

## **Providing a clean and safe environment**

| <b>Project</b>  | <b>Detail</b>   | <b>Milestones</b>  | <b>Outcome</b>   | <b>Responsible Owner</b>               |
|---|---|--|--|--|
| <b>Safer Maidstone Partnership Strategic Assessment</b> | Working with a range of partners including Police and Probation services to reduce crime and Anti-Social Behaviour and support the Government's PREVENT programme and raise awareness of child safeguarding | Adoption of Safeguarding Policy – July 2016  | Maidstone is a safer place to live and visit.<br><br>Minimise child exploitation.                                | Head of Housing and Community Services |
| <b>Review of Licensing Policies</b>                     | Following implementation of taxi and private hire policy and licensing policy complete remaining reviews.   | Review and implement Gambling Act Policy – November 2016   | Maidstone has a set of procedures and practices that promote safe and good quality services around those trades. | Head of Housing and Community Services |
| <b>Waste and Recycling Strategy</b>                     | Implementing of the Waste and recycling strategy till 2019 to meet EU and local targets.  | Complete review of uptake of food waste challenge – April 2016<br><br>Development of the Action Plan for the short and medium term – April 2016<br><br>Review household waste collection services including freighter and bulky service – April 16 | A minimum of 50% recycling rate by 2019  | Head of Environment and Public Realm   |

| Project  | Detail  | Milestones   | Outcome  | Responsible Owner                      |
|--|---|--|--|--|
|  |   | Implementation of action plan<br>June 2016 – April 2017  |  |  |
| <b>Depot Services Development Plan</b>                     | Identifies various strands of new income-generating and cost-saving projects, from Depot based services.  | Consider feasibility of all potential projects – April 2016<br><br>Identify viable projects – ongoing from May 2016  | A more financially efficient and commercial service                  | Head of Environment and Public Realm   |
| <b>Low Emission Strategy</b>                               | The Low Emission Strategy will set out actions that we as a district council can have most influence over in addressing poor air quality where it exists. | Adoption – June 2016<br><br>Implement Action plan  | Maidstone contributes towards cleaner air.                           | Head of Housing and Community Services |
| <b>Environmental enforcement Strategy</b>                  | Developing new aspects to our current practices.  | Increase in FPN littering and dog fouling charges – April 16<br><br>Draft new youth littering engagement programmes – May 16<br><br>Developing a coherent analysis of all environmental data – July 16 | Greater awareness and reduction in incidences of environmental crime | Head of Environment and Public Realm   |
| <b>Street Cleansing Mobile Technology Development Plan</b> | improving and expanding upon the existing software functionality and reach of current street cleansing technology   | Undertake Bin Audit borough wide – March 16<br><br>Implementation of Bin Audit review action plan – July 16<br><br>Explore opportunities for dynamic tasking of street                                 | More agile and efficient workforce                                   | Head of Environment and Public Realm   |

| Project                                | Detail   | Milestones  | Outcome   | Responsible Owner                    |
|--|--|---|---|--------------------------------------|
|  |  | cleansing operatives - July 16<br>Adoption of vehicle asset management systems- Sept16  |   |                                      |
| <b>MBC Commercial Waste Service</b>    | Identifying a future growth strategy   | Achieve 350 business customers – April 16<br>Glass feasibility collection study – Sept 16<br>Food waste collection feasibility study – Jan 2017 | Growth in business the commercial waste service       | Head of Environment and Public Realm |
| <b>Crematorium Development Project</b> | Maximising the current Vinters Park site potential and extending and improving the services offered to borough residents | Commence implementation of Phase One – January 2017<br>Commence implementation of Phase two – April 2017  | Improve range of service to customers of Vinters Park | Head of Environment and Public Realm |

