</p> <p>Build affordable houses</p> <p>Build affordable houses</p> <p>Town lets are the way forward.</p> <p>Property company focussed on our top priorities – homelessness</p> <p>we will Expand the delivery programme of Council's property company (inc. borrowing)</p>	<p>Greater amount of affordable homes that are buy/rent – MBC being shared equity partner</p> <p>Investing in housing</p>

Outcome	June	August
Objective: Better Transport Systems		
<p>The transport system supports the growth in homes and jobs</p>	<p>Congestion. Availability of transport between homes and jobs e.g. town centre bus routes. Ban cars in town centre Restrict use of private cars in town centre Town centre congestion charge. Reduce cars in our town centre It's better in school holidays. Maidstone congestion needs fixing – all times of day, puts people off coming to the town. Ring road around the Town Centre. Congestion very poor Issues of congestion including Willington Street. we will Restrict use of private cars in the town centre Bigger roads – build developments with ability to accommodate more links rather than doing it later. Congestion charge for TC – ban cars in the town centre. we will Build the Leeds/Langley Bypass Impact of transport – community transport, transport around Maidstone. Integrated transport – i.e. from rural areas into the urban for schools. Parking should be under developments. New schools, especially secondary school – but not causing congestion. we will New Bridge over the River Medway We will Encourage more parking provision we will Encourage the allocation of land at J8 to be developed we will Enable larger, more flexible development at Junction 8</p>	<p>Parking Leeds Langley Relief Road</p>

Outcome	June	August
Objective: Better Transport Systems		
<p>Sustainable travel options are invested in and improved</p>	<p>Investment in public transport. Improvements to bus routes / modernising public transport. Availability of transport between homes and jobs e.g. town centre bus routes. Public transport cost can be prohibitive. Improve park and ride and increase the number of sites. Council Bus Service Optimise river – park and sail. Reduce the parking in the town centre to encourage use of the park and ride. Improve cycling opportunities – realistic transport assessments. Rapid transit – would cost too much. Need alternatives to car. Bus services need to be improved. Transport facilities for elderly poor. Transport for disabled also poor. Make more cycle routes – regeneration?? Time?? Smaller, frequent buses. We Will Take control of our own public transport to improve connectivity, accessibility and environmental impact We Will Have a public transport network that is electric and restricted access to vehicles in the town we will Invest in public transport provision we will Increase the number of park & ride sites think forward – get ahead of the move to electric cars. MBC bus service. Not enough buses We will Research alternative means of transport to the car especially to and from the town centre Will there be enough energy eg electric cars.</p>	<p>Cycleways</p>

Outcome	June	August
Objective: Better Transport Systems		
	Extend footpath network. Free transport (bus pass) / not paying for it Establishing more foot paths Rapid transit – would cost too much. Need alternatives to car. Can we meet power demand – electric cars etc. Deals with cars and buses in town centre.	
Greater joined up decision making for transport	Looking beyond our boundaries, working with our partners. Greater role in regulating bus service. Highways infrastructure. Borough wide bus partnership. Move S106 contributions for transport. Closer working relationship with bus companies. Arriva: to tell us what 5-10 year plan. Utilities clogging up roads. New point to point transport system – alternative to the road	Critical mass in order to justify infrastructure and amenities
The air quality impacts of transport are reduced	20mph zone will help safety but creates more pollution and has health repercussions.	Less dense communities – more trees and better air quality

Outcome	June	August
Objective: People fulfil their potential		
Deprivation is reduced	Child poverty – reasons why children cannot attend school and lack of sanitary products for females. Inequality can be demonstrated as pockets in areas not normally associated within deprivation e.g. Marden.	Energy efficiency – affordable to run
Skills levels and earning potential are raised	Highly skilled, highly paid jobs Encourage job creation in Maidstone. Apprenticeships providing more opportunity for jobs. Zero hours contracts.	

Outcome	June	August
Objective: People fulfil their potential		
	<p>Encourage businesses into the borough for apprenticeships. Low prospects, no jobs, no motivation No motivation Schools discouraging apprenticeships. Unemployment. How can developers be encouraged to provide more apprenticeship/employment opportunities on new housing developments? School funders for children who can't afford them. Encourage more education facilities in Kent/Maidstone. Education schools influence. Improved education needs to be tackled as well as economic growth. Reducing the divide between those that go to university and those that don't. Wealth distribution through an adequate range of employment. University / HE campus. We will Attract a new university Facilitate supply of affordable business premises in exchange for work experience and apprenticeships. Jobs that cater for local community – rural areas – agriculture. Only provide jobs which match skillset of current population. Range of employment opportunities within borough. we will Encourage entrepreneurship. Promote skills & career opportunities in our primary schools –ward member matched with local business to establish relationship we will For premises which we own, offer affordable/lower rent in exchange for work experience/apprenticeships</p>	
Health and well being inequalities are	We Will Commit to delivering our Health and Wellbeing Action Plan	

Outcome	June	August
Objective: People fulfil their potential		
reduced	<p>We Will Have a joined up approach in working with our partners and community to improve the health and lifestyles of our residents including sports.</p> <p>More facilities for exercise (e.g. in parks.)</p> <p>Hold seminars and invite large business to improve mental health in businesses.</p> <p>Diet and lifestyle</p> <p>Inequality between areas. Some areas are a lot nicer than others.</p> <p>Greater relationship with CCG section 106-spending on things such as green spaces.</p> <p>Encourage people to be healthier.</p> <p>Joined up thinking for sport activities co-ordinating sport and leisure.</p> <p>Sports co-ordination. For health and wellbeing throughout MBC and HCL.</p> <p>New businesses that offer healthy food, incentivise businesses.</p> <p>Stop planning permission for fast food places.</p>	
Social mobility is improved		Mobility standards

Outcome	June	August
Objective: A Thriving Economy		
Business start-ups and survival rates are improved and we are the best in Kent	<p>Encourage support for local businesses.</p> <p>Continued support for start-ups.</p> <p>Councillors supporting farming diversification.</p> <p>Support creative industries</p> <p>Creating opportunity for business to acquire freehold – council to facilitate</p> <p>Room for businesses to grow.</p> <p>Expand business terrace into industrial sector.</p> <p>Extension of Business Terrace to support development of maturing businesses.</p> <p>we will Expand to encourage start-up businesses and support expansion.</p>	
A revitalised town centre	<p>Pedestrianize heart of town centre, better use of Jubilee Square – connecting town squares.</p> <p>Focus on the town centre – social hub should be evolving.</p> <p>Town Centre is the cultural centre</p> <p>Art in Town Centre, diversity, draw.</p> <p>Make Town Centre resilient</p> <p>Want a busy town centre - needs to be busy.</p> <p>Concentrate the town centre it's too spread out</p> <p>Town centre – not attractive.</p> <p>Maidstone should be a better place to shop – needs more variety.</p> <p>Maidstone East – must be good quality including design.</p> <p>we will Deliver the commercial office space element of Maidstone East ASAP</p>	
Inward investment is increased from the South East and beyond	<p>Attracting businesses to match the skill set of an area.</p> <p>Availability of highly paid jobs to encourage people to work in the borough not in London.</p> <p>Marketing Maidstone – smart town, smart people ‘open for business.’</p>	<p>Investments need to have a return/increase revenue</p> <p>Attract investors – long term investments in the Borough</p> <p>Diverse investments – spreading risk</p> <p>Multiple sectors</p> <p>Large scale borrowing – PWLB</p>

