POLICY AND RESOURCES COMMITTEE MEETING

Date: Wednesday 24 April 2019
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Mrs Blackmore, Boughton, M Burton, Clark, Cox (Chairman), Field, 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.

Issued on Friday 12 April 2019   **Continued Over/:**

Alison Broom

Alison Broom, Chief Executive

MAIDSTONE
Borough Council

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. Minutes (Part II) of the Meeting Held on 27 March 2019	Para 3 – Financial/Business Affairs	90 - 91

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

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

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. 22 April 2019). 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 27 MARCH 2019

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

182. APOLOGIES FOR ABSENCE

It was noted that apologies were received from Councillors Boughton, Newton and Springett.

183. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Purle was present as a substitute for Councillor Boughton.

184. URGENT ITEMS

There were no urgent items.

185. NOTIFICATION OF VISITING MEMBERS

There were no visiting members.

186. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

187. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

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

RESOLVED: That item 16 – Property Acquisition be taken in private due to the possible disclosure of exempt information.

189. MINUTES OF THE MEETING HELD ON 13 FEBRUARY 2019

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

190. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

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

There were no questions from members of the public.

192. COMMITTEE WORK PROGRAMME

It was noted that the item relating to the Kent Medical Campus (KIMS) would not be coming to the next meeting, and that depending on the Committee Structure Review being approved at Council on 10 April 2019 the items relating to Economic Development could move to another committee.

The Committee were informed that the next stage for KIMS was an application going to Planning Committee, with a report coming back to service committee in the Autumn on the appointment of a contractor.

It was also noted that there is a Members' briefing on 3 April 2019 on the Committee Structure Review in the Town Hall.

RESOLVED: That the Committee Work Programme is noted.

193. REFERENCE FROM COUNCIL - MOTION - ECONOMIC DEVELOPMENT STRATEGY

RESOLVED: That the consideration of the reference from Council – Motion – Economic Development Strategy, be moved to the second meeting of the relevant committee after the annual meeting.

194. KPI UPDATE QUARTER 3 2018/19

Mr Munden, Information and Corporate Policy Officer introduced the report by outlining the structure of the reporting and summarising KPI performance. 9/13 KPIs achieved target, two were within 10%, with the final two missing by more than 10%. Seven had improved with performance declining for six. The officer highlighted good news stories, including highways litter, and brought to the committee's attention that whilst affordable housing delivery had dropped in the quarter this was expected with more completions expected before the end of the year.

In response to questions from the Committee it was clarified that for indicators below more target by more than 10% this quarter (affordable housing delivery, and households housed through the housing register), the year to date position was still on track due to good Quarter 1 and Quarter 2 performance. For indicators where performance was expected to fluctuate in identified quarters it was possible to look at seasonal targeting that would take this into account.

The Committee sought clarification on how 106% of reported clearances could be completed, and after receiving the explanation, that it included clearances that had not been reported too, felt it might be beneficial to have the indicator split between those reported and those the Council found itself.

Mr Cornall, Director of Regeneration and Place, responded to the questions on the recycling rates. The Committee were informed that recycling had been discussed at Communities, Housing and Environment Committee, and though the Council was doing well, with the 2nd highest recycling rate in Kent, performance had plateaued and it might be necessary to review the target next year.

RESOLVED: That the summary of performance for Quarter 3 of 2018/19 for Key performance Indicators (KPIs) be noted.

Voting: Unanimous

Note: Cllr Mrs Blackmore arrived during consideration of the item.

195. 3RD QUARTER REVENUE & CAPITAL BUDGET MONITORING REPORT

Mr Mark Green, Director of Finance and Business Improvement, presented the item by first introducing Chris Hartgrove, Interim Head of Finance to the Committee. Mr Green corrected the tables on p31 of the report by highlighting that whilst the net result was the same in all the tables the totals in the individual tables were not consistent. The overall figures in the bottom two tables were the correct ones. Crucially they showed a balanced budget for the year.

The officer drew the Committee's attention to Development Control spending on staffing and informed the Committee that whilst it did not present a good picture in Quarter 3 this spend had been targeted at reducing the backlog of applications which had now been addressed. The positive position in housing from previously significantly overspending to now within budget had been achieved through the approach of investing in, and housing people in, our properties.

Mr Green highlighted that the Capital programme, which was significantly underspent in the report for Quarter 3, was due to make up significant ground in Quarter 4 due to capital expenditure on Lenworth House, Union Street and Brunswick Street. The Maidstone Property Holdings (MPH) element of the report was being presented to the Committee as part of the proper governance of the company.

The Committee praised the report, and requested an update on Planning Enforcement staffing and the usage of agency staffing in Planning. Mr Cornall responded that there was a framework of planning consultancies in place to provide temporary resource for dealing with applications ensuring value for money and recruitment and retention was a key area of focus for planning. An emailed response would be provided on Enforcement staffing.

In response to a question regarding the vacant youth apprenticeship posts Mr Green agreed to respond separately on the details of plans to fill the posts.

Comparisons were drawn between the operation and VAT requirements for MPH and Cobtree and whether VAT was an issue for MPH. Mr Green responded that they were fundamentally different entities and would provide detail outside of the meeting, but VAT was not a concern.

In response to questioning Mr Cornall provided an update on the Mote Park improvements and the adventure zone. The delivery of the adventure zone had been delayed until May due to difficulties with the groundworks, however other elements of the improvements would be opening sooner.

The Committee questioned why there were charges for refuse collection at the market and why there had been delays in the leisure centre profit share being paid to the Council. Mr Green responded that the market was treated as a commercial customer for the waste service but it was an internal charge. With regard to the leisure centre profits Mr Green informed the Committee that improved arrangements had been put in place for monitoring the arrangement such that the 2016 and 2017 payments had now come through and the 2018 payment could be expected more quickly. It was also stated that this issue was unrelated to the solar panels at the leisure centre.

RESOLVED:

1. That the third quarter budget monitoring report attached at Appendix 1 to the report be noted;

2. That the asset value of Christmas Lights (£36,000) as detailed in Appendix 1 to the report be written-off when they are transferred to the BID company; and

3. That the write-off of overpaid housing benefits as set out at Appendix 2 to the report be approved.

Voting: Unanimous

196. ICT STRATEGY 2019-2024

Mr Chris Woodward, Head of ICT Shared Service, introduced the strategy as a shared partnership strategy that had been written taking into account the strong message that it needed to be as simple as possible and digestible. The strategy had been broken down into six overarching themes to aid with this.

The success of the ICT shared service was shown by 75% of platforms being jointly procured with little or no impact on services. In order to

deliver the strategy consensus was required across the partnership and a joint timetable of work was set out in the document.

The Committee raised concerns about the website and beta testing, and requested whether members could be involved in that process. Suggestions for improvements in areas such as planning, linking agendas to public access, were also made. Mr Woodward agree to take these on board and recognised that, though the website fell outside of ICT, close working with partners was essential to deliver the strategy.

Concerns were also raised by the Committee regarding the impact of data loss and how this risk was managed and properly captured in the corporate risk register. In response to questioning Mr Woodward outlined the range of back-ups and protections put in place in order to protect the Council's network and data, and that Mid Kent ICT advanced compared to other authorities. However, the Committee felt that the impact of the corporate risk relating to loss of systems and data needed to be adequately covered and presented in the corporate risk register.

In response to further questions Mr Woodward highlighted the issues with datasets in silos and the need for good information management and crossworking. He also addressed concerns around Artificial Intelligence and protecting data, including meeting GDPR requirements.

The Committee noted that many of the proposed improvement activities, including automation, could free up staffing resource and were informed that would be a steady process with a view to looking at how that resource could best be redeployed, the aim was for automation and business intelligence to deliver better outcomes for the Council and residents.

Mr Woodward informed the Committee that the partnership had 297 Windows 2008 servers which were being upgraded and reviewed, but were serviceable until January 2020 and running on reliable hardware. The Committee were also informed that due to the fast paced nature of change in ICT that the strategy would be reviewed halfway through its life.

Mrs Broom, Chief Executive, highlighted that the action plan set out how the strategy would be delivered and was the element that provided flexibility and agility to the Council and the partnership, with the partnership element bringing advantages by providing a wider breadth of challenge to the strategy and approach. Mr Steve McGinnes, Director of Mid Kent Services added that Member updates and briefings would be provided as the Strategy, and action plan, progressed.

RESOLVED: That the 2019-2024 ICT Strategy be approved.

Voting: Unanimous

197. <u>EXCLUSION OF THE PRESS AND PUBLIC</u>

RESOLVED: 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 in the report for item 16 – Property Acquisition, having applied the public interest test.

198. <u>PROPERTY ACQUISITION</u>

The Committee considered the exempt report of the Director of Finance and Business Improvement relating to the acquisition of the long leasehold for a property.

RESOLVED:

1. That authority be delegated to the Director of Finance and Business Improvement to negotiate and agree terms for the property acquisition as detailed in the exempt report of the Director of Finance and Business Improvement;

2. To borrow from the Public Works Loan Board to contribute towards the funding of the acquisition;

3. That authority be delegated to the Director Finance and Business Improvement to undertake a procurement process for the role of managing agent for the property and to procure and award such contracts for any services, including building and environmental surveys, covenant review and repairs and maintenance contracts as necessary;

4. That authority be delegated to the Head of Legal Services to complete the necessary legal formalities and all agreements and deeds arising from or ancillary to the acquisition of the property on the terms agreed by the Director of Finance and Business Improvement or to appoint solicitors to complete such legal formalities and documents if considered necessary; and

5. That authority be delegated to the Director of Finance and Business Improvement to grant such leases, accept surrenders and to enter into such property transactions in respect of any part of the property on terms to be agreed in order to maximise the economic benefits from the property and that the Head of Legal Services be authorised to complete the necessary legal formalities and all deeds agreements arising from or ancillary to such property transactions.

<u>Voting</u>:   For – 10   Against – 1 Abstentions – 1

199. <u>DURATION OF MEETING</u>

6.30pm to 8.34pm

2018/19 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Mid Kent Legal Services Collaboration Agreement	P&R	Jun-19	Patricia Narebor	Christine Nuttall
Commissioning and Procurement Strategy	P&R	TBC	Mark Green	Georgia Hawkes
Kent Medical Campus Innovation Centre	P&R	TBC	John Foster	Abi Lewis
Debt Recovery Policy	P&R	TBC	Alison Broom	Sheila Coburn
Mote Park Lake Dam	P&R	TBC	Mark Green	

7

Agenda Item 12

POLICY AND RESOURCES COMMITTEE	**24 APRIL 2019**

Key Performance Indicators 2019-20

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

Executive Summary

The Council has recently approved a new Strategic Plan for 2019-45. The Committee are asked to consider new key performance indicators that measure achievement of the Council's priorities for 2019-20.

This report makes the following recommendation to Policy and Resources Committee:

1. That subject to consideration of feedback from the Service Committees the Key Performance Indicators for 2019-20, attached as Appendix 1, be approved

Timetable

Meeting	Date
Corporate Leadership Team	19/03/2019
Heritage Culture and Leisure Committee	02/04/2019
Communities Housing and Environment Committee	16/04/2019
Policy and Resources Committee	24/04/2019

Key Performance Indicators 2019-20

1. INTRODUCTION AND BACKGROUND

1.1 The Council has approved a new Strategic Plan for 2019-45 and agreed four new priorities:

- Embracing Growth and Enabling Infrastructure
- Safe Clean and Green
- Homes and Communities
- A Thriving Place

1.2 Indicators are reviewed at the start of each year and following the creation of the new Strategic Plan and priorities, changes will be required.

