

AGENDA

POLICY AND RESOURCES COMMITTEE MEETING



Date: Wednesday 26 April 2017

Time: 6.30 pm

Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Mrs Blackmore (Vice-Chairman),
Boughton, Brice, Cox, Fermor,
Garland, Mrs Gooch, Harper, Harvey,
Harwood, McLoughlin, Pickett, Powell,
Round and Mrs Wilson (Chairman)

Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items

Continued Over/:

Issued on Tuesday 18 April 2017

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Sam Bailey on 01622 602263**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

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

4.	Notification of Visiting Members	
5.	Disclosures by Members and Officers	
6.	Disclosures of Lobbying	
7.	To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8.	Minutes of the Meeting Held on 29 March 2017	1 - 4
9.	Presentation of Petitions (if any)	
10.	Questions and answer session for members of the public (if any)	
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12.	Report of the Director of Finance and Business Improvement - Flood Risk Alleviation in the Medway Confluence	6 - 15
13.	Report of the Head of Policy and Communications - Key Performance Indicators 2017-18	16 - 37
14.	Report of the Head of Regeneration and Economic Development - Phase 3 Public Realm	38 - 96
15.	Report of the Head of the Audit Partnership - Risk Management Update	97 - 109

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	
16.	Minutes (Part II) of the meeting held on 29 March 2017	Paragraph 3 – Finance/Business Affairs 110
17.	Report of the Director of Finance and Business Improvement - Mote Park Lake	Paragraph 3 – Finance/Business Affairs 111 - 115

PUBLIC SPEAKING

In order to book a slot to speak at this meeting of the Policy and Resources Committee, please contact Sam Bailey on 01622 602263 or by email on sambailey@maidstone.gov.uk by 5 pm one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

MAIDSTONE BOROUGH COUNCIL

Policy and Resources Committee

MINUTES OF THE MEETING HELD ON WEDNESDAY 29 MARCH 2017

Present: Councillors Barned, Mrs Blackmore, Boughton, Brice, Cox, English, Mrs Gooch, Harper, Harvey, Harwood, McLoughlin, Pickett, Round and Mrs Wilson (Chairman)

195. **APOLOGIES FOR ABSENCE**

It was noted that apologies for absence were received from Councillors Garland, Powell and Fermor.

196. **NOTIFICATION OF SUBSTITUTE MEMBERS**

The following substitutes were noted:

- Councillor English for Councillor Fermor
- Councillor Barned for Councillor Powell

197. **URGENT ITEMS**

There were no urgent items.

198. **NOTIFICATION OF VISITING MEMBERS**

There were no visiting members.

199. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by members or officers.

200. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

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

It was noted that item 13. Report of the Director of the Director of Finance and Business Improvement – Property investment contained exempt information and would be considered in private.

202. MINUTES OF THE MEETING HELD ON 15 FEBRUARY 2017

The committee noted that Councillor Brice had left the room during the consideration of item 16. Report of the Head of Policy and Communications – Resident Survey 2017, and that this was not recorded in the minutes.

RESOLVED:

That, subject to noting that Councillor Brice left the room during the consideration of item 16, the minutes be approved as a correct record and signed.

203. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

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

There were no questions from the public.

205. COMMITTEE WORK PROGRAMME

The Clerk updated the committee on the Committee Work Programme. It was noted that the Housing and Regeneration Strategy would now come to the June meeting of the committee.

206. REPORT OF THE MID KENT SERVICES DIRECTOR - DISCRETIONARY HOUSING PAYMENTS POLICY

The Business Support Manager introduced her report on Maidstone Borough Council's Discretionary Housing Payments Policy. It was noted that the Council received an annual grant from the Department for Work and Pensions (DWP) to administer Discretionary Housing Payments (DHP). The grant was ringfenced and any unspent grant had to be returned to the DWP. DHP were introduced to help benefit claimants who were affected by benefit reforms to move into more financially sustainable accommodation.

In response to a question from a member of the committee, it was noted that the impact of welfare reforms was different for residents who were eligible for disability benefits. For example, the benefit cap did not apply to those who received disability benefits. This was the reason why a low proportion of DHP claimants were disabled.

RESOLVED:

That the Committee approves the Discretionary Housing Payment Policy held as appendix A.

Voting: For - 14 Against - 0 Abstentions - 0

207. REPORT OF THE DIRECTOR OF REGENERATION AND PLACE - PROPERTY ACQUISITIONS

The Director of Regeneration and Place presented his report to the committee. The report referred to the previous decision of the Communities, Housing and Environment Committee on the Temporary Accommodation Strategy, which committed the council to purchasing 13 properties to be used for temporary accommodation for homeless households. However the market conditions meant that decisions on each of these properties had to be reached as quickly as possible. Therefore the report was seeking delegated authority to complete the property acquisitions, with consultation with the Chairman and Vice Chairman of the committee.

The committee raised concerns with a previous property that had been proposed for temporary accommodation which was not suitable for the council's needs. The committee therefore suggested that ward councillors should also be consulted with, as they would know their local area the best.

In response to a question from the committee, the Director of Regeneration and Place clarified that consultation would be informal and could take place by email rather than requiring a meeting.

RESOLVED:

- 1) That the Director of Finance and Business Improvement is granted delegated authority to conclude negotiations with property owners, and approve on a case by case basis (in consultation with the Chair and Vice Chair of this Committee, and the ward Councillors), the purchase of up to 13 properties, for use as temporary accommodation for homeless persons.
- 2) That delegated authority is given to the Head of Mid Kent Legal Services to complete the purchases on the agreed terms.
- 3) That details of any completed purchases are reported back to the next meeting of the Committee following the acquisition(s).

Voting: For - 9 Against - 5 Abstentions - 0

Councillor English requested his dissent be noted on this decision.

208. REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT - PROPERTY INVESTMENT

The Property and Procurement Manager presented his report on a property investment. The property investment was of a commercial premises, and would provide a return of 7.14% on the investment. A similar investment in a commercial property that the council had completed two years ago had provided no problems, provided a steady

income with little additional expenditure and had never had any problems with re-letting with new tenants.

In response to a question from a member of the committee, the Property and Procurement Manager explained that there were opportunities to improve sustainability of the Council's managed commercial property and that this would be further explored in the council's developing Property Strategy.

RESOLVED:

1. That the Committee agrees to purchase the leasehold interest in a commercial property.
2. That the Director of Finance & Resources is delegated authority to conclude negotiations with the leaseholder.
3. That the Head of Mid Kent Legal Services is authorised to complete the purchase on the terms as agreed by the Director of Finance & Business Improvement.

Voting: For - 14 Against - 0 Abstentions - 0

209. **DURATION OF MEETING**

6.31 p.m. to 7.41 p.m.

Committee	Theme	Report Title	Date
Policy and Resources Committee	Other	Bi-annual risk register	26 April 2017
Policy and Resources Committee	Town Centre Regeneration	Phase 3 Public Realm - approval of outline designs	26 April 2017
Policy and Resources Committee	New/ Updates to Strategies and Plans	Key Performance Indicators 2017/18	26 April 2017
Policy and Resources Committee	Other	Flood Risk Alleviation in the Medway Confluence	26 April 2017
Policy and Resources Committee	Other	Mote Park Dam	26 April 2017
Policy and Resources Committee	Other	Review of the Fraud Investigation Team	28 June 2017
Policy and Resources Committee	Other	North Kent Enterprise Zone - Member Briefing	28 June 2017
Policy and Resources Committee	Other	Land Disposal - Land at Richmond Way	28 June 2017
Policy and Resources Committee	Monitoring Reports	Housing and Regeneration Strategy Report	28 June 2017
Policy and Resources Committee	Monitoring Reports	Equality Objectives Annual Report	28 June 2017
Policy and Resources Committee	New/ Updates to Strategies and Plans	Workforce Strategy	28 June 2017
Policy and Resources Committee	New/ Updates to Strategies and Plans	Health and Safety Strategy	28 June 2017
Policy and Resources Committee	Medium Term Financial Strategy	Council Tax Tax Base 2017/18	22 November 2017
Policy and Resources Committee	Medium Term Financial Strategy	Council Tax 2017/18 - collection fund adjustments	22 November 2017
Policy and Resources Committee	Medium Term Financial Strategy	Projected Collection Fund Adjustment Account	13 December 2017
Policy and Resources Committee	Monitoring Reports	Business Terrace - operation and financial update	13 December 2017
Policy and Resources Committee	Monitoring Reports	Fourth Quarter Budget Monitoring	TBC
Policy and Resources Committee	Monitoring Reports	Strategic Plan Performance Update Quarter 4	TBC
Policy and Resources Committee	New/ Updates to Strategies and Plans	Economic Development Strategy Update	TBC
Policy and Resources Committee	Town Centre Regeneration	Brunswick Street Redevelopment	TBC
			TBC
Policy and Resources Committee	Town Centre Regeneration	Union Street Redevelopment	
Policy and Resources Committee	Town Centre Regeneration	Maidstone East Redevelopment	TBC
Policy and Resources Committee	Town Centre Regeneration	Development of the Mall including Bus station	TBC
NA	Member Development and Training (not report specific)	Masterplans for Lenham and Invicta Barracks workshop	TBC
NA	Member Development and Training (not report specific)	Masterplan for Maidstone East Redevelopment	TBC
NA	Member Development and Training (not report specific)	Housing and Planning Act - changes to National Policy in relation to Plan making	TBC (2017)

Key
Completing the Local Plan
Housing
Income Generation
Medium Term Financial Strategy
Member Development and Training (not report specific)
Monitoring Reports
Museums and Heritage
New/Updates to Strategies and Plans
Other
Other Finance Issues
Parks and Open Spaces
Town Centre Regeneration

Agenda Item 12

POLICY AND RESOURCES COMMITTEE

26 APRIL 2017

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

Yes

RIVERS MEDWAY, TEISE AND BEULT FLOOD ALLEVIATION

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

This report makes the following recommendations to this Committee:

1. To note the contents and conclusions of the Arcadis report on Medway, Beult and Teise Flood Alleviation Options.
2. To continue to work with the Environment Agency, other organisations and the local community as part of the Medway Flood Partnership to develop and implement a range of flood alleviation measures in the Medway confluence area.
3. To note the progress of schemes relating to flood alleviation in Maidstone Town Centre.

This report relates to the following corporate priorities:

Improving flood resilience impacts upon the character of the borough and supports making the borough an attractive place for all.

Timetable	
Meeting	Date
Policy & Resources Committee	26 April 2017

RIVERS MEDWAY, TEISE AND BEULT FLOOD ALLEVIATION

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report updates the Committee on developments in relation to flood alleviation in the Medway confluence area and on the progress of schemes to alleviate flooding in Maidstone Town Centre.
 - 1.2 Following the Environment Agency's initial assessment of the options for the Medway confluence area, the Council has commissioned independent consultants to review the position and investigate further options. This work is now complete, and whilst it does not identify any single scheme that will provide a significant level of protection for all communities at risk, it supports the development of local initiatives. It is proposed now to work with the Environment Agency and other partners to develop and deliver these.
 - 1.3 In the Town Centre, the Maidstone Bridges Gyratory Scheme has provided the opportunity to implement flood protection schemes as described in this report.
-

2. INTRODUCTION AND BACKGROUND

Medway Confluence

- 2.1 The Council has engaged with the Environment Agency (EA), Kent County Council (KCC), Tonbridge & Malling Borough Council (TMBC) and a number of affected parishes represented by the Joint Parishes Flood Group (JPFPG) to investigate and consider a range of options to protect communities at risk of flooding along the Rivers Medway, Beult and Teise (the Medway confluence area).
- 2.2 The EA's initial assessment in 2016 recommended proceeding with increasing the capacity of the Leigh Flood Storage Area to reduce flood risk to Tonbridge and to a lesser extent other communities downstream, but that construction of flood storage on the Rivers Beult and Teise was not viable, and that communities in the Medway confluence would be better served by more localised flood defences and property and community level resilience improvements which can be targeted to the properties at greater risk.
- 2.3 The Environment Agency's conclusions were not supported by members of the communities in the Medway confluence area: Tonbridge was seen as the main beneficiary from funding for the Leigh Flood Storage Area; they did not agree with the Environment Agency's conclusions about the Beult and Teise flood storage areas; ideas put forward by the local community had not been considered seriously; and there was scepticism about what property and community level resilience would mean in practice.

- 2.4 The Council appointed Arcadis, which is a highly reputable design, engineering and management consultancy company with an international practice around flood risk management, to:
- Review the EA's initial assessment
 - Investigate and assess a list of 52 suggestions for flood alleviation put forward by the JPFG
 - Consider and review other options which may be viable.
- 2.5 Arcadis were given access to the EA's hydraulic model of the Medway, Beult and Teise catchments, which simulates 5,000 years of synthetic flood history based on data collected from river and rainfall gauges throughout the catchment area. They have liaised with the EA, the EA's consultants JBA, Southern Water, representatives of the local community and Maidstone Council and have conducted a site visit. Their work has included extensive modelling of potential options.
- 2.6 Arcadis' report runs to 124 pages and is highly technical in nature. Accordingly, it has not been attached to this report. However, in the interests of transparency it has been published on Maidstone Council's website.
- 2.7 Arcadis concluded that:
- The EA's assessment was correct in that flood storage schemes on the Beult and Teise were neither technically feasible nor economically viable.
 - Amongst the options proposed by the JPFG, most were neither technically feasible nor economically viable, but there were some that would produce minor improvements in flood risk. However, even if taken together, they would still not produce a significant reduction in the number of properties being affected by flooding.
 - The only option modelled by Arcadis that provided a technically viable solution consisted of a combination of upstream embankments and walls in Yalding. Whilst the option is technically feasible and effective in reducing flood risk to a significant number of properties, there would also be a number of properties affected adversely by the proposals. The economic analysis of the proposal also found that the low benefit/cost ratio would only attract DEFRA funding of £750,161, leaving in excess of £13 million to be found by partners.
- 2.8 The 52 suggestions put forward by the local community covered a wide range of approaches to flood alleviation. They were each considered by Arcadis and described in their report together with an assessment of each one.
- 2.9 The suggestions can be categorised as:

- Large scale capital schemes including a submerged pipeline between the Beult and Allington,
- Natural flood management, such as afforestation of upland areas,
- Maintenance, for example, improved dredging and de-silting,
- Downstream conveyance, such as operating the sluices downstream to reduce water levels; and
- Community actions, such as river monitoring wardens.

2.10 While it did not identify a single scheme that would provide a significant level of protection for all communities at risk, the Arcadis report has been able to verify the EA's findings and has provided an independent assessment of suggestions put forward by the local community. It supports the development of more localised flood defence schemes, including environmentally-friendly flood alleviation measures. This is consistent with the EA's proposed approach of property and community level resilience schemes in combination with localised flood defences.

Next Steps

2.11 In order to make progress, the EA has put in place two overarching groups. These are the Medway Flood Partnership Strategy Group and the Medway Flood Partnership Practitioners Group. Both comprise representatives from the EA, from the five local authorities with a significant geography within the Medway catchment, from other relevant government agencies including Natural England and the Forestry Commission, from other risk management authorities including the Internal Drainage Boards, KCC and Southern Water, from non-governmental organisations including the South East Rivers Trust, from the National Farmers Union and from local communities including Kent Association of Local Councils and JPFG.

2.12 The objectives of the groups are:

- Develop a shared understanding of the strategic challenges and opportunities within the catchment and the need for collaboration to address them.
- Develop a shared action plan for the next 5-10 years, and a 25 year vision for the future. The plan will focus on working in partnership and implementing actions that will address the key flood risk management issues in the catchment.
- Improve communications and engagement by adopting a joined up approach to engagement with communities, government and MPs.
- The strategy group will provide high level direction and broker strategic solutions to problems identified by the Practitioners Group.

- The Practitioners Group will provide a strategic overview of activity across the catchment, identifying inter-relationships and ensuring coordination between the various projects.
- The groups will share plans and programmes to inform investment decisions and identify opportunities to deliver work in collaboration.

2.13 The Practitioners Group will cover three themes:

- Capital Investment and Maintenance – which includes property level resilience and relates to measures that are taken to individual or small groups of properties to reduce the risk of water entry from river flooding.
- Natural Flood Management – which includes the alteration, restoration or use of landscape features to reduce flood risk such as flood doors and air brick covers.
- Community Resilience – includes localised walls and embankments and measures that help to mitigate the effects of flooding to enable the community to function better during and after a flood. These include adapting power and water supplies and foul and surface water drainage systems to withstand flooding and implementing road closures to prevent flooding through road wash.

2.14 It is envisaged that work in the Medway Confluence area will be delivered in two phases.

2.15 Phase 1 - Property level resilience. The EA will begin by surveying the estimated 326 properties at greatest risk to assess their suitability for measures such as flood doors and airbrick covers. These measures will be fully funded through government grants, up to £7,500 per property. It is envisaged that the survey work will take place during Summer 2017.

2.16 Phase 2 - The EA's surveys will identify where property level measures are unsuitable, for example, by virtue of flood depth or type of construction, or where flood protection can be delivered more cost-effectively through localised flood defences (ie with a scope broader than that of individual properties). Such work would be likely to include low embankments / walls around groups of properties and natural flood defence measures. There remains work to do to develop localised flood defence schemes as part of phase 2.

2.17 It is anticipated that Phase 2 will be delivered on a partnership basis. KCC has offered up to £1.5 million and the Council has committed £1 million of funding as part of its five year capital programme, agreed on 1st March 2017. DEFRA offers grant in aid for partnership funding of Flood and Coastal Erosion Risk Management and we would be looking for the government to top this up by matching local partners' contributions.

2.18 It is recommended that Maidstone Council engages actively with this work, working closely with local communities and helping to ensure that their views are represented as part of the partnership.

Town Centre

- 2.19 Work relating to the Maidstone Bridges Gyratory scheme has included measures to reduce the flood risk in the Town Centre, the need for which was highlighted by the floods of Christmas/New Year 2013/14.
- 2.20 Modelling work undertaken by the Environment Agency indicated that the flooding of properties at the Lower High Street in 2013/14 was as a result of flow through the subways. As a consequence the two subways either side of the High Street have been blocked up and filled with foam concrete to remove this risk and the area re-designed to enhance the public realm. The cost for this work was £119,000.
- 2.21 In a similar fashion, the Medway Street subway also acts as a conduit for flood water to reach the lower High Street area. Members were keen to retain access to the river side through this subway and therefore a flood door was identified as a solution which would allow access to the river during normal conditions, but could be closed during periods of flood. However, as the design was developed, this option proved too costly due to its impact on the structural integrity of the subway itself. An alternative solution has been identified which is more cost effective. In September this year, glass flood barriers are scheduled to be fitted to the existing pedestrian barrier opposite Drakes, with additional returns constructed to contain flood water. This will protect the immediate vicinity against a 75 year flood event, when used in conjunction with demountable barriers at the entrance of Old Fairmeadow with Medway Street. The cost of this work will be £126,640.
- 2.22 Locations of the subways are shown on the attached Appendix A.
- 2.23 The above schemes are being funded through the Maidstone Bridges Gyratory Scheme budget including £1.14m of Maidstone New Homes Bonus contribution and £4.6m of LGF funding.
- 2.24 However, the area requires further protection. The River Medway floods over the A229 carriageway opposite the end of Earl Street under a 75 year flood event, as well as opposite St Faith's Street. Once this floodwater fills up the A229 outside the Fremlin Walk car park, it then flows south towards the lower end of Earl Street and Medway Street. Initial discussions with the EA have indicated that a glass barrier mechanism mounted to the existing walling and spanning a 300m stretch of Fairmeadow may resolve this. Alternatively a series of demountable defences could be deployed at key points. A comprehensive assessment of the condition of existing outfalls is also required to confirm that they do not provide an additional flow route.
- 2.25 The next step will be to appoint a suitably qualified Consultant to investigate the options and undertake the necessary surveys. As there is no residual budget from the Maidstone Bridges Gyratory scheme that can be used to finance the cost of this additional work, it will be necessary to identify, in due course, further funding from the capital programme and to seek contributions from the EA and KCC .

3. AVAILABLE OPTIONS

Medway Confluence

- 3.1 **Option 1:** To continue to work with the EA and other partners as part of the Medway Flood Group to develop property and community level resilience in the Medway, Beult and Teise confluence area, and use the Council's budget of £1 million, in conjunction with funding from KCC and EA, to implement viable projects for localised flood defences where property level resilience is not suitable.
- 3.2 **Option 2:** To continue as Option 1 but increase the level of funding to £13 million to develop and implement the construction of upstream embankments and walls in Yalding. The estimated cost of £13 million excludes potential property purchase and landowner compensation needed to implement the scheme.

Town Centre

- 3.3 **Option 1:** To continue to work with the EA and KCC to develop a viable option to supplement the schemes being funded under the Bridges Gyratory scheme.
- 3.4 **Option 2:** To do nothing, other than complete the planned glass barriers adjacent to the subway.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

Medway Confluence

- 4.1 The preferred option is Option 1 as this is the most likely option to deliver increased flood resilience to those at highest risk and is affordable in the context of the Council's medium term financial strategy.