Outcome	June	August
Objective: A Thriving Economy		
	<p>Making businesses feel welcome – overcoming the past. Actively marketing Maidstone to businesses – target the London market. Incentives to attract businesses to rural areas. Take opportunities on key sites eg Invicta Barracks. Need to take opportunities for key sites eg Invicta Barracks and influence. Planning policy? Availability of business premises competing with other areas Early review of employment land supply and need (local plan review) Flexibility to adapt large allocated employment sites to suit business need. (i.e. present large employers leaving). we will Market Maidstone for inward investment we will Acquire land/premises to create new space for the light industrial sector for rent and freehold purchase we will Have a consistent and positive to new business applications we will Take control by buying land for commercial development we will Allocate additional employment land in the Local plan & have clear policies that Planning committee will adhere to.</p>	
Improved high speed broadband	<p>Homeworkers need broadband supply. Homeworking – broadband supply. Broadband supply. Connectivity Rural amenities – 3G/4G patches, swimming pools.</p>	
The Kent Medical Campus is delivered	<p>Ensuring Kent Medical Campus delivers.</p>	

Agenda Item 15

Policy and Resources Committee

24 October 2018

100% Business Rates Retention Pilot - Update

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service/Lead Director	Mark Green, Director of Finance and Business Improvement
Lead Officer and Report Author	Mark Green, Director of Finance and Business Improvement
Classification	Public
Wards affected	All

Executive Summary

The Council is due to receive additional business rates income, initially estimated as £640,000, for one year only in 2018/19 as a result of its participation in the Kent and Medway 100% Business Rates Retention pilot. Policy and Resources Committee agreed 13 projects for funding from this additional income at its meeting on 28 March 2018. This report describes progress with these projects to the end of quarter 2 of 2018/19.

This report makes the following recommendations to this Committee:

That progress with the Business Rates Retention pilot projects be noted.

Timetable

Meeting	Date
Policy and Resources Committee	24 October 2018
Further progress reports will be submitted to the Committee each quarter.	

100% Business Rates Retention Pilot - Update

INTRODUCTION AND BACKGROUND

- 1.1 Kent County Council, Medway Council, and all twelve districts within the Kent county area successfully applied last year to become a 100% Business Rates Retention pilot. This means that the Government will allow 100% of business rates growth to be retained within the local area. The consequent financial gain across the whole area was estimated to be £24.7 million in 2018/19, to be split 70:30 between a Financial Sustainability Fund and a Housing and Commercial Growth Fund.

Financial Sustainability Fund

- 1.2 Maidstone's share of the Financial Sustainability Fund (FSF) was estimated as being £640,000. Officers developed proposals for a number of discrete projects which would meet the criteria for the FSF and Policy and Resources Committee agreed thirteen projects at its meeting on 28 March, as follows:

	£000
<u>Tranche 1</u>	
Housing First and Rough Sleepers	80
Regeneration Opportunity Areas	80
Property Asset Review	55
Members' Community Grant	60
<u>Tranche 2</u>	
Predictive analytics and preventing homelessness	80
Housing Delivery Partnership	40
Go Green, Go Wild	90
Maidstone Business capital of Kent – marketing strategy	35
Staplehurst Village Centre Masterplan	15
<u>Tranche 3</u>	
Maidstone Housing Design Guide	40
Electric vehicle charging points	20
Bus Station improvement - feasibility study	10
Data analytics for Inclusive Growth	35
TOTAL	640

- 1.3 Funding for each tranche is released as soon as it is considered prudent to do so. Current projections indicate that at least £640,000 will be generated from the Pilot so all three tranches of funding have been released.

- 1.4 Progress to date is set out in Appendix 1. Work has commenced on six of the thirteen projects. In total, £246,000 has been spent or committed.

Housing and Commercial Growth Fund

- 1.5 The Business Rates Retention Pilot bid specified that the Housing and Commercial Growth Fund would be allocated between three clusters of authorities, representing East, North and West Kent. Decisions about use of the fund are made using the established leaders' board arrangements in the respective areas. North Kent leaders (Dartford, Gravesham, Medway, Swale and Maidstone) have met and considered a prospectus setting out proposals for use of the Fund. This is currently awaiting formal sign-off.
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2. AVAILABLE OPTIONS

- 2.1 This report is to note only.
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3. RISKS

- 3.1 As with any projects, the Business Rates Retention Pilot projects could fail to be delivered, or could be delivered but exceed their budget allocations. This risk is mitigated in several ways. There is a strong project management culture in the Council. Monitoring arrangements have been put in place for all the projects, to ensure that they deliver within budget and to the agreed timetable. Finally, post project reviews will be carried out to evaluate the outcomes and to derive any lessons learned from the projects.
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4. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 4.1 Policy and Resources Committee received an initial report on Business Rates Retention pilot projects at its meeting on 24 January 2018. A draft set of projects was included within the budget proposals considered by the Committee at its meeting on 14 February 2018. The Committee requested that further consideration be given to the priority and scope of the projects. An informal briefing was held on 8 March, to which all councillors were invited, at which project sponsors described their projects and answered questions on them. The Committee then formally agreed thirteen projects at its meeting on 28 March.
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5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

5.1 Progress with the pilot projects is being reported to Policy and Resources Committee on a quarterly basis during the course of the year.

6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The projects described in this report support the Council's strategic plan objectives.	Section 151 Officer & Finance Team
Risk Management	See section 3 above.	Section 151 Officer & Finance Team
Financial	Set out in report.	Section 151 Officer & Finance Team
Staffing	None.	Section 151 Officer & Finance Team
Legal	The Council has a statutory obligation to set a balanced budget. Allocation of resources in the way set out in this report supports achievement of a balanced budget.	Legal Team
Privacy and Data Protection	None.	Section 151 Officer & Finance Team
Equalities	Where appropriate, Equalities Impact Assessments will be carried out for specific projects.	Section 151 Officer & Finance Team
Crime and Disorder	None.	Section 151 Officer & Finance Team
Procurement	Procurement of services in the course of delivering the projects	Section 151 Officer &

	will be in accordance with the procurement provisions within the Council's constitution.	Finance Team
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7. REPORT APPENDICES

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

- Appendix 1: Project updates.
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8. BACKGROUND PAPERS

There are no background papers.

BUSINESS RATES RETENTION PILOT PROJECTS
QUARTERLY MONITORING RETURNS

HOUSING FIRST

Name of project	Housing First	Quarter ended	30/9/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	80
Spent to date	0
Committed future spend	80
Remaining budget	0

Project overview	
What progress has been made to date?	<p>The Porchlight Housing first worker is now in post. The cohort of seven rough sleepers have been identified through the agreed matrix and work is commencing with those individuals.</p> <p>Golding Homes have joined the partnership group after John Littlemore and Hannah Gaston met with the CEO and DoO to discuss.</p> <p>Golding have committed to providing at a minimum of five dwellings, including kitting those out with floor coverings and white goods.</p>
What issues have you faced?	The sourcing of suitable accommodation was a previous barrier but following the positive meeting with Golding Homes this concern has reduced.
What successes have been achieved?	Having now obtained the necessary commitment to the three-way partnership with a significant level of assurance from Golding Homes is a major accomplishment.
What are the next steps?	Golding Homes are identifying appropriate accommodation. Porchlight and Golding will share information about the clients to ensure maximum risk management.
Are there any risks that need reporting?	None currently, as the project is on track to deliver its intended outcomes. This will be reviewed once the clients are placed into accommodation.