1.3 The Draft set of new Key Performance Indicators have been reviewed with Heads of Service and Corporate Leadership Team and can be reviewed at Appendix 1, set out by priority.

1.4 As part of the review of this year's indicators, feedback has been given by officers and Members. Drop in sessions were arranged at the town hall for Members to come and review the new indicators. Eight Members in total attended.

Reports

1.5 Members are understandably increasingly concerned about the cost of providing services and ensuring that resources are well invested. Whilst both the Finance and Policy and Information team have worked hard to bring both reports together to Committee as early as possible following the end of each quarter, it is not providing Members with the clarity they need. Therefore the quarterly budget and performance reports will be merged; and presented as one single report firstly to Corporate Leadership Team and then the relevant budgets and indicators to each Committee.

1.6 Providing a single report, as is done by authorities elsewhere, will provide greater transparency on whether performance reflects the investment or whether further investment needs to be made.

1.7 Over the last few years the Policy and Information Team has included 'information only' indicators to provide Members with the wider context of the Council's impact and the environment in which the Council is operating.

1.8 These do not always work best with the performance report as they are not targetable indicators. This does not mean that the information is not important but perhaps not best included in a performance report.

1.9 What will be produced instead is an annual strategic update to each committee on each of the four new priorities. This report would contain a

range of performance data and contextual data as well as progress on the outcomes identified in the Strategic Plan, and key projects.

2. AVAILABLE OPTIONS

Stop performance monitoring

2.1 Though it is considered best practice, some authorities have chosen to drop performance management or produce performance data which they publish on their website.

2.2 This is not recommended as monitoring performance ensures oversight and challenge to the delivery of the Council's priority action areas and mitigates risk of the Council not delivering its priorities and key services.

Keep the current set of indicators

2.3 A set of indicators is currently in place and is being reported to Committees. Whilst these indicators could be realigned to the new priorities they do not fully reflect the changes that have been made in the new Strategic Plan.

2.4 This is not recommended at the new set has been produced in consultation with Heads of Service following feedback from Members and therefore represents the best set of indicators to meet our current planned outcomes.

Agree the draft set of indicators

2.5 Appendix 1 shows the list of proposed Key Performance indicators for 2019-20 set out by the new priorities in the Strategic Plan 2019-45. The indicators were developed with Heads of Service and have been commented on by some Members.

2.6 The draft set of indicators have been presented to HCL and CHE committees and recommendations made at section 5.3 of this report.

2.7 Members could also choose to increase, reduce or change any targets or amend suggest new indicators.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 The Committee is asked to approve the indicators for 2019/20 taking into account feedback from the service committees.

4. RISK

4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets

and outcomes. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 Performance is reported to each committee each quarter. Members often request future changes or express points of view on either the indicators or performance management generally. Notes have been taken of these for application in the current set and proposed approach.

5.2 A drop-in session was held for all Members on the 5th and 6th of March. Eight members attended and the results can be seen at Appendix 2

5.3 HCL committee reviewed the draft set of indicators on the 2 April 2019 and The Committee made the following recommendations to Policy and Resources Committee:

- That the footfall at the Museum indicator be targeted to reflect seasonality.

- The indicator relating to 'Number of green flag parks' should reflect that the Council wanted to retain the 5 green flags it held, not increase them.

- The indicator 'Number of people using parks and open spaces' should be deleted.

- An additional indicator be included 'Actual Spend of Section 106 money'

- An additional indicator should be included 'Maintenance per Acre or Hectare Spent on Parks and Open Spaces'.

- An additional indicator should be included 'Attendance at Events in the Museum' to showcase the diversity of the events at the Museum.

- An additional indicator should be included on the use of the Visit Maidstone site.

5.4 The Communities Housing and the Environment Committee are considering the draft set of indicators on the 16 April 2019 and any recommendations will be presented at Policy and Resources Committee on 24 April 2019.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 Once the indicators are agreed Heads of Service and Managers will be informed and the reports set up in time for first reporting.

6.2 The Performance and Budget report will be added to each Committees work programme for 2019-20.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Having a set of key performance indicators linked to financial management will support the Council's overall achievement of its aims. The performance management process monitors delivery of the Councils Strategic Plan 2019-45 and plays an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Anna Collier Policy and Information Manager
Risk Management	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Anna Collier Policy and Information Manager
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing	Anna Collier Policy and Information Manager
Legal	Acting on the recommendations is within the Council's Powers. There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy,	Anna Collier Policy and Information Manager

	efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.	
Privacy and Data Protection	The recommendations do not propose a change in service therefore will not require a data protection impact assessment	Anna Collier Policy and Information Manager
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Anna Collier Policy and Information Manager
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Anna Collier Policy and Information Manager
Crime and Disorder	No impact	Anna Collier Policy and Information Manager
Procurement	No Impact	Anna Collier Policy and Information Manager

8.   REPORT APPENDICES

- Appendix 1: Key Performance Indicators by Committee
- Appendix 2: Member Feedback

9.   BACKGROUND PAPERS

None

	A Thriving Place					
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
Existing	Number of students benefitting from the museums educational service		Quarterly	Aim to Maximise	(1%) 8,296	1% increase of 2018/19 annual outturn
Existing	Footfall at the Museum and Visitor Information Centre (cumulative)		Quarterly	Aim to Maximise	(1%) 53,139	1% increase of 2018/19 annual outturn
Existing	Number of users at the Leisure Centre	This is the number of users visiting the leisure centre, and helps measure the performance of our contract with them.	Quarterly	Aim to Maximise	744,316 (1% increase on last years actual as per contract)	1% increase above the last three years' actuals. Total will be profiled per quarter
Existing	Percentage of all available tickets sold at the Hazlitt		Quarterly	Aim to Maximise	50%	50% as per contract
Existing	Contacts to the Visitor Information centre (visits, calls, and emails)		Quarterly	Aim to Maximise	3,128 (2%)	2% increase on the 2018/19 annual outturn
Existing	Percentage of vacant retail units in the town centre		Annual	Aim to Minimise	11%	11%
Existing	Footfal in the High St.		Quarterly	Aim to Maximise	12,500,000	12,500,000
New	Business rates income from town centre businesses		Annual	Aim to Maximise	Information Only	Information Only
New	Aggregate business rateable value		Quarterly	Aim to Maximise	Information Only	Information Only
	Safe, Clean and Green					
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
Existing	The percentage of relevant land and highways that is assessed as having acceptable levels of litter		4-monthly	Aim to Maximise	94%	94.5%
Existing	The percentage of relevant land and highways that is assessed as having acceptable levels of detritus		4-monthly	Aim to Maximise	94%	94.5
NEW	The average weight of fly tipped material collected		Quarterly	Aim to Minimise	N/A	TBC
Existing	Percentage of fly tips assessed within 2 working days		Quarterly	Aim to Maximise	88%	89%
Existing	Percentage of fly tips with evidential value which result in enforcement action		Quarterly	Aim to Maximise	50%	TBC
Existing	Percentage of household waste sent for reuse, recycling , composting		Quarterly	Aim to Maximise	52.5%	52.5%
NEW	Percentage of unauthorised encampments removed within 5 working days		Quarterly	Aim to Maximise	N/A	90.0%
NEW	Number of people using parks and open spaces		Annual	Aim to Maximise	N/A	TBC
NEW	Number of green flag parks		Annual	Aim to Maximise	N/A	5
	Homes and Communities					
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
NEW	Number of houses of multiple occupation brought to compliance by private rented sector licensing		Bi Annual	Aim to Maximise	N/A	TBC
Existing	Number of completed housing assistances		Quarterly	Aim to Maximise	Information Only	Information Only
Existing	Percentage of approved spend for disabled facilities grant		Quarterly	Aim to Maximise	100%	100%
NEW	Number of households prevented or relieved from becoming homeless	This is where we were able to secure a further 6 months of continuing or alternative accommodation	Quarterly	Aim to Maximise	N/A	300
NEW	Percentage of successful housing prevention and relief cases	The figure we expect the government will measure our achievement against	Quarterly	Aim to Maximise	N/A	30.0%
Existing	Number of households housed through the housing register		Quarterly	Aim to Maximise	600	600
Existing	Number of households in temporary accommodation		Quarterly	Aim to Minimise	Information Only	Information Only
NEW	Number of households living in nightly paid temporary accommodation last night of the month		Quarterly	Aim to Minimise	Information Only	Information Only

14

Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
		Embracing Growth and Enabling Infrastructure				
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
NEW	Number of planning appeals received		Quarterly	Aim to Minimise	N/A	TBC
NEW	Percentage of priority 1 enforcement cases dealt with in time		Quarterly	Aim to Maximise	N/A	TBC
NEW	Percentage of Priority 2 enforcement cases dealt with in time		Quarterly	Aim to Maximise	N/A	TBC
NEW	Number of enforcement complaints received		Quarterly	Aim to Minimise	N/A	TBC
Existing	Number of affordable homes delivered (Gross)		Quarterly	Aim to Maximise	180	180
NEW	Affordable homes as a percentage of all new homes		Quarterly	Aim to Maximise	N/A	TBC
Existing	Net additional homes provided (NI 154)		Annual	Aim to Maximise	1,000	N/A
NEW	The number of new homes completed against target		Quarterly	Aim to Maximise	N/A	N/A

Embracing Growth and Enabling Infrastructure – Possible Performance Indicators

Performance Measure	Reporting Approach	Comments/votes
The Council leads master planning and invests in new places which are well designed		
Percentage of pre-application communication	Reporting cycle to be confirmed	*nil*
Number of Planning appeals	Quarterly reporting	2
Processing of major planning applications in 13 weeks	Quarterly reporting	3
Processing of minor applications in 8 weeks	Quarterly reporting	2
Processing of other applications in 8 weeks	Quarterly reporting	3
Priority 1 cases – 100% of target response times met.	As agreed by SPST committee – Quarterly reporting	2
Priority 2 – 90% of target response times met.	As agreed by SPST committee – Quarterly reporting	2
Number of enforcement complaints	Quarterly reporting	7

Live enforcement cases	Quarterly reporting (narrative in text)	1
Key employment sites are delivered		
Projects	Quarterly reporting (TBC) (narrative in text)	
The Housing need is met including affordable housing		
The number of new homes completed against target	Quarterly reporting	5
Affordable homes as a percentage of all new homes.	Quarterly reporting	7
Sufficient infrastructure is planned to meet the demands of growth:		
Narrative of progress against the infrastructure delivery plan	Quarterly reporting (TBC) (narrative in text)	3

Safe clean and green– Possible Performance Indicators

Performance Measure	Reporting Approach	Comments/votes
People feel safe and are safe		
Percentage of unauthorised encampments removed within 5 working days	Reported quarterly	5
Perceived safety measured by Residents Survey.	Annual survey	2
Repeat incidences of domestic violence	Reported bi annually	2
A Borough that is recognised as clean and well cared for by everyone		
Perception of "Litter as measured in	Annual survey	