Town Centre

- 4.2 The preferred option is Option 1 as this will increase the level of flood protection along Fairmeadow to withstand up to a 1 in 75 year flood event.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Council has not undertaken any specific consultation. However, it has maintained regular contact with representatives of the local community, including the JPFG. Council representatives attended the EA's consultation events in October/November 2016 where the EA set out its proposals for developing property and community level resilience in preference to flood storage areas. There was disappointment within the local community that the EA would not be proceeding with flood storage areas and did not appear

to have explored all potential flood alleviation options. This has informed the brief for the work carried out by Arcadis described in this report.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The EA will undertake surveys of properties at the highest risk and submit a business case for approval to DEFRA, which if approved will permit detailed design and construction beginning in late 2017.
- 6.2 The Council will work with KCC and the local community to develop and implement localised flood defences in conjunction with the EA's proposals for property level resilience.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The decision will impact upon the protection of the character of the borough as there will be implications for the villages and homes within the flood area.</p> <p>Resilience against flooding supports making the borough an attractive place for all.</p>	Director of Finance & Business Improvement
Risk Management	<p>Matching resources to priorities in the context of the significant pressure on the Council's resources is a major strategic risk</p> <p>It is essential that the Council works with other funding partners if schemes are to be delivered effectively.</p>	Director of Finance & Business Improvement
Financial	These are covered in the report.	Director of Finance & Business Improvement
Staffing	Staff resources will be required for ongoing liaison with partners until completion of the project.	Director of Finance & Business Improvement

Legal	There may be a requirement for a bi-partite funding agreement.	Legal Team
Equality Impact Needs Assessment	The proposed solution could be delivered flexibly, while adjustments are possible to ensure equality. In some cases the level of benefit is dependent upon the type of property and not the resident's circumstances	Director of Finance & Business Improvement
Environmental/Sustainable Development	The proposed solution contributes to sustainable communities.	Director of Finance & Business Improvement
Community Safety	The flooding risk has an impact on community safety. Part of the proposed solution is increased community resilience and reducing the risk to health and safety during incidences of flooding.	Director of Finance & Business Improvement
Human Rights Act	No specific impact	n/a
Procurement	No specific impact	n/a
Asset Management	No specific impact	n/a

8. REPORT APPENDICES

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

None

9. BACKGROUND PAPERS

Arcadis report – Medway, Beult and Teise Additional Flood Alleviation Options – Initial Assessment, April 2017.



Agenda Item 13

Policy and Resources Committee

26 April 2017

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

Yes

Key Performance Indicators for Policy and Resources Committee 2017-18

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

This report makes the following recommendations to this Committee:

1. To agree the key performance indicators to be reported to this Committee in 2017-18 as set out at 3.3 in this report, covering the three action areas prioritised in the refreshed Strategic Plan.

This report relates to the following corporate priorities:

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

Performance management is focussed on identifying whether the Council is achieving the strategic priorities and actions identified in the Council's Strategic Plan.

Timetable

Meeting	Date
Policy and Resources Committee	26 April 2017

Key Performance Indicators for Policy and Resources Committee 2017-18

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Council has recently approved a refreshed Strategic Plan for 2017-18 which sets out the action areas that deliver the identified priorities (Appendix A). Each Service Committee was asked to consider and agree key performance indicators relevant to the services within its remit so as to measure achievement of our priorities for 2017-18.
 - 1.2 This report sets out the current indicators and indicators for consideration by this committee following Councillor workshops in November and March.
-

2. INTRODUCTION AND BACKGROUND

- 2.1 The Committee agreed in December 2016 to focus performance reporting on the three action areas prioritised in the refreshed Strategic Plan for 2017-18:
 - Providing a Clean and Safe Environment
 - Regenerating the Town Centre
 - A Home for Everyone
- 2.2 For each action area in the strategic plan it has been set out what we want to achieve and what the council has committed to in order to do this.
- 2.3 At the Councillor workshops and the committee meetings to consider the refresh of the Strategic Plan it was identified that where there are strategies and plans in place to deliver the action areas we will use measures set out in those documents.

Areas of Focus

2.4 Providing a Clean and Safe Environment

We will commit to:

- Investing to improve street infrastructure and the efficiency of cleansing services in accordance with our medium term financial strategy
- Delivering the Waste and Recycling Strategy
- Delivering the Community Safety Plan 2017-18
- Delivering the Low Emissions Strategy

2.5 Regenerating the Town Centre

We will commit to:

Delivering the Local Plan
 Delivering the Housing and Regeneration Strategy
 Delivering the Destination Management Plan

2.6 A Home for Everyone

We will commit to:

- Delivering the Local Plan
- Delivering the Housing and Regeneration Strategy
- Delivering the Housing Strategy
- Delivering the Temporary Accommodation Strategy

2.7 The current performance indicators for 2016-17 are outlined below for information:

Providing a Clean and Safe Environment

Indicator	Target
Satisfaction with Street cleansing	60%
The percentage of relevant land and highways that is assessed as having deposits of litter that fall below an acceptable level	6.5%
The percentage of relevant land and highways that is assessed as having deposits of detritus that fall below an acceptable level	17%
Number of incidences of fly-tipping	1200
Percentage of household waste sent for reuse, recycling and composting (NI 192)	52.5%
Percentage change in number of victim based crimes / in all recorded crime	contextual
Number of safeguarding practitioners trained	200

Regenerating the Town Centre

Indicator	Target
Footfall in the High St.	2,058,735 per quarter

A Home for Everyone

Performance Indicator	Target
*Processing of Major planning applications in 13 weeks	80%
*Net additional homes provided (NI 154)	560
*Number of affordable homes delivered (gross)	180
**Number of households prevented from becoming homeless through the intervention of housing advice	300
**Number of households housed through housing register	600

*Cross over with Strategic Planning Sustainability and Transportation

**Cross over with Communities, Housing and Environment

- 2.8 At the Councillor workshop held in March 2017 the relevance of these indicators for 2017/18 and the need for new indicators was discussed. The proposed updated 2017/18 indicators set out below at paragraph 3.3 reflect these discussions.

3. AVAILABLE OPTIONS

- 3.1 The Committee can decide not to have any performance management information. This would however significantly limit its ability to monitor and manage progress against the strategic priorities.
- 3.2 The current performance measures could be retained if the Committee identifies that these are still appropriate.

- 3.3 Having reviewed measures from current plans and strategies and taking into account the Councillor workshop the following indicators and targets are proposed for consideration by the Committee:

Providing a Clean and Safe Environment

Indicator	Target
*The percentage of relevant land and highways that is assessed as having deposits of litter at an acceptable level – see note	94%
*The percentage of relevant land and highways that is assessed as having acceptable levels of detritus – see note	84%
Number of fly tips assessed within 2 working days	TBC
Percentage of fly tips with evidential value which result in enforcement action	20%
Number of reports of litter attended to	TBC - baseline
Percentage of household waste sent for reuse, recycling and composting (NI 192)	52.5%
Safer Maidstone Partnership information: <ul style="list-style-type: none"> • Domestic Abuse and other Violent Crime • Substance Misuse • Anti-Social Behaviour 	Contextual

*Note: Performance monitoring information will be accompanied by photographs illustrating what is considered to be an acceptable level of litter / detritus.

Regenerating the Town Centre

Indicator	Target
Percentage of vacant retail units in town centre	TBC
Footfall in the High St.	TBC
Business Rates Income from Town Centre businesses	TBC

A Home for Everyone

Performance Indicator	Target
*Processing of Major planning applications in 13 weeks	85%
*Processing of Minor planning applications in 8 weeks	85%
*Processing of Other planning applications in 8 weeks	85%
*Net additional homes provided (NI 154)	600
*Number of affordable homes delivered (gross)	200
**Number of households prevented from becoming homeless through the intervention of housing advice	300
**Number of households housed through housing register	600

*Cross over with Strategic Planning, Sustainability and Transportation Committee

**Cross over with Communities, Housing and Environment Committee

- 3.4 As there are a number of strategies in place that the Council is committed to under each action area (see section 2), the committee may want to receive regular updates on the progress of these to ensure the Council is delivering against these plans and strategies, and identify further action if required. These can be reported at six monthly intervals alongside the Key Performance Indicators.
- 3.5 The Committee when setting its performance indicators and targets for the year should consider the following criteria:

Specific – The indicator needs to be specific so that a clear definition and methodology can be created for it. The definition will need to be widely accepted, so that there is no margin for misinterpretation. It should also link back to a specific action or objective that we have agreed to deliver against.

Measurable – An indicator needs to be measurable so that progress toward an objective can be tracked. This also allows us to add targets to the indicator if necessary, and compare performance over time. Have a measurable indicator makes it clear and simple to understand, and you can see when the target has been met or exceeded.

Achievable – There should be a good chance that the targets, and the objectives they relate to, are achievable. They may be difficult to achieve and require changes, but they should not be impossible. It can be discouraging to try and achieve a goal that we can never obtain.

Relevant – The indicator should be something that we have control or influence over. This ensures that, if desired performance is not being achieved, we can make operational changes to try and improve performance. The KPI will then give insight into how well we are delivering against a strategy. 'R' can also stand for relating the indicator back to a strategy or objective.

In some cases, data that directly relates to one of our priority action areas can be provided as 'information only', even if we have no direct influence on it.

Time-bound – We should be able to monitor performance over time periods, whether this is monthly, quarterly, or annually. This allows us to attribute performance to particular periods of time, and makes it easier to show trends. Performance may be reported in arrears where data is not immediately available, such as third-party data sources.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Committee is asked to consider which indicators will best measure and track progress against the action areas that are relevant to its terms of reference. Agreement is sought on the indicators and targets for 2017-18 as well as frequency of reporting a list of recommended indicators has been given for the Committee to review. The Committee may also find it beneficial to receive regular updates on the plans and strategies listed in paragraphs 2.4 to 2.6 above.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Committee has previously considered performance measures when it reviewed the strategic plan in December 2016 and January 2017. As well as the earlier workshop with Service Committee Chairs and Vice Chairs an evening workshop was also held to which all Councillors were invited to ascertain views on indicators for each action area in March. This report reflects those meetings.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The Committee's agreed set of indicators will be reported and added to its work programme for 2017-18.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Performance management is focussed on identifying whether the Council is achieving the strategic priorities and action identified in the Council's Strategic Plan.	Head of Policy, Communications and Governance
Risk Management	Managing performance effectively should act as both risk mitigation and identification	Head of Policy, Communications and Governance
Financial	Establishing performance indicators and monitoring actual performance against them will help to ensure that the Strategic Plan is delivered in line with available resources.	Director of Finance and Business Improvement
Staffing	The Committee should consider the resource required to collate and report the data requested. Indicators will direct the work of the council's staff.	Head of Policy, Communications and Governance
Legal	N/A	Legal Team
Equality Impact Needs Assessment	No implications at this time	Head of Policy, Communications and Governance
Environmental/Sustainable Development	The committee has action areas that are relevant to this area and this should be taken into account when agreeing the performance indicators.	Head of Policy, Communications and Governance
Community Safety	N/A	Head of Policy, Communications and Governance
Human Rights Act	N/A	Head of Policy, Communications and Governance
Procurement	N/A	Head of Policy, Communications and Governance
Asset Management	The council has a number of assets which contribute to the achievement of our priorities indicators should be measuring	Head of Policy, Communications and Governance

	how these assets are used to fulfil our priorities.	
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8. REPORT APPENDICES

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

- Appendix A: Strategic Plan 2015-20, 2017-18 Refresh

9. BACKGROUND PAPERS

None

Maidstone Borough Council's

Strategic Plan 2015-2020

26



Foreword from the Leader, Councillor Fran Wilson

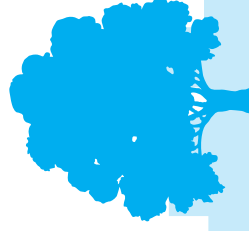


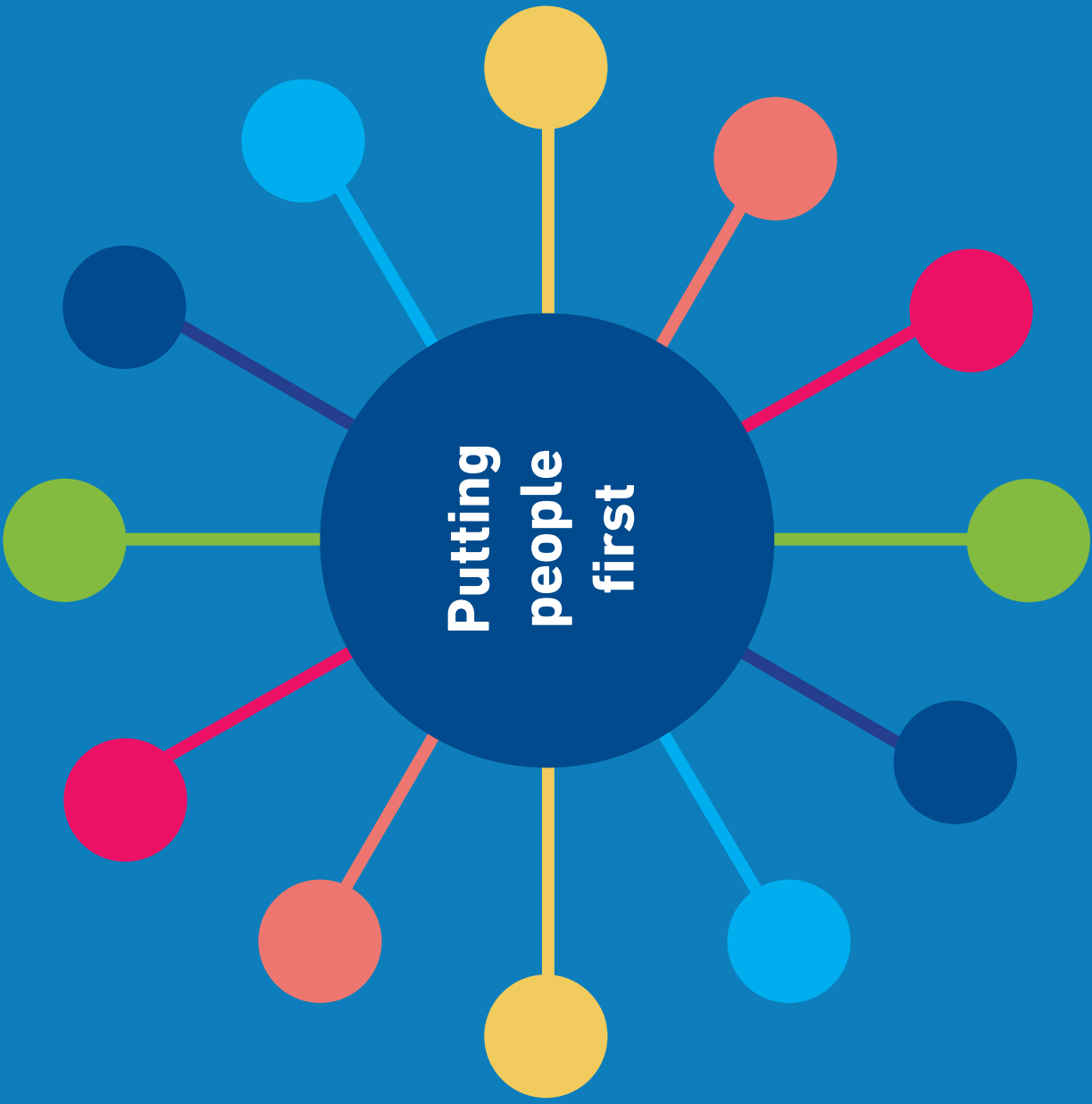
I am writing this foreword as an update to our strategic plan during a period of severe financial constraints as we continue to focus on delivering a full range of services with all revenue support from central government removed. Despite this challenge the council remains ambitious for this year and has identified three areas for action:

- A home for everyone
- A clean and safe environment and;
- Regenerating the town centre

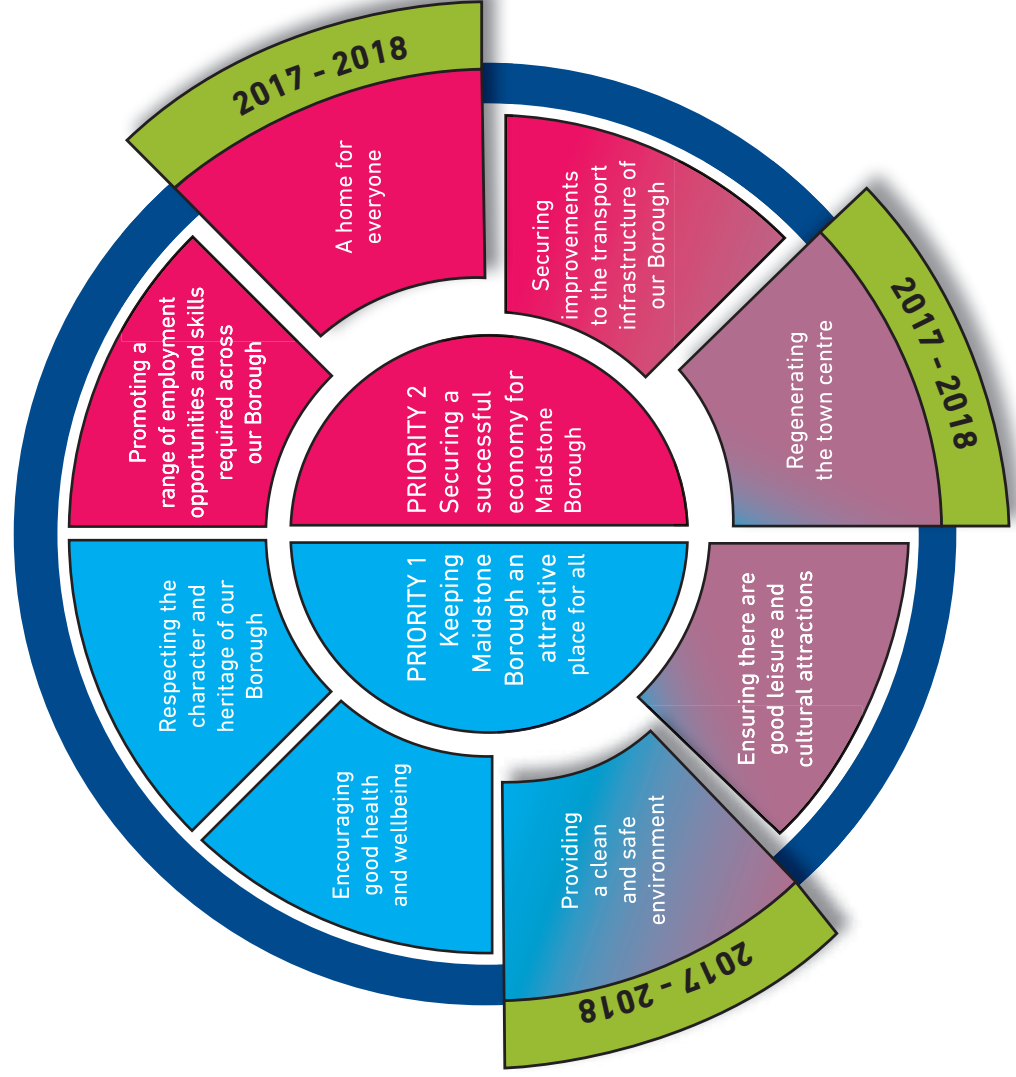
As a council our mission is to put people first. The three areas of focus will see action to ensure we have an attractive borough that respects our heritage and environment. This year we will deliver a new housing and regeneration strategy which will focus on providing much needed sustainable housing for our residents across the borough and further investment in Maidstone town centre. The importance of maintaining clarity of communication between us and all our interested parties cannot be over emphasised if we are going to achieve our priorities and ensure we are all working towards a common goal. I want our residents to be proud of where they live, our businesses to be enabled to thrive and our visitors to enjoy our offer to the extent that they would come back to Maidstone over and over again.

Fran Wilson
Leader of the Council





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



Providing a Clean and Safe Environment

Maidstone Borough Council is committed to creating an attractive environment which is safe, well maintained and clean. Our borough does not experience high levels of crime and through the Community Safety Partnership, we aim to protect the most vulnerable people in our community.

Our recycling levels have reached 51%. Maidstone has areas of poor air quality due to high concentrations of nitrogen dioxide associated with road traffic and has designated the urban area of the borough as an Air Quality Management Zone.

We want:

People to feel safe in the borough and experience an attractive, clean and safe environment.

We will commit to:

- Investing to improve street infrastructure and the efficiency of cleansing services in accordance with our medium term financial strategy
- Delivering the Waste and Recycling Strategy
- Delivering the Community Safety Plan 2017-18
- Delivering the Low Emissions Strategy

Encouraging Good Health and Wellbeing

Deprivation in the borough is lower than average, however 15.2% (4,455) of children (under 16 years old) in Maidstone live in poverty. There is a difference in life expectancy of men and women; women are expected to live 3 years longer than men and there is a 11 year gap between the ward with the highest life expectancy and the one with the lowest life expectancy

We want:

- To address the social determinants of health through our role in services like Housing, Environmental Health and Community Development and our provider role in terms of leisure activities
- To improve health outcomes for residents and reduce health inequality

We will commit to:

- Delivering our Housing Strategy
- Delivering our Health and Wellbeing Action Plan
- Adopting and delivering our Parks and Open spaces 10 year strategic plan



Respecting the Character and Heritage of our Borough

Maidstone is a largely rural borough with high quality landscapes, countryside and urban green spaces and associated rich bio-diversity. Our borough has many attractive and protected buildings and we want these to remain in place for future generations. Our focus on economic prosperity embraces the need to protect and enhance these features so that the borough remains a great place to live, work and visit.