## **Encouraging good health and wellbeing**

| <b>Project</b>                           | <b>Detail</b>   | <b>Milestones</b>   | <b>Outcome</b>   | <b>Responsible Owner</b>               |
|--|---|---|--|--|
| <b>Affordable energy Strategy</b>        | Delivering actions to improve the energy efficiency of properties of the borough  | Under development – To be Confirmed   | Increased number of energy efficient homes in the borough.<br>Residents' bills reduced for more cost effective living. | Head of Housing and Community Services |
| <b>Health and Well Being Action Plan</b> | Street level intervention to provide practical solutions to improve individual's well being                               | Under development – To be Confirmed   | Areas prevented from worsening   | Head of Housing and Community Services |
| <b>Housing Assistance Policy</b>         | Guides the Council to use its resources to improve or tackle instances of poor housing on people's health and well-being. | Review and update housing assistance policy – October 2016.<br><br>May 2016 – Complete stock condition survey<br><br>To determine the number of properties for improvement following review of outcome from stock condition survey – October 2016 | Reduction on the negative impact of poor housing on people's health and well-being.                                    | Head of Housing and Community Services |

## **Respecting the character of our Borough**

| <b>Project</b>              | <b>Detail</b>  | <b>Milestones</b>  | <b>Outcomes</b>   | <b>Responsible Owner</b>                    |
|-----------------------------|--|--|---|---|
| <b>Parish Charter</b>       | Undertake a review in 2016   | <p>Consultation with Parishes</p> <p>Undertake full review – October 2016</p>  | Maintain a valuable and constructive relationship between the Borough Council and Parish Councils   | Head of Housing and Community Services      |
| <b>Culture and Heritage</b> | Developing our information base and incorporating our rich culture and heritage into our strategies and plans. | <p>Pilot project with Royal Society of Arts and Heritage England based on “what are the stories we tell each other, ourselves and others about who we are?” - April 2016</p> <p>Public realm/public art guidelines produced for Maidstone Town Centre.</p> | <p>Ensuring that we make the most of our Culture and Heritage assets</p> <p>Embedding our history, culture and heritage into our street scene, interpretation, signage and public realm projects where appropriate.</p> | Head of Economic and Commercial Development |

## **Ensuring there are good leisure and cultural attractions**

| <b>Project</b>                            | <b>Detail</b>  | <b>Milestones</b>  | <b>Outcomes</b>   | <b>Responsible Owner</b>                    |
|---|--|--|---|---|
| <b>A Sustainable Future for Mote Park</b> | Programme of projects will be delivered against the agreed spatial framework | <p>Planning permission obtained for the Adventure Zone</p> <p>Procurement undertaken and contract awarded for the Adventure Zone</p> | <p>A range of outcomes have been identified including:</p> <p>Establishing Mote Park as a destination recognising its status as one of Britain’s best loved parks</p> | Head of Economic and Commercial Development |

| Project  | Detail  | Milestones   | Outcomes  | Responsible Owner                                  |
|--|---|--|---|--|
|  |   | <p>Construction of Adventure Zone complete – March 17</p> <p>Adventure Zone open and operational – April 17</p> <p>Business case produced for a new Café/Visitor/Education Centre for Mote Park – April 16</p> <p>Funding bid submitted to Heritage Lottery Fund and/or other bodies – August 16</p> | <p>Protecting the long term sustainability and financial future of the parks and open spaces through income generation</p> <p>Providing improved leisure facilities to the residents and visitors to the Borough’s parks and open spaces.</p> |  |
| <p><b>Play Area Improvements Programme</b></p> | <p>The £1.75m capital programme to replace strategic play areas will be delivered over 2016/17 and 2017/18.</p> | <p>Complete year one programme of works – July 16</p> <p>Assess performance of contractor on year one programme. – July 16</p> <p>Retender or Award phase 2 contract – August 16</p>   | <p>To ensure a network of strategically important play Areas based on a 12 minute walking time for local residents to ensure all round, healthy development of children and young people.</p>   | <p>Head of Economic and Commercial Development</p> |