Residents Survey.		2
The average weight of fly tipped material collected	Quarterly reported	5
The percentage of relevant land and highways that is assessed as having acceptable levels of detritus	three times per year	1
The percentage of relevant land and highways that is assessed as having acceptable levels of litter	three times per year	2
Percentage of fly tips assessed within 2 working days	Reported quarterly	5
Percentage of fly tips with evidential value which result in enforcement action	Reported quarterly	6
Number of volunteer litter picks supported	Reporting cycle to be confirmed	2
An environmentally attractive and sustainable Borough		
Waste Production per household .	Reported quarterly	5
Recycling rates overall	Reported quarterly	4
Everyone has access to high quality parks and green spaces		
Number of people using parks and open spaces	Annual survey	5

Number of parks with green flags	Fine	
		2
S106 spend in parks and open spaces	Reporting cycle to be confirmed	
		1

Home and Communities – Possible Performance Indicators

Performance Measure	Approach	Comments/votes
A diverse range of community activities is encouraged		
The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together	Collect by an annual survey.	4
Residents regularly participating in the community	Collect by annual survey	3
Number of people volunteering	Collect via Involve	3
Existing housing is safe, desirable and promotes good health and well being		
The number of Houses of Multiple Occupation brought to compliance by private rented sector licensing	Bi annually reported	3
Number of completed housing assistances	quarterly reporting	2
Percentage of approved spend for disabled facilities grant	quarterly reporting	4
Homelessness and rough sleeping are prevented		

Total number of households prevented from becoming homeless	Quarterly reporting	5
Total number of households relieved from becoming homeless	Quarterly report (different from above, this is where prevention was not successful or too late but housing was secured)	3
Percentage of successful prevention and relief cases	Quarterly report (this is the figure we expect government will measure our achievement against)	3
Number of households housed through the housing register	Quarterly reporting	4
The number of households in TA at the last night of the month	Quarterly reporting	3
Ratio of house prices to earnings.	Information only to be reported annually	3
Average/median private sector rent.	Information only to be reported twice annually	2
Community facilities and services in the right place at the right time to support communities		

A Thriving Place – Possible Performance Indicators

Performance Measure	Reporting Approach	Comments/votes
A vibrant leisure and culture offer, enjoyed by residents and attractive to visitors		
Footfall at the Museum and Visitor Information Centre	Quarterly reporting with cumulative targets	3
Tickets sold Hazlitt	Quarterly reporting	3
Users at the leisure centre	Quarterly reporting	2
Contacts to the Visitor Information centre (visits, calls, and emails)	Quarterly reporting	2
Our town and village centres are fit for the future		
Footfall in the high street	Quarterly reporting	4
Number of vacant retail units	Annual reporting	5
Skills levels and earning potential of our residents are raised		
Gross median annual earnings.	Annual reporting	2
Employment rate.	Annual reporting	3
JSA claimants	Annual reporting	1
NVQ attainment levels	Annual reporting	1
The percentage of 16 to 18 year olds who are not in education, employment or	At this stage unsure whether this data is available or not	2

training (NEET) or who have unknown destinations		
Out of work benefits	Annual reporting	1
Local commercial and inward investment is increased		
Jobs density.	Annual reporting	*nil*
Total jobs growth	Annual reporting	5
Total businesses	Annual reporting	5
Business rate income	Annual reporting	3
GVA per capita	Annual reporting	*nil*

Policy & Resources	24 April 2019

Corporate Risk Update

Final Decision-Maker	Policy & Resources Committee
Lead Head of Service/Lead Director	Mark Green - Director of Finance & Business Improvement
Lead Officer and Report Author	Rich Clarke – Head of Audit Partnership
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:

1. **Discuss** and **Note** the revised Corporate risks (as set out in Appendix 1)
2. **Approve** the revised Risk Framework (as set out in Appendix 2).

Timetable	
Meeting	*Date*
Policy & Resources Committee	24 April 2019

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 mange 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:

- Refreshed Corporate Risks, following risk workshop in January 2019
- Operational risk profile
- Revised risk framework for 2019.
- Planned work for 2019/20

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.	Rich Clarke Head of Audit Partnership
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.	
Privacy and Data Protection	There are no privacy or data protection implications to this decision.	
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
- Appendix 2: Risk Framework 2019

9.   BACKGROUND PAPERS

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 – April 2019

Corporate Risks

The Council's corporate risks are those risks which could impede us achieving our strategic objectives or need co-operation across multiple services to mitigate.

In January we led a workshop of senior officers and Members to reconsider the corporate risks following approval of the new Strategic Plan. Following from that workshop, we set out below a new set of corporate risks. We first presented these risks to Corporate Leadership Team in March, and Appendix 1A shows the full list with ratings and controls.

The table below provides a summary linked to discussions in the risk workshop.

Risk Title	Notes
Existing Corporate Risks Kept following Workshop discussion	
Poor Partner Relationship	Existing corporate risk 06.
Workforce Capacity & Skills	Existing corporate risk 03.
Financial Restrictions	Existing corporate risk 09.
Housing Pressures Increasing	Existing corporate risk 07.
Contraction in leisure/retail from economic downturn	Existing corporate risk 11.
Existing Corporate Risks Kept with variation following Workshop discussion	
Failure of core governance system and controls	The risk workshop did not raise various existing Corporate risks with a more 'back office' focus. These include Corp01 (Governance Controls Breakdown), Corp02 (Legal/Compliance Breaches), Corp10 (GDPR). The new risk recognises the continuing importance of these issues but reflects they did not feature in the Workshop.
Cybersecurity	Not mentioned in the workshop but remains a threat to the Council. Later discussions with officers have highlighted the strength of controls available through Mid Kent ICT, as reflected in scoring.
Major Project Failure	Existing risk Corp04. The workshop did not draw this out as a general risk, but the conversation did include comment on specific projects. This risk could further adapt or branch in future as major projects may warrant recognition separately.
Contract Management	Raised as a potential corporate risk but not yet adopted. Relevant to several discussions in the workshop.
Building Incomplete Communities	An adaptation of existing risk Corp08 (Local Plan Delivery). The Workshop didn't focus on the Local Plan specifically, but its role in shaping development in the Borough alongside other work.
Matters not previously reflected as Corporate Risks but added to reflect workshop	
Loss of community engagement	Reflecting discussions in the workshop about the risk of poor engagement with communities and the possible consequent impact on community integration. The discussions noted how much Maidstone relies up support and goodwill of communities for delivering specific projects (including major developments) and general regard for the quality of the public realm.

Matters not previously reflected as Corporate Risks but added to reflect workshop (continued)	
Environmental Damage	Combining discussions in the Workshop on climate change and air quality into a single risk. Note the Workshop discussion on climate change considered the increased possibility of adverse weather impacts, but that feature not added owing to overlaps with operational risks on emergency planning.
Short Term Brexit Impacts	Encompassing the short term risks around disruption, principally but not wholly traffic related. Longer term economic risks considered within the general risk of increased financial restrictions.
Matters raised at Workshop but not scored high in discussion so not added as corporate risks	
Increased crime	Managed as an operational risk.
Unanticipated demographic change	Consensus in the Workshop the Council has good information available on this topic.
Lack of clarity on use of parks and open spaces	Consensus in the Workshop the Council has plans developing or in place.
Not understanding future leisure/culture trends	Discussions in the Workshop questioned whether this topic warranted recording as a separate risk.
Homes not contributing to good health	Lack of clarity in the workshop on what future uncertain events could prompt consideration of this topic as a risk. Key associated issues currently managed at an operational level.

Appendix 1A shows the full new corporate risk register.

Operational Risks

All Council services keep an operational risk register. Individual services manage operational risks. The matrices below show the overall risk profile of the Council, plotting each risk depending on the overall likelihood and impact. The table shows the number of risks for each colour category. These show the *current risk*, that is the impact and likelihood based on existing and working controls. Appendix 1C details the criteria for assessing impact and likelihood.

Risk Map as at April 2019 - Current Risk

Likelihood						
5		1	1	1		
4		4	1	6		
3	1	4	36	7		
2		18	35	18		
1			8	8		
	1	**2**	**3**	**4**	**5**	

Impact

149

Services manage these risks under the Council's Risk Appetite Statement, with routine checking based on the risk score *(see Appendix 1B)*. We present quarterly risk updates to Corporate Leadership Team on all risks above the Council's appetite (those risks which are **RED** or **BLACK** (16 in total)).

The **BLACK** risk concerns political inter-organisational consensus on completing Local Plan actions and reflects the KCC judicial review. We expect, following settlement, this risk will move towards its mitigated rating of 12 in the **RED** when next updated.

CLT check higher level operational risks through the same routes as corporate risk. Overseeing these high-level risks enables more effective challenge on the effectiveness of controls, and means the Council can arrange suitable support to help manage the effect.

Risk Framework Review

As the Council embeds risk management we took the opportunity to review supporting guidance. This review ensures the guidelines reflect risk management in practice and are as effective as possible. Corporate Leadership Team considered the revised Framework in February. In March we circulated for comment among the Audit, Governance & Standards Committee. The current draft of the Framework, adapted for comments, is at Appendix 2.

The key changes from the previous framework are:

- Combining the Framework and accompanying guidance into a single document
- Adding a pictorial overview of the risk management process and introduction
- Removal of the FAQs into a separate document
- Removal of Appendix III: Approach Summary Flowchart
- Better description of the link between planned controls and how this affects impact and / or likelihood
- Amending the terms 'inherent' to 'current' and 'residual' to 'mitigated' risk to better describe the ideas and provide consistency with risk guidance elsewhere.
- Removing report template guidelines to avoid repetition.

Next Steps

Risk management is constant and needs revision and maintenance to keep up its value. Through 2019/20, our focus will be to:

- **Develop a training programme**: We (Mid Kent Audit) have continued to promote workshops, and deliver risk sessions as sought. However, developing the overall knowledge and expertise for risk management across the Council needs a wider approach. We will develop training for managers and officers on risk management principles and the framework.

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 thank officers for their continued work and support.
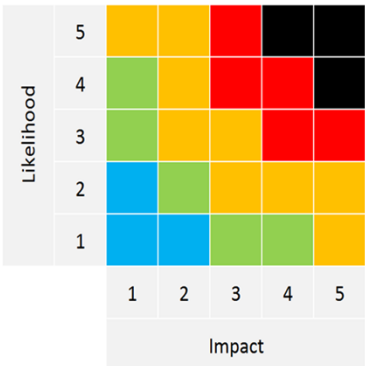
Appendix 1A

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. We present the risks sorted by *Current Rating*:

Risk (full description with short title highlighted)	Risk Owner	Key Existing Controls	Current rating			Controls planned	Mitigated rating		
			I	L	Σ		I	L	Σ
The broader housing crisis leads to <mark>housing pressures increasing</mark> on the Council, affecting both costs associated with homelessness and ability to meet wider housing needs in the borough.	William Cornall	(1) Homelessness prevention team in place with increased resource (2) MBC obtaining & using own stock (3) Closer working with private sector & housing associations	4	5	20	(1) Exploring possibility of JV (2) Closer working with voluntary sector (3) Revisiting offer to private sector landlords through Home Finder scheme	3	4	12
Lack of capacity, capability or planning results in <mark>major project failure</mark> damaging the Council's reputation as a partner and inhibiting achievement of regeneration and development objectives.	William Cornall	(1) Engage external consultants where needed on complex projects (2) Clear project management process (3) CLT monitoring & oversight (4) Specialist software used (5) Staff training & support (6) External funding bids	4	4	16	(1) Project risk evaluation & monitoring (2) Adherence to suite of financial hurdle rates reflective of different sector risk profiles	4	3	12
General financial downturns, unexpected changes to government funding or failure to achieve income or savings targets places further <mark>financial restrictions</mark> on the Council resulting in difficulty maintaining standards or meeting aims.	Mark Green	(1) Agreed work programmes in transformation and commissioning (2) Budget monitoring in place (3) MTFS in place and monitored (4) Scenario planning in budget setting (5) Financial independence strategy	4	4	16	(1) Lobbying to avoid unfavourable financial changes to government funding (2) Aligning MTFS & strategic plan (3) Cost recovery through bidding for additional government support for one-off costs (e.g. Brexit)	3	4	12