TOWN CENTRE OPPORTUNITY SITES

Name of project	Town Centre Opportunity Sites	Quarter ended	30/9/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	80
Spent to date	48
Committed future spend	32
Remaining budget	0

Project overview	
What progress has been made to date?	Draft planning guidance has been received from Savills for all 5 opportunity area sites. This is due to go to SPST later this year for agreement. Quantum’s associated marketing has been covered in Dawn Hudd’s report.
What issues have you faced?	Some Members have raised concerns regarding the volume of units being proposed across the sites after the second workshop. This concern is being mitigated by clear phasing in the guidance to indicate the staggered delivery and a greater mix of housing types rather than just apartments.
What successes have been achieved?	Positive engagement with all stakeholders.
What are the next steps?	Planning guidance will go to SPST.
Are there any risks that need reporting?	

PROPERTY ASSET REVIEW

Name of project	Property Asset Review	Quarter ended	30.09.18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	55
Spent to date	40
Committed future spend	0
Remaining budget	15

Project overview	
What progress has been made to date?	Gen2 have now completed their review and submitted a draft report.
What issues have you faced?	Gen2 had to devote more resource than envisaged to construction of the property database, owing to the complexity of our title documentation (in some cases title deeds go back over 100 years).
What successes have been achieved?	A draft report has been submitted in line with the project timetable.
What are the next steps?	The Gen2 findings are being reviewed and will be reported to Policy and Resources Committee in November 2018.
Are there any risks that need reporting?	No.

MEMBERS' COMMUNITY GRANT

Name of project	Members' Community Grant	Quarter ended	30/9/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	55
Spent to date	3
Committed future spend	0
Remaining budget	52

Project overview	
What progress has been made to date?	Applications have been received from Members for Fant, Shepway North, Boxley, Loose, Heath and Harrietsham & Lenham Wards.
What issues have you faced?	One application was refused on the grounds that it was not for the sole benefit of the ward and would have been used to fund a pay to enter event.
What successes have been achieved?	The grant information and conditions are now available via the website. http://www.maidstone.gov.uk/home/other-services/communities-and-volunteering/tier-2-additional-areas/members-community-grant
What are the next steps?	Continue to administer the grant funding as per the grant conditions. Email all Members at the beginning of September to remind them that the grant exists and must be spent before the financial year end.
Are there any risks that need reporting?	None.

PREDICTIVE ANALYTICS AND PREVENTING HOMELESSNESS

Name of project	Predictive analytics and preventing homelessness	Quarter ended	30 Sept 2018
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	80
Spent to date	0
Committed future spend	0
Remaining budget	80

Project overview	
What progress has been made to date?	<p>A meeting has taken place with Ernst Young and Xantura in August whereby they gave a presentation of their homelessness predictive analytics product.</p> <p>EY Xantura are working with the London ventures programme with London Council's to look at the key challenges faced and how predictive analytics can support strategic objectives of London Council's. They have already developed a Children's Service Analytics and Trouble Families Analytics, with their Homelessness Analytics module currently in development. This is being piloted with the LB of Southwark.</p> <p>The meeting with EY Xantura enabled discussion of their Master Data Management system and how this system process analytics and using a predictive model alerts staff to those persons at risk of homelessness. EY Xantura discussed the information governance bridge, data sets used and how data can be shared, which has helped to give a clearer understanding of how the issue with GDPR can be overcome.</p> <p>EY Xantura explained that they are also in talks with KCC about their Children's Service Analytics and Trouble Families Analytics. An action is to arrange discussions with their KCC contact to discuss if any partnership working can take place with predictive analytics.</p>
What issues have you faced?	<p>The cost of the EY Xantura Homelessness predictive analytics pilot is higher than we were led to believe following our discussions with LB of Southwark and greatly exceed the budget for our project.</p> <p>More information about the information government bridge and data sharing agreements is needed to assist with ensuring compliance with GDPR.</p>

<p>What successes have been achieved?</p>	<p>Local project team established from within Housing and MKIP IT services to explore the best route forward.</p> <p>A greater understanding of how the EY Xantura homeless predictive analytics model is able to work in practice.</p>
<p>What are the next steps?</p>	<p>Attendance of a round table event with EY Xantura and TechUK to discuss the ethical use of data for advanced analytics in local government and showcasing progress so far with the Homelessness analytics module.</p> <p>Arrange discussion with KCC to explore partnership working for using predictive analytics and if/how this can be funded jointly; alternatively a decision to cease the project will need to be agreed.</p>
<p>Are there any risks that need reporting?</p>	<p>Overcoming data sharing remains a significant risk particularly in a two tier local authority area.</p> <p>Cost of EY Xantura project would is a risk, as it may not be possible within the budget for this project.</p>

HOUSING DELIVERY PARTNERSHIP (HDP)

Name of project	Housing Delivery Partnership (HDP)	Quarter ended	30/9/18
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Overall RAG rating	Financial Summary	
Green		£000
	Allocation	40
	Spent to date	0
	Committed future spend	0
	Remaining budget	40

Project overview	
What progress has been made to date?	<p>The HDP business case has been approved by CLT and has been ready to go forward to CHE since Summer '18.</p> <p>However the Chair of CHE has asked that the proposal be deferred until November 2018, so that the Committee can debate its preferred level of intervention into this area of work at their Corporate Plan session of CHE, scheduled for October. I.e. the proposal will either be considered in November or removed from the forward plan by the Chair and Vice Chair of CHE.</p> <p>In terms of putting in place the Affordable Housing Supplementary Planning Guidance (SPG), a specification has been produced and tendered, and Adams Integra have been appointed to undertake the commission. The first project meeting with them took place in the summer, and this document is due to be recommended for adoption by CHE / SPS&T in Q4.</p>
What issues have you faced?	<p>The first mini tenders for firms to write the SPD was unsuccessful which caused a delay.</p> <p>Also, given the change of Chair of CHE, it is important to have the new Chair's support for the HDP proposal before it goes forward for decision, hence the delay.</p>
What successes have been achieved?	Adams Integra are now making progress on the SPD.
What are the next steps?	To receive the first draft from Adams Integra, hopefully this quarter, and for CHE to receive the HDP proposal for consideration in November.
Are there any risks that need reporting?	Only that if CHE don't endorse the HDP proposal, in which case, the project will be scaled back simply to focus upon the production of the SPD.

GO GREEN, GO WILD

Name of project	Go Green, Go Wild	Quarter ended	30/9/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	90
Spent to date	0.07
Committed future spend	30
Remaining budget	59.93

Project overview	
What progress has been made to date?	<p>The project has now been named as "Go Green, Go Wild" by the project board and following consultation with the Chair and Vice Chair of HCL committee.</p> <p>Banners and flyers have been produced to engage with residents about the objectives of the project and to understand what local environmental projects they would like to see in their local community.</p> <p>The Recycling Team have been handing out the flyers / questionnaires at roadshow events during Recycling Week.</p> <p>A focus group with local environmental and community groups is being organised for October.</p>
What issues have you faced?	<p>The first focus group had to be postponed due to a lack of response from community and environmental groups.</p> <p>At present very few residents have completed the questionnaires, which highlights how difficult it is likely to engage with the public on such environmental issues.</p>
What successes have been achieved?	<p>Identifying a brand name – <i>Go Green, Go Wild!</i></p>
What are the next steps?	<p>Funding has been allocated to the Digital Team to start the build on the website. This will start when we have collated feedback from residents and the focus group to understand their needs.</p>
Are there any risks that need reporting?	<p>No.</p>

MAIDSTONE BUSINESS CAPITAL OF KENT MARKETING CAMPAIGN

Name of project	Maidstone Business Capital of Kent marketing campaign	Quarter ended	30/9/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	50 (£35k from this fund + £15k from 5 opportunity sites fund)
Spent to date	8
Committed future spend	42
Remaining budget	0