We want:

- Thriving and resilient urban and rural communities
- To continue to listen to our communities
- To continue to respect our heritage and natural environment
- To continue to devolve services where we can and work with Kent County Council to do the same

We will commit to:

- Delivering the Local Plan
- Delivering the Green and Blue Infrastructure Strategy
- Adopting and delivering our Parks and Open Spaces 10 year strategic plan
- Delivering and honouring our Parish Charter
- Working with our Parishes and Communities on the design of their neighbourhoods

Ensuring there are Good Leisure and Cultural Attractions

There is always something to see or do in our borough reflecting the wide variety of venues, facilities and good quality public spaces. This not only enhances quality of life for Maidstone residents but also contributes significantly to the local economy. Our population is increasing at the highest rate in Kent. We are also growing as a destination for visitors and so our leisure and culture offer has continued importance for those living in and visiting the borough.

We want:

Maidstone to have a leisure and cultural offer which attracts visitors and meets the needs of our residents.

We will commit to:

- Delivering the Commercialisation Strategy which refers to a sustainable future for our parks
- Delivering the Destination Management Plan
- Delivering the Festival and Events Strategy
- Adopting and delivering the Museum's 20 year plan
- Adopting and delivering the Parks and Open Spaces 10 year Strategic Plan



Regenerating the Town Centre

Maidstone has a thriving town centre benefiting from its role as the county town and has a diverse mix of residential, business, retail, cultural uses and public services. The changing economic environment has created challenges and the need for further investment in the town centre to meet the expectations of residents, businesses and visitors.

We want:

To ensure we have a thriving and attractive town centre that values our heritage and is fit for the future.

We will commit to:

- Delivering the Local Plan
- Delivering the Housing and Regeneration Strategy
- Delivering the Destination Management Plan

Securing Improvements to the Transport Infrastructure for our Borough

Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and the M2, with rail connections to central London. We do however recognise that travelling in and around the borough by car during peak periods can be difficult due to congestion. The bus transport network serving Maidstone town is relatively strong whilst rural transport presents distinct challenges

We want:

A sustainable transport network that meets the needs of residents, businesses and visitors.

We will commit to:

- Delivering the Integrated Transport Strategy
- Delivering the Walking and Cycling Strategy



A Home for Everyone

The supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historical levels. 139 new affordable homes were built in the borough in 2015/16. 13% of Maidstone households live in socially rented accommodation which is comparable to the rest of Kent.

We want:

To have enough homes to meet our residents' long term needs, to include homes for affordable rent and affordable home ownership. These must be economically sustainable for all our residents.

We will commit to:

- Delivering the Local Plan
- Delivering the Housing and Regeneration Strategy
- Delivering the Housing Strategy
- Delivering the Temporary Accommodation Strategy

Range of Employment Skills and Opportunities Across the Borough

There were 83,200 people employed in the Maidstone economy in 2015/16 with a high proportion in the public sector, reflecting the town's status as Kent's County Town and administrative capital. There were 7,080 registered businesses in Maidstone in 2016, equivalent to 43 businesses per 1,000 population, compared to 39 for England and above average rate of self-employment

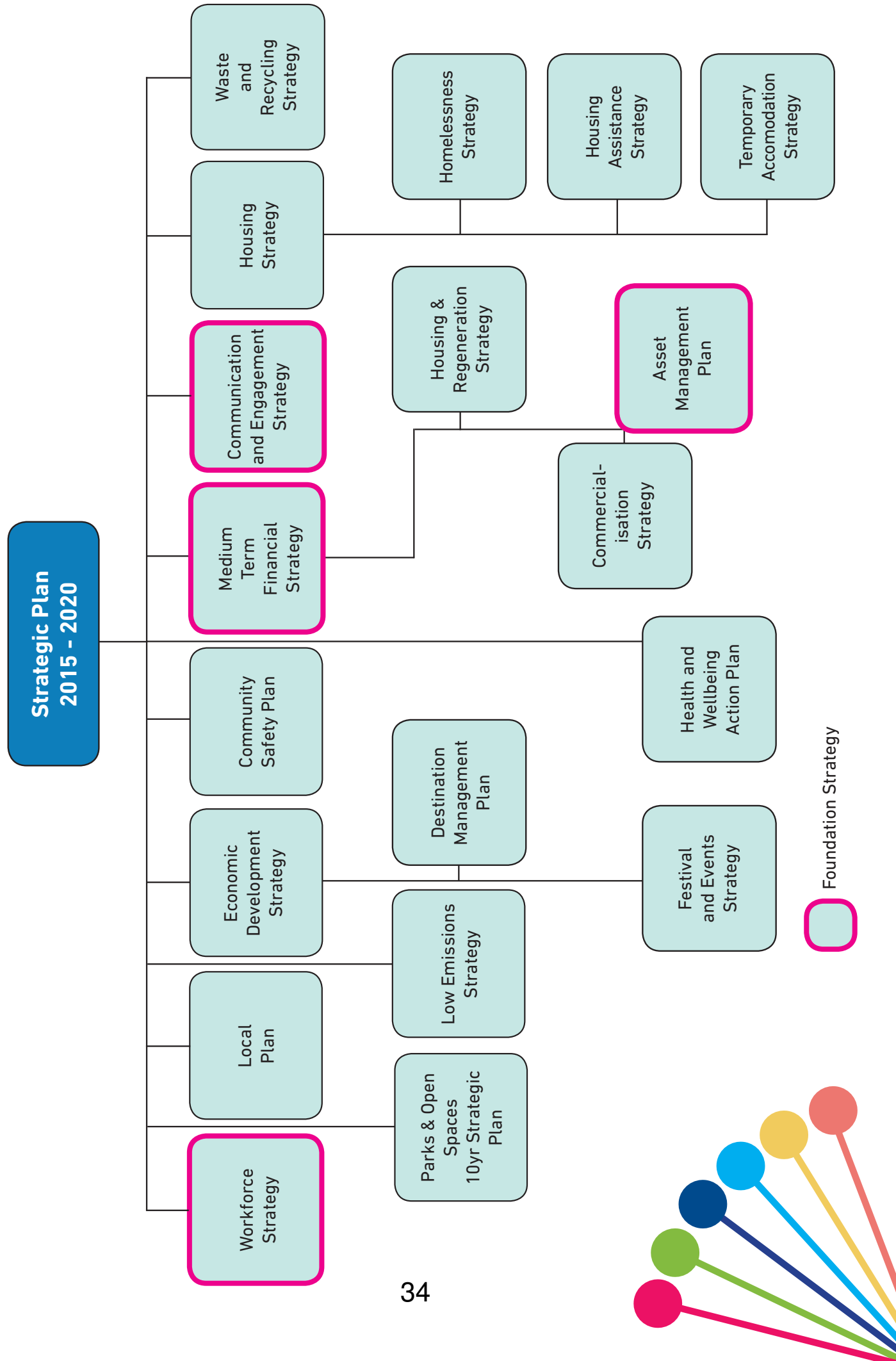
We want:

To meet the skills needs of our residents and employers, supporting existing businesses and attracting new ones.

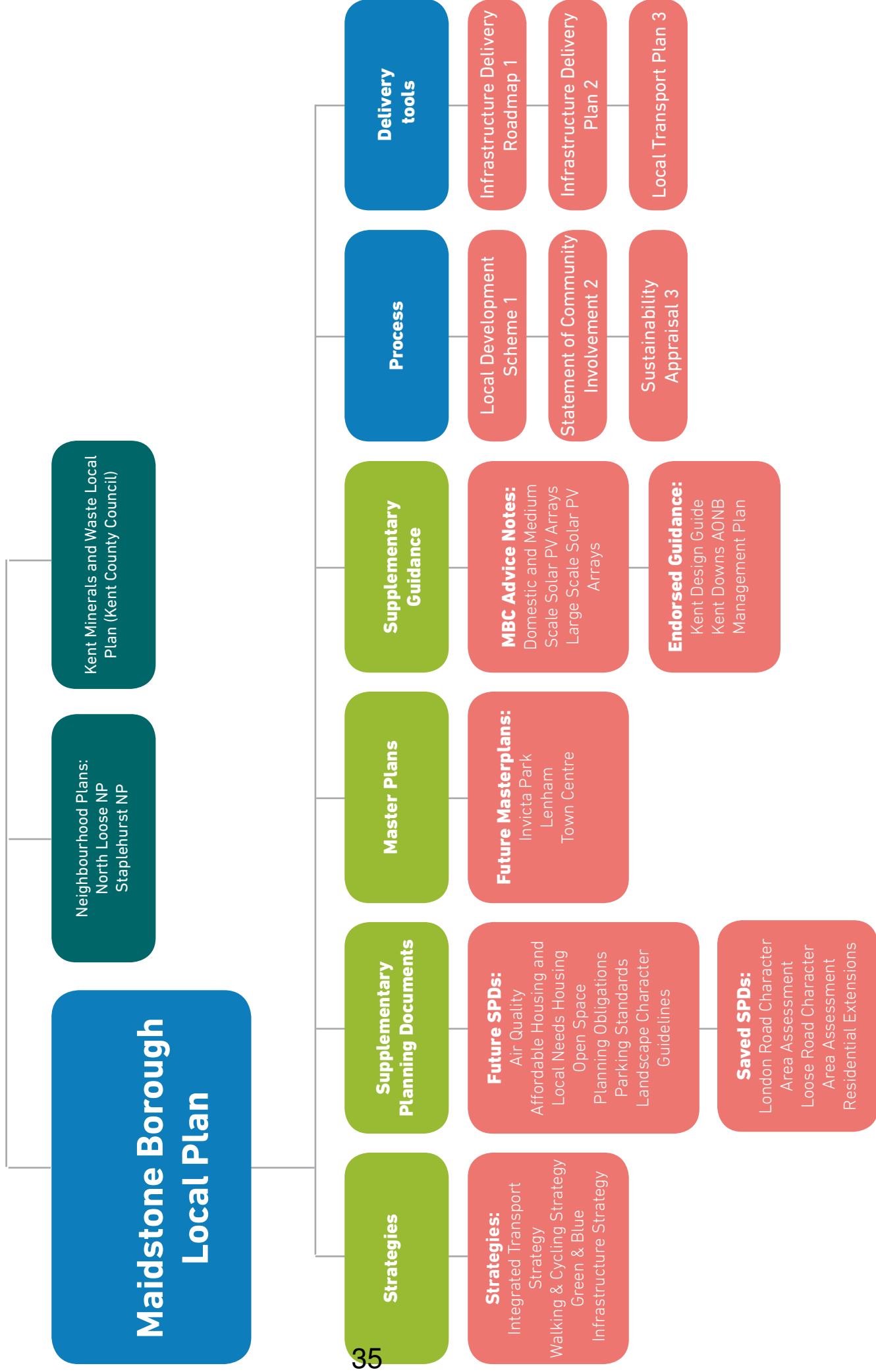
We will commit to:

- Delivering our Economic Development Strategy
- Working with businesses to support them to grow and develop





Maidstone Local Plan Flow Chart



Our Values





Agenda Item 14

Policy and Resources Committee

4th April 2017

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

Yes

Phase 3 Public Realm

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service	Head of Regeneration and Economic Development
Lead Officer and Report Author	Fran Wallis, Local Economy Project Officer
Classification	Public
Wards affected	High Street, East, North

This report makes the following recommendations to this Committee:

1. To approve the change in scope from the original proposed project, to now include the southern end of Week Street.
2. To approve the outline designs for all of Week Street and Gabriel's Hill/Lower Stone Street with the exception of the suggested palette of tree species which do not comply with document HAP12; Urban Green Space. In addition the *Ginkgo Biloba* at the bottom of Gabriel's Hill which should be removed and replaced with trees native to South East England as per HAP 12: Urban Green Space.
3. To approve the proposed materials for Week Street and Gabriel's Hill/Lower Stone Street
4. To note that we are seeking additional funding of £900k, to cover the increased costs for the Southern section of Week Street.
5. To approve the proposed consultation materials and methodology.
6. To give delegated authority to the Head of Regeneration and Economic Development to go out to tender for the construction of this project
7. To give delegated authority to the s151 officer to award the contract to the successful bidder
8. To give delegated authority to the Head of Legal to enter into a contract with the successful bidder
9. To give delegated authority to the Head of Regeneration and Economic Development, in consultation with the chairs and vice-chairs of Heritage Culture and Leisure Committee, Communities Housing and Environment Committee, and Policy and Resources Committee to approve the final detailed designs.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all – by improving the public realm in the town centre
- Securing a successful economy for Maidstone Borough – by improving the look

and feel of the public realm, it supports the Council's ambition to attract more premium retailers, as well as supporting existing local businesses.

Timetable	
<i>Meeting</i>	<i>Date</i>
CHE Committee	21 st March 2017
HCL Committee	4 th April 2017
P&R Committee	26 th April 2017

Phase 3 Public Realm

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide Members with an update on the Phase 3 Public Realm project and to put forward the latest proposals. A key change for members to consider is the change in scope of the project. When Phase 3 of the Public Realm was first presented to P&R Committee on 27th April 2016, the proposal was to upgrade the north end of Week Street (from Fremlin Walk to Maidstone East Station) and Gabriel's Hill/Lower Stone Street. However following discussions with various members, officers and designers, it became clear that the whole length of Week Street should be considered.
 - 1.2 Clearly by increasing the scope of the project, there is a consequent increase in costs. The original scheme was estimated to cost £3.1m, based on a cost per m² for phases 1 and 2 as a guide, and approval was given by P&R Committee to finance the project at a cost of £3.1m. Approval will therefore be needed for an increase in the capital budget.
 - 1.3 An external design team was appointed which is led by PRP who are landscape architects, and Conisbee who are engineers. In addition, a cost consultant has been appointed, as well as a Principle Designer.
 - 1.4 The appointed design team (PRP) have been working on designs for the scheme starting with 'sketch ideas'. These were presented to the Chairs and Vice-chairs of Communities, Housing and Environment Committee (CHE), Heritage, Culture & Leisure and P&R Committees in January 2017, to seek agreement on the design intent. Appendix 1 of this report shows the outline designs and sketches which will be incorporated into consultation materials.
 - 1.5 This report outlines the proposed consultation method with stakeholder groups, and public information sessions, which will use images in Appendix 1.
 - 1.6 The information in this report has already been considered by CHE Committee, and HCL Committee, before being presented to P&R Committee who will be the ultimate decision-maker regarding the design, increase in scope and budget.
-

2. INTRODUCTION AND BACKGROUND

- 2.1 In April 2016 a report was presented to P&R Committee, seeking approval to go out to tender for the design stage of Phase 3 of the Public Realm – specifically the north end of Week Street and Gabriel's Hill/Lower Stone Street. The intention is to follow the successful completion of Phases 1 and 2 of the public realm, which brought improvements to Jubilee Square and Remembrance Square on the High Street.

- 2.2 In 2015, Mott MacDonald was appointed to carry out an evaluation of Phases 1 and 2. The consultants were also tasked with carrying out a PERS audit (Pedestrian Environment Review System) on the north end of Week Street, Gabriel's Hill and Earl Street. A PERS audit is a tool which allows the quality of the existing and proposed public realm to be quantified. This then allowed MBC to prioritise which roads to improve next, to achieve the best return on the investment.
- 2.3 The north end of Week Street was revealed to be the area that would receive the largest increase in public realm quality, with Gabriel's Hill likely to receive the next highest level of benefits to the pedestrian environment. Earl Street is estimated to receive the lowest level of uplift to the public realm, and this is largely due to the existing pedestrian environment being of a higher quality than the other two schemes. As a result of the PERS audit, the focus of Phase 3 of the public realm became the north end of Week Street and Gabriel's Hill.
- 2.4 The southern end of Week Street (Fremlin Walk to the High Street) was not originally considered for any public realm works, due to the reasonable standard of existing materials, and the success of the retail sector along this section. However, as discussions progressed with Members, officers and the design team, the question of improving the southern section was frequently raised.
- 2.5 Improving the public realm in this southern section of Week Street will not lead to a reduction in vacancy rates or an increase in employment as all the units are let (excluding the fire-damaged properties). This part of Week Street falls within the primary shopping area and benefits from the highest levels of footfall in the town. However the Public Realm Design Guide, which was adopted by HCL Committee on 1st November 2016, sets out the importance of having some cohesiveness to all future public realm work. Not including this section of Week Street will create a jarring disjointed aesthetic look to the primary shopping area and potentially reduce the beneficial improvement to the town's sense of place created from the investment at either end of this section of road. It is therefore 'common sense' to include this section of what is essentially the same road – Gabriel's Hill and Week Street following the line of the old Roman road.
- 2.6 If this committee supports the recommendation to include the southern section of Week Street there are clearly cost implications to doing so, due to the increased area. As part of the project, a cost consultant (Gleeds) has been appointed to provide a cost breakdown for the scheme. Survey work (including topographical surveys and utility searches, as well as road coring) has been carried out to ascertain certain details which will help to refine the scheme design and costs.
- 2.7 As mentioned previously, the chairs and vice-chairs of the three relevant committees have already seen sketch designs of the scheme. The purpose of this was to ensure that the Design Team were 'heading in the right direction' in terms of design style. They have used the Public Realm Design Guide to steer their thoughts and ideas, drawing on the heritage and history of the town.

- 2.8 In accordance with the design brief which was given to the Design Team, they have been liaising with Network Rail who are currently working on improvements to Maidstone East Station. The aim is to ensure that the two schemes work together, so that when people arrive at the station there is a clear sense of welcome, identity and direction to draw people into the town along Week Street.
- 2.9 The proposals have been seen and discussed by the Project Officer Group which consists of officers from MBC from Regeneration & Economic Development, Finance, Environmental Services, Parking Services, Property and Procurement, as well as colleagues from Kent County Council (KCC) Highways.
- 2.10 Appendix 1 shows the proposed designs for the entire length from Maidstone East Station to the junction of Palace Avenue and Lower Stone Street (outside Gala Bingo). This is a 'pedestrian only' area between 10.30am and 5.30pm with only slow moving delivery vehicles in the space outside of these hours. Much of the space is flat without a kerb and the intention is that this design approach should be continued along the whole project area. The report also highlights current issues such as street clutter and vehicle dominance as well as a lack of connectivity with side roads, and the station.
- 2.11 The designers have used patterns in the paving to create Squares along the length of the road, and art and interpretation will be used to create a sense of place and character in each square. The art will draw upon Maidstone's heritage. For example the Square by St Faith's St will use the iguanodon as a sense of identity, which will connect with the museum.
- 2.12 The designers have also installed greenery into the streetscape. Due to the location of underground services, there are only a few limited places where trees can be planted and the exact location will be subject to trial holes. In addition it is hoped that green walls can be installed to add to the vibrancy. Any greenery will be installed to be low-maintenance.
- 2.13 The proposed materials for the surface are Charcon paving which is an 'off the shelf' material. This means that it is easily available, and would not attract a commuted sum from Kent Highways for maintenance purposes. The paving is available in a variety of colours and finishes to give the required effect. In addition to the Charcon, there will be some places where Kentish ragstone is to be laid. These will have text engraved into them to highlight key historic points in Maidstone.
- 2.14 Trial areas of these paving materials are being prepared, to be laid in Week Street to allow MBC's Street Cleansing Team to carry out various tests to check the ease of cleaning with the various methods which they currently use. In addition, the manufacturers have provided their own suggested cleansing and maintenance methods. When this report was presented to CHE committee, a request was made by that committee to seek approval for additional resources required for the ongoing cleansing and maintenance of the town centre.

- 2.15 Once the designs have been approved there will be an 8-week period of consultation and information sessions. The proposed methodology is to contact stakeholder groups including the Cycle Forum, Disability Network and Old People's Forum to seek comments from them directly relating to the designs. In addition, flyers will be sent to all the businesses along the entire length, outlining the proposals and directing them to a webpage with more details. Public roadshows will also be held allowing people (public and businesses) to see the designs. One Maidstone will assist with communicating to the business community.
- 2.16 Following the stakeholder consultation and public information sessions, the Design Team will collate any feedback and comments which will then be reviewed by the Project Officer Group. The Design Team will then be in a position to draw up the detailed design and construction drawings and to prepare the tender documentation for the construction phase. We do not foresee any drastic changes to the designs however if there are substantial changes these will be referred back to P&R Committee.
- 2.17 Once the consultants have drawn up the detailed construction drawings and tender package, officers will seek the best method for procurement. Discussions have already taken place with colleagues from Procurement to seek advice on the best process to follow to ensure a high quality construction project and value for money.
- 2.18 This report is seeking approval to go out to tender for the construction phase of this project. . At this stage we will have a much clearer idea on the costs, as the designs are refined, and the Cost Consultant has more detailed and accurate information about the construction. In order to tender for the construction phase the project team and Gleeds will work together to ensure that the Council's contract standing orders are followed.
- 2.19 As mentioned at the beginning, due to the increase in scope, there is an increase in costs to the project. Gleeds has been appointed to provide cost information. The current design proposals for the entire length of Week Street and Gabriel's Hill/Lower Stone Street is currently estimated at £4m. This is inclusive of all fees, as well as a contingency. As the project progresses, the costs will be refined further. We are seeking funding of the additional £900k and will report back to P&R Committee in July 2017 as to the outcome of this work.