| Project   | Detail  | Milestones  | Outcomes   | Responsible Owner                           |
|---|---|---|--|---|
| <b>Parks &amp; Open Spaces 10 Year Development Plan</b> | A new plan will be produced which outlines the role of our parks and open spaces, how we will manage and develop them.  | <p>Develop draft plan – June 16</p> <p>Consultation with key stakeholders – May 16</p> <p>Adoption of plan – Sep 16</p> <p>Consider the future operational models for parks and open spaces Jan 17</p> <p>Repair/renew roads and pathways as per capital programme.</p> | A consolidated plan which sets out the role of parks and open spaces in our borough and addresses their sustainability for the future. Including identifying maintenance and investment requirements and their role in supporting health and well-being.   | Head of Economic and Commercial Development |
| <b>Destination Management Plan</b>                      | Delivery has commenced on the three year Destination Management Plan Action plan with the Destination Management Programme Board overseeing its delivery via four working groups based on the themes River, Town, Countryside | <p>DMP Board and Project Working Groups set up – Nov 15</p> <p>Integration of 'Town' working group to town centre investment and development plan. Annual progress against 3 year action plan.</p>  | <p>Increase the value of tourism by targeting higher-spend markets with growth potential.</p> <p>Use tourism to reinvent what a County Town means for the 21st century.</p> <p>Encourage more overnight visitors to the Borough to come into the town centre – including in the early evening – and to explore</p> | Head of Economic and Commercial Development |

| Project                             | Detail  | Milestones  | Outcomes  | Responsible Owner                           |
|-------------------------------------|---|---|---|---|
|                                     | and Events.   |   | <p>Maidstone’s countryside and villages</p> <p>Connect the town with its surrounding countryside in tangible ways that encourage visitors to explore further and stay longer</p>  |   |
| <b>Museum Development Programme</b> | A new 20 year Strategic Development Plan for Maidstone Museums will be produced and a Strategic Board set up to oversee its development and implementation. | <p>Capital works completed in East Wing reception – April 16</p> <p>Capital programme board established to oversee further capital projects.</p> <p>Draft Museums 20 Year Development Plan produced with the Museums Strategic Development Board – Q2 16</p> <p>Consult with key stakeholders on the draft Museums 20 Year Development Plan Q3 16</p> | <p>Maidstone Museum will be a flagship museum service and a nationally recognised tourist destination</p> <p>A service that is well used by the local community and of which they are proud; but which also draws audiences from across the country forming the cornerstone of Maidstone’s tourist economy</p> <p>The capital and revenue invested in the museum will begin to see a return on its investment with increased retail sales, paid for exhibitions, children’s parties</p> | Head of Economic and Commercial Development |

## Enhancing the appeal of the town centre for everyone

| Project                               | Details  | Milestones  | Outcomes  | Responsible Owner                           |
|---------------------------------------|--|---|---|---|
| <b>Town Centre Development Plan –</b> | A programme of actions designed to deliver physical development and investment and better operational management of the town centre. | Establish Maidstone Town Centre Strategic Advisory Board 2nd February 2016<br>Agree 5 year programme of public and private investment July 2016                   | Coordinate private sector investment and guide programme of actions to maximise impact  | Head of Economic and Commercial Development |
|                                       |  | Work with Capital and Regional to deliver an improved retail and leisure offer in The Mall with a planning application submitted in 2016                          | Maidstone's retail rankings improve, strengthening the attractiveness of the town centre as a place to shop, visit and work   | Director of Regeneration and Place          |
|                                       |  | Plan, Design and Implement Phase 1 Redevelopment of Maidstone East Station Nov 2016<br><br>Develop comprehensive scheme for Maidstone East with KCC November 2016 | Gateway into the Town Centre is greatly enhanced, passenger access improved and improved facilities in time for Thameslink Services<br>Maidstone's rankings improve | Director of Regeneration and Place          |
|                                       |  | Deliver Bridge Gyratory Widening Scheme by December 2016  | Improve infrastructure and network capacity reducing congestion in the Town Centre  | Head of Economic and Commercial Development |

| Project | Details | Milestones   | Outcomes  | Responsible Owner                           |
|---------|---------|--|---|---|
|         |         | Deliver riverside Towpath from Allington to Tovil December 2016              | Improve accessibility and make the town more attractive for leisure and tourism activities                                  | Head of Economic and Commercial Development |
|         |         | Plan, Design and Implement Phase 3 Public Realm improvement project Nov 2016 | Maidstone's retail rankings improve, strengthening the attractiveness of the town centre as a place to shop, visit and work | Head of Economic and Commercial Development |