Project overview	
What progress has been made to date?	<p>Inward Investment Brochure published. Enterprising Britain and LGS Award Submissions. Five Press Releases issued and coverage achieved in local and regional press. Front page of Kent Messenger business promoting ongoing and upcoming projects. Interviews/briefings set for Dawn Hudd with KM and Kent Business. Top ten key messages developed and consultation undertaken with partners and members. Features in Thinking Business, Kent Property Market Report and Kent Guide. Case studies developed with five businesses. Website reviewed and updates to site plan, copywriting underway to update. Branding options for Invest Maidstone campaign. Design for exhibition stands. Work commenced in scoping interactive town centre map. Social media posting. Meetings with businesses and business groups.</p>
What issues have you faced?	None.
What successes have been achieved?	<p>Improved relationship with Kent Messenger and Kent Business. Increased awareness of Maidstone’s economic development projects within first month of contract. Increasing uptake of articles and press releases across media.</p>

What are the next steps?	Final agreement of key messages and branding for the campaign. Branding for the Innovation Centre. Interactive map showing Maidstone's recent/ongoing development history. Business conference December 18.
Are there any risks that need reporting?	None noted at this time.

STAPLEHURST VILLAGE CENTRE MASTER PLAN (TRANCHE 2)

Name of project	Staplehurst Village Centre Master Plan (Tranche 2)	Quarter ended	30/09/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	15
Spent to date	0
Committed future spend	0
Remaining budget	15

Project overview	
What progress has been made to date?	Scoping paper and geographical area has been agreed with Parish and Ward Councillors. The focus is now around the railway station and employment area.
What issues have you faced?	<p>Before an urban designer can be appointed a better understanding is needed of the investment decisions of Sainsburys and Tesco who are sitting on land but not doing anything with it.</p> <p>The new employment land allocation at the end of Lodge Road is in three ownerships which may be the reason for this land not coming forward for development. A report on title is being sought from Legal Services.</p> <p>The Station Improvement S106 funding from development in Staplehurst amounts to over £600,000 but is some years away from being collected.</p>
What successes have been achieved?	Contact at Tesco has been made. A meeting with Aldi has been arranged for October.
What are the next steps?	<ul style="list-style-type: none"> • Conclude positive dialogue with an action plan • Contact Sainsbury to understand whether they will build out their planning application or whether they are prepared to sell their site. • Open talks with Tesco regarding selling their land. • Meet with Southeasten and Ward Councillors to discuss their station car park improvement plans. • Commission an Urban Designer.
Are there any risks that need reporting?	The aspirations in the Staplehurst Neighbourhood Plan for land around the Station is not deliverable without external funding. The Plan may need to be changed to reflect the work of the feasibility study. This will only be achieved with the support of the Parish and Ward Councillors.

MAIDSTONE HOUSING DESIGN GUIDE (TRANCHE 3)

Name of project	Maidstone Housing Design Guide (Tranche 3)	Quarter ended	30/09/18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	40
Spent to date	13
Committed future spend	15
Remaining budget	12

Project overview	
What progress has been made to date?	Design South East have been commissioned to produce a Maidstone BC version of the national 'Building for Life 12'. Work commenced on the draft document in September and there will be design tours and a workshop for both councillors and officers in October and early November with a subsequent report to SPST.
What issues have you faced?	N/A
What successes have been achieved?	Commissioning and project plan plus collaborative approach
What are the next steps?	See above.
Are there any risks that need reporting?	Not at this time.

ELECTRIC VEHICLE CHARGING POINTS

Name of project	Electric vehicle charging points	Quarter ended	30/9/18
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Overall RAG rating	Financial Summary		
Green		£000	
	Allocation	20	
	Spent to date	0	
	Committed future spend	14	
	Remaining budget	6	

Project overview	
What progress has been made to date?	<p>Parking Services have identified a preferred electric vehicle charging point supplier (Pod-Point) https://pod-point.com/ identified through market research and through the ESPO procurement framework 636.</p> <p>Quotes for civil works undertaken by UK Power Network for each EV point location have been confirmed and these have been included in the future spend summary.</p> <p>Parking Services are engaging with EV users to identify the best charging method and operation model in line with customer expectations.</p>
What issues have you faced?	Some proposed EV point locations require significant civil works to upgrade the infrastructure to accommodate suitable electric supply. This has been considered in the overall delivery plan and the most efficient sites have been selected in terms of location and costs.
What successes have been achieved?	Initial quotes from UK Power Network estimated civil work costs at £22,846. This has been reduced to £13,309 following detailed investigation works and negotiation saving £9,537.
What are the next steps?	<p>Once market testing is complete and the operational model agreed, Parking Services will place an order with UK Power Network as the only supplier able to carry out the civil works and to proceed with the procurement / leasing of 8 Pod units for installation following completion of the civil works.</p> <p>Installation will be funded from the remaining budget. This will provide 16 Electric Vehicle bays in prime town locations in off-street car parks.</p>
Are there any risks that need reporting?	None.

BUS STATION IMPROVEMENT FEASIBILITY STUDY

Name of project	Bus Station Improvement Feasibility Study	Quarter ended	30/9/18
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Overall RAG rating	Financial Summary	
Green		£000
	Allocation	10
	Spent to date	0
	Committed future spend	0
	Remaining budget	10

Project overview	
What progress has been made to date?	<p>Detailed negotiations have taken place with financial stakeholders.</p> <p>A Project Manager from Gen2 has been appointed to support the delivery of the project.</p>
What issues have you faced?	<p>Invitations to Tender for an Architect and Employers Agent (EA) over the summer failed to attract enough interest to make an appointment.</p> <p>The EA and Architect specification, Pre-Qualification Questionnaire (PQQ) and Initiation to Tender (ITT) have been revised following feedback and will be reissued in October 2018.</p> <p>Still awaiting the final confirmation of the award of £750,000 from the Kent & Medway Business Rates Retention Pilot Housing and Commercial Growth Fund</p>
What successes have been achieved?	<p>Arriva have agreed to contribute towards the professional fees for the EA, Architect and other surveys.</p>
What are the next steps?	<ul style="list-style-type: none"> • Await confirmation of Business Rates Retention Pilot funding • Await release of Tranche 3 • Appoint EA and Architect • Agree scope and programme of works • Seek all partners' agreement to the capital costs of the works. • Appoint a contractor
Are there any risks that need reporting?	<p>There is a risk that Arriva will not be convinced that the proposed improvement works, as designed, would not produce a return on their investment and may choose not to contribute towards the capital costs.</p>

DATA ANALYTICS FOR INCLUSIVE GROWTH

Name of project	Data analytics for Inclusive Growth	Quarter ended	30.09.18
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Overall RAG rating
Green

Financial Summary	
	£000
Allocation	35
Spent to date	
Committed future spend	
Remaining budget	35

Project overview	
What progress has been made to date?	Development of the new Strategic Plan is now at an advanced stage. The agreed strategic objectives will determine the data that to be monitored and reported as part of this project.
What issues have you faced?	N/A
What successes have been achieved?	N/A
What are the next steps?	Data requirements will be defined following agreement of the Strategic Plan and the necessary resources brought in to develop the database.
Are there any risks that need reporting?	No.

**POLICY AND RESOURCES
COMMITTEE**

24th October 2018

FLOOD RISK MANAGEMENT - UPDATE

Final Decision-Maker	Policy & Resources Committee
Lead Director	Director of Finance & Business Improvement
Lead Officer and Report Author	Director of Finance & Business Improvement
Classification	Public
Wards affected	High Street, Coxheath & Hunton, Headcorn, Marden & Yalding, Staplehurst

Executive Summary

Maidstone Borough Council is a member of the Medway Flood Partnership, which was established in 2017 to address flood risk in the Medway catchment area above Allington Lock. The Council has allocated £1 million of capital funding to support the work of the Partnership. This report describes Partnership initiatives currently in progress and sets out priorities for funding.