3. AVAILABLE OPTIONS

- 3.1 There are a number of recommendations contained within this report however there are three main options available to Members.
- 3.2 Option1 – is to recommend an increase to the scope of the project to include the whole section of Week Street. By agreeing to this, the committee will need to acknowledge the associated increase in costs.

- 3.3 The main advantage to this option is that despite the increase in costs, it is the 'common sense' approach. Other benefits include cost effective project management and construction work if the entire section is completed in one go with disruption kept to a minimum. Whereas if the southern section of Week Street was deferred to a later phase of construction, then businesses along here would experience considerable disruption from the construction of two separate phases of work.
- 3.4 Option 2 - is to *not* recommend the increase in scope, or associated costs. The project would proceed as originally planned, just doing the north end of Week Street and Gabriel's Hill/Lower Stone Street. Although the costs would be kept to the proposed level, the concerns set out in paragraph 2.5 would not be addressed. The southern section of Week Street already looks in relatively poor quality in contrast to the High Street and Jubilee Square – this would be exacerbated if the northern end of Week Street was also improved.
- 3.5 Option 3 – is to recommend that the whole of Week Street is delivered as Phase 3 with Gabriel's Hill being delivered as Phase 4 maintaining a commitment for an allocation in the capital programme in future years. The designs would still be completed for the whole scheme.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 It is recommended that Members approve option 1 to increase the scope and subsequent costs of the project, to include the entire length of Week Street. As outlined elsewhere in the report the reasons to carry out the public realm improvement works remain the same – it is the change in scope that is key.
- 4.2 Once members have recommended the increase in scope and cost, they must then make a recommendation on the designs themselves. The brief which went out to the Design Team was agreed by P&R Committee in April 2016, and the designs which have been produced respond to that brief. Key points from the design brief include:
- A level shared surface
 - Rationalise street furniture and clutter
 - Create a sense of place
 - Use of high quality materials
 - Low-cost and easy to maintain
 - Public art to be incorporated
 - Making it easier for pedestrians to navigate
- 4.3 A key focus of discussions with the Design Team has been around finding the balance between a high quality public realm and one which is easy to maintain. The Design team fully acknowledge the needs of MBC to keep its maintenance costs low. As mentioned previously, sample patches of paving are to be laid to test how well the materials cope with the daily dirt, grease and grime, and how easily they can be cleaned.

- 4.4 The Design Team have used the Public Realm Design Guide in their ideas and concepts to ensure that the art and heritage and interpretation are incorporated into the streetscape. The effect is to create a sense of arrival and place, and uniqueness to ensure that Maidstone does not end up with a bland public realm which could be anywhere in Britain. The designs have drawn on the rich heritage, highlighting points of interest along the way.
- 4.5 As well as a creating a public realm which looks good and creates a sense of place, it needs to be functional. Although the space is proposed to be a level surface and more pedestrian friendly, it must also be remembered that this is a route along which large delivery vehicles travel and stop. The Design Team have been mindful that the proposals will still function for deliveries.
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5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The proposed consultation and information method follow the same method which was used for Phases 1 and 2. As mentioned previously there are certain key stakeholder groups which must be consulted on, as well as the business themselves who are going to be directly affected by the project. There will be an opportunity for the public to see the designs as well.
- 5.2 As mentioned previously, the brief and scope of this project have already been agreed in April last year. However the scope and costs are now proposed to be increased. The project therefore needs a recommendation from this committee and CHE Committee and ultimately a decision by P&R committee.
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6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 If this committee agrees to the recommendations then the report will then go before P&R Committee on 26th April.
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7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	By making the town centre more attractive to businesses as well as increasing the vibrancy of the town	Head of Regeneration & Economic Development.
Risk Management	A risk register is managed as part of the project management process.	Head of Regeneration & Economic Development.
Financial	Funding of £3m for this project	Director of

	exists within the current capital programme, as detailed earlier in the report. Further funding would need to be identified to cover the additional £900,000 assumed in option 1, as current plans allocate all alternative funding sources by 2018/19. If the funding were to be covered through Council borrowing, current indicative PWLB rates for 50 year borrowing would attract interest costs of £663,570 over this period. The revenue implications to this include minimum revenue provision of £18,000 per annum.	Finance and Business Improvement
Staffing	The project is currently being managed with existing resources	Head of Regeneration & Economic Development.
Legal	Legal will be consulted and involved in any variation of existing contracts.	Team Leader – Contracts and Commissioning [Legal Team]
Equality Impact Needs Assessment	This will be undertaken during the consultation process.	Head of Regeneration & Economic Development.
Environmental/Sustainable Development	The scheme is designed to be low maintenance using easily accessible and where appropriate, local materials	Head of Regeneration & Economic Development.
Community Safety	The Community Partnership and Resilience Manager is consulted on the designs	Head of Regeneration & Economic Development.
Human Rights Act	Not applicable.	Head of Regeneration & Economic Development.
Procurement	Procurement will be carried out in accordance with the Council's contract standing orders in consultation with the Procurement Team.	Head of Regeneration & Economic Development.
Asset Management	Not applicable	Head of

		Regeneration & Economic Development.
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8. REPORT APPENDICES

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

- Appendix I: Maidstone Public Realm Outline Proposals

9. BACKGROUND PAPERS

Public Realm Proposal - Outline Designs

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Maidstone

Week Street and Gabriel's Hill

March 2017

This document needs to be read in conjunction
with drawing AL6361-2000 to AL6361-2022

This document accompanies the outline submission for the public realm regeneration for Phases 3 and 4 which consists of works relating to Week Street and Gabriel's Hill.

This document has been sub divided into the following sections:

1. Introduction
2. The Site
3. Analysis
 - Points of interest
 - Site constraints
 - Site opportunities
4. Design Concepts
5. Masterplan Vision
6. Strategies and Principles
 - Street Furniture
 - Paving
 - Planting
7. Maintenance
 - Manufacturers Product Literature
8. Appendices - Gabriel's Hill Drop-off Options



01. INTRODUCTION

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INTRODUCTION

PRP Landscape working in collaboration with Conisbee Engineers have been appointed by Maidstone Borough Council to produce public realm proposals for Week Street and Gabriel's Hill. Once approved the initial outline proposals shall be developed into a tender package for implementation by the selected contractor. It is envisaged that the scheme could be on site towards the beginning of 2018.

When developing the proposals for the public realm, we have been mindful of the rich and diverse heritage associated with Maidstone. This heritage really underpins our conceptual approach and we have aimed to deliver a scheme that is unique to its context.

51

As part of the design process we have reviewed the recent Public Realm Design Guide produced by Francis Knight and where possible integrated their key elements of their strategic vision within the scheme.

We believe the proposals presented within this report share a symbiosis with Maidstone's public realm vision and create a scheme rich in local identity.



02. THE SITE

52

THE SITE

The extent of public realm improvement works will be along the main shopping street, located in Maidstone Town Centre, to the South of Maidstone East Station.

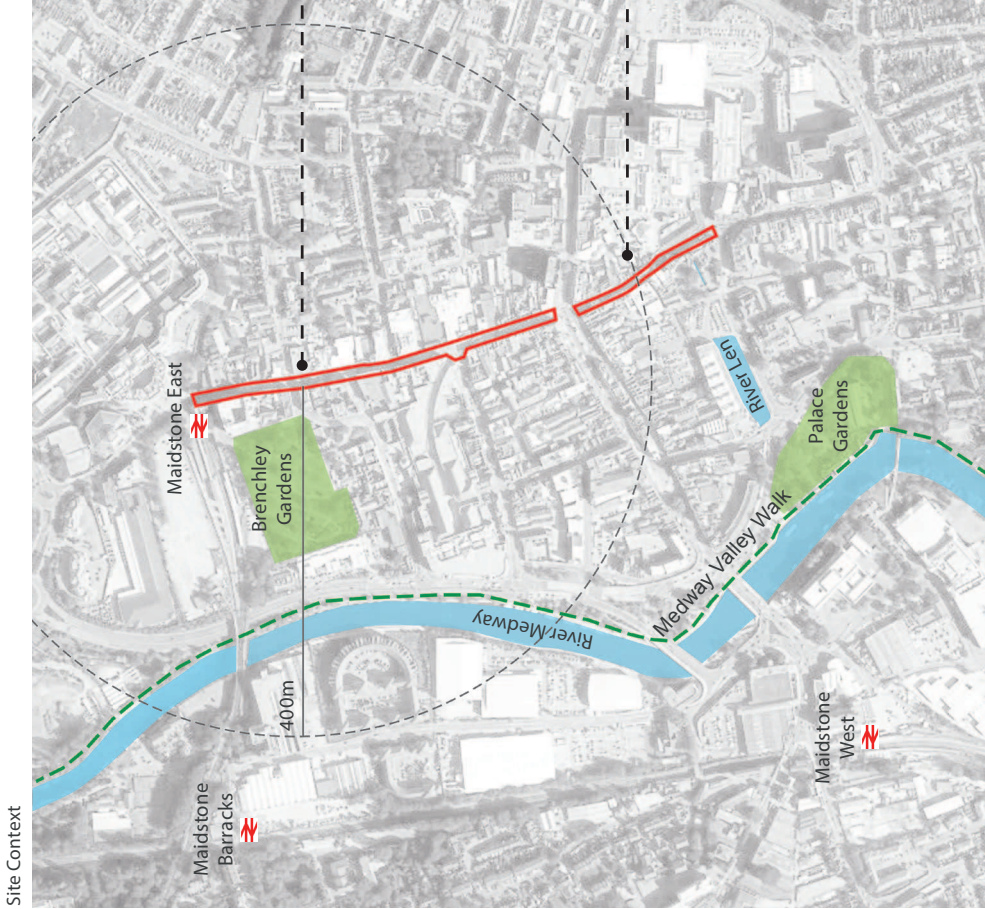
The work will be carried out in two phases

Week Street Phase is predominately a shop-base environment with a good range of national retailers and a shopping centre in Fremlin Walk.

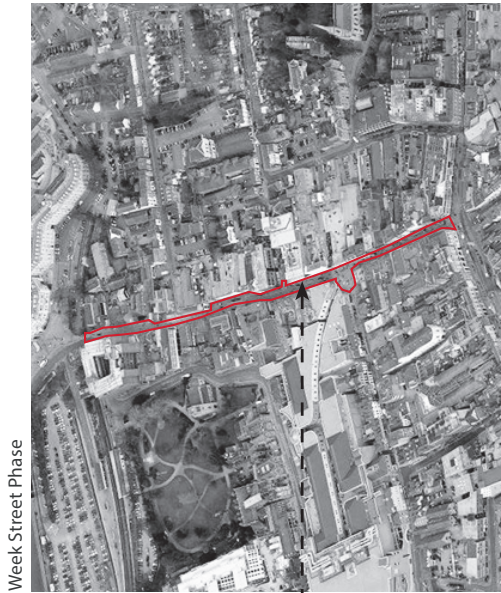
Gabriel's Hill Phase is largely characterized by local independent shops.

53

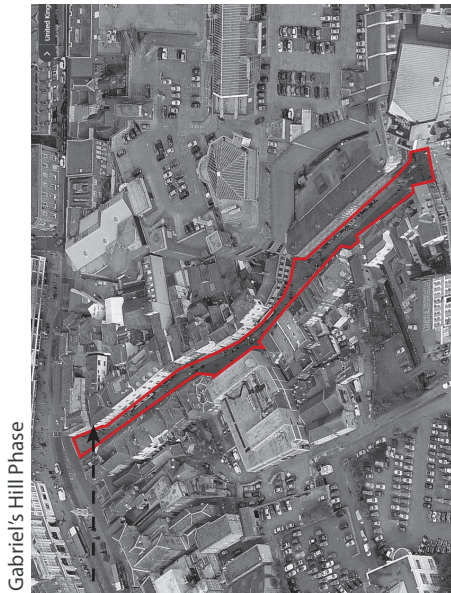
- KEY
- Site Boundary
 - River
 - Parks
 - Railway Station
 - Walking trail



Site Context



Week Street Phase



Gabriel's Hill Phase

THE SITE – EXISTING CONDITIONS

Currently the streetscape is highly constrained.

There is no consistency in terms of materials with a varied palette used across the site.

Street clutter dominates the public realm and connections are lost between key local destinations.



Raised kerbs demarcating vehicle routes



Dead ends



Clutter



Underused space



Lost links



Vehicle dominance

U3. ANALYSIS

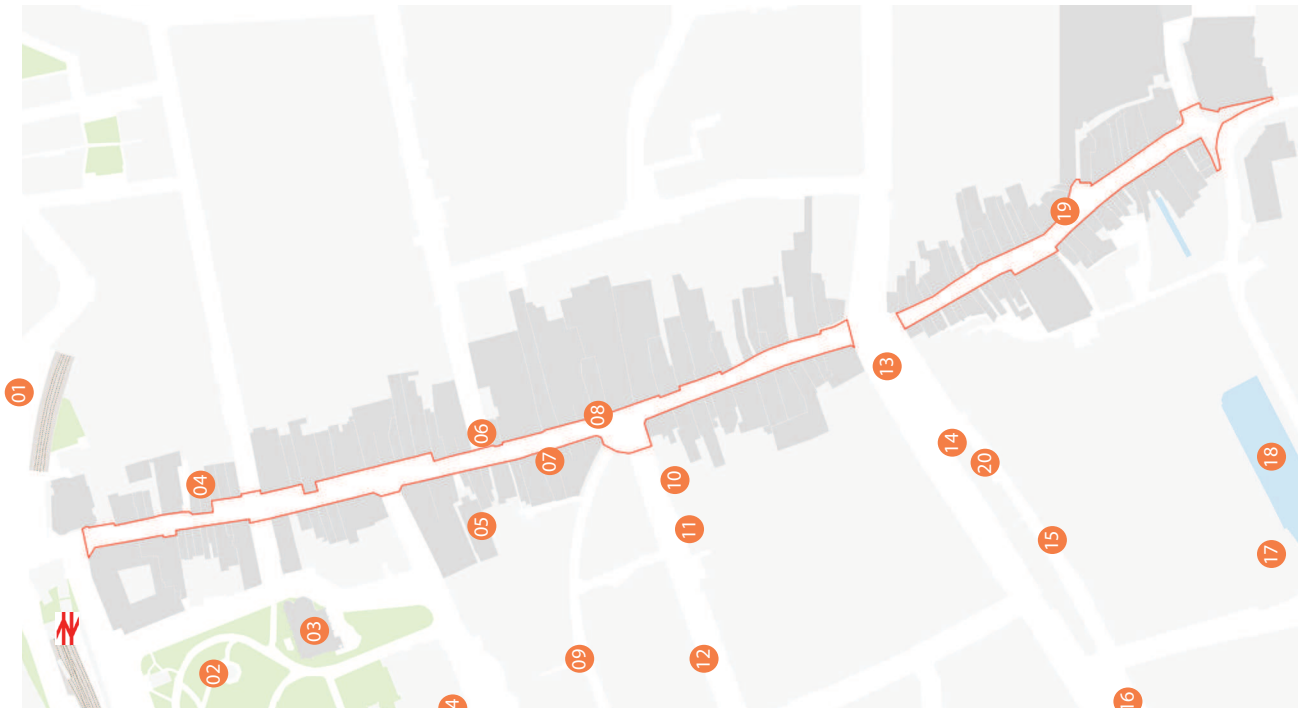
55

ANALYSIS – POINTS OF INTEREST

There are a number of key points of interest within the context of the site.

This is illustrated on the map and images opposite.

There lies an opportunity within the design proposals to celebrate the diverse and varied historical context of the town.





01. Kent County Council (1824)



05. United Reformed Church



09. Fremlin Brewery (1861)



13. Victoria Monument & Jubilee Sq (1862)



17. Peugeot Maidstone (1930s)



02. Brenchley Gardens (1871)



06. Feature facade - Subway (1680)



10. Rose Yard



18. River Len (1629-1680)



14. Town Hall (1763)



11. Hazlitt Theatre (1869)



15. Bank Street



19. Golden Boot (1790)



03. St. Faith's Church (1892)



07. Feature facade - Tiger (1680)



16. Remembrance Sq - Peasant Revolt (1381)



20. Battle of Maidstone (1648)



04. Maidstone Museum (1858)



12. Benjamin Disraeli, Prime Minister for Queen Victoria (1837)



08. Artist William Alexander lived in the area



20. Battle of Maidstone (1648)



20. Battle of Maidstone (1648)



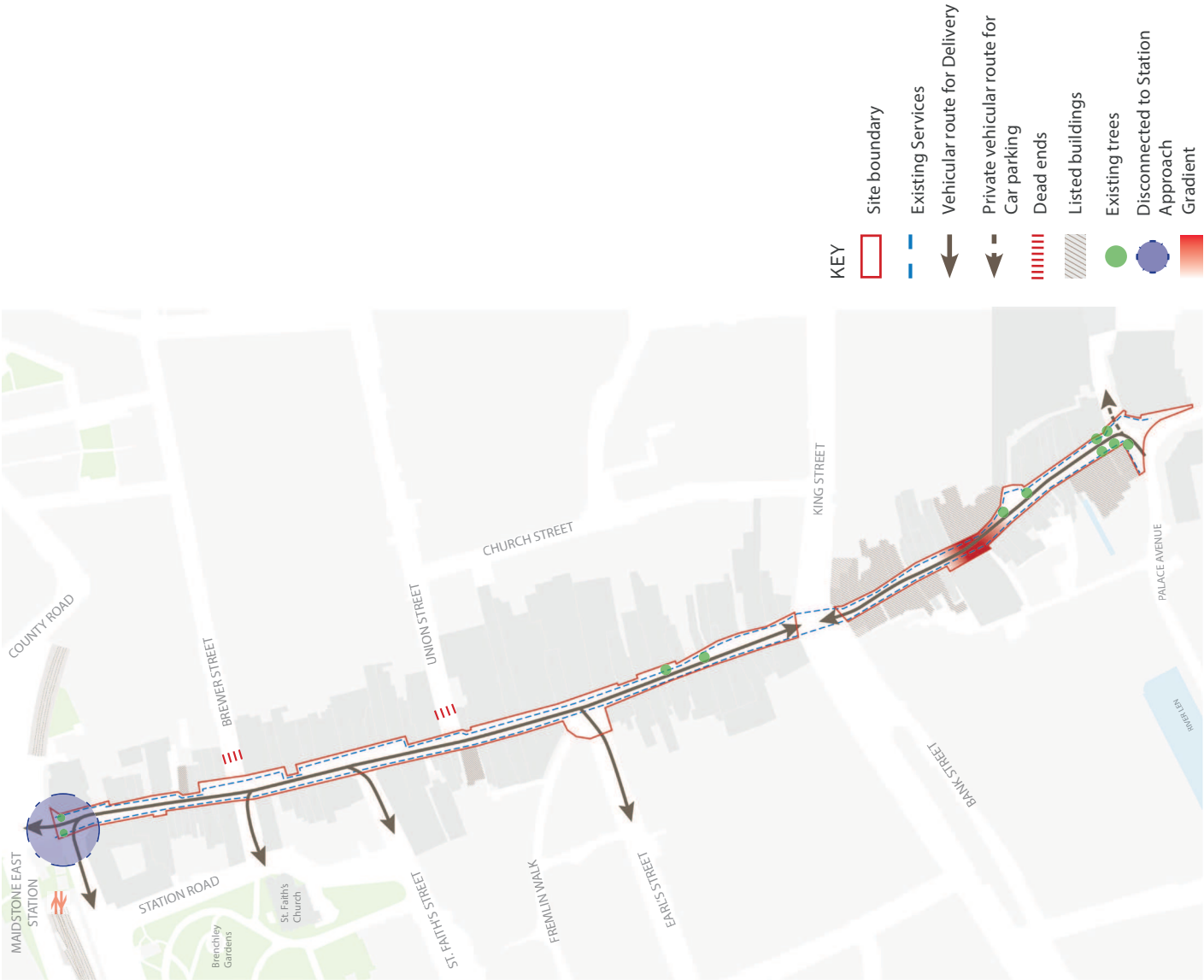
20. Battle of Maidstone (1648)

SITE CONSTRAINTS

The current site contains a range of constraints that will be addressed as part of the design proposals.

Key constraints include:

- Vehicular routes
- Dead ends
- Disconnections



Raised kerbs



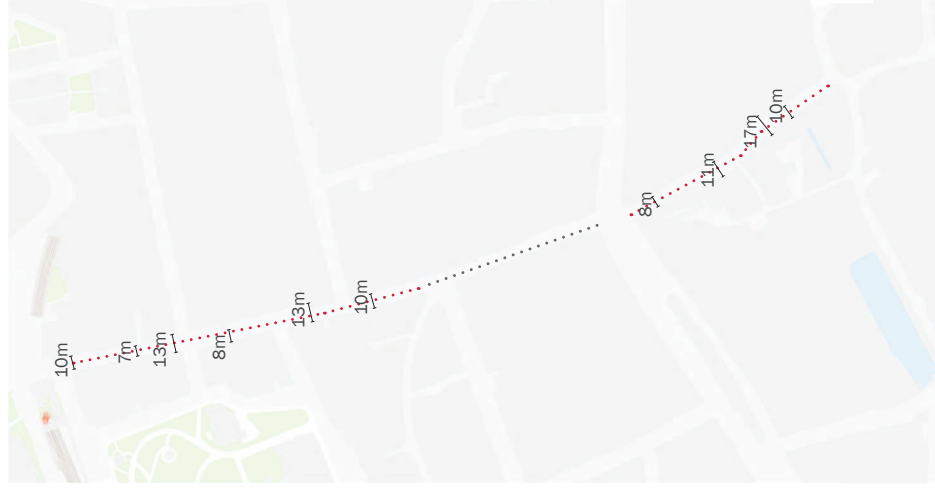
- Raised kerbs and uneven levels on both Week Street and Gabriel's Hill
- Road condition is predominately designed for vehicle use.