### **Securing improvements to the transport infrastructure of our borough**

| Project               | Detail  | Milestones   | Outcome  | Responsible Owner                |
|-----------------------|---|--|--|----------------------------------|
| <b>The Local Plan</b> | Together with this are companion documents such as the Integrated Transport Strategy and Infrastructure Delivery Plan (the latter will form much of the basis for a Community Infrastructure Levy (charging schedule) | <p>Submission of the Maidstone Borough Local Plan to the Secretary of State for Independent Examination -May 2016</p> <p>Public consultation on the Draft Community Infrastructure Levy Charging Schedule - 13 May to 24 June 2016</p> <p>Adoption of the Integrated Transport Strategy by Strategic Planning Sustainability &amp;</p> | <p>We will better control development in the borough and secure improvements in infrastructure for our businesses and residents</p> <p>We will plan future development effectively</p> | Head of Planning and Development |

| Project | Detail | Milestones  | Outcome | Responsible Owner |
|---------|--------|---|---------|-------------------|
|         |        | <p>Transport Committee (and Full Council) April 2016</p> <p>Submission of the Community Infrastructure Levy Charging Schedule to the Secretary of State for Independent Examination - August 2016</p> <p>Independent Examination into the Maidstone Borough Local Plan – September-November 2016</p> <p>Independent Examination into the Community Infrastructure Levy Charging Schedule - February 2017</p> <p>Adoption of the Maidstone Community Infrastructure Levy Charging Schedule – April 2017</p> <p>Adoption of the Maidstone Borough Local Plan by Full Council - April 2017</p> |         |                   |

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

| <b>Project</b>                       | <b>Details</b>  | <b>Milestones</b>   | <b>Outcomes</b>  | <b>Responsible Owner</b>                    |
|--------------------------------------|---|---|--|---|
| <b>Economic Development Strategy</b> | The Council's adopted Economic Development Strategy set out how the Council and its partners will deliver economic growth and prosperity for the borough's residents and businesses over the period of the Local Plan | Agree roll-out 2016/17 of super-fast broadband with KCC across the Borough                        | Growth of small and medium sized businesses in rural areas   | Head of Planning and Development            |
|                                      |   | North Kent Innovation Zone governance, marketing and commercial proposition agreed September 2016 | Kent Medical Campus attracts investment, innovation and high skilled jobs. Job creation targets supported and shortage of commercial land addressed. A reduction in low wage, low skilled jobs | Head of Economic and Commercial Development |
|                                      |   | Town Centre Improvement Programme delivered – as above  | As above   | Head of Economic and Commercial Development |
|                                      |   | Business Terrace pilot deliver operational phase.   | Town Centre 'office market stimulated and small business growth encouraged, improved business start-up rates   | Head of Economic and Commercial Development |
|                                      |   | Business Terrace extended to the whole of the first floor at                                      |  |   |

|  |  |  |  |  |
|--|--|--|--|--|
|  |  | Maidstone House in partnership with Capital and Regional |  |  |
|--|--|--|--|--|

**Planning for sufficient homes to meet our Borough's needs**

| Project               | Detail   | Milestones  | Outcome  | Responsible Owner                |
|-----------------------|--|---|--|----------------------------------|
| <b>The Local Plan</b> | Together with this are companion documents such as the Integrated Transport Strategy and Infrastructure Delivery Plan (the latter will form much of the basis for a Community Infrastructure Levy (CIL) charging schedule) | <p>Submission of the Maidstone Borough Local Plan to the Secretary of State for Independent Examination -May 2016</p> <p>Public consultation on the Draft Community Infrastructure Levy Charging Schedule - 13 May to 24 June 2016</p> <p>Adoption of the Integrated Transport Strategy by Strategic Planning Sustainability &amp; Transport Committee (and Full Council) April 2016</p> <p>Submission of the Community Infrastructure Levy Charging Schedule to the Secretary of State for Independent Examination - August 2016</p> | <p>We will better control development in the borough and secure improvements in infrastructure for our businesses and residents</p> <p>We will plan future development effectively</p> | Head of Planning and Development |