32

Risk (full description with short title highlighted)	Risk Owner	Key Existing Controls	Current rating I	L	Σ	Controls planned	Mitigated rating I	L	Σ
Conflicting expectations or limited engagement leads to **poor partner relationships** inhibiting the Council's ability to call on others to help achieve its corporate objectives	Alison Broom	(1) Regular liaison meetings (2) Defined joint working arrangements (3) Specific joint working protocols for key relationships (e.g. Joint Transport Board, Safer Maidstone Partnership)	4	4	16	(1) Increased joint work with KCC highways & waste teams (2) Joint working arising from post-litigation settlement	3	3	9
General and localised economic pressure leads to **contraction in retail & leisure** sectors, limiting the appeal of Maidstone town centre threatening social cohesion and business rates income.	William Cornall	(1) Town Centre strategic advisory board (2) Public realm improvement work (3) Supporting One Maidstone BID	4	3	12	(1) Promoting Maidstone as business destination (2) Exploring town centre shop fronts improvement grant scheme	4	2	8
Poor management of contracts or financial resilience of contractors leads to **significant contract failure** disrupting services and creating extra liabilities.	Mark Green	(1) Contract management approach in place (2) Additional contract management resources obtained (3) Risk assessments & annual checks (4) Business continuity plans	4	3	12	(1) Review of existing contracts (2) Additional staff training & support (3) Contract management toolkit (4) Regular updates to CLT	4	2	8
Disorderly exit or failures in planning result in adverse **short term Brexit impacts** disrupting the Council's ability to offer services and increasing liabilities.	Mark Green	(1) Links to Kent Resilience Forum (2) Business continuity plans & testing (3) Regular briefings for officers & members	4	3	12	(1) Continued liaison with partners (2) Government funding to mitigate impacts	2	3	6
Failure in implementation of Local Plan leads to **building of incomplete communities** in the borough inhibiting residents' quality of life	William Cornall	(1) Communication & liason with partners (2) CLT oversight, including of developer income & contributions (3) Major projects team in planning (4) Agreed approach to LP review	3	3	9	Risk already mitigated to within appetite.	3	3	9

33

Risk (full description with short title highlighted)	Risk Owner	Key Existing Controls	Current rating I	L	Σ	Controls planned	Mitigated rating I	L	Σ
Increased effects from climate change or reduction in air quality causes **environmental damage** reducing residents' quality of life and increasing risks from adverse weather events	William Cornall	(1) Air Quality Action Plan in place (2) Emergency planning arrangements (3) Parks strategy	3	3	9	Risk already mitigated to within appetite.	3	3	9
Increased pressure on controls leads to **governance failures** resulting in poor decision making and increased legal liability	Alison Broom	(1) Constitutional review & safeguards (2) Annual Governance Statement (3) Professional advisory staff (including legal & internal audit) (4) Staff & member training	4	2	8	Risk already mitigated to within appetite.	4	2	8
Security breach or system weakness leading to **IT security failure** results in system unavailability and increased legal and financial liability.	Steve McGinnes	(1) Regular backup programmes (2) External testing (3) ICT policies & staff training	4	2	8	Risk already mitigated to within appetite.	4	2	8
Poor engagement and communications leads to **loss of community engagement** limiting support for project delivery and regard for public realm.	Alison Broom	(1) Regular communications & engagement (2) Specific community projects	3	2	6	Risk already mitigated to within appetite.	3	2	6
Due to difficulties in recruitment, retention or managing absence the Council has insufficient **workforce capacity & skills** to complete effectively work necessary to achieve its objectives.	Steve McGinnes	(1) Workforce strategy monitoring (2) Salary benchmarking across SE England public sector (3) Training & development programme (4) Shared service resilience (5) Occupational health & employee support	2	2	4	Risk already mitigated to within appetite.	2	2	4

Maidstone Risk Management Process: One Page Summary

Step 1 – Identify Risks	Step 2 – Evaluate Risks	Step 3 – Treat Risks	Step 4 – Review Risks
Best done in groups, by those responsible for delivering objectives, at all levels **RISK** is the chance of something happening that will **impact** on **objectives** Consider both **THREATS** and **OPPORTUNITIES** When to consider: • Setting business aims and objectives • Service planning • Target setting • Partnerships & projects • Options appraisals Think both **what could go wrong** and **what more could we achieve?**	Combination of the **impact** and **likelihood** of an event and its consequences (the **inherent risk**) **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	Concentrate on **top risks**, 10 to 12 in number • Can we reduce likelihood? • Can we reduce impact? Risk Response – 4 Ts • **Treat** (i.e. apply controls) • **Tolerate** (i.e. accept risk) • **Transfer** (i.e. insurance) • **Terminate** (i.e. stop activity) After your risk response; where does it score now? (the **mitigated risk**) Devise **contingencies and action plans** for 'Red' and 'Black' risks – seek to reduce mitigated risk back to 'Amber' or below	**Risk Registers** • Contain all identified risks, **Management Action Plans** for top risks • Prepare and monitor as **regular agenda item** • Indicate **risk response** and **risk owner** **Council risk monitoring** • Risk registers passed to internal audit • Action led periodic review to ensure registers kept current **Council's Top Risks** • **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 <u>appetite</u>, and the **BLACK** area indicates the <u>tolerance</u>. 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 **Minimal**	**2** **Minor**	**3** **Moderate**	**4** **Major**	**5** **Catastrophic**
Likelihood	**5** **Almost Certain**	Monitor Quarterly	Monitor Quarterly	Monitor Monthly	Monitor Monthly to CLT	Monitor Monthly to CLT
	4 **Likely**	Monitor 6-Monthly / Annually	Monitor Quarterly	Monitor Monthly	Monitor Monthly	Monitor Monthly to CLT
	3 **Possible**	Monitor 6-Monthly / Annually	Monitor Quarterly	Monitor Quarterly	Monitor Monthly	Monitor Monthly
	2 **Unlikely**	No Action Required	Monitor 6-Monthly / Annually	Monitor Quarterly	Monitor Quarterly	Monitor Quarterly
	1 **Rare**	No Action Required	No Action Required	Monitor 6-Monthly / Annually	Monitor 6-Monthly / Annually	Business Continuity Plan

36

Risk Rating		Guidance to Risk Owners
20-25	Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to manage the risk.	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. Steps will be taken to collectively review the risk and identify any other possible mitigation (such as controls). 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.
12-16	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.	Identify controls to treat the risk impact /likelihood and seek to bring the risk down to a more acceptable level. These risks should be monitored and reviewed monthly. If unsure about ways to manage the risk, consult with the Internal Audit team. Risks at this level will feature in a quarterly risk update to CLT who will provide oversight and support if needed.
5-10	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.	Keep these risks on the radar and update as and when changes are made, or if controls are implemented. Movement in risks should be monitored, for instance featuring as part of a standing management meeting agenda. Responsibility for monitoring and managing these risks sits within the service.
3-4	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.	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.
1-2	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.	No actions required but keep the risk on your risk register and review annually as part of the service planning process.
Impact: 5 Likelihood: 1	Rare events that have a catastrophic impact form part of the Council's Business Continuity Planning response.	**Record on your risk register and Internal Audit will co-ordinate with Business Continuity officers.**

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	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	punishable by imprisonment or significant fines	Financial loss or overspend greater than £250k	Long term major public health or environmental incident (1yr+)
Moderate (3)	Unsatisfactory performance Service disrupted/ stopped 3-5 days	Adverse national publicity or significant adverse local publicity	Fails to prevent extensive, permanent injuries or LT sickness	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

Risk Management Framework

February 2019

Introduction

Risk management is the process that we adopt to identify, evaluate and control risks. A risk is *a potential future event that, if it materialises, has an effect on the achievement of our objectives.*

By having arrangements in place to identify and manage our risks, we increase the chances of achieving our objectives, and reduce the chance of failure. Effective risk management also increases our ability to cope with developing and uncertain events. The only thing constant is change; risk management helps us to anticipate, plan for and react to those changes.

This guide sets out the Council's risk management process. As you work through the guide it will take you through each stage of the process which can be illustrated as follows:

Templates and examples are available to assist you as you capture and assess your risks. The guide assumes no prior knowledge of risk management and can either be used in full, or in part based on experience. An FAQ and worked example section can be found in **LINK**

If you have any questions about this guidance, or would like additional support, then please contact a member of the Mid Kent Audit Team – contact details can be found in **Appendix III**.

Step 0 – Clarify your Objectives

A risk is an event that could affect the achievement of your objectives. So, before you can assess what stands in your way you need to know where you're going. What are your *objectives*?

- **What** are you seeking to achieve?
- by **When**? And
- **Who** is responsible for achieving them?

This includes understanding what the Council wants to achieve and the resources it has available – in both capacity and capability – to deliver. The Council has set out its corporate objectives in the **Strategic Plan**, and services objectives are determined as part of the **Service Planning** process.

Our aim is that risk management fits in with and supports your objectives, which in turn support the objectives of the Council. This link between Council objectives, through departmental or service objectives is called the golden thread. When everyone at the Council is pulling in the same direction we will have a much greater chance of being able to achieve our shared goals.

Clarifying your objectives will allow a greater understanding of what will stop you achieving those objectives and what opportunities you need to grasp to meet your goals. Setting our your objectives clearly will also reveal links to internal and external stakeholders on whom you rely as well as other external factors that will impact your objectives.

Step 1 – Identify your Risks

The purpose of any risk identification exercise is to find the uncertain event that could impact on your objective. As time passes, the things we need to do will inevitably change. As such this step has two principal elements:

- *Initial risk identification*, for example when embarking on a new project, following a major service change or creating a new service plan, and
- *Continuous risk identification*: that is to say changes to existing risks, including those which become irrelevant over time, or changes in circumstances leading to new risks.

Common techniques used across the Council to identify risks are **horizon scanning**, **brainstorming**, **workshops** and **facilitated discussions**. Asking the following questions can help identify risks:

- If in a year from now we haven't achieved this objective, why – what could have stopped us?
- What could realistically go wrong?
- What do we need in order to achieve this objective? Do we depend on others to succeed?
- What opportunities might arise?

One of the most common pitfalls in identifying risks is to simply say the opposite of the objective – look instead for potential events or circumstances which could occur in the future. The below table illustrates what may or may not be considered to be a risk:

Objective	Potential Risk Statement	Is this a risk?
To provide the best services resources allow	Failing to provide the best services resources allow	✖ This is simply stating the opposite of the objective.
	Public are dissatisfied with Council services	✖ This is a statement of the potential *impact* of failing to meet the objective; not in itself a risk.
	A lack of suitably trained and available staff limiting ability to deliver efficient services	✔ This is a risk we can *control* by, for instance, making plans to keep training up to date and reviewing our staffing needs.
	The Government has reduced our funding	✖ This has already happened and so is an *event* to be managed. Risks look ahead to potential events and so involve at least some uncertainty.
	The Government sharply reduces future funding	✔ This is a risk over which we have little or no control, but we can assess *likelihood* and, if required, make *contingency plans*.