Mixture of surfaces



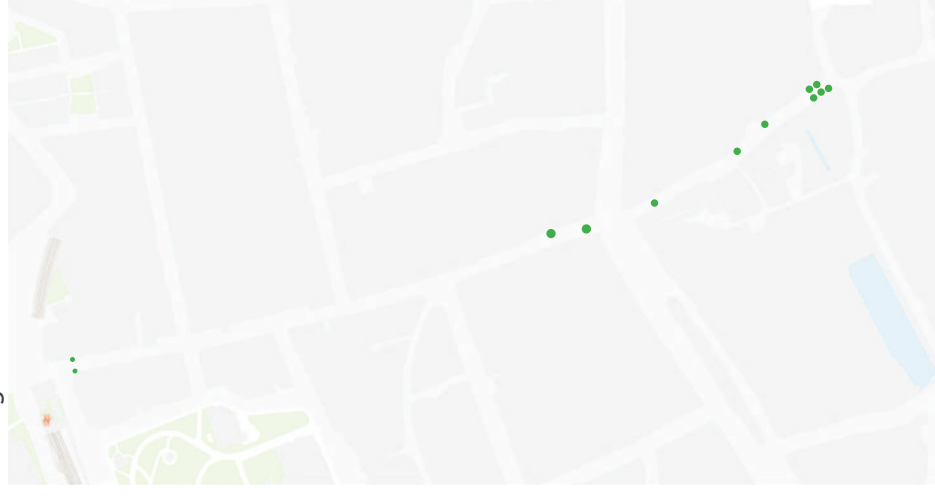
- Mixture of different surfaces along Week Street, result in a lack of visual connection and unity along the streetscape

Street clutter and width



- Width of the streets varies in width from 13m at the widest to 7m at narrowest point
- Visual clutter along streetscape includes shop signage, phoneboxes, bollards, bins and streetlighting.

Existing trees



- Narrow streetscape and underground services which limit opportunities for tree planting

SITE OPPORTUNITIES

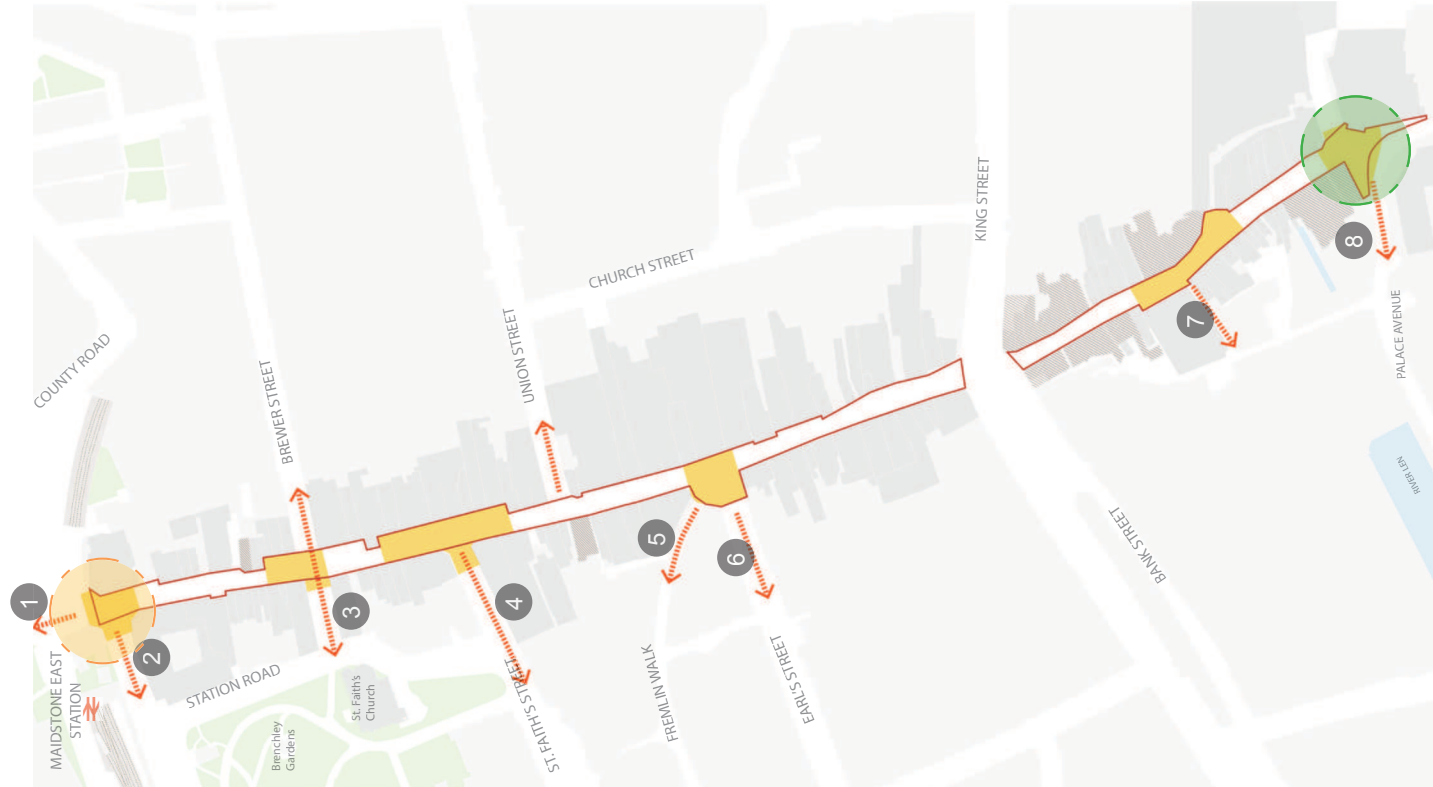
The site offers the opportunity for new interventions to enhance the public realm experience.

Key opportunities include:

- New public squares
- Reconnection with local context
- A consistent and de-cluttered streetscape
- Celebrate Maidstones diverse history and reflect this within the proposals

Links to surrounding destinations:

1. Kent County Council
2. Maidstone East Station
3. Brencchley Gardens and St. Faith's Church
4. Maidstone Museum and Art Gallery
5. Fremlin Walk Shopping Centre
6. Rose Yard and Hazlitt Theatre
7. River Len and Mills Pond
8. Archbishop Palace and Peugeot Building



KEY

Site boundary

New Squares

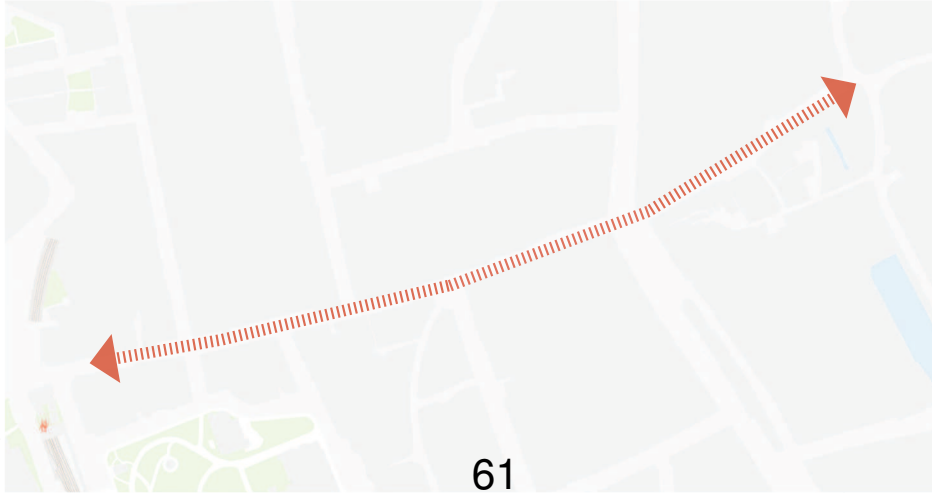
Links to key destinations

New gateway linking to new proposal for Station Approach

New links

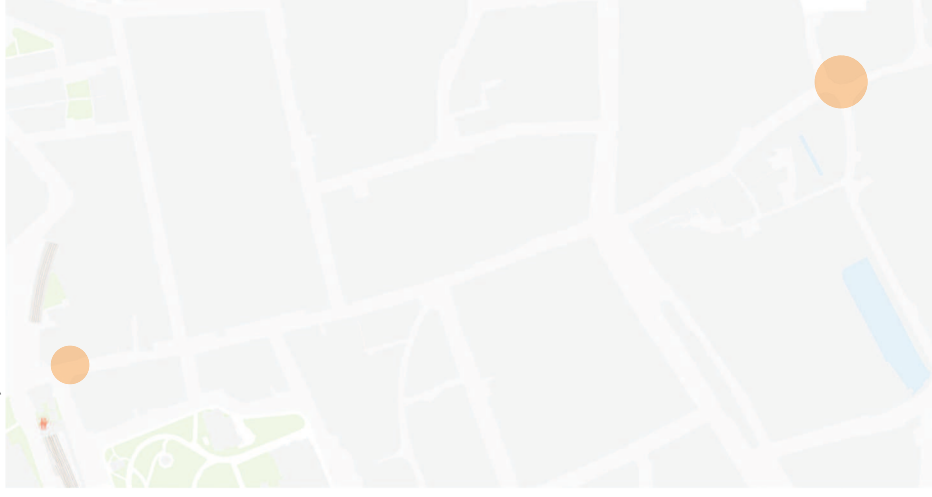
New gateway to Historical quarter

Unity



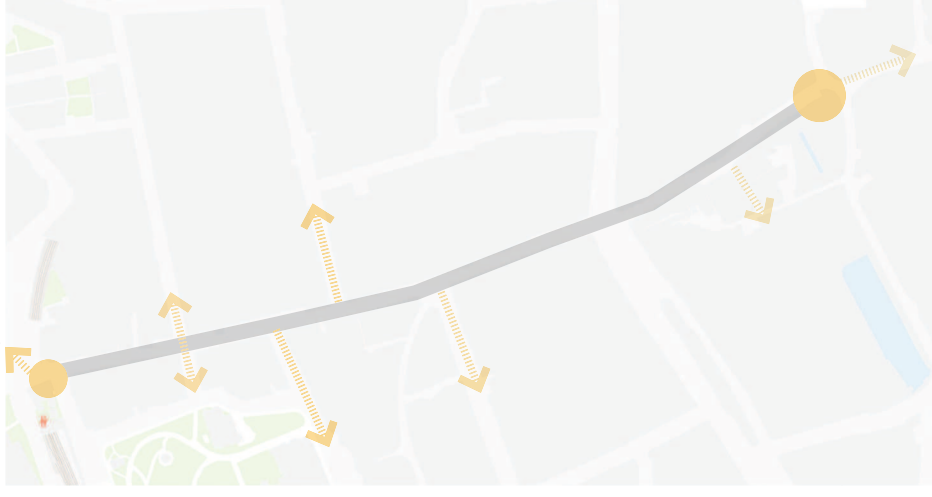
- Unify public realm use of one surface.
- Consider the existing public realm.
- Connect to the existing and proposed public realm.
- Consider pedestrian and vehicular accessibility.
- De-clutter /one surface for flexible pedestrian use.
- Review opportunities to link Week Street to Gabriel's Hill and beyond.

Gateway



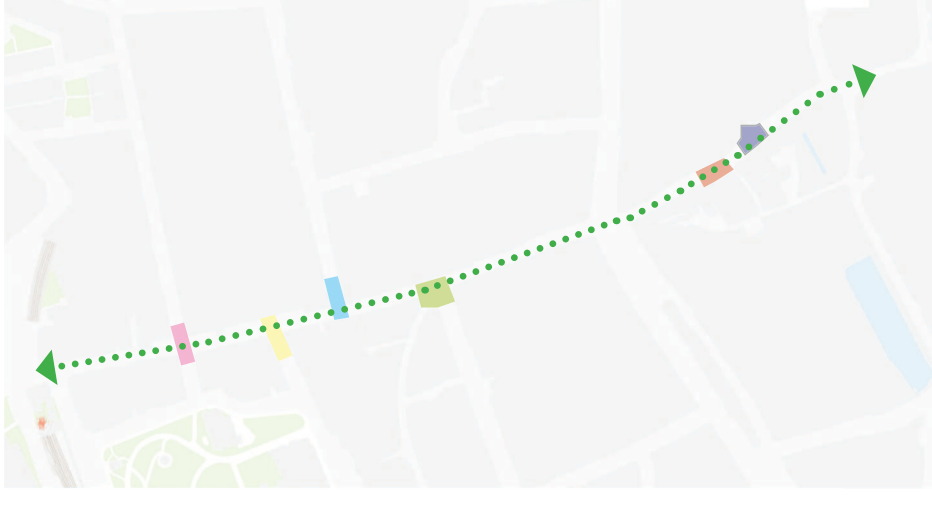
- Celebrate main access points as gateways.
- Opportunity to integrate art and wayfinding features to mark entrances
- Gateways could act as an opportunity to start an educational or historical trail.

Connectivity



- Opportunity to link and activate the nearby public amenity spaces and the local public facilities to the public realm.
- Enhance footfall to local small business on side streets.
- Opportunities at junctions for new squares, material changes and feature spaces.
- Gateways to celebrate streets.

Square



- Create a rhythm of activity or spaces that do not impact on pedestrian or vehicular movement.
- Identify where width of street allows for nodes of activity.
- Family of street furniture with potential to integrate a story /timeline.
- Scope for junction intersections to vary in character, i.e change paving colour or texture.
- Create square for pedestrians to stop and enjoy the atmosphere.



04. DESIGN CONCEPTS

62

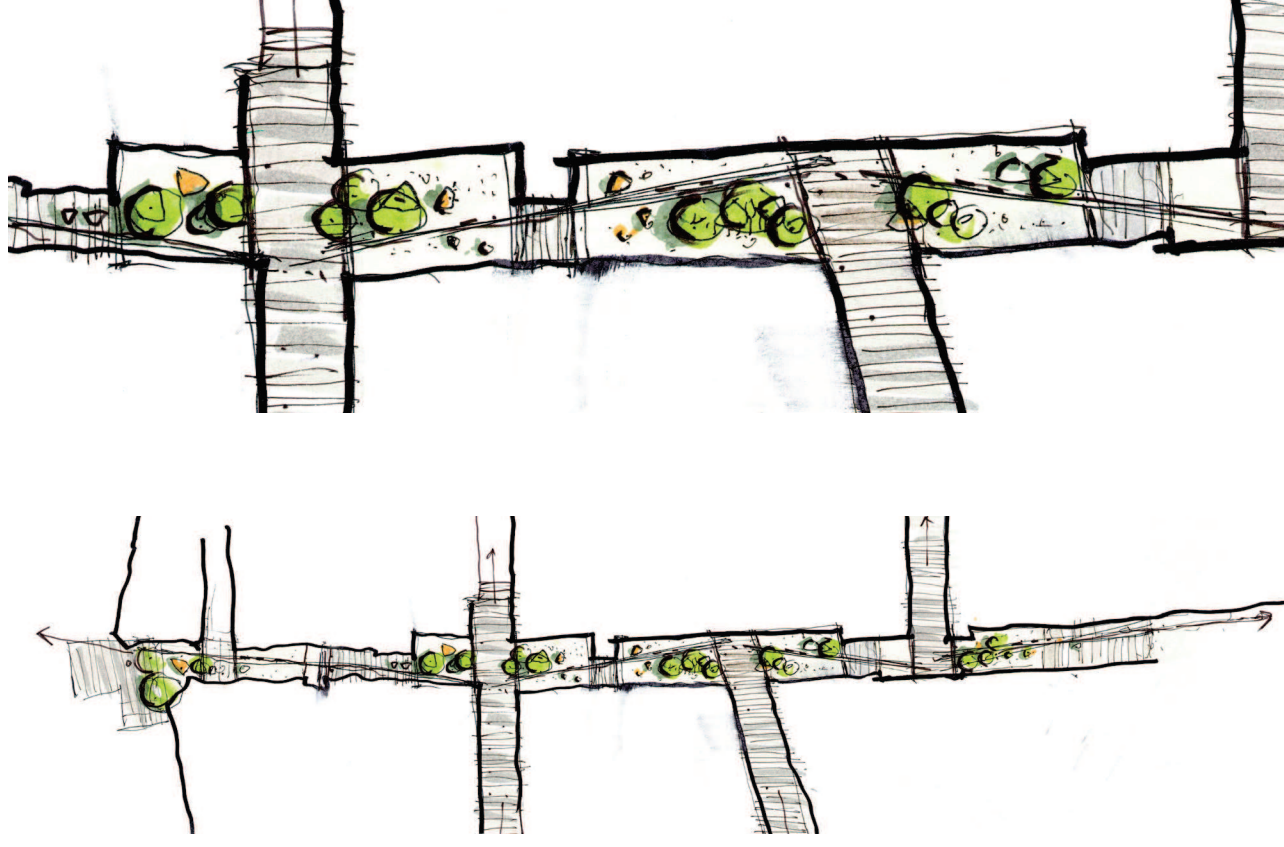
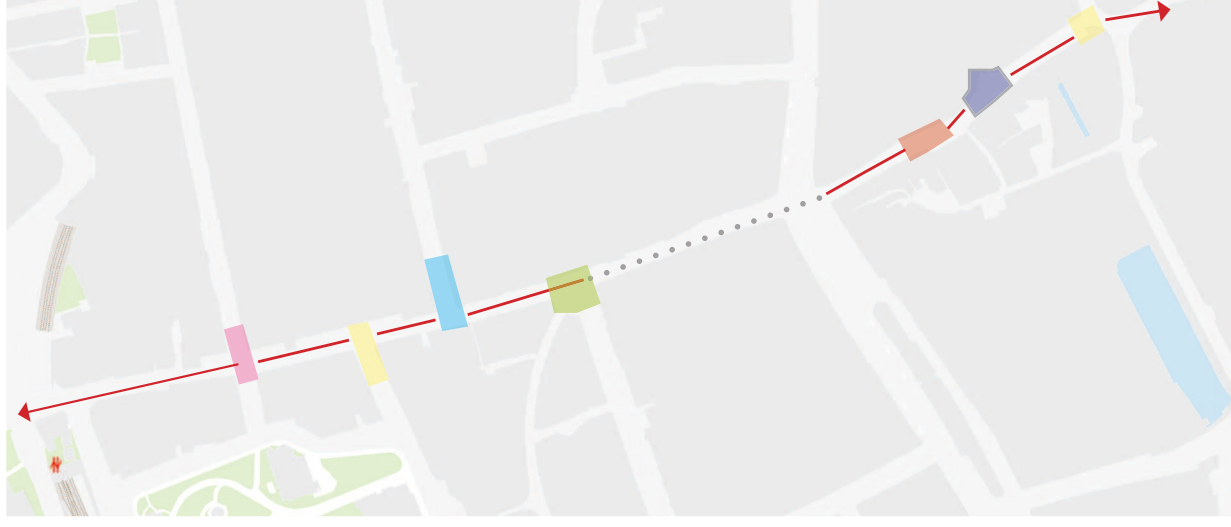
DESIGN CONCEPT 1 - ROMAN ROAD

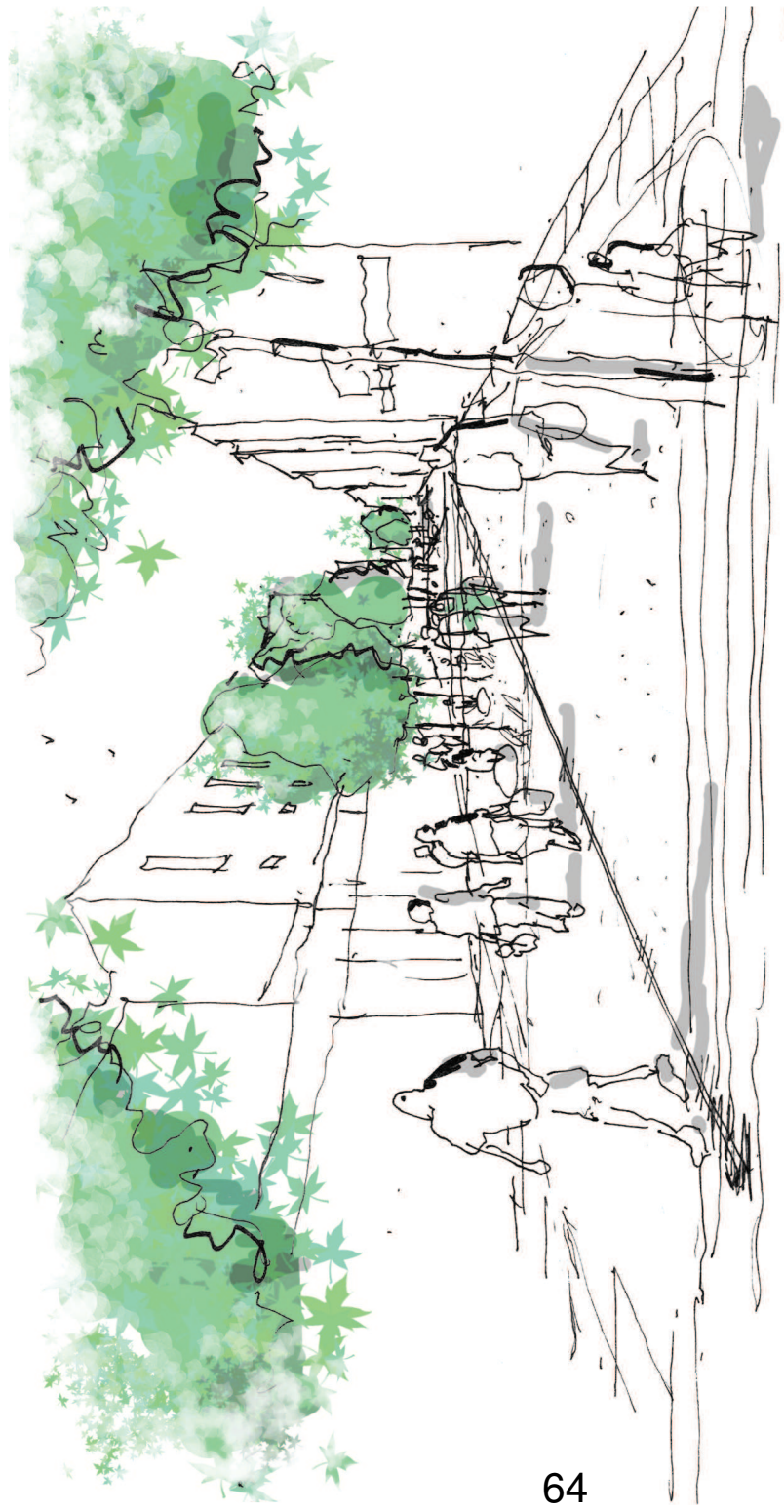
Maidstone was historically a transport hub, where the Roman road linked Rochester with Lympe port.