| Project   | Detail   | Milestones  | Outcome  | Responsible Owner                       |
|---|--|---|--|---|
|   |  | <p>Independent Examination into the Maidstone Borough Local Plan – September-November 2016</p> <p>Independent Examination into the Community Infrastructure Levy Charging Schedule - February 2017</p> <p>Adoption of the Maidstone Community Infrastructure Levy Charging Schedule – April 2017</p> <p>Adoption of the Maidstone Borough Local Plan by Full Council - April 2017</p> |  |   |
| <p><b>Treat large scale major planning applications cumulatively as a project</b></p> | <p>We want to establish and deliver a service that provides 'planning performance agreements' for large scale major developments</p> <p>This will include agreeing timescales at pre-app stage as well as other elements such as direct contact officers</p> | <p>Set a pricing structure. April 2016</p> <p>Set a template S106 agreement with standard heads of terms. April 2016</p> <p>Setting a standardised Planning Performance Agreement for future developments. April 2016</p>   | <p>Improved decision making for major large scale developments, including stakeholder engagement</p> <p>To help provide the homes we need in the need in the borough, and to</p> | <p>Head of Planning and Development</p> |

| Project  | Detail   | Milestones   | Outcome   | Responsible Owner                             |
|--|--|--|---|---|
|  | <p>We will deal with these applications using a project management approach</p>  | <p>Migration of all historic S106 data into a new system. July 2016</p>  | <p>deliver them in a timely manner</p> <p>This will also support employment in the borough through both large scale residential developments as well as commercial developments</p> |   |
| <p><b>Affordable Housing Programme</b></p>           | <p>We will continue to attract significant external investment to enable the delivery of over 160 new affordable homes including affordable rent, shared ownership and Starter Homes</p> <p>In addition the Council will through direct intervention embark on a programme of delivering its own housing</p> | <p>Deliver starter homes scheme – 2020</p> <p>March 2018 – delivery of more than 300 affordable homes</p> <p>April 2018 – Begin delivery of programme of affordable rented accommodation</p> | <p>Different housing products available to meet the change of income levels</p>   | <p>Head of Housing and Community Services</p> |
| <p><b>Housing strategy 2015-2020 Action Plan</b></p> | <p>Delivers the council’s vision for the delivery of new housing across the public and private sector markets, the improvement of the existing housing in</p>  | <p>Milestones to be confirmed following agreement of the Housing Strategy April 2016-2020.</p> <p>Acquisition of property – March</p>  | <p>Everyone having access to affordable, decent housing</p>   | <p>Head of Housing and Community Services</p> |

| Project   | Detail   | Milestones  | Outcome  | Responsible Owner                      |
|---|--|---|--|--|
|   | Maidstone Borough and tackling key issues such as homelessness and assisting the most vulnerable members of our community  | 2017  |  |  |
| <b>Empty Homes strategic action plan</b>            | To address the issue of bringing empty homes back into use, giving consideration to the amendments proposed in the Housing & Planning Bill, as it goes through Parliament to become legislation in 2016, that will make it easier to use existing powers | Review Strategy – September 2016<br>Adopt new Strategy – March 2017<br>Care home (not yet named) initiative – July 2016 | Empty properties brought back into use to provide homes for families in housing need   | Head of Housing and Community Services |
| <b>The delivery of the Homelessness Action Plan</b> | To increase the number of homeless cases that are prevented, this will be a challenging but highly important aspect of the Services focus in 2016/17 in order  | Under development - to be confirmed   | Where possible prevent homelessness and where this unavoidable a reduction in the time spent by families temporary accommodation | Head of Housing and Community Services |
| <b>Affordable Housing Programme</b>                 | We will continue to attract significant external investment to enable the delivery of over 160 new affordable homes including affordable rent, shared  | Deliver starter homes scheme – 2020<br>March 2018 – delivery of more than 300 affordable homes                          | Different housing products available to meet the change of income levels.  | Head of Housing and Community Services |

| Project                          | Detail   | Milestones   | Outcome   | Responsible Owner                      |
|----------------------------------|--|--|---|--|
|                                  | ownership and Starter Homes. In addition the Council will through direct intervention embark on a programme of delivering its own housing. | April 2018 – Begin delivery of programme of affordable rented accommodation.   |   |  |
| <b>Housing Assistance Policy</b> | Guides the Council to use its resources to improve or tackle instances of poor housing on people’s health and well-being.                  | <p>Review and update housing assistance policy – October 2016.</p> <p>May 2016 – Complete stock condition survey</p> <p>To determine the number of properties for improvement following review of outcome from stock condition survey – October 2016</p> | Reduction on the negative impact of poor housing on people’s health and well-being. | Head of Housing and Community Services |