When articulating your risk it is useful to capture the cause and consequence of the risk, i.e. as a result of [*cause*], [*risk*] could occur meaning [*consequence*]. So, for the above example one risk could read: *Government policy changes could result in a significant reduction in future funding, leading to a reduction in the quality of our service.*

Risk Types

As outlined in step 1, risks can be identified at various different points in time. The different types of risk that may be identified within the Council are:

- Corporate – risks that have a Council-wide effect or that effect the achievement of the Council's strategic priorities. These are usually identified annually in line with changes to the strategic plan.
- Operational – risks that effect the achievement of a services objectives, as identified through the service planning process.
- Project – risks relating to the delivery of a specific project, identified as part of the Council's project management approach.
- Procurement & Contract – risks associated with procurement activities or entering into a contractual arrangement. These are identified as part of procurement activities.
- Health & Safety – the risk that a person is harmed or suffers adverse health effects from exposure to a hazard. These are identified through the Council's Health & Safety approach.
- Business Continuity – the risk of a serious incident that impacts the Council. These are identified as part of the Council's Business Continuity Planning approach.

Risk Ownership

Once identified, it is essential that someone *owns the risk*, taking principal responsibility for monitoring its course and tracking actions in response. Risk ownership is not the same as actually undertaking or being responsible for carrying out actions in response. Rather the role is aimed at ensuring necessary actions take place, otherwise there is a chance management actions may not be completed.

The best risk owner will usually be someone closely involved in delivering the area of the business where the risk arises.

The risks generated at this point should be captured in the *risk register*. A template is available here **LINK.**

Step 2 – Evaluate your Risks

Having identified the risk, the next step is to understand how big it is. Risk evaluation incorporates two principal elements:

- **Impact** – That is to say how severely the organisation would be effected if the risk transpires. In other words if the forecast event actually happens then what will that do to the Council?
- **Likelihood** – This is a consideration of how likely it is that the risk will occur. In other words the probability that it will materialise and become an event that needs to be managed.

A key element of evaluating risks is establishing what controls are currently in place to manage the risk. This helps us to determine the 'business as usual' position, referred to as the *current risk*.

A control is defined as *any action taken by management or other parties to manage risk and increase the likelihood that objectives and goals will be achieved*. There are different types of internal controls as described in the following table:

Control Category	Description	Examples
Preventative	Designed to limit the possibility of an undesirable outcome. These primarily manage the *likelihood* of the risk.	Financial Standing Orders Prior authorisation of expenditure Access controls (system / physical) Data retention and destruction
Directive	Designed to set desired outcomes and expectations. Can manage the risk *impact* or *likelihood*.	Policies and procedures Training and awareness Job descriptions Manuals
Detective	Designed to identify problems when undesirable events have occurred. These primarily manage the risk *impact*.	Analytical review Exception reporting Sample checking Physical checks
Corrective	Designed to correct and undesirable outcome, and prevent re-occurrence. These primarily manage the risk *impact*.	Restoration of backup files Insurance / compensation

Score Risks

Once the controls have been identified the risk can be evaluated – that is to say given a risk score. The overall score is obtained from multiplying the impact and likelihood scores.

Risk impact is considered across a number of different criteria, financial and non-financial. **The highest potential impact score should be taken as your overall impact score.** The criteria used to assess impact and likelihood can be found in **Appendix I** and should be used to guide your evaluation of each risk identified.

A worked example is provided in the FAQ at **LINK**. Document your existing controls and impact and likelihood scores in your *risk register*.
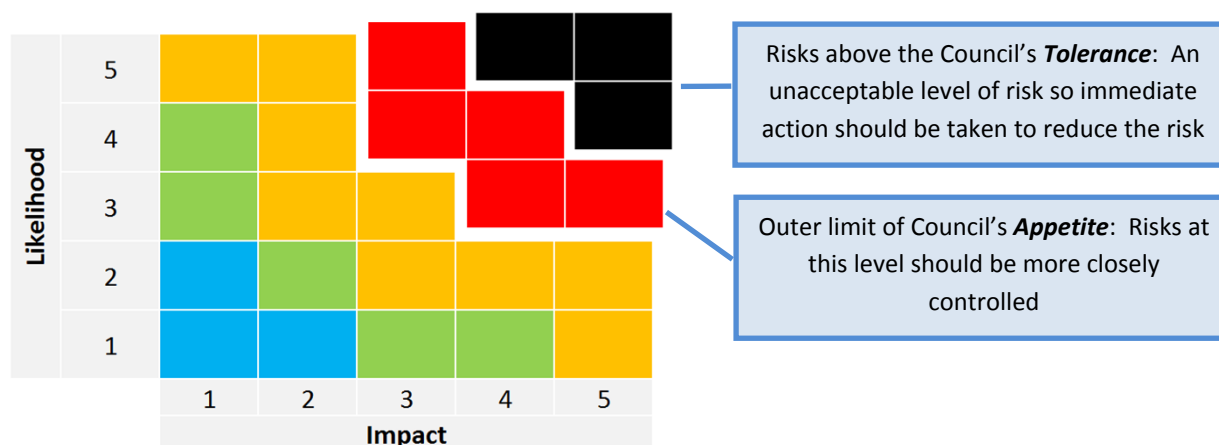
Step 3 – Respond to your Risks

Now you've identified your risks and established how big they are, you will need to decide what action (if any) you are going to take.

Risk Appetite Statement

Our *risk appetite* guides how much risk we are willing to seek or accept to achieve our objectives. We recognise effective risk management considers not just threats but also opportunities. So, our approach to risk is to seek the right opportunities and, where possible, minimise threats. Beyond our risk appetite is our *risk tolerance*. This sets the level of risk that is unacceptable, whatever opportunities might follow. In such instances we will aim to reduce the risk to a level that is within our appetite.

We illustrate our risk appetite and tolerance in the matrix below. The **RED** 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.

Risks above the Council's *Tolerance*: An unacceptable level of risk so immediate action should be taken to reduce the risk

Outer limit of Council's *Appetite*: Risks at this level should be more closely controlled

Risk Response

There are four principal ways in which we can respond to risks, these are known collectively as 'the four Ts':

TREAT	TOLERATE	TRANSFER	TERMINATE
Put in place (or strengthen) controls - this is the most common way of manging risks.	Accepting the likelihood and consequences of the risk.	Shifting the risk, in whole or in part, to a third party.	Deciding to cease the activity which causes the risk.

The following table outlines what risk owners should do to respond to their identified risks:

Risk Rating		Guidance to Risk Owners
20-25	Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to treat, transfer or terminate the risk.	Identify the actions and controls necessary to manage the risk down to an acceptable level. Report the risk to the Audit Team and your Director. If necessary, steps will be taken to collectively review the risk and identify any other possible mitigation (such as additional controls).
12-16	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. Alternatively consideration can be given to transferring or terminating the risk.	Identify controls to treat the risk impact / likelihood and seek to bring the risk down to a more acceptable level. If unsure about ways to manage the risk, consult with the Internal Audit team.
5-10	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.	Keep these risks on the radar and update as and when changes are made, or if controls are implemented. Movement in risks should be monitored, for instance featuring as part of a standing management meeting agenda.
3-4	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.	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.
1-2	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.	No actions required but keep the risk on your risk register and review annually as part of the service planning process.

Depending on how you have decided to respond to your risk the following action will need to be taken:

- Where you have decided to **TREAT** your risk: document your planned controls / actions in your risk register and re-score impact and/or likelihood. This will give you your *mitigated* risk rating.
- If you have decided to **TOLERATE** the risk no further action is necessary. The risk register will capture the risk and its' existing controls and the *current* and *mitigated* scores will be the same.
- For **TERMINATED** risks, the risk should remain in the risk register until the activity causing the risk has been stopped. You may want to capture what action is being taken to terminate the activity. Once terminated the risk should be removed from the risk register.
- Where you decide to **TRASFER** (in whole or in part) the risk you will need to consider what risk remains to the Council. Capture the transfer as a planned action in the risk register and re-score impact and/or likelihood. This will give you your *mitigated* risk rating. Once the risk has been transferred you may want to consider whether any risks relating to the transfer need to be recorded in the risk register.

Document your decided course of action and (where necessary) impact and likelihood scores in your *risk register*.

Step 4 – Monitor and Report on your Risks

Once you have identified your risks, determined the current and (if required) mitigated risk scores, and recorded this information on the *risk register*, send the completed registers to *internal audit* using the contact details in **Appendix III**.

Internal Audit will maintain a register of all the Council's risks which will be used to report on key risks over the course of the year. The risk register will be updated periodically so please continue to send risk updates to internal audit as they arise.

The frequency with which we monitor risks is set out in the following matrix:

The

		Impact				
		1 *Minimal*	**2** *Minor*	**3** *Moderate*	**4** *Major*	**5** *Catastrophic*
Likelihood	**5** *Almost Certain*	*Monitor Quarterly*	*Monitor Quarterly*	*Monitor Monthly*	*CLT Monitor Monthly*	*CLT Monitor Monthly*
	4 *Likely*	*Monitor 6-Monthly / Annually*	*Monitor Quarterly*	*Monitor Monthly*	*Monitor Monthly*	*CLT Monitor Monthly*
	3 *Possible*	*Monitor 6-Monthly / Annually*	*Monitor Quarterly*	*Monitor Quarterly*	*Monitor Monthly*	*Monitor Monthly*
	2 *Unlikely*	*No Action Required*	*Monitor 6-Monthly / Annually*	*Monitor Quarterly*	*Monitor Quarterly*	*Monitor Quarterly*
	1 *Rare*	*No Action Required*	*No Action Required*	*Monitor 6-Monthly / Annually*	*Monitor 6-Monthly / Annually*	*Monitor Quarterly*

monitoring and reporting activities in place to ensure that our risks are kept under control are:

- Corporate Leadership Team actively monitor all **Black** risks, e.g. through separate monthly reports on the risk area.
- Quarterly reporting to Corporate Leadership Team on all corporate and high-level (**Red** / **Black**) operational risks.
- 6-monthly reporting to Wider Leadership Team on all corporate risks and the overall risk profile.
- 6-monthly reporting to Policy & Resources Committee on all corporate risks and the overall risk profile.
- Annual reports to Audit, Governance & Standards Committee on the effectiveness of the risk management process.
- Risk registers are sent to quarterly to directors and heads of service to enable broader consideration of risk across the Council.
- Mid Kent Audit facilitate the review and update of risk actions (as per your risk register) during the year for and high-level (**Red** / **Black**) risks.

If a critical or significant risk arises, it is important that Officers and Members are fully informed about the risk and how the Council is responding to and managing that risk. A number of mechanisms are in place to allow for this communication to happen if risks fall outside of the usual reporting process. For example, formal or informal communication with Committee Chairs and Group Leaders; issuing a briefing; adding an urgent item to an already scheduled meeting; or submitting a formal item to the Urgency Committee. Similarly, Members can raise key risk issues through their regular interaction with officers either directly or via their Group.

We all have a duty to be aware of, and manage the risks that may prevent us from delivering services. The formal consideration of risk is undertaken as part of the service and strategic planning processes, and so we expect the Framework to be used predominantly by managers, heads of service and the corporate leadership team. **Appendix II** outlines the respective roles and responsibilities of those involved in the risk management process.