This design will demonstrate the historical context of Maidstone as an Old Market town through:

- Connecting street spaces with a linear paving or drainage element, a deconstructed Roman Road.
- Introducing feature element, which could act as a time line linking spaces and buildings.
- Breaks at junctions responding to the modern streetscape.
- Material changes at architectural setbacks.
- Creates nodes/spaces through a dynamic line

63





Sketch Illustration

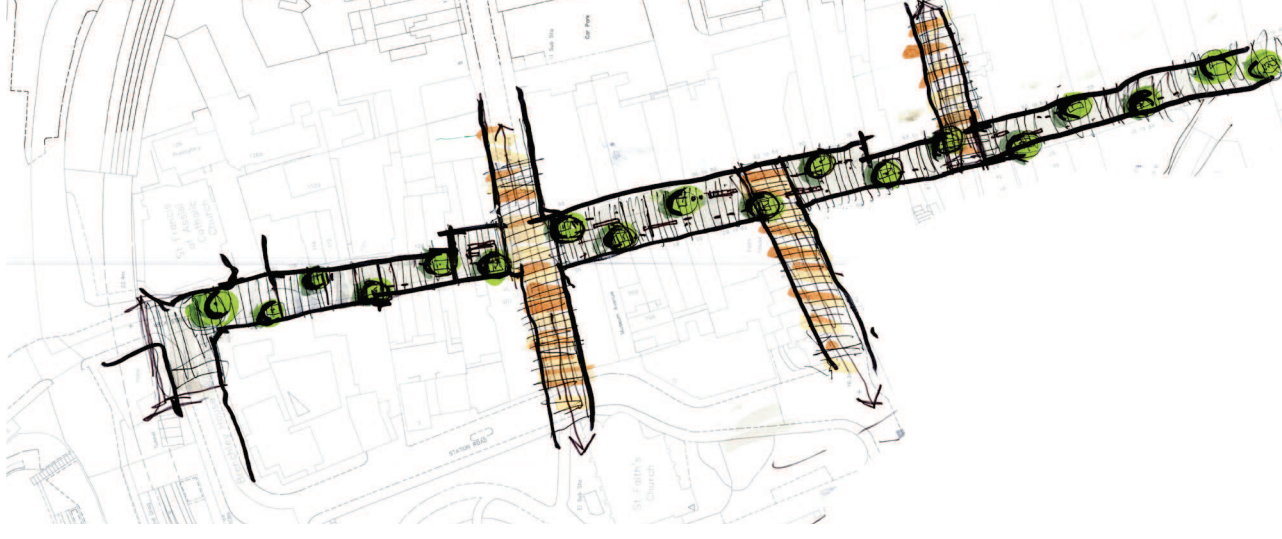
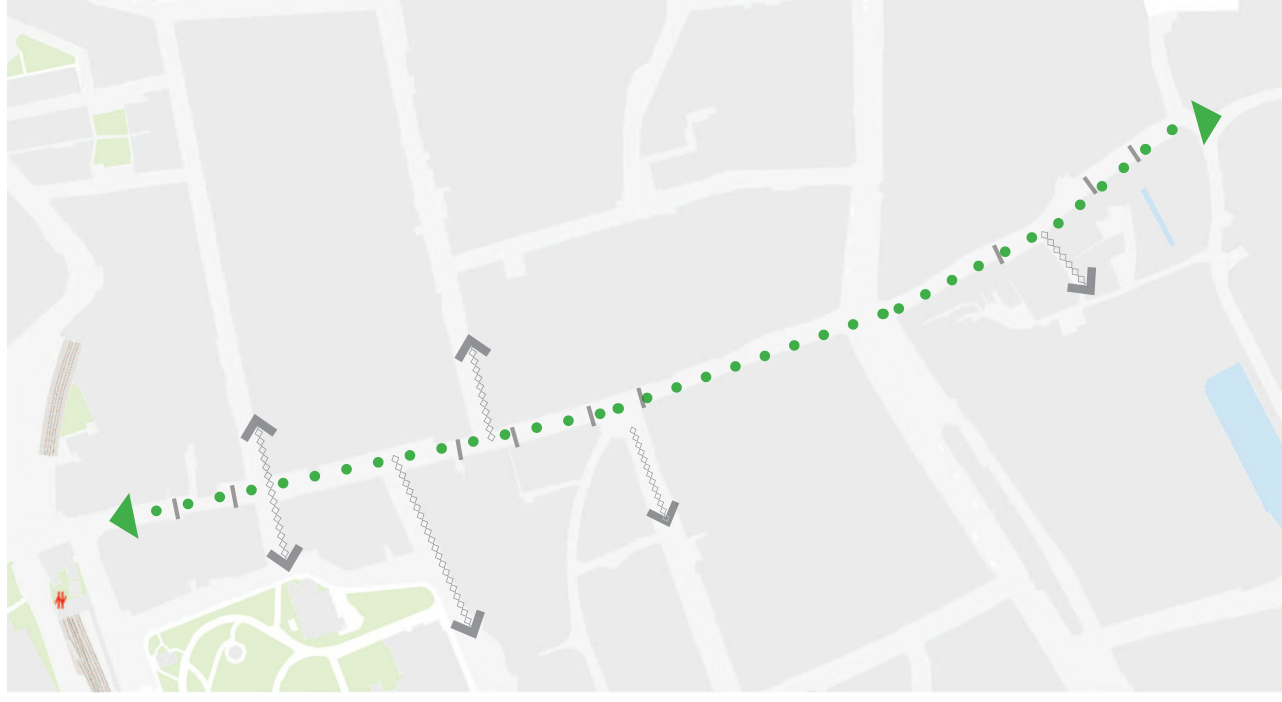


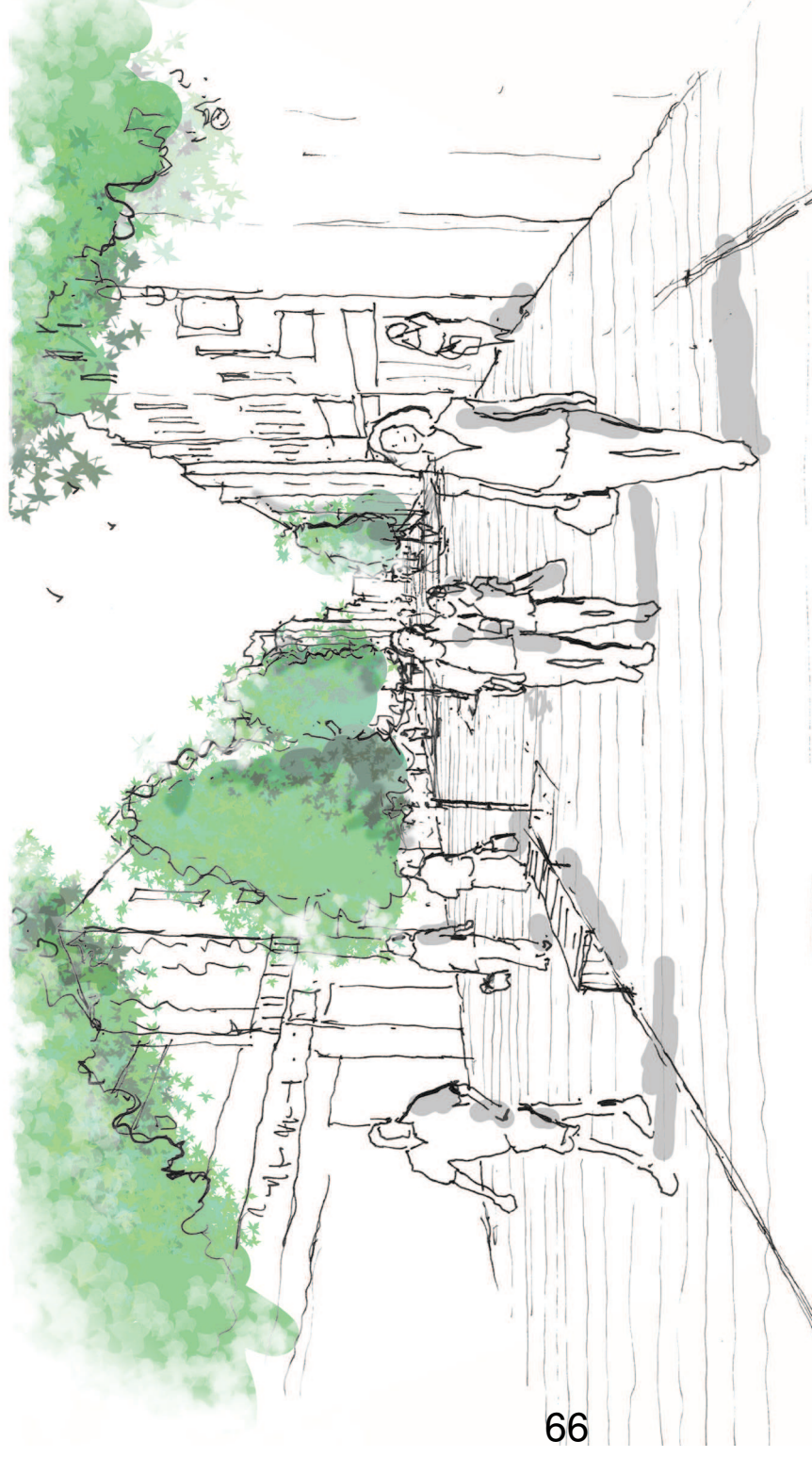
DESIGN CONCEPT 2 - WEAVE

The concept is to weave the site back to it's local context as well as stitch elements of Maidstones history within the design.

Key elements include:

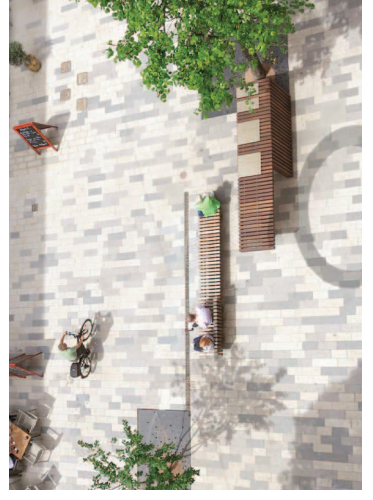
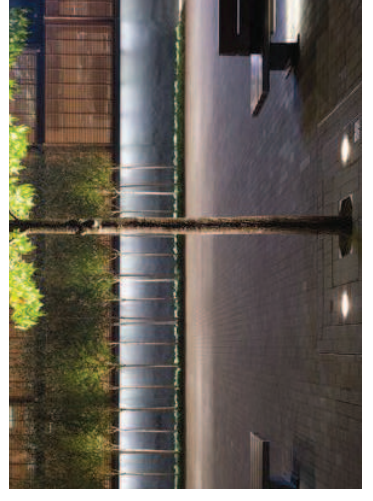
- Unify surface materials to minimize impact on the streetscape
- Linear paving elements with a historical theme will respond to the existing architectural street layout.
- A rhythm/pulse along the street will be created at strategic points with tree planting and a contemporary family of street furniture.
- Lighting will be used to enhance and compliment the concept.
- Key junctions will be identified with a change in paving colour/texture.





66

Sketch Illustration



05. MASTERPLAN VISION

MASTERPLAN VISION

Our concept is the merger of the 'Roman Road and Weave' concept creating a clear public realm with a timeline running from one end of the high street to another.

Our concept is to celebrate the richness of the history and culture of Maidstone and create a special destination unique to the town.



MASTERPLAN VISION - TIMELINE FEATURE



A list of historic events will be shown on the feature timeline along the site to celebrate the rich historical characteristic in Maidstone.

1. Kent County Council was built in 1824
2. St. Francis Church was built in 1880
3. Maidstone East Station was opened on 1 June 1874
4. Maidstone Prison opened in 1819
5. Maidstone Rugby Club started in 1880
6. Brenchley Park opened in 1871
7. St. Faith's Church opened in 1892
8. Maidstone United Football Club started in 1897
9. Museum building was built between 1561 to 1577
10. Maidstone museum opened in 1858
11. Iguanodon discovery in 1834
12. Wove paper was made in 1740
13. Pargetted facade of Subway dated back in 1680s
14. Pargetted facade of Tiger dated back in 1680s
15. Artist William Alexander lived there from 1767-1816
16. Fremlin Brewery was the largest brewery in 1861
17. Hazlitt Theatre opened in 1869
18. Maidstone as a principle market town in 17th Century
19. Jane Austen wrote Pride and Prejudice after visiting Maidstone in 1796
20. Town Hall was established in 1763
21. Previously Old Bell Inn in 1669
22. Former Bull Hotel, major medieval inn of Maidstone in 15th Century
23. Bull Yard, 15th Century ragstone paving
24. 18th century listed buildings
25. Peugeot building from 1930s
26. Mill Pond was marked on map in 1748
27. Golden Boots found in 1790
28. River Len in use between 1629 to 1680
29. Battle of Maidstone in 1648
30. Peasant Revolt in 1381

MASTERPLAN VISION - WEEK STREET

The final masterplan has incorporated the two design options that have been shown previously: *Roman Road* and *Weave*.

The concept of Roman Road is reflected on the timeline feature that will run through the site. This will create a sense of linearity and improve visual connectivity. The other concept of Weave is demonstrated on the paving pattern, which will be used in the squares along the street, stitching the public realm to the local context.

Natural squares formed at each junction will be celebrated with new street furniture, tree planting and wayfinding features to activate the function of the spaces. Each square is characterized by its adjacent context which is named as follows:

- 1 Station Square
Links to Maidstone East Station and Brewer Street
- 2 Iguanodon Square
Links to St. Faith's Street to Maidstone Museum
- 3 Union Square
Links to Union Street, to the eastern side of Week Street
- 4 Fremlin Square
Links to Fremlin Walk Shopping Centre and Earl's Street



- KEY
- Point of interest
 - Pedestrian friendly zone
 - Dining out area
 - Discovery route
 - Square
 - New wayfinding feature
 - Feature paving
 - Existing trees
 - Proposed trees

MASTERPLAN VISION - STATION SQUARE

The station square is at the junction between Station Road and Brewer Street.

- Activate and utilize the forecourts of the shop frontages
- Create stopping/meeting points with new street furniture and tree planting
- Green walls are proposed on existing building facade to enhance greenery and biodiversity in the urban environment

71.

Introduce new wayfinding feature to provide information on the immediate surroundings, i.e. Maidstone East Station.

Sketch view looking towards the square





MASTERPLAN VISION - FREMLIN SQUARE

The Fremlin Square is connecting Week Street with Fremlin Walk and Earl's Street.

- Introduce features within the paving to celebrate Maidstones heritage such as Fremlin Brewery.
- Upgrade and refurbish existing platform in the centre of the square to match with proposed paving
- Celebrate and highlight the river view down Earl's Street



MASTERPLAN VISION - GABRIEL'S HILL

- Gabriel's Hill consists of a range of listed buildings, reflecting the historical and cultural heritage of Maidstone.

Due to the width of Gabriel's Hill, the proposed scheme for the streetscape is predominately hard landscape.

Existing trees are to be retained where feasible, with the introduction of a feature tree within the proposed Mall Square.

The key areas in Gabriel's Hill are:

1

Mall Square

New landmark tree proposed to characterised and mark the entrance of the mall with new street furniture

2

River Len Paving

Feature paving etched with a historic map of the river to reveal its presence underneath ground level

3

Historic Quarter

Restrict and limit vehicle access in this area by introducing new tree planting and street furniture



MASTERPLAN VISION - MALL SQUARE

The existing entrance to Maidstones major shopping centre The Mall. The proposal is to enhance the public realm with a de-cluttered contemporary streetscape. With strategically placed street furniture and tree planting, the aim is to activate the space in front of the Mall and provide a focal point along Gabriels Hill.



Sketch view looking towards The Mall's entrance



- Simple design to de-clutter the streetscape to highlight the entrance to the Mall
- Visible reference to River Len through bespoke paving elements
- Feature tree to mark the Mall entrance

75.





Currently there are a series of options under consideration for the public realm fronting Gala Bingo and marking the entrance of the Historic Quarter.

Option 1 - Enhanced Public Realm

This option looks to continue the proposed paving material to Gabriel's Hill and form a shared surface. The bellmouth to the junction has been reduced and road narrowed to place less emphasis on the vehicle. Tree planting and street furniture has been introduced to direct vehicle movement as well as enhancing the public realm experience.

Please refer to the Appendices for drawings of alternative options currently under consideration.

It is apparent on site that this area is used by the public for means of drop-off and currently this is not permitted. The options contained within the Appendices look at introducing a drop-off layby within the design. The proposals will be subject to a road safety audit in terms of their viability as a workable scheme and subject to Highways agreement.



Option 1 - Public realm restricted vehicle access

06. STRATEGIES AND PRINCIPLES

78

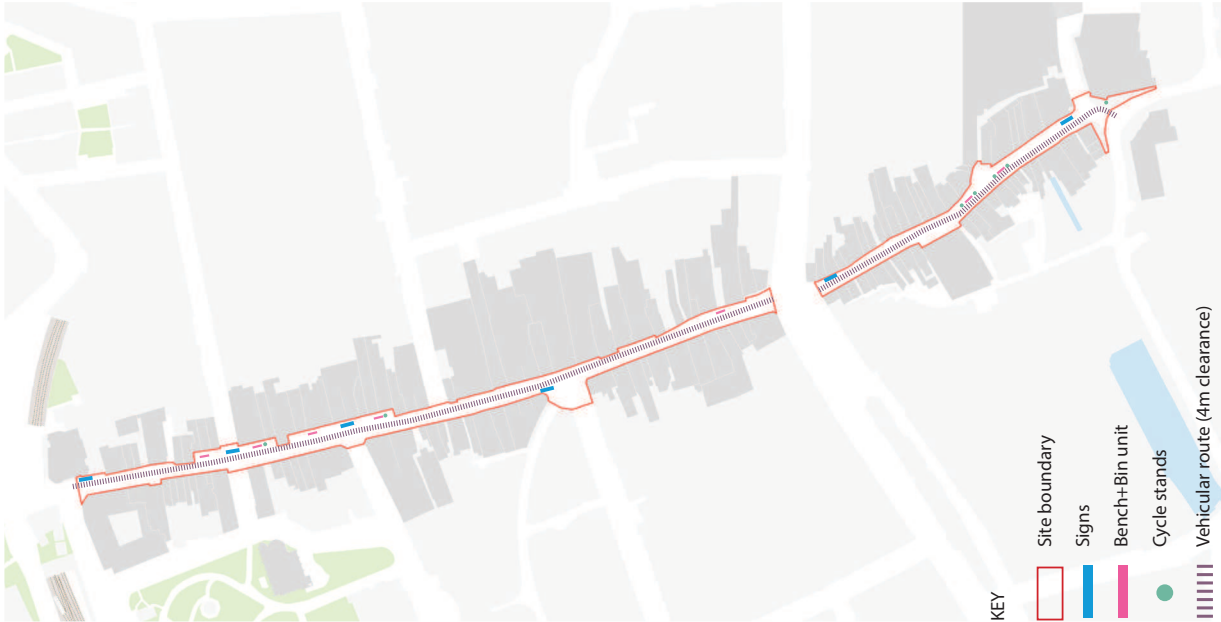
STREET FURNITURE STRATEGY

A family of furniture unique to Maidstone is strategically located along the streetscape.