This report makes the following recommendations to this Committee:

1. That progress with flood management schemes to be delivered by the Medway Flood Partnership be noted.
2. That the capital investment criteria set out in paragraph 1.19 be noted.
3. That £100,000 be allocated for the Natural Flood Management schemes described in paragraph 1.14 and Appendix 1.
4. That authority is delegated to the Director of Finance and Business Improvement in consultation with the Chairman of Policy and Resources Committee to commission feasibility studies as required for any further schemes that meet the capital funding criteria.

Timetable

Meeting	Date
Policy & Resources Committee	24 October 2018

FLOOD RISK ALLEVIATION - UPDATE

1. INTRODUCTION AND BACKGROUND

Background

1.1 Maidstone Borough is at the heart of the Medway catchment area. The rivers Beult, Teise and Medway join at Yalding and flow through Maidstone towards the Thames Estuary. This brings a significant risk of flooding, as was seen most recently in the floods of winter 2013/14. Recognising that a collective approach is needed to address these risks, the Medway Flood Partnership was established in 2017. It brings together a range of organisations concerned with flood risk management and reduction in the Medway catchment area upstream of Allington Lock, including not only the Environment Agency (EA) and the principal local authorities but also a whole range of other relevant bodies. The partnership's objectives are defined as follows:

- Develop a shared understanding of the strategic challenges and opportunities within the catchment and the need for collaboration to address them
- Develop a shared action plan for the next 5 years, and a 25 year vision for the future
- Improve communications and engagement by adopting a joined up approach to engagement with communities, government and MPs
- Broker strategic solutions to problems identified through the partnership
- Identify the inter-relationships between partner projects and ensure coordination between them.

1.2 The partnership therefore provides a vital framework for developing initiatives to manage flood risk. It recognises that effective management of flood risk requires a range of different approaches, and so categorises these in three work streams, as follows:

- capital investment and maintenance
- natural flood management
- community resilience.

Capital investment

1.3 Capital investment planned by the Medway Flood Partnership comprises:

- Expansion of the Leigh flood storage area and construction of embankments at Hildenborough (Tonbridge & Malling)
- East Peckham flood alleviation (Tonbridge & Malling)
- Middle Medway Flood Resilience Scheme (Maidstone / Tonbridge & Malling)

Whilst Maidstone Borough Council is not directly involved with the expansion of the Leigh flood storage area, by providing greater upstream storage capacity, the scheme will benefit the borough.

- 1.4 Phase 1 of the Middle Medway Flood Resilience Scheme (MMFRS) involves installation of Property-level Flood Resilience (PFR) measures for properties at very significant risk of flooding. 28 properties in the eight parishes that comprise the MMFRS catchment area had PFR measures installed by the EA's contractors at the end of 2017 and full surveys have been completed on a further 249 homes that are at very significant risk of flooding.
- 1.5 This work is eligible for government Flood Defence Grant in Aid (FDGiA) funding of up to £7,500 per household. Where the cost of PFR exceeds £7,500 for an individual property, the EA has been able to call on additional funding from the Southern Region Flood and Coastal Committee (SRFCC) to contribute to all or part of the additional costs.
- 1.6 Unfortunately, the contractor that carried out the initial installations has gone out of business, which means that the EA has re-procured the work. It now expects that installation for the remaining homes will start later in 2018.
- 1.7 Not all properties at very significant risk of flooding are suitable for PFR. In such cases, alternative measures such as small walls or embankments may be suitable. The EA has commissioned Jacobs Engineering to undertake initial assessments on properties for which property flood resilience measures are not suitable. Site visits are currently taking place and this phase of the project is due to be complete late January 2019. This work has been funded from a £50,000 contribution to the EA from Kent County Council, backed by a commitment to match this funding from MBC. This funding will cover only Jacobs' design and feasibility work; funding will have to be sought separately to deliver whatever schemes emerge from their work.

Maidstone Town Centre

- 1.8 Following flooding of properties at the lower end of the High Street in 2013/14, the two subways beneath the A229 have been blocked off. However, the Medway Street subway also acts as a conduit for flood water to reach the lower High Street area. Accordingly, as a final part of the Bridges Gyrotory Scheme, a flood barrier will be built on the town side of the subway. This work has been delayed, but Maidstone Council has now allocated a Project Manager to work with partners including KCC and the EA to bring this work to fruition.
- 1.9 Additional protection for the lower end of the Town Centre could be provided by temporary flood barriers which would be erected along the A229. The cost and feasibility of MBC procuring and storing these barriers is being investigated by our Project Manager.
- 1.10 This work is to be funded from the balance of funding from the Bridges Gyrotory Scheme, amounting to £150,000.

Mote Park Lake

- 1.11 Mote Park Lake is a reservoir retained by an embankment dam across the River Len. The Reservoirs Act 1975 requires that a review of the dam by an All Reservoirs Panel Engineer takes place every 10 years. The 2014 inspection and review concluded that the dam did not meet current standards and that works of improvement were required. Policy and Resources Committee agreed at its meeting on 25 April 2018 to proceed with works to the Mote Park Lake spillway, as outlined by our consultants Black & Veatch, intended to reduce the risk of failure of the dam due to overtopping as low as reasonably practicable. A planning application for these works is currently being prepared. Funding of £1.9 million for this project has been allocated in MBC's capital programme.

Maintenance

- 1.12 Heavy rain in the borough in Spring 2018 caused several local floods, highlighting the importance of regular maintenance of watercourses, drains and sewers. The position is complicated by the range of authorities and landowners involved. Kent County Council is the Lead Local Flood Authority (LLFA) for the area and has the prime responsibility for co-ordination. Maidstone Borough Council works closely with the relevant officers at KCC to identify and address problems. We also hold a small budget of £30,000 per annum which allows us to commission inspections from KCC and to instruct contractors to carry out periodic maintenance and clearance of debris. This work is the responsibility of the landowner. However, in some situations it is more cost-effective to carry out the work ourselves rather than relying on enforcement action.

Natural Flood Management

- 1.13 Natural Flood Management (NFM) is the alteration, restoration or use of landscape features to reduce flood risk to properties. There are a wide range of techniques used including small 'leaky dams', new hedgerows, river bank restoration, targeted tree planting and techniques to hold water temporarily on land to 'slow the flow', reduce and delay flood peaks and store more water away from homes. As well as helping to reduce flood risk, NFM techniques also provide wider social and environmental benefits by improving the environment and wildlife for people to enjoy.
- 1.14 The Medway Flood Partnership sees NFM as an integral part of flood risk management. It is proposed to complement the existing focus on capital investment and community resilience with a number of projects in the River Beult catchment. Kent County Council has already funded a 12,500m³ natural flood storage area at Mill Farm, Marden which illustrates a possible approach. The Medway NFM partnership (Natural England, South East Rivers Trust, Environment Agency, KCC and others) are developing a number of proposed small-scale projects in Maidstone borough, for which they are seeking funding, as follows:

- Development of Landowner Relations to enable NFM
- Headcorn School / Hogg Stream flood management

- Beult SSSI NFM Projects
- Bockingfold Wetland Creation Project

These projects benefit communities in Maidstone that are subject to flood risk and are consistent with our capital funding criteria (see below). As most of these projects are likely to be eligible for funding from other sources, Maidstone Council funding would unlock investment by matching funding from elsewhere. Details are set out in Appendix 1.