Policy and Resources Committee	24 April 2019

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	Chris Hartgrove, Interim Head of Finance
Classification	Public
Wards affected	All

Executive Summary

The Council is due to receive additional 'one-off' Business Rates income in 2018/19 (estimated to be in excess of £640,000) 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 28th March 2018. This report describes progress with these projects to the end of Quarter 4 of 2018/19.

A further update report to Committee will be presented on 26th June 2019, which will include the final Business Rates income received from this initiative alongside proposals for spending an anticipated surplus.

This report makes the following recommendations to the Committee:

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

Timetable	
Meeting	*Date*
Policy and Resources Committee	23rd January 2019 (Quarter 3)
Policy and Resources Committee	24th April 2019 (Quarter 4)
Policy and Resources Committee	26th June 2019 (Outturn)

100% Business Rates Retention Pilot - Update

Background and Introduction

1.1 Kent County Council, Medway Council, and all 12 districts within Kent successfully applied in 2017 to become a 100% Business Rates Retention pilot for the financial year 2018/19. This meant that the Government allowed 100% of Business Rates growth to be retained within the local area, with an estimated financial gain of £24.7 million in 2018/19 expected across Kent as a consequence (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 originally 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 13 projects at its meeting on 28th March 2018, as follows:

	£000's
Tranche 1	
Housing First and Rough Sleepers	80
Regeneration Opportunity Areas	80
Property Asset Review	55
Members' Community Grant	60
Tranche 2	
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
Tranche 3	
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 The projects were divided into tranches so that funding for each tranche could be released as soon as it was considered prudent to do so. Emerging projections during the year indicated that the £640,000 funding assumption would comfortably be met from the Pilot, so all three tranches of funding have been released.

1.4 Progress to date is set out in Appendix 1.

    1.4.1 Work has either commenced/is well advanced or has been completed on all of the projects; and

    1.4.2 In total, £621,000 has been spent or committed, with a small budget surplus of £19,000 anticipated.

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 agreed a prospectus setting out proposals for use of the Fund. This includes a contribution of £750,000 towards Maidstone Council's Mall Bus Station redevelopment project.

Further Developments

1.6 As noted above in Paragraph 1.3, the proceeds from the Financial Sustainability Fund were originally estimated as being £640,000. As reported in Quarter 3, the indications are that the proceeds will be significantly in excess of this amount, but a final figure will not be known until the accounts for 2018/19 are closed. Accordingly, it is proposed that the Committee consider proposals for any balance of funding when the 2018/19 financial outturn is reported in June 2019.

---

2   AVAILABLE OPTIONS

2.1 This report is to note only.

---

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.

---

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 24th January 2018. A draft set of projects was included within the budget proposals considered by the Committee at its meeting on 14th February 2018. The Committee requested that further consideration be given to the priority and scope of the projects. An informal briefing was held on 8th 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 28th March and has reviewed progress on a quarterly basis since then.

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	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	Equalities Impact Assessments (EIA) 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 will be in accordance with the procurement provisions within the Council's Constitution.	Section 151 Officer & Finance Team

7   REPORT APPENDICES

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

- Appendix 1: Project updates.

8   BACKGROUND PAPERS

8.1   There are no background papers.

BUSINESS RATES RETENTION PILOT PROJECTS

QUARTERLY MONITORING RETURNS 2018/19

Quarter 4 (@ 31st March 2019)

HOUSING FIRST

Name of project	Housing First		Quarter ended	31/03/19

Overall RAG rating
Green

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

Project overview	
What progress has been made to date?	This project has now accommodated six former rough sleepers into Golding Homes' properties. We have also developed a further partnership arrangement with MHS Homes who will be offering some additional accommodation units so we can expand the housing and support offer to more rough sleepers. The project is currently showing nil spend, but this is simply because of unprocessed claims for payment.
What issues have you faced?	There is still a reluctance from our main housing partner to take those who present significantly high risk. The introduction of Universal Credit to Maidstone has also made it challenging with ensuring rent payments are made to the landlord and not the individual as part of their wider claim. This has led to one household having arrears which we will be paying from the fund.
What successes have been achieved?	All those six individuals accommodated were all long term entrenched rough sleepers. The model has enabled partners and stakeholders to work in a more positive and constructive manner with rough sleepers bringing real change to individuals lives and opportunities.

What are the next steps	As mentioned above we have expanded our partnerships to work with another housing provider, MHS Homes and we hope to expand the housing first option to more rough sleepers.
Are there any risks that need reporting?	Aside from Universal Credit there is nothing additional to report.

TOWN CENTRE OPPORTUNITY SITES

Name of project	Town Centre Opportunity Sites	Quarter ended	31/03/19

Overall RAG rating	Financial Summary	

Overall RAG rating
Green

Financial Summary	
	£000's
Allocation	80
Spent to date	55
Committed future spend	25
Remaining budget	0

Project overview	
What progress has been made to date?	Revised draft planning guidance has been received from Savills for all 5 opportunity area sites and the final revisions are being made by Savills. The 5 guidance documents are due to go to SPST June 2019 for agreement. Quantum's associated marketing has been covered in the marketing 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?	Final versions to be received from Savills. Planning guidance will go to SPST.
Are there any risks that need reporting?	None.

PROPERTY ASSET REVIEW

Name of project	Property Asset Review	Quarter ended	31/03/19

Overall RAG rating	Financial Summary	

	£000's
Allocation	55
Spent to date	43
Committed future spend	12
Remaining budget	0

Overall RAG rating

Green

Project overview	
What progress has been made to date?	Gen2 completed their review and submitted a report in September 2018. Summary findings were submitted to Policy and Resources Committee at its meeting on 23 January 2019 and members agreed the next steps in the project.
What issues have you faced?	There has been considerable interest from members in the implications for their wards of the Gen2 report findings. A drop-in session was held on 9th January, to which all members were invited, at which this information was discussed.
What successes have been achieved?	Gen2's report has provided a valuable external perspective on the Council's property portfolio, as well as capturing details of the portfolio in a structured database, and providing a range of recommendations which will inform our future property strategy.
What are the next steps?	The next steps were outlined in the report to Policy and Resources Committee on 23 January. We will be reporting back regularly to members on progress as these are carried out.

The balance of the project funding is being used to deliver this work. |
| **Are there any risks that need reporting?** | No. |

MEMBERS' COMMUNITY GRANT

Name of project	Members' Community Grant	Quarter ended	31/03/19

Overall RAG rating	Financial Summary	
		£000's
	Allocation	55
Green	Spent to date	41
	Committed future spend	0
	Remaining budget	14

Project overview	
What progress has been made to date?	71 applications were received for this quarter, totalling £25,917.97.
What issues have you faced?	The influx of applications during Quarter 4 created a greater administrative burden which put increased pressure on the officers' capacity to undertake other aspects of their role because they were spending a lot of time processing the MCG applications. An earlier deadline for submissions could be set to avoid an influx of applications at the end of the financial year. Many of the applications came in during the month of March 2019 and being so close to financial year end it caused some issues getting applications decided and payments processed before the systems closed down. Some applications weren't being made as per procedure so instructions for works to take place had taken place before an application had been received or determined. This made it difficult to track spend properly and increased time spent on tracking down information or applications.
What successes have been achieved?	A significant amount of the grant was spent by the end of the scheme and many local organisations and charities have benefitted from the contributions the Councillors have made. Some of these contributions have been spent on improving access to services or the provision of equipment for local halls/ community groups.
What are the next steps?	Review the process for the MCG Scheme for 2018/19 and consider improvements to the process prior to the roll-out of the 2019/20 MCG Scheme. This review will allow an opportunity to overcome of the issues that were identified during the 2018/19 scheme.

Are there any risks that need reporting?	None.

PREDICTIVE ANALYTICS & PREVENTING HOMELESSNESS

Name of project	Predictive Analytics and Preventing Homelessness	Quarter ended	31/03/19

Overall RAG rating

Green

Financial Summary

	£000
Allocation	80
Spent to date	73
Committed future spend	7
Remaining budget	0

Project overview

What progress has been made to date?	The contract for the design and deployment of a financial exclusion predictive analytics model with EY Xantura commenced on 14.01.19. The project has been branded as **'One View'**.
	A Data Protection Impact Assessment was been carried out for One View, to ensure compliance with relevant legislation, including GDPR, Data Protection Act and Equality Act, amongst other legislation.
	An Information Sharing Agreement created and signed off by MBC and EY Xantura.
	Specific data sharing checklists have been designed for each data set and engagement with all the data owners has taken place.
	A Communications project has been designed for communications with the housing service and wider Council, including an insert for Wakey Wakey and poster.
	One View is currently in the built and test stage, with the VPN connection set up ready for transfer of the data for analysis to build the predictive model.

What issues have you faced?	Some concerns raised from data owners regarding the sharing of data and concerns that there was not the capacity/time to provide the data. This was overcome through engagement with the data owners and discussing both the data required and information governance process.
What successes have been achieved?	Project deployment plan is on track for operation go live in mid-May to June 2019. Stakeholder meetings taken place with the CAB to discuss sharing of data that will enhance the project.
What are the next steps?	• Data extraction by the data owners in line with data checklists • Datasets to be sent and received through IG-Bridge transmission • Matching of data to commence to enable the model build • Comms with team and wider Council to commence • Design of the Natural Language Generation outputs and testing with users • Housing user training sessions • One View model completion and roll out • Develop benefits framework and review with stakeholders.
Are there any risks that need reporting?	Largest risk is that the model does not produce enough data that to enable targeted early homelessness prevention intervention and to evaluate the value of the model.

HOUSING DELIVERY PARTNERSHIP (HDP)

Name of project	Housing Delivery Partnership (HDP)	Quarter ended	31/03/19

<table>
<tr><th colspan="2">Overall RAG rating</th><th colspan="2">Financial Summary</th></tr>
<tr><td rowspan="4"></td><td rowspan="4">**Amber**</td><td></td><td>**£000's**</td></tr>
<tr><td>Allocation</td><td>40</td></tr>
<tr><td>Spent to date</td><td>20</td></tr>
<tr><td>Committed future spend</td><td>20</td></tr>
<tr><td></td><td></td><td>Remaining budget</td><td>0</td></tr>
</table>

Project overview	
What progress has been made to date?	The HDP business case has now been approved by both CHE (Nov 2018) and P&R (Feb 19). The first soft market testing meeting with a potential housing association partner is scheduled for 29th April 2019. These discussions will shape the selection process that will commence from June 19 onwards. This process will run for a period of circa six-months, and if a suitable partner is identified legal spend of up to £20k will most likely be incurred. In the meantime, the Affordable Housing Supplementary Planning Guidance (SPG), is now complete in draft format pending finalisation following a joint CHE / SPS&T workshop on the matter scheduled for June 19. Regrettably this workshop was delayed from the intended March date due to the consultant being delayed elsewhere on business. This element of the project will cost circa £20k, and the invoice from Adams Integra will be payable within Q1 most likely.
What issues have you faced?	The first mini tenders for firms to write the SPD was unsuccessful which caused a delay, as has the rescheduling of the Member workshop.

What successes have been achieved?	The SPD is now complete in draft format, ready for member deliberation.
What are the next steps?	The June Member workshop, to be followed by due consultation process, as well as starting work on designing the selection process for an HDP partner, which will be developed in collaboration with Business Improvement.
Are there any risks that need reporting?	The HDP will not proceed unless a suitable housing association partner can be identified through the selection process.