- New wayfinding feature to provide information on the local context adjacent to the streetscape. They also act as a landmark feature in each of the squares.
- New bench and bin unit will replaced existing furniture at selected squares.

New cycle stands are proposed to replace existing

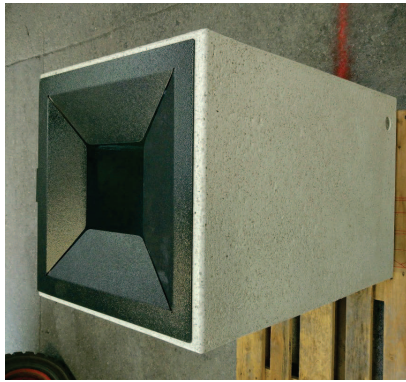
- Opportunity to incorporate Maidstone colours within the proposed signage



Bespoke wayfinding sign
2000mm height x
400mm width in steel,
powder coated with
bespoke lettering



Cycle stands
Mmcite edgetyre STE410

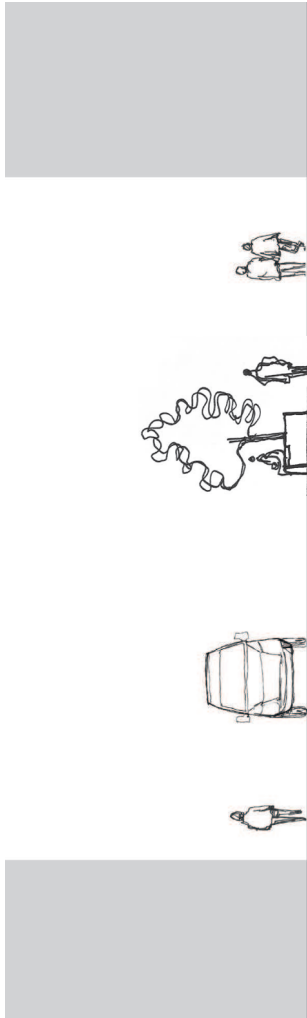


Bench+Bin unit
Marshalls Demetra bin



Bench+Bin unit
Marshalls Demetra bench in Bianco Stone with timber finished in Okume
Size: 1800X600X450mm.

TYPICAL STREET SECTION



Shop
Shop front
buffer
Vehicle access
(Approx. 4m)
Typical street furniture modular
system. Public realm (width varies
from 1.4m to 6m)
Shop front
buffer
Shop

LIGHTING STRATEGY

Week Street

- Existing light column to be replaced with DW Windsor Silka 4 Stainless steel light column
Ref.: IP55/ IK10/CLASS
- 4 nos. of DW Windsor Lyra 1 LED uplight within tree pit in new tree planting

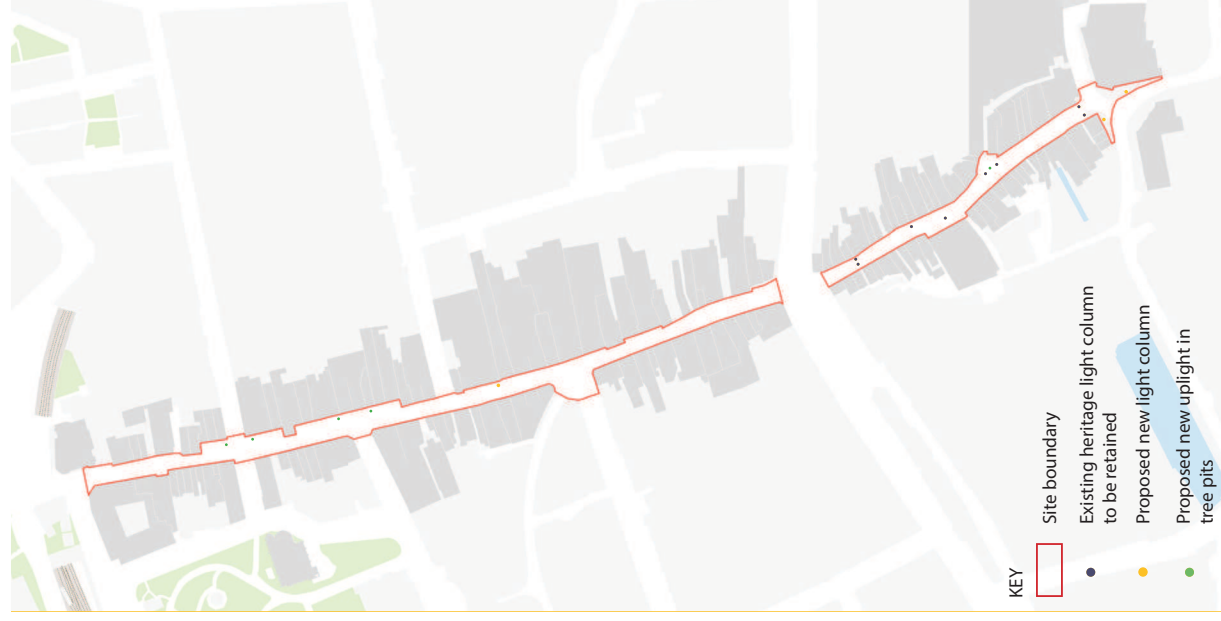
Gabriel's Hill

- Existing heritage light columns to be retained and painted in accordance with Francis Knight's documentation.

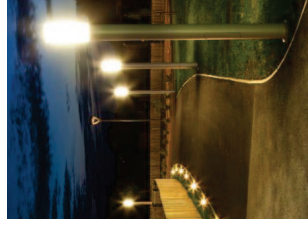
80

Lights that are outside the conservation boundary by the area outside Gala Bingo to be replaced with DW Windsor Silka 4 Stainless steel light column
Ref.: IP55/ IK10/CLASS

- 1 no. of DW Windsor Lyra 1 LED uplight within tree pit in tree planting at the Mall's entrance



● DW Windsor Lyra 1 LED uplight within tree pit



● DW Windsor Silka 4 Stainless steel LED light column



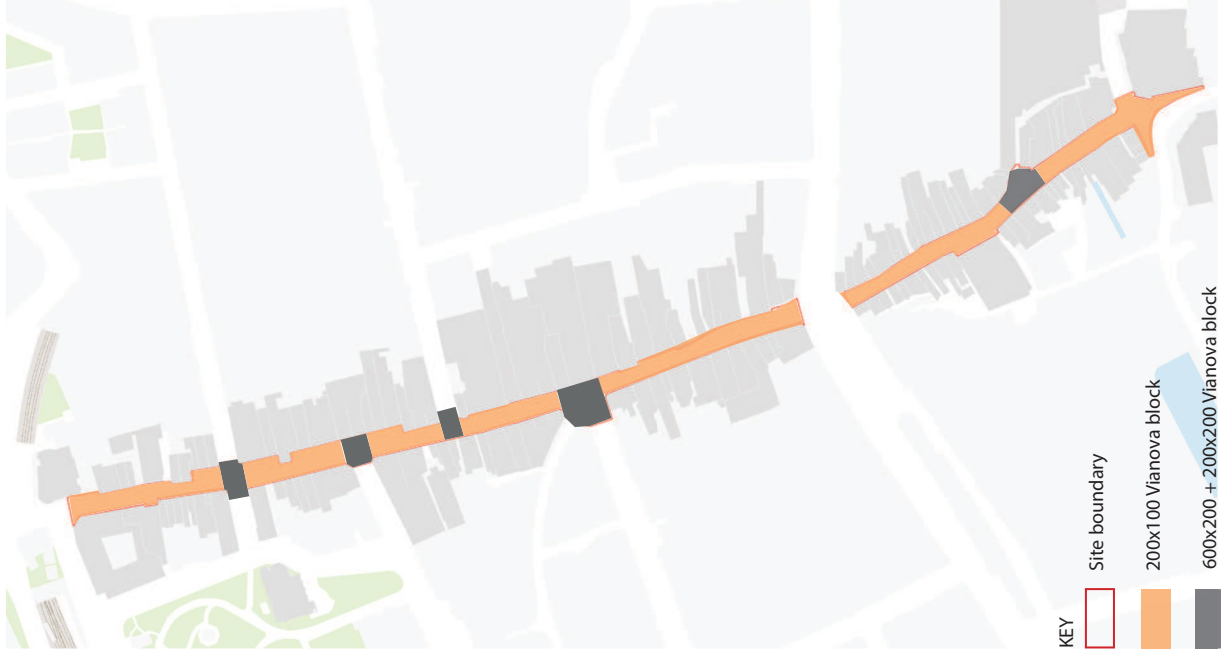
● Existing light column within the conservation zone on Gabriel's Hill

PAVING STRATEGY

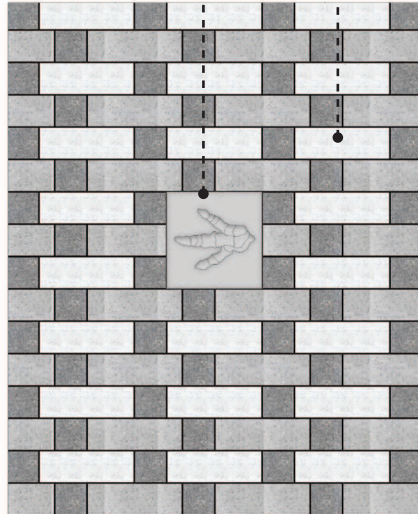
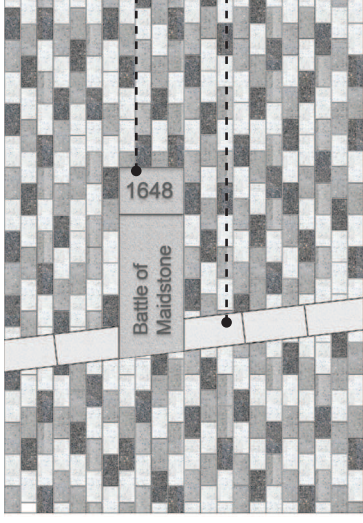
The materiality is chosen to create a pedestrian friendly unified streetscape through modules of robust concrete block paving with key elements of Kentish Ragstone

Different dimensions of concrete block will be used to create different paving patterns along and streetscape and in the key squares.

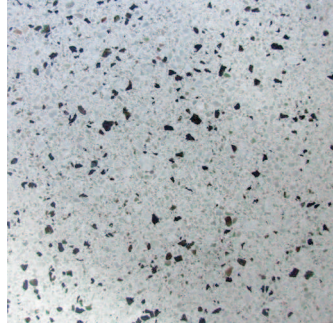
Kentish Ragstone is chosen to enhance Maidstone identity as the stone is vernacular to the town and is sourced in a local quarry. The Ragstone will be used only as a feature element with specific etched details relating to the town's history.



Kentish Ragstone - Key feature in paving



Charcon Vianova - Main consistent paving type



Light Grey



Dark Grey



Anthracite

PLANTING STRATEGY

The planting strategy focuses on vertical landscape elements due to the limitation for soft landscape at street level.

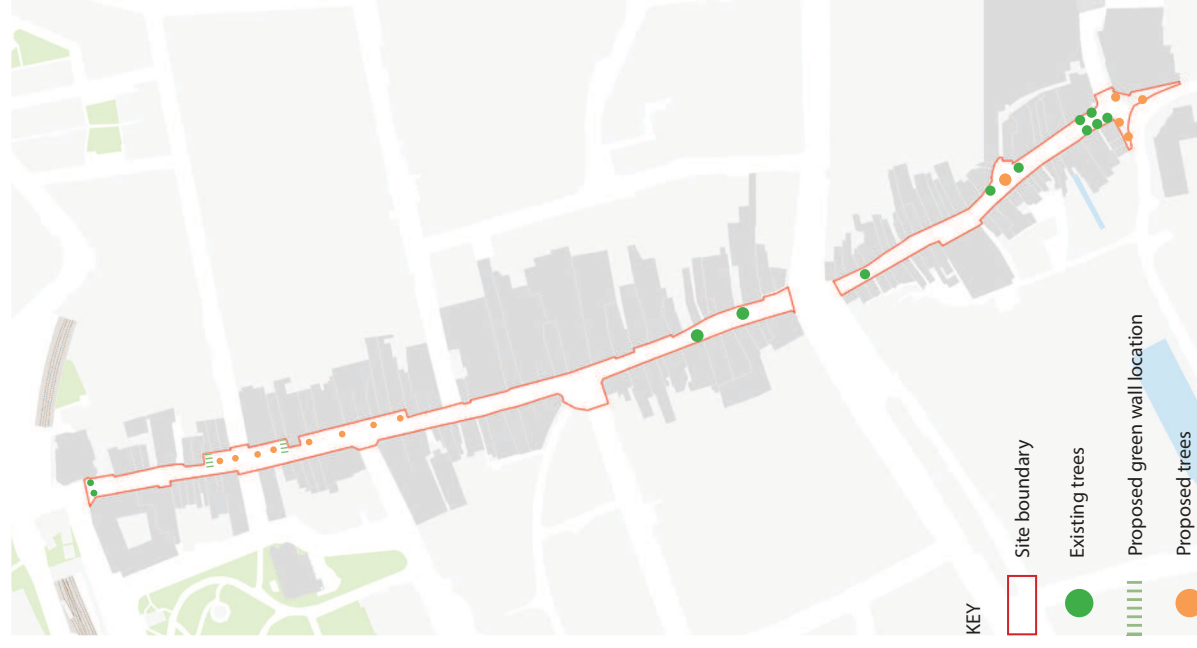
Existing trees are retained where feasible and new tree planting and green wall features are proposed to soften the streetscape.

New tree species will be carefully chosen to accommodate the heavy footfall with emphasis on low maintenance.

The planting palette for the green wall will match with the Maidstone colour (Blue and Yellow/Gold) and be wildlife friendly for biodiversity benefits.

Suggested palette of tree species:

- *Ginkgo biloba*
- *Betula utilis* var. *jacquemontii*
- *Liquidambar styraciflua*
- *Liriodendron tulipifera*
- 'Fastigiata'



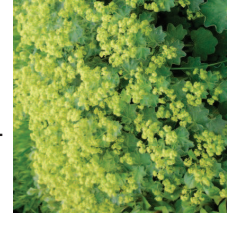
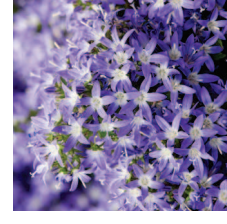
Existing trees



Green Wall



Suggested species to match with Maidstone colour palette



07. MAINTENANCE

Hard Landscape	Soft Landscape	Street Furniture
<p>Hard landscape materials, unit sizes and laying patterns have been carefully considered in order to maximise longevity and maintainability of the wearing course. This is essential for a scheme that expects high footfall in terms of public urban realm usage.</p> <p>Appended to this report is the manufacturers product literature for each paving type proposed.</p> <p>As part of the proposals a series of paving trial areas shall be installed on site. These areas shall contain the range of product currently under consideration. Paving trials shall be laid in the same colour and textures proposed.</p>	<p>Minimal soft landscape is proposed across the scheme.</p> <p>Tree planting shall be in the form of semi mature trees within tree pits. The surface treatment for new trees shall be metal tree grilles. Existing trees shall predominately have resin bound gravel applied to their base and formed by a flush metal edge.</p> <p>New tree pits shall include underground guying and aeration/irrigation pipes.</p> <p>Species shall be chosen for low maintenance. When selecting final species consideration shall be made to the form of the canopy to avoid future conflict with the built form and vehicular routes.</p> <p>Green walls are proposed within Week Street. These shall take the form of a modular system with integral irrigation.</p> <p>Green walls shall be installed high enough to be out of the reach of the general public.</p> <p>The green wall supplier offers an ongoing maintenance service as part of the installation package which could be considered.</p>	<p>Benches shall take the form of solid stone units. Their simple rectilinear design means cleaning around them shall be minimal. Some of the benches will have a hard wood seat to the top. Hard wood has been chosen for its longevity and minimal maintenance requirements.</p> <p>A series of bins shall be placed with selected benches in key locations to minimise waste. The bin unit is in keeping with the bench design.</p> <p>Wayfinding signs are proposed and shall be manufactured in metal work. It is envisaged that the final surface shall have a anti graffiti treatment to avoid anti social behaviour.</p>



GALLAGHER GROUP
LEITRIM HOUSE
LITTLE PRESTON
AYLESFORD
MAIDSTONE
KENT, ME20 7NS

BS EN 771-6:2011

Category II Natural Stone Masonry Units

KENTISH RAGSTONE

Petrographic Examination:	Glauconitic Limestone
Dimensions:	As per delivery document
Configuration:	As per delivery document
Apparent Density:	2640 Kg-m-3
Apparent Density after Thermal Shock:	2650 Kg-m-3
EN 772-1 Compressive Strength:	159 Mpa
EN 772-1 Compressive Strength LEV:	123 Mpa
EN 772-1 Compressive Strength after freeze thaw (56 cycles):	159 Mpa
EN 772-1 Compressive Strength LEV after freeze thaw (56 cycles):	124 Mpa
BSEN 12372 (3Pt) Flexural Strength:	14.5Mpa to 10.1Mpa
Slip Resistance Dry:	65
Slip Resistance Wet:	52
Specific Heat Capacity:	1000 J/(kg.K)
Water Absorption:	0.60%
Water Absorption by Capillary:	1.1 g.m-2.s-0.5
Water Vapour Resistance Factor - Dry:	250
Water Vapour Resistance Factor - Wet:	200
Open Porosity:	1.3 % by vol
Open Porosity after Thermal Shock:	1.1 % by vol
Abrasion:	18.5mm
Design Thermal Conductivity:	2.3 W/(m.K)-1
Breaking load at Dowel hole 50mm thick:	3000 N
Reaction to Fire (Declared value):	A1

Copies of our full BRE test results can be supplied on request



1 INITIAL MAINTENANCE

MAINTENANCE, CLEANING AND SEALING OF INTERLOCKING CONCRETE PAVEMENTS

When properly installed, precast concrete pavements have very low maintenance and provide an attractive surface for decades. Under foot and tyre traffic, concrete pavements often become exposed to dirt, stains and wear. This is common to all pavements.

During the initial life of the pavement the joints between the pavers will be relatively porous. The ingress of water will consolidate the jointing sand and it is important that the joints are regularly filled with jointing sand to replace the sand consolidated by rainwater.

The joints will soon become semi-impervious due to detritus tending to seal the joints. Until this has occurred the paving should only be brushed by hand. Mechanical sweepers and in particular sweepers with high suction forces should not be used. If they are used there is a real risk of loss of jointing sand from between the pavers.

A liquid substance, which stabilises joint filling sand, impedes its unwanted removal by suction cleaners and at the same time helps to prevent the ingress of water during the early life of the pavement may be used.

If any form of surface sealing is used on the pavers it must be applied in strict accordance with the manufacturers instructions and it must be accepted that it may have an effect on the colour of the paving, its slip/skid resistance and may require on-going maintenance.

2 GENERAL GUIDELINES FOR THE REMOVAL OF STAINS AND GROWTHS FROM CONCRETE & CLAY PRODUCTS

These notes are intended for general guidance and are not intended to be exhaustive.

Some of the cleaning methods described involve the use of chemicals, which could be dangerous if not used correctly. It is important that any safety warnings issued by the chemical suppliers should be read carefully and strictly adhered to.

In general the following precautions should be taken:



- (a) When using chemicals, protective clothing such as gloves, goggles, boots and overalls should be worn.
- (b) Adequate ventilation is required in confined spaces when using chemicals.
- (c) When using flammable materials; cigarettes, naked flames and other sources of ignition should be carefully controlled.
- (d) When diluting acids, ALWAYS add acid to water and not water to acid.
- (e) Any clothing, which is contaminated with chemicals should be disposed of safely.
- (f) When using any chemicals care must be taken not to damage, contaminate or stain any adjoining material.
- (g) Care must be taken to protect personnel operating in the area of the cleaning from any injury or hazard created by the cleaning.

It is particularly important with all cleaning methods that trails should be carried out on a small, preferably inconspicuous area, to determine the effect of the chemicals before treating a large area.

3 ACID WASHING

Light stains can often be removed without markedly affecting the texture and appearance of the concrete.

With deeper stains a degree of acid treatment is required to remove the stain, which in some cases can result in an acid etched appearance.

When using an acid cleaner, protective clothing (gloves, boots, goggles etc) should be worn. Anything, which might be affected by the acid e.g.: metals should be covered.

The procedure for cleaning is firstly to dampen the concrete with water; this prevents the acid being sucked into the surface rather than reacting with the surface layer. Secondly brush the acid over the concrete surface (typically 10% Hydrochloric acid is used.) The area is then washed clean of the acid using clean water.

Repeated applications may be required to remove deep stains. Wherever possible a trial in an inconspicuous area is advised.



EFFLORESCENCE

Efflorescence or lime bloom is a transient phenomenon of Portland cement. Its effect is to lighten the colour of the concrete.

Efflorescence, also known as lime bloom, appears as a white deposit covering part or the entire surface of cement-containing products.

The result of light deposits is the lightening of the surface colour, the heavier the deposit the lighter the colour.

Except in very severe cases, the phenomenon disappears completely when the blocks are wet and reappears as the blocks dry out.