Community Resilience

1.15 The main agencies responsible for emergency planning, response and recovery - Kent County Council, Maidstone Borough Council and the Environment Agency - have an established framework for responding to flood incidents. This allows us to make joint decisions and respond effectively by co-ordinating operational activity and share resources and equipment. However, it is essential that individual households and local communities are equipped to protect themselves and their properties. We will therefore continue to work with local communities to increase community resilience to flooding and to ensure that in a flood situation all steps are taken to raise awareness of any impact and to minimise flood damage where possible.

Funding

- 1.16 There is £1 million in the capital programme for Flood Action Plan projects. It was envisaged in the aftermath of the 2013/14 floods that the risk of future floods could be substantially mitigated by large scale engineering solutions. These would require multi-million pound funding commitments from a range of partners, including central government, KCC and district authorities. However, on further investigation, the only such project that was demonstrated to be cost-effective was the expansion of the Leigh flood storage area mentioned in paragraph 1.3. Funding has now been obtained for this project, but Maidstone has had no direct involvement, as it is outside the borough.
- 1.17 Taking into account the proposed allocation of £100,000 from Maidstone Council's Flood Action Plan capital budget for NFM projects, and including funding from all other sources, the overall funding position may be summarised as shown overleaf.

Summary of Funding for Flood Risk Management

	Capital / Revenue	MBC budget £000	Total budget £000	Notes
Capital Investment and Maintenance				
Middle Medway Flood Resilience Scheme (MMFRS):				
- Phase 1	Capital	0	approx 2,000	Grant funded
- Phase 2 Feasibility	Capital	0	up to 100	Grant funded
- Phase 2 Delivery	Capital	tbc	tbc	
Town Centre	Capital	150	150	
Mote Park Lake Dam	Capital	1,900	1,900	
Maintenance	Revenue	30 per annum	30 per annum	
Natural Flood Management				
Natural England / EA projects	Capital	100	tbc	
Community resilience				
Ongoing support	Revenue	0	No specific allocations - salary and general costs covered by revenue budgets for Communities and Resilience Team	
Capital budget not yet allocated	Capital	900	tbc	

1.18 It may be seen from the above table that there is a potential requirement for capital funding in phase 2 of the MMFRS. In addition, further projects may emerge during the course of the Flood Partnership's work that may be suitable. In order to ensure effective deployment of the capital budget, and to avoid unnecessary commitment of funds if no suitable projects are available, it is appropriate to re-confirm the Council's principles for capital investment as set out in the Medium Term Financial Strategy.

1.19 The criteria are as follows.

a. Required for statutory reasons

Funding has already been allocated separately for the Mote Park Lake Dam project, which is required for statutory reasons. However, other flood risk management projects may emerge that are required for statutory reasons.

b. Self-funding scheme focused on Strategic Plan priority outcomes

A scheme may be self-funding, eg if the costs can be entirely met through contributions from partners.

c. Other schemes focused on Strategic Plan priority outcomes

Amongst the Council's current strategic plan objectives is Providing a Safe, Clean and Green Environment, which is supported through flood risk management measures. Consultation is currently taking place on a new Strategic Plan. Amongst the draft objectives that are being considered are a number which likewise could be supported through flood risk management measures, eg Great Environmental Quality and Well Connected Safe and Empowered Communities.

Funding for individual schemes will need to reflect their relative contribution to effective flood risk management. For example, a scheme that will benefit a large number of households will have priority over a scheme benefiting a single household, all other factors being equal.

d. Other priority schemes that will attract significant external funding

Working with our partners in the Medway Flood Partnership, we are well-placed to maximise the value of our investment by enabling projects to go ahead through our contributions. Phase 2 of the MMFRS is an example of how this may happen, given that it is supported by KCC and the EA.

1.20 This report recommends that these criteria are re-confirmed and provide the basis for consideration of flood risk management projects. A business case will be required for all projects, and if appropriate, more detailed cost-benefit evaluation.

1.21 Flood risk management projects typically require initial investment in feasibility studies, so this report recommends that the Director of Financial and Business Improvement, in consultation with the Chairman of Policy and Resources Committee is authorised to commission feasibility studies where the eventual project is expected to meet one or more of the criteria set out above.

2. AVAILABLE OPTIONS

2.1 **Option 1:** To continue to work with the EA and other partners as part of the Medway Flood Partnership and to utilise the Flood Action Plan capital budget for schemes that meet the objectives of the Partnership and the Council's own investment criteria.

2.2 **Option 2:** To remain as a member of the Medway Flood Partnership but not commit any funding for flood risk management.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 The preferred option is Option 1 as this is the most likely option to deliver reductions in flood risk and is affordable in the context of the Council's medium term financial strategy.

4. RISK

4.1 This report deals with the broad risk to the community posed by flooding. Risks associated with projects described in the report are addressed at the level of the individual project.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 Progress on flood risk management work is reported regularly to Policy and Resources Committee. The Council also maintains regular contact with representatives of the local community, including parish councillors, in relation to flooding issues.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The Council will continue to work with the Medway Flood Partnership in implementing the actions described in the report.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The decision will impact upon the protection of the character of the borough as there will be implications for the villages and homes within the flood area. Resilience against flooding supports making the borough an attractive place for all.	Director of Finance & Business Improvement
Risk Management	See paragraph 4.1.	Director of Finance & Business Improvement
Financial	These are covered in the report.	Director of Finance & Business Improvement
Staffing	Staffing support for Flood Risk	Director of

	<p>Management is provided by the Property and Procurement team for capital investment and maintenance and by the Communities and Resilience Team for community resilience.</p>	<p>Finance & Business Improvement</p>
<p>Legal</p>	<p>The report sets out details of a flood risk management scheme at Mote Park Lake which is required by statute.</p> <p>The Flood and Water Management Act 2010 makes provision for an extensive regime of flood management, with a focus on prevention and preparation rather than reaction once a flood occurs.</p> <p>The Environment Agency has a duty to maintain a strategy for flood risk management in England – 2010 Act, s.7.</p> <p>Kent County Council as the lead local flood authority is also required to maintain a strategy for local flood risk management (flood risk from surface runoff, groundwater and ordinary watercourses – 2010 Act, s.9.</p> <p>Under the Act, Maidstone Council is a risk management authority. The public authorities with responsibility for flood risk management are obliged to have regard to the EA’s National Flood and Coastal Erosion Risk Management Strategy for England and KCC’s strategy when taking action to tackle flooding in their area.</p> <p>The recommendations in this report are in accordance with the statutory obligations and the requirement for co-operation between the public authorities when discharging</p>	<p>Legal Team</p>

	<p>their functions under the 2010 Act.</p> <p>The recommendations also fall within the Policy and Resources functions, which includes (1) risk management strategy; (2) emergency and resilience planning.</p>	
Privacy and Data Protection	Data collected as part of projects described in this report, eg data about individual households affected by flooding, is processed in accordance with the Data Protection Act.	Director of Finance & Business Improvement
Equalities	Consideration is given to the equalities impacts as part of each of the individual projects described in this report.	Director of Finance & Business Improvement
Crime and Disorder	Flood risk has an impact on community safety generally. The measures outlined in the report will help to achieve increased community resilience and reduce the risk to health and safety during incidences of flooding.	Director of Finance & Business Improvement
Procurement	Council and statutory procurement requirements will be met in relation to all procurement and commissioning carried out as part of flood risk management work.	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: Proposed Natural Flood Management Schemes

Appendix 2: Phase 2 Property Locations and Natural Flood Management Schemes in Maidstone Borough Council

9. BACKGROUND PAPERS

None.