GO GREEN, GO WILD

Name of project	Go Green, Go Wild	Quarter ended	31/3/19

Overall RAG rating
Green

Financial Summary	
	£000's
Allocation	90
Spent to date	8
Committed future spend	82
Remaining budget	0

Project overview	
What progress has been made to date?	• Branding for "Go Green Go Wild" has been agreed and implemented • Social media being used to start raising awareness of initiative • Community Partnership Officer in post and engaging with local community groups and schools • Local tree planting and wildflower meadow implementation being delivered under "Go Green Go Wild" brand.
What issues have you faced?	• Identifying and engaging with community groups was difficult initially • Some negative comments on social media relating to protection of green spaces and the Local plan
What successes have been achieved?	• "Go Green Go Wild" branding agreed • Support for re-wilding initiatives particularly the wildflower meadow pilot • Community Partnership Officer successfully engaging with local groups and schools
What are the next steps?	• Building the website • Collating data to populate the mapping
Are there any risks that need reporting?	None identified.

MAIDSTONE BUSINESS CAPITAL OF KENT MARKETING CAMPAIGN

Name of project	Maidstone Business Capital of Kent marketing campaign	Quarter ended	31/03/19

Overall RAG rating
Green

Financial Summary

	£000's
Allocation	50 (£35k from this fund + £15k from 5 opportunity sites fund)
Spent to date	30
Committed future spend	20
Remaining budget	0

Project overview	
What progress has been made to date?	• Top ten key messages confirmed • Press coverage continued • Maidstone Business Forum Event held on 5th December • Case studies produced • Website updated • Social media postings. • Meetings with businesses and business groups.
What issues have you faced?	None.
What successes have been achieved?	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. Maidstone Business Event hugely successful.
What are the next steps?	Kent Vision Sponsor May 2019 (Kent Event Centre) Kent Construction Expo Sponsor October 2019 (Kent Event Centre) Attending MIPIM October 2019 (London based inward investment event) Maidstone Business Forum November 2019 (Great Danes)

Are there any risks that need reporting?	None noted at this time.

STAPLEHURST VILLAGE CENTRE MASTER PLAN

Name of project	Staplehurst Village Centre Master Plan	Quarter ended	31/03/19

Overall RAG rating	Financial Summary	
		£000's
	Allocation	15
Green	Spent to date	0.4
	Committed future spend	14.6
	Remaining budget	0

Project overview	
What progress has been made to date?	Discussions have taken place between MBC officers, Aldi and Cllr Brice to discuss their possible investment in Staplehurst. Discussions have taken place with Southeastern, MBC officers and Cllr Brice regarding the circa £1m improvements to the station car park funded through S106 monies. Received a draft report on titles for the new employment allocation in Staplehurst to ascertain why the site is not coming forward for development and further advice is being sought.
What issues have you faced?	The new employment land allocation at the end of Lodge Road is in three ownerships. Overage payments are required. Complexity of land ownership may need MBC intervention. A report on title is being sought from Legal Services but a final report is delayed because information on the location of the adopted highway has not been received from Kent County Council – they have apologised for the delay.
What successes have been achieved?	Meeting with Aldi has confirmed the damaging effect the extent Sainsbury's application is having on investment in the village. The meeting on site with Southeastern is expected to yield changes to the designs which will be more acceptable.
What are the next steps?	• Appointed Katy Jarvis of Gen2 to progress the project whilst the post of Regeneration and Economic Development Manager is vacant. • Liaise with site owners. • Consider direct intervention/investment in employment allocation.
Are there any risks that need reporting?	The aspirations in the Staplehurst Neighbourhood Plan for land around the Station are 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

Name of project	Maidstone Housing Design Guide	Quarter ended	31/03/19

Overall RAG rating	Financial Summary	

		£000's
	Allocation	40
Green	Spent to date	14
	Committed future spend	26
	Remaining budget	0

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 2018 and was approved by SPST in March 2019. Preliminary work has begun on 'street design' guidance document together with the 'Maidstone Way' concerning design details.
What issues have you faced?	N/A
What successes have been achieved?	Commissioning and project plan plus collaborative approach. The Maidstone Building for Life 12 design guidance was warmly received from councillors and there is a real appetite to continue the momentum.
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	31/03/19

Overall RAG rating	Financial Summary	
		£000's
	Allocation	20
Green	Spent to date	0
	Committed future spend	20
	Remaining budget	0

Project overview	
What progress has been made to date?	Parking Services have identified a number of electric vehicle charging point suppliers through market research and through the ESPO procurement framework 636. 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. Parking Services have received quotes and the closing date for final submissions is Friday 5 April 2019 with award being made week commencing 8 April 2019.
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?	Parking Services will shortly confirm the supplier (w/c 8 April 2019) and place an order for the works for 8 double units for installation following completion of the civil works. Installation will be funded from the remaining budget. This will provide a total of 16 Electric Vehicle bays in prime town locations in off-street car parks.
Are there any risks that need reporting?	None.

BUS STATION IMPROVEMENT FEASIBILITY STUDY

Name of project	Bus Station Improvement Feasibility Study	Quarter ended	31/03/19

Overall RAG rating	Financial Summary	

	£000's
Allocation	10
Spent to date	0
Committed future spend	10
Remaining budget	0

Overall RAG rating: Green

Project overview	
What progress has been made to date?	• An Architect and Employers Agent (EA) have been appointed. Topographical and other surveys have been commissioned • Scoping meetings have taken place with Arriva and Capital and Regional.
What issues have you faced?	Arriva and Capital and Regional have only committed to contribute to the Design phases at this stage.
What successes have been achieved?	Kent County Council have agreed to contribute £30,000 towards the professional fees for the EA, Architect and other surveys.
What are the next steps?	Architects to produce RIBA stage 1 feasibility designs.
Are there any risks that need reporting?	There is a risk that Arriva will not be convinced that the proposed improvement works, as designed, will produce a return on their investment and may choose not to contribute towards the capital costs.

DATA ANALYTICS FOR INCLUSIVE GROWTH

Name of project	Data analytics for 'A Borough that works for everyone'	Quarter ended	31/03/19

Overall RAG rating
Green

Financial Summary	
	£000's
Allocation	35
Spent to date	2
Committed future spend	28
Remaining budget	5

Project overview	
What progress has been made to date?	The new Strategic Plan was adopted by Council at its meeting on 12th December 2018. The purpose of this project is to develop indicators that will enable the impact of the vision to be measured over a period of time. The project has been re-named 'A borough that will work for everyone' as the original title of 'Inclusive growth' was not widely understood. A project plan has now been prepared and a data analyst recruited to support delivery of the project.
What issues have you faced?	It has taken time to identify and engage a suitable candidate for the post of data analyst. This role is key to the success of this project and the successful candidate started with the Council at the beginning of March.
What successes have been achieved?	N/A
What are the next steps?	The first phase of the project involves identifying internal and external data sets and creating a data repository. This will then enable the development of an 'As Is' Profile for Maidstone.
Are there any risks that need reporting?	No.

POLICY AND RESOURCES COMMITTEE	24 April 2019

Property Asset Review Update

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

Executive Summary

This report provides an update on the progress of the 'Next Steps' work stream of the Property Asset Review that was resolved to be progressed at Policy and Resources Committee on 23 January 2019. The report describes the process by which assets are being considered under the review.

This report makes the following recommendations to this Committee:

1. To note the progress made on the effective use of the Council's property assets since the Property Asset Review report was completed in January 2019.

Timetable	
Meeting	*Date*
Policy and Resources Committee	24 April 2019

Property Asset Review Update

1. INTRODUCTION AND BACKGROUND

1.1 The Property Asset Review was completed by external consultants Gen2 in January 2019.

1.2 The Asset Review examined all significant property holdings across the Council's portfolio.

1.3 Gen 2 made recommendations about each property under the following broad headings:

- Hold
- More estates work needed to maximise value
- Management intervention required
- Dispose
- Develop

1.4 The Gen2 Report recommendations were summarised in a report to this Committee on 23 January 2019. It was resolved that officers would now consider the recommendations in the light of the Council's own corporate priorities and assess whether to adopt any of the recommendations.

1.5 The Report identified some short medium and long term opportunities in the portfolio and this update focuses mainly on the shorter term recommendations.

1.6 The extensive programme of work by the Corporate Property team to address the recommendations about more estates work and management intervention is underway.

1.7 Alongside the specific Property Asset Review recommendations, several property transactions are nearing completion in fulfilment of other Council corporate strategies. These transactions include:

- disposal of the land adjoining Gallagher Stadium to Maidstone United

- lease to Staplehurst Parish Council of Surrenden Playing Field

- lease to Boxley Parish Council of Franklin Drive Open Space

- lease to Trustees of Hayle Park Nature Reserve of Land at Farleigh Hill/Dean Street.

The above is not an exhaustive list and is simply intended to give an indication of how property transactions support the Council's work.

1.8 In addition, separately from the Property Asset Review, which focuses on the Council's existing portfolio, work continues on the Commercial Investment Strategy. This aims to expand the Council's commercial investment holdings by acquiring properties which generate a required rate

of return and support the development of the local economy. Policy and Resources Committee gave authority to negotiate a property acquisition at its meeting on 27 March, and a watching brief is being maintained through property agents should further opportunities arise.

1.9 Progress to date on the Property Asset Review recommendations is set out below.

More estates work needed to maximise value

1.10 Land at Riverhead Close Allington – This play area, currently maintained by the Council, was found to still be under the ownership of Taylor Wimpey. The land should have transferred when the surrounding residential development completed over 20 years ago. Taylor Wimpey is now transferring the site to the Council at nil cost.

1.11 Mote Park Watersports Centre – A new longer lease term has been offered to enable investment and improvement of the existing facilities.

1.12 Penenden Heath Tennis Courts – A new lease has been offered in order to regularise use of the courts and to ensure the continuing availability of the facility.

1.13 Heather House – Work continues to identify the best option for this community asset. Surveys with Park Wood residents and other stakeholders have recently been undertaken and the results were reported to the Communities, Housing and Environment Committee at its meeting on 16 April.

Management Intervention required

1.14 Asset Management Plan

The Council is fully committed to the principle of the most efficient use of assets and an updated and revised Asset Management Plan will set out the objectives, processes and actions that all Council Members and officers follow to achieve that aim (the previous Asset Management Plan was published in 2015).

The Asset Management Plan looks at how property assets support the delivery of the Council's objectives and the services and to set out policies, principles, priorities and actions to ensure the assets are used and managed as efficiently and effectively as possible.

The Asset Management Plan will be reviewed regularly to take account of any changes in the Council's objectives or priorities. The Plan provides a comprehensive and ongoing update of the Property Asset Review, dealing with property management and asset utilisation.

The Asset Management Plan will be brought to this Committee for consideration later in 2019.

1.15 Residential Dwelling Management

The Property Asset Review has prompted consideration of how existing residential properties held by the Council, comprising mainly service tenancy dwellings, can best be managed. As a result, their management has been passed from Corporate Property to the Housing Management Team, thus providing the tenants with a more specialist housing management service and freeing up some resource in the Corporate Property team.

1.16 Parkwood Estate

The Heronden and Boxmend units have been reviewed and rent reviews are up to date. Further work is ongoing and it is expected that additional income could be received from outstanding rent reviews.

Dispose / Develop

1.17 As regards the categories of Dispose and Develop, no specific events have taken place that require reporting to members.