Appendix 1: Proposed Natural Flood Management Schemes

Medway Flood Action Plan - Maidstone Borough Council

Reducing the risk of harm from flooding, improving the river Beult SSSI for people and wildlife

Background

The Government's 25 Year Environment Plan highlights 'taking action to reduce the risk of harm from flooding, including greater use of natural flood solutions'. The Medway Flood Action Plan, published November 2017, identifies natural flood management as a key theme to manage or reduce the risk and impacts of flooding to benefit properties upstream of Allington Lock.

Natural Flood Management (NFM) is the alteration, restoration or use of landscape features to reduce flood risk to properties. There are a wide range of techniques used including small 'leaky dams', new hedgerows, river bank restoration, targeted tree planting and techniques to hold water temporarily on land to 'slow the flow', reduce and delay flood peaks and store more water away from homes. As well as helping to reduce flood risk, NFM techniques also provide wider social and environmental benefits by improving our environment and wildlife for people to enjoy.

Natural flood management is dependent on landowners, so we need to build awareness and understanding of the techniques and how they can be incorporated into existing land-use. The Medway is a large catchment so we are prioritising areas where positive land management could make the most difference for natural flood management. Six high priority sub catchments have been identified.

The River Beult is one of these catchments and flows through the heart of Maidstone Borough. It is an important natural resource for water companies, land managers, anglers and local people and is designated as a Site of Special Scientific Interest along its length, from Hadmans Bridge near Smarden. It is one of the best examples of a clay river in England and supports nearly 100 species of plant and some nationally scarce insects. 'Improving the River Beult for People and Wildlife' was published in June 2018. It divides the river into segments between the bridges and identifies the most effective options in each segment to create a river that provides:

- Natural flood management
- A secure, clean water supply
- An attractive, resilient landscape that supports sustainable agriculture, flourishing wildlife and recreation, including a healthy fishery with good angling participation

The projects identified here are proposed as matched investments during 2018 to March 2020 within the more rural parishes of Maidstone Borough Council. The aim is to reduce flood risk and improve the River Beult SSSI. The effects will be monitored to inform future investment, as part of a national programme of NFM projects across England. The NFM projects proposed complement the geography of the community resilience projects in Yalding and Collier Street, providing a balanced investment in flood risk reduction across the Borough and are shown in the attached map.

Appendix 1: Proposed Natural Flood Management Schemes

2018 – 2020 PROPOSED PROJECTS⁽¹⁾ (UNDER £100K)

	MBC	Match ^(*)	£000s Total Cost
Landowner Relations Development	25	25 ⁽²⁾	50
Headcorn School / Hogg Stream	25	100 ⁽³⁾	125
Beult SSSI Segments 1 / 2 NFM Projects	25	75 ⁽³⁾	100
Bockingfold Wetland Creation Project	25	50 ⁽³⁾	75

- (1) These projects are currently in development, with the best projects taken forward where landowners agree to changes. The additional 'Landowner Relations Development' post will help to secure this essential participation.

*Match funding for the above projects is provided from two sources:

- (2) Natural England's farm advice programme will provide the match. Opportunities for join up with private sector investors will continue to be developed.
- (3) Defra are investing £300k over 2 years in a pilot project to implement and monitor a number of NFM projects in the Medway catchment. The project is being matched in part from South East Rivers Trust Interreg FRAMES Project. Investment from MBC will be used to provide the match towards the 3 current projects listed above that are within Maidstone borough. The costs at this stage are outline, however if necessary, the value of MBC's investment can be fixed.

Appendix 1: Proposed Natural Flood Management Schemes

Landowner Relations Development

Background

Delivering NFM and river improvements is entirely reliant on landowners and land managers in the borough. Pockets of positive relationships already exist, built by Natural England (NE) over the years through public investments in environmental land management schemes and through catchment sensitive farming partnerships. This project will build on these relationships by expanding landowner liaison with the whole farming community in each sub catchment in the borough.

The technique of creating ‘farmer clusters’ in each catchment (tested through NE’s facilitation funds) will be used to build understanding and confidence in the potential to supply and invest in public goods, focussing on natural flood management and water quality, to create momentum and ownership by the borough’s land community.

There is already an active partnership in the catchment, with skills and time secured for coordination, modelling, project design and construction. This investment will complete the team by introducing dedicated time for developing relationships with landowners and the farming community. This project is therefore a key enabler for the NFM projects in the borough.

NE already has a team of 2 Advisers working in the Medway catchment; this investment will take advantage of this existing resource and the work done to establish contacts and our understanding of the structure of the farming business in the catchment. It will enable dedicated time for landscape scale cluster relations and business development.

Project objectives

1. To design and systematically deliver a communications programme with all landowners and the farming community targeted for each sub catchment within Maidstone Borough Council, phasing roll-out to the Hogg Stream and River Beult segments 1 and 2 project areas first to enable the projects below. Secondly to the other high priority NFM catchments and then to all sub catchments in the Maidstone Borough area of the Medway catchment.
2. To use the ‘farmer cluster’ model to build confidence that the supply of public goods can be a valuable part of the farming business, especially during the significant changes in farming support described in the current Agriculture Bill.
3. To agree with each interested landowner the best techniques for NFM and water quality on their land and outline project options, plus the business case for supplying other public goods including recreation.
4. To sensitively manage hand-over to other partnership team members to deliver the detailed design / construction phases.

Appendix 1: Proposed Natural Flood Management Schemes

Headcorn School / Hogg Stream Project

Background

The School or Hogg Stream starts as a small spring and flows from the Greensand ridge through the northern part of the village of Headcorn to join the River Beult SSSI. Available mapping shows that the stream is very straight and unnatural in its alignment, with very little natural vegetation along much of its course.

During high rainfall events the stream comes out of its bank and floods parts of Headcorn village, including several properties and the primary school. This is due to a combination of intensive agriculture and run off from roads and properties, exacerbated by the straightened channel speeding up flows. The fact that the catchment is largely rural and undeveloped demonstrates how these unnatural land uses make such a big difference to flow in the watercourse.

There is considerable scope to restore a natural meandering stream. This, combined with attenuation to reduce the rate of flows entering the stream would mean that water takes a lot longer to reach Headcorn, reducing peak flows in the village.

Headcorn Parish Council are already engaged with a partnership with Kent Countryside Management Project, NE (working with Southern Water) and the National Flood Forum.

The project needs to focus its engagement on landowners occupying headwater areas, and would benefit from greater resource to enable the delivery of objectives.

Project objectives

- 1 Undertake detailed mapping of the catchment and scope the range of NFM techniques that will offer the best results, involving the community (landowners) through co-design and 'ground-truthing'.
- 2 Following the landowner liaison project, design and agree projects with individual landowners to deliver flood risk and habitat improvement projects.
- 3 Investigate local road run off to establish how much this is contributing to the problem and work with KCC to establish further areas for run off to be captured.
- 4 Install a water height gauge close to the school grounds and involve the primary school and community to monitor the success of the project.
- 5 Aim to provide sufficient storage and slow the flow options to make a difference to properties at risk of flooding in Headcorn, as well as contributing to the overall Medway NFM project of reducing risk to the Yalding area.
- 6 Report back to Defra on the success of NFM on minor lowland tributaries by providing monitoring data on this watercourse.