1.18 As a major landowner in the Borough, it is appropriate for the Council to respond to the Local Plan Review Call for Sites. In reviewing how to respond, officers will have regard to Gen2's recommendations.

Conclusion

1.19 The focus of Property work since the Policy and Resources meeting in January has therefore been on specific measures to improve the return from individual properties and general improvements in the area of property management.

1.20 Another example of these improvements is how the new database of the Council's property portfolio, provided as part of the Gen2 Report, is being used to verify existing records and data. The Property team will maintain and regularly update the database. Other officers will be given read only permissions if required.

1.21 We will continue with the work of improving property management practices and maximising revenue from existing assets where appropriate. The Property Asset Review has highlighted the opportunities offered by our existing portfolio to support Council Strategies and Plans and we will continue our work, following the previously agreed next steps, to ensure that the Council's property portfolio is utilised and managed effectively.

---

2. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

2.1 It is recommended that Committee note the progress made on delivering the recommendations of the Property Asset Review, as well as other actions being taken to ensure the effective use of the Council's property portfolio. In the interests of good stewardship, it is appropriate for the Council to

obtain the best possible financial and community value from its property portfolio.

3.   RISK

3.1   There are a range of risks associated with adopting some or all of the recommendations in the Property Asset Review – including political, financial and operational risks. These need to be balanced against the risks (opportunity costs) of doing nothing.

3.2   Risk assessments will be carried out in relation to all specific projects arising from the review, in keeping with the Council's usual policy.

4.   CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

4.1   The Property Asset Review report was submitted to Policy and Resources Committee on 23 January 2019. Members resolved that officers should proceed with the recommended next steps and for later in 2019 to provide an update. However, any sites that had been identified as potential for redevelopment or disposal required further engagement with members before decisions were taken.

4.2   Consultation with all relevant stakeholders will take place in relation to any specific recommendations that are taken forward, in addition to the public engagement that would take place in any case with respect to any site identified for change of use, in accordance with the Council's normal practice.

5.   NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

5.1   The next steps are described in paragraph 1.20 above. It is envisaged that a further report will be brought to the Committee later in 2019.

6.   CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Property Asset Review will help the Council deliver its corporate priorities by giving a clearer understanding of its existing property assets.	Section 151 Officer & Finance Team
Risk Management	This has been addressed in the report.	Section 151 Officer & Finance Team

Financial	The availability of resources to address specific projects arising from the Property Asset Review will be addressed as part of the budget process.	Section 151 Officer & Finance Team
Staffing	Strategic property management is handled by the existing in-house team. Staffing requirements arising from any recommendations of the Property Asset Review will be identified on a project by project basis.	Section 151 Officer & Finance Team
Legal	Section 151 of the Local Government Act 1972 requires councils to put in place proper processes for the management of their finances, including their assets. The Property Asset Review demonstrates the Council's commitment to fulfilling its duties under the Act. The Local Government Act 1972, section 111(1) empowers a local authority to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. This enables the Council as part of its asset management strategy to acquire and/or dispose of assets in compliance with the statutory requirements. In particular, section 120(1)(2) of the 1972 Act enables the Council to acquire land to be used for the benefit, improvement or development of their area; or for the purpose of discharging the Council's functions. Section 123(2) of the 1972 Act enables the Council to dispose of land or property for the best	Team Leader (Corporate Governance), MKLS

	consideration reasonably obtainable, otherwise the consent of the Secretary of State will be required subject to certain conditions.	
	Acting on the recommendations is within the Council's powers as set out in the above statutory provisions.	
	Specific legal implications arising from any recommendations of the Property Asset Review will be identified on a project by project basis.	
Equalities	Dependent on the recommendations agreed, the equalities impact wil be considered in relation to specific projects.	Equalities and Corporate Policy Officer
Crime and Disorder	Not applicable.	Section 151 Officer & Finance Team
Procurement	Procurement implications arising from any recommendations of the Property Asset Review will be identified on a project by project basis.	Section 151 Officer & Finance Team

7. REPORT APPENDICES

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

None.

---

8. BACKGROUND PAPERS

None.

POLICY & RESOURCES COMMITTEE	24 April 2019

Nominations to an Outside Body – Rochester Bridge Trust

Final Decision-Maker	Democracy Committee
Lead Head of Service/Lead Director	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Caroline Matthews, Democratic Services Officer
Classification	Public
Wards affected	All

Executive Summary
The Committee are requested to consider the nominations for the position on the Rochester Bridge Trust which expires on 31st May 2019.

This report makes the following recommendations to this Committee:
1. That the Committee considers the nominations received and makes an appointment to the Rochester Bridge Trust as the Council's representative with effect from 1st June 2019.

Timetable	
Meeting	*Date*
Policy & Resources Committee	24 April 2019

Nominations to an Outside Body – Upper Medway Internal Drainage Board

1. INTRODUCTION AND BACKGROUND

1.1 The Council's current representative's term of office is due to expire on 31st May 2019 for the position of Assistant Warden on the Rochester Bridge Trust.

1.2 Since 1999 the Trust's Charity Commission Scheme has provided for twelve wardens and assistants, three nominated by Medway Council, two by Kent County Council and one by Maidstone Borough Council and six assistants appointed by the Trust. However, the nominee does not need to be a member of the appointing body, i.e. the local authority.

1.3 The Trust owns and maintains the two road bridges and the service bridge at Rochester and has contributed toward the cost of many other road crossings of the River Medway, including Maidstone Bridge. In addition, the Trust provides civil engineering education services and provides grants for engineering education, research, restoration of historic buildings and projects related to the river.

1.4 If appointed, Maidstone Borough Council's nominee would serve a term of four years on the Trust.

2. AVAILABLE OPTIONS

2.1 To appoint one nominee to the Trust who need not be a member of the appointing body.

2.2 The Committee could decide not to appoint but this would mean that the Council would not have any input to the work or funding carried out by the Trust and may present reputational damage to the Authority.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 The preferred option would be to appoint a nominee to the Rochester Bridge Trust. Appointing a representative ensures that the Council is properly represented and continues to have input to the vital services that the Trust provide.

4. RISK

4.1 There is a risk that should the Council not be represented on the Rochester Bridge Trust then they would not have an input into future funding opportunities for Maidstone and present reputational damage to the Authority.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 An email was circulated to all Members seeking nominations by 23rd April 2019. To date only one nomination has been received which is from Mr Derek Butler who is the Authority's current representative.

5.2 An update on the nominations received will be provided at the meeting on 24th April 2019.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The current representative's term of office expires on 31st May 2019 and in an effort to provide continuity to the Council's involvement in this outside body, the nomination is sought now rather than waiting until the June Committee.

6.2 The Trust would be notified of the appointment and the successful nominee would be required to report to Policy and Resources Committee on an annual basis to provide feedback on the work of the Trust during that year.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations would by themselves materially affect the achievements of the corporate priorities.	Democratic Services Officer
Risk Management	There is a risk that should the Council not be represented on the Rochester Bridge Trust then they would not have an input into future funding opportunities and its reputational damage. However this risk is well within the Council's risk appetite and does not need to be added to the Council's risk register.	Democratic Services Officer

Financial	There are no current financial implications.	Democratic Services Officer
Staffing	There are no staffing implications.	Democratic Services Officer
Legal	There are no legal implications	Democratic Services Officer
Privacy and Data Protection	There are none.	Democratic Services Officer
Equalities	There are none.	Democratic Services Officer
Crime and Disorder	There are none.	Democratic Services Officer
Procurement	There are none.	Democratic Services Officer

8. REPORT APPENDICES

Appendix 1 – Nomination Form from Mr Derek Butler

9. BACKGROUND PAPERS

None

<u>NOMINATION FORM TO OUTSIDE BODY</u>

Date ......8th April 2019.............................

NAME:	**DEREK GEORGE BUTLER**
ADDRESS:	**11, Celestine Close, Walderslade, Chatham, Kent. ME5 9NG**
TELEPHONE NO:	07739 806793
NAME OF ORGANISATION APPLYING FOR:	**ROCHESTER BRIDGE TRUST**
ROLE APPLYING FOR:	**ASSISTANT WARDEN**
REASON FOR APPLYING:	INTEREST IN LOCAL HISTORY AND ARCHAEOLOGY
WHAT SKILLS AND EXPERIENCE COULD YOU BRING TO THE ORGANISATION?:	My commitment to The Rochester Bridge Trust and its ideals, especially Heritage Promotion and Education. I have been an Assistan Warden on the Trust for four years, serving on the Bridge Committee.

1

During the last six months, July to December 2018, I attended all of the scheduled meetings that I was expected to attend to in relation to my role as the Maidstone Borough Council nomination on the Rochester Bridge Trust.

These meetings included the Audit Report meeting and proposed new and revised investment initiatives because of the Rochester Bridge Trust's over exposure to property based investments.

There is a major exercise to be undertaken on the Rochester Bridges over the next two years and there have been meetings held to assess contractors for the extensive work to be undertaken. I have attended these meetings and the contract for this work has now been granted and work should commence in a few months time. This work will obviously have an impact on traffic flows across the bridges but much work has been undertaken in order for these works to have as little impact to the traffic flows as possible.

Apart from the Trust giving grants for education etc. The Trust sponsors students in Engineering through a scheme called Arkwright Scholars. This has been an impressive initiative and the fruits of this sponsorship are now becoming apparent with some of the scholars taking responsible and rewarding professional posts in the Engineering Sector. I was fortunate to meet a number of these scholars at a function just before Christmas at the Institution of Civil Engineers and I was mightily impressed by them on a personal basis and in what they are planning to do with their careers.

During this last year there has been a new initiative, based to some extent on the number of farms in the Trusts portfolio, of sponsoring students in agriculture. There have been three scholars who have been accepted as Spence Scholars this year (named after John Spence who had been a long serving member of the Trust and a previous Warden of the Trust and incidentally, some time ago, the Head Boy of Maidstone Grammar School, who informed me that he had given a speech at Maidstone Town Hall to welcome the New Mayor of Maidstone back in his day when he was the Head Boy). There will be opportunities for scholars to be sponsored in subsequent years, probably one scholar each year.

There has been a "Bridge Works Exhibition" detailing the story of Rochester Bridges. This had been displayed at Rochester Cathedral for over a year and was very well attended. It has now been moved to the Medway Archives Centre in Strood for just over a couple of months with a view to the exhibition moving to Tonbridge Castle after March 2019 and subsequently into Maidstone. This has been a relatively new initiative in informing the public the history and significance of this river crossing and how important the Trust, to some extent, has been for the local economy. This educational initiative has been particularly well received by pupils from local primary schools, when they have visited the exhibition, they have been entertained by local theatrical actors who give an interpretation of the people throughout history who may

have used the bridges. I believe one of the characters to be "The Spirit of The Bridge".

The Rochester Bridge Trust has increased in many different ways over the last few years. One way is that the number of employees has grown and subsequently there has been a need to have larger office space. During most of last year the staff used the facilities of Kent Space Business Facilities in Lordswood, but later in October 2018 the majority of staff were able to move back into Rochester in The St Andrews Centre in the grounds of Rochester Cathedral. The Trust has arranged a five year lease and provided extensive repairs and refurbishment of the St Andrews Centre and made it a most attractive place to work in. The Rochester Bridge Trust Chapel requires a complete overhaul in order to bring the facilities up to date and compliant with current standards. This project is on-going and it will be some time before this work is completed.

Derek Butler - January 2019

Agenda Item 17

Document is Restricted