Appendix 1: Proposed Natural Flood Management Schemes

River Beult SSSI NFM – Segments 1 & 2

Background

One of our Medway FAP partners has applied to Defra's Water Environment Grant for the in-river improvement projects described in the River Beult Improvement Plan, for the first two segments of the SSSI, between Hadmans Bridge near Smarden and Stephen's Bridge near Headcorn. We should hear whether the bid has been successful this autumn, with the works completed March 2021.

The upper reaches of the River Beult provide a good opportunity to reduce flood peaks downstream by storing more on the floodplain following the restoration of the river.

The project proposed here will complement these in-river projects by delivering NFM- focussed projects on land adjacent to the river. There are a number of small streams and land drains in these Segments that can be enhanced to slow the flow of water downstream, as well as opportunities for riparian planting.

The two projects combined provide the greatest potential to reduce flooding downstream in the River Beult catchment.

Were the WEG bid to be unsuccessful, this project would still have significant value for flood reduction and the investment strategy for the SSSI identifies other funding sources which would be pursued for the in-river improvements.

Project Objectives

1. Joint SSSI and NFM liaison with landowners along the Beult SSSI to prioritise and plan the work in more detail. Landowner community workshops to co-design deliverables.
2. Following outputs from the landowner liaison project above, develop detailed designs with each interested landowner
3. Construct a series of small scale NFM projects in each Segment and involve local people and landowners in monitoring success.
4. Provide monitoring data on the success of the project particularly towards water quality and changes in the flow of the River Beult to evaluate the success of the scheme towards multiple objectives including flood risk and environmental and social criteria.

Appendix 1: Proposed Natural Flood Management Schemes

Bockingfold Farm Wetland Creation Project

Background

A 10 hectare field, part of Bockingfold Farm has been offered by the landowner as a site for flood storage. It lies, upstream from Collier Street which has a history of flooding. The site is on Weald clay and has been previously used on rotation between arable cultivation and temporary grassland.

The potential area which could be used for flood storage is approximately 48 000 square metres of which 28 000 square metres is within Flood Zone 1 or 2. Therefore, up to 20 000 square metres of land at low risk could be utilised.

The area of high flood risk extends approximately 150m to the west of the watercourse. Initial calculations estimate 15,000m³ of additional storage could be provided, on top of any permanently retained water level in the storage area that provides ecological benefit.

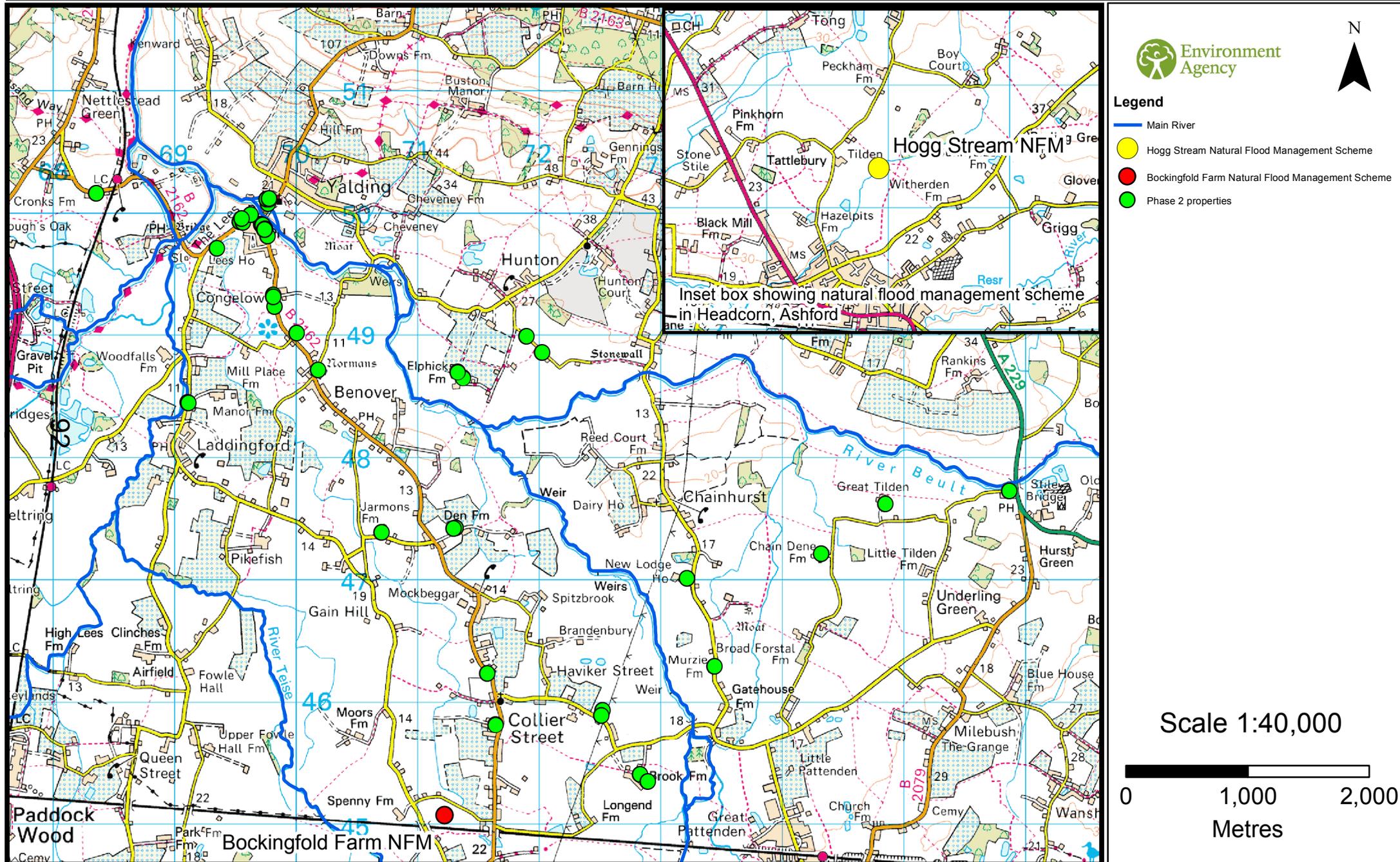
An adjacent property to the east of the site on Kings Lane is known to be at flood risk during events of 50yr return period or greater. This storage area could lower flood levels sufficiently to reduce flood risk to this property, as well as slowing the rate of water heading down stream to Collier Street and Yalding

Project objectives

1. The project would need to be constructed during the summer of 2019 to move spoil around the site on a 'cut and fill' basis and install infrastructure such as two culverts into and exiting the site.
2. Modelling is being carried out by the Environment Agency in advance of any detailed design for the project, to ensure that flood storage is viable, and cost the project to present design options to the landowner and any other partners.
3. It will require planning permission from Maidstone Borough Council as well as permission from the Upper Medway Internal Drainage Board. The local community, particularly adjacent properties will need to be liaised with.
4. Creating ponds within the storage area will ensure that there is a wide variety of wetland features created, providing the environmental targets for the scheme. A range of planting and seeding will ensure habitat is diverse attracting wildlife.
5. A management plan and legal agreement with the landowner will ensure that the flood risk management benefits are maintained, the ecological enhancements continue to be provided by the site, and the monitoring as part of the NFM project can continue in the future. The aim will be for the creation of an ecological varied site with wetland features including ponds, woodland, wet grassland and reedbed habitats. These will make a significant ecological contribution to the area. However the exact design will be subject to available funding and long term costs/benefits.
6. Monitoring of the project will provide evidence back to Defra and the local community on the success of the project and its contribution to flood risk and environmental criteria to inform future projects.

Appendix 1: Proposed Natural Flood Management Schemes

Phase 2 Property Locations and Natural Flood Management Schemes in Maidstone Borough Council



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

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