Occurrence

Efflorescence is a temporary, naturally occurring phenomenon that occurs to a varying extent on all items containing cementitious binders. Mortar is particularly prone to efflorescence and this can contaminate other products. It is formed by soluble salts from the cement migrating to the surface where they react with the atmosphere to produce the white powder (Calcium Carbonate) known as efflorescence. Individual crystals are very small and are not firmly fixed to the surface. The smallest of the crystals linked with their optical properties causes them to become invisible when wet. As they dry out they become visible and are unchanged.

Products are most susceptible to efflorescence under damp conditions as this aids the movement of the soluble salts.

Efflorescence in no way affects the structural integrity of the items.

Treatment

The phenomenon is temporary and will, with time, disappear as a result of normal weathering. The length of time depending on many factors such as rainfall, atmospheric pollution, etc.

Efflorescence can, however, be removed chemically by using an acid washing agent (dilute Hydrochloric acid). The product should first be thoroughly soaked with clean water followed immediately by the application of a commercial acid washing material (available from most builders' merchants) in accordance with the manufacturers' instructions.

As the efflorescence dissolves there will be some frothing (effervescence) and



once this has finished the whole surface should be rinsed thoroughly with clean water. In the vast majority of cases, one treatment should be all that is required but in some cases, re-treatment may be required in the future.

4 GENERAL DIRT AND DETRITUS

To remove general dirt and detritus, scrubbing with soap and water is normally sufficient. This can be done either by hand or by using an industrial cleaner.

If a power hose is used then care must be taken to avoid the removal of the jointing material (sand or mortar).

Ensure soap has been thoroughly washed from the surface on completion of the cleaning and the resulting run-off is carefully channelled to either drainage or containers where it can be safely disposed of.

5 RUST STAINS

a) First of all action must be taken to eliminate the sources of staining.

To remove the rust stain washing the affected area with 10% Hydrochloric acid solution normally suffices. However, acid attacks concrete and might leave a slightly roughened surface, so care must be taken when using the cleaner and all manufacturers' instructions must be strictly adhered to (see Acid Washing).

b) The first requirement is to eliminate the source of the staining.

To remove the rusty stain again the surface should be made wet and then the affected area treated with a 10% Hydrochloric acid solution or 10% Oxalic acid solution. After cleaning, the chemical contaminant should be carefully disposed of.

Buff pavers should **NOT** be treated with acid without first discussing the stain with the supplier of the paver.

6 OIL STAINS

Oil penetrates readily into concrete, but it should not stain if any spillages are removed promptly with an absorbent material e.g.: paper towel or cloth.

Do not wipe, as this will drive the oil into the concrete.

If the stain persists then an emulsifying degreaser should be employed. Brush the cleaner onto the affected area and then wash the emulsified oil away with



plenty of water.
Alternatively the surface could be scrubbed with a strong detergent and then washed away with hot water but care must be taken as this method might also result in the leaching out of some pigment

BITUMEN STAINS

Bitumen does not penetrate readily into concrete. The method for removal is to allow the bitumen to cool, then cover with ice until it becomes brittle. Then chip or scrape off the bitumen. Any residue should be removed with an abrasive powder and finally the whole area rinsed clean with water.

GRAFFITI & PAINT STAINS

Fresh wet paint should be soaked up with an absorbent material without wiping, as this will spread the stain. The area should then be scrubbed with scouring powder until no more improvement is seen.

With dried paint, the paint should be scrapped off as far as possible and then an appropriate paint remover should be applied, following the manufacturers instructions.

Graffiti can be very difficult to remove because of the variety of different paints and inks that are used, so prevention is always better than cure. There are several manufacturers who produce specially manufactured products for graffiti removal and they should always be consulted.

EPOXY & POLYESTER STAINS

Areas of solidified epoxy and polyester resin can be removed by carefully burning off with a blowtorch, but care must be taken with any fumes given off.

If a black stain remains this can be removed by scrubbing with soap and water.

For larger areas grit blasting is an alternative.

SMOKE, FIRE & TOBACCO STAINS

Generally these stains can be removed by scrubbing with soap and water.

Where the stains persist household bleach can be used, but care must be taken when using the bleach and it must be totally rinsed away with clean water.



BEVERAGE STAINS

Scrub the stain with hot soapy water. If the stain is persistent apply a bleach solution and finally rinse with clean water.

CHEWING GUM

Chewing gum is one of the most difficult substances to remove from concrete. Newly discarded gum can be scraped off using a scraper.

Inground gum can be removed by either freezing the gum and chiselling it off the concrete or for larger areas use a high pressure steam cleaner to remove the gum.

MOSS, LICHENS & ALGAE

In circumstances where moss, lichens and algae are considered undesirable a toxic wash (proprietary brand fungicide etc) is required to kill them off. These washes take a few days to be fully effective so they should be applied during a spell of dry weather. The washes work best if any thick growths are scraped off first and the wash is well brushed in. Some toxic washes leave a residue to discourage the re-growth of the moss and algae but this effect is unlikely to last more than 2 – 3 years.

MAINTENANCE

Areas, which have been sealed, require maintenance to retain its appearance.

(a) Oil Spillages

If oil, foodstuffs, drinks, grease etc are spilled simply apply a mild detergent using a soft scrubbing brush and rinse away. Stubborn stains can usually be removed using a steam cleaner or water jetter

(b) Algae/Moss

As the surface is now sealed, this problem will have been greatly reduced, however, in areas where there is a high degree of foliage or dampness, growth can reoccur. Washing and gentle scrubbing on a regular basis will remove such growth matter.



Over a period of time the surface will lose its lustre through atmospheric borne detritus, wear etc, hence regular cleaning is recommended. This can be achieved by the use of a detergent and scrubbing brush or of a power washer or steam cleaner. Natural detergent should only be used as the use of strong detergents such as alkaline cleaners may damage the surface.

(c) General Cleaning

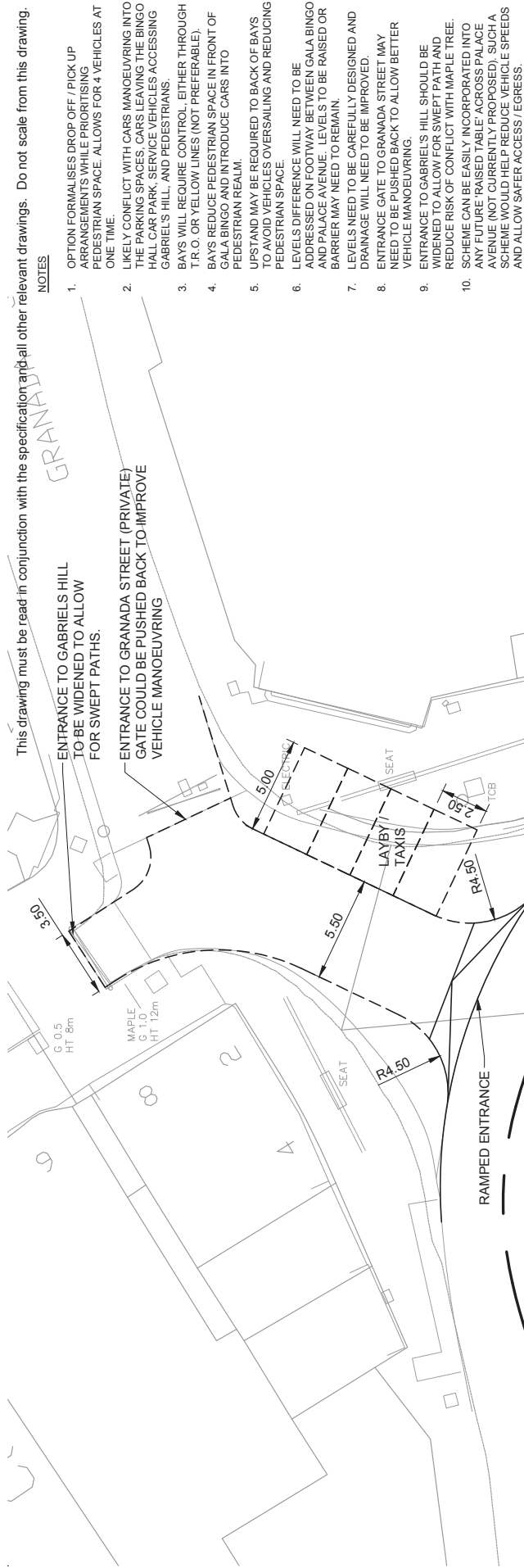
(d) Weed & Grass Growth

If the area has been correctly sealed, this should not occur. However, sometimes, small areas of sand may not have been fully coated with sealant and grass may appear. Remove weeds by hand and brush a small amount of sealant into the affected joints.

(e) Recoating

Coating life will depend on traffic and environmental conditions. Typical time will be 4 – 5 years. Areas subjected to heavy traffic can have single re-coats as necessary.

08. APPENDICES



NOTES

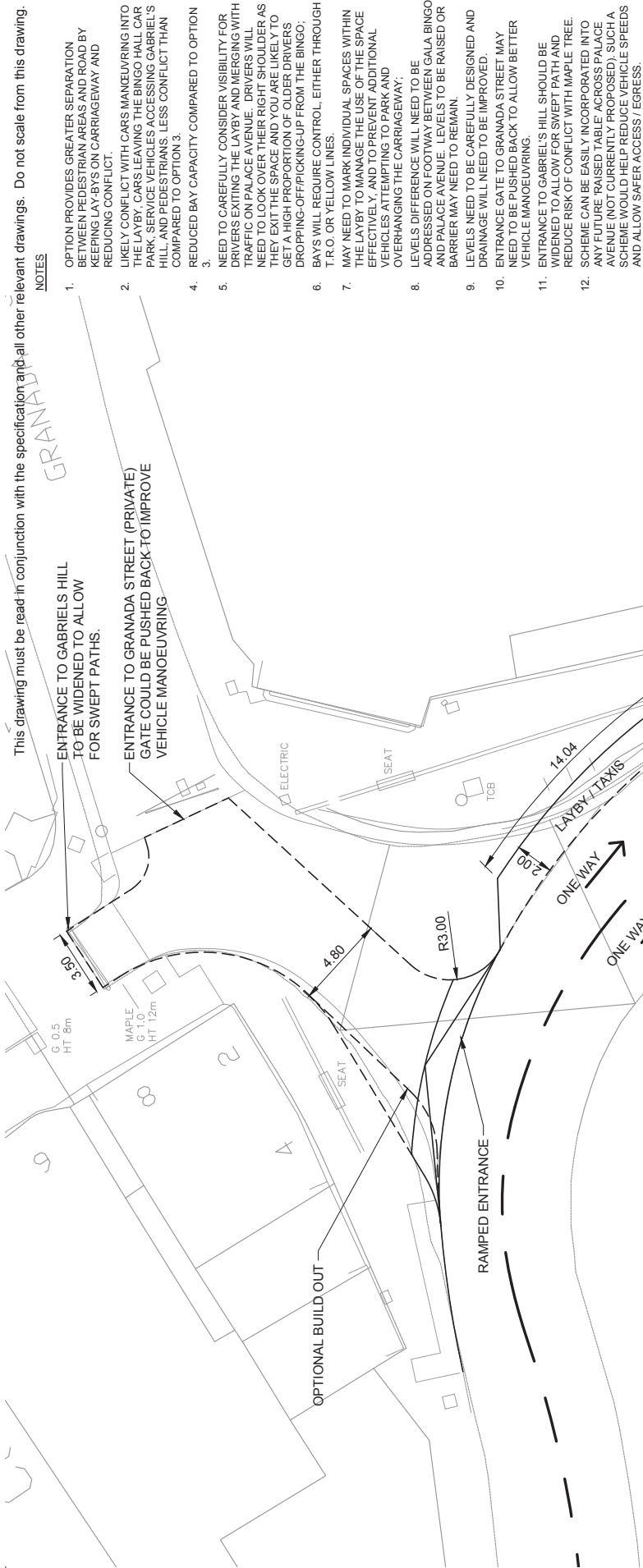
1. OPTION FORMALISES DROP OFF / PICK UP ARRANGEMENTS WHILE PRIORITISING PEDESTRIAN SPACE. ALLOWS FOR 4 VEHICLES AT ONE TIME.
2. LIKELY CONFLICT WITH CARS MANOEUVRING INTO THE PARKING SPACES. CARS LEAVING THE BINGO HALL CAR PARK. SERVICE VEHICLES ACCESSING GABRIEL'S HILL. AND PEDESTRIANS.
3. BAYS WILL REQUIRE CONTROL, EITHER THROUGH T.R.O. OR YELLOW LINES (NOT PREFERABLE).
4. BAYS REDUCE PEDESTRIAN SPACE IN FRONT OF GAIL BINGO AND INTRODUCE CARS INTO PEDESTRIAN REALM.
5. UPSTAND MAY BE REQUIRED TO BACK OF BAYS TO AVOID VEHICLES OVERSAILING AND REDUCING PEDESTRIAN SPACE.
6. LEVELS DIFFERENCE WILL NEED TO BE ADDRESSED ON FOOTWAY BETWEEN GAIL BINGO AND PALACE AVENUE. LEVELS TO BE RAISED OR BARRIER MAY NEED TO REMAIN.
7. LEVELS NEED TO BE CAREFULLY DESIGNED AND DRAINAGE WILL NEED TO BE IMPROVED.
8. ENTRANCE GATE TO GRANADA STREET MAY NEED TO BE PUSHED BACK TO ALLOW BETTER VEHICLE MANOEUVRING.
9. ENTRANCE TO GABRIEL'S HILL SHOULD BE WIDENED TO ALLOW FOR SWEEP PATH AND REDUCE RISK OF CONFLICT WITH MAPLE TREE.
10. SCHEME CAN BE EASILY INCORPORATED INTO ANY FUTURE 'BASED TABLE' ACROSS PALACE AVENUE (NOT CURRENTLY PROPOSED). SUCH A SCHEME WOULD HELP REDUCE VEHICLE SPEEDS AND ALLOW SAFER ACCESS / EGRESS.

NOT FOR CONSTRUCTION

Rev	Date	Description	Drawn	Check
Project				
MAIDSTONE PUBLIC REALM				
Drawing Status				
PRELIMINARY				
Project No				
160561				
Date				
MAR 2017				
Drawing No				
SK-C-002				
Scale				
1:200 @ A3				
Revision				
P2				

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Consulting Civil Engineers

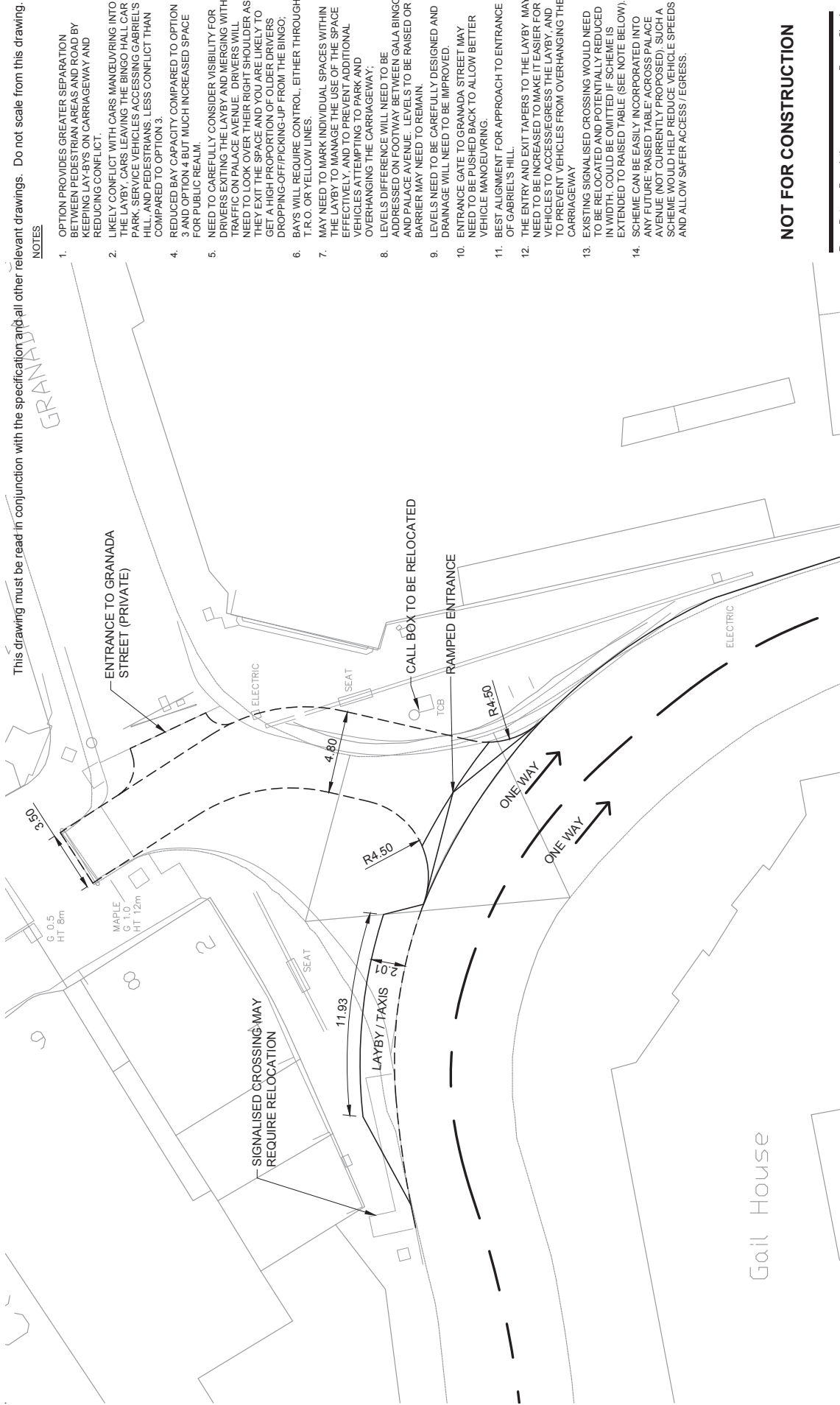


NOT FOR CONSTRUCTION

Rev	Date	Description	Drawn	Check
Project				
MAIDSTONE PUBLIC REALM				
Drawing Status				
PRELIMINARY				
Project No				
160561				
Date				
MAR 2017				
Drawing No				
SK-C-003				
Scale				
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Revision				
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NOTES

1. OPTION PROVIDES GREATER SEPARATION BETWEEN PEDESTRIAN AREAS AND ROAD BY KEEPING LAY-BYS ON CARRIAGEWAY AND REDUCING CONFLICT.
2. LIKELY CONFLICT WITH CARS MANOEUVRING INTO THE LAYBY, CARS LEAVING THE BINGO HALL CAR PARK, SERVICE VEHICLES ACCESSING GABRIEL'S HILL, AND PEDESTRIANS. LESS CONFLICT THAN COMPARED TO OPTION 3.
3. REDUCED BAY CAPACITY COMPARED TO OPTION 3 AND OPTION 4 BUT MUCH INCREASED SPACE FOR PUBLIC REALM.
4. NEED TO CAREFULLY CONSIDER VISIBILITY FOR DRIVERS EXITING THE LAYBY AND MERGING WITH TRAFFIC ON PALACE AVENUE. DRIVERS WILL NEED TO LOOK OVER THEIR RIGHT SHOULDER AS THEY EXIT THE SPACE AND YOU ARE LIKELY TO GET A HIGH PROPORTION OF OLDER DRIVERS DROPPING-OFF/PICKING-UP FROM THE BINGO.
5. BAYS WILL REQUIRE CONTROL, EITHER THROUGH T.R.O. OR YELLOW LINES.
6. MAY NEED TO MARK INDIVIDUAL SPACES WITHIN THE LAYBY TO MANAGE THE USE OF THE SPACE EFFECTIVELY, AND TO PREVENT ADDITIONAL VEHICLES ATTEMPTING TO PARK AND OVERHANGING THE CARRIAGEWAY.
7. LEVELS DIFFERENCE WILL NEED TO BE ADDRESSED ON FOOTWAY BETWEEN GALA BINGO AND PALACE AVENUE. LEVELS TO BE RAISED OR BARRIER MAY NEED TO REMAIN.
8. LEVELS NEED TO BE CAREFULLY DESIGNED AND DRAINAGE WILL NEED TO BE IMPROVED.
9. ENTRANCE GATE TO GRANADA STREET MAY NEED TO BE PUSHED BACK TO ALLOW BETTER VEHICLE MANOEUVRING.
10. BEST ALIGNMENT FOR APPROACH TO ENTRANCE OF GABRIEL'S HILL.
11. THE ENTRY AND EXIT TAPERS TO THE LAYBY MAY NEED TO BE INCREASED TO MAKE IT EASIER FOR VEHICLES TO ACCESS/EGRESS THE LAYBY, AND TO PREVENT VEHICLES FROM OVERHANGING THE CARRIAGEWAY.
12. EXISTING SIGNALISED CROSSING WOULD NEED TO BE RELOCATED AND POTENTIALLY REDUCED IN WIDTH. COULD BE OMITTED IF SCHEME IS EXTENDED TO RAISED TABLE (SEE NOTE BELOW).
13. SCHEME CAN BE EASILY INCORPORATED INTO ANY FUTURE 'RAISED TABLE' ACROSS PALACE AVENUE (NOT CURRENTLY PROPOSED). SUCH A SCHEME WOULD HELP REDUCE VEHICLE SPEEDS AND ALLOW SAFER ACCESS / EGRESS.

NOT FOR CONSTRUCTION

Rev	Date	Description	Drawn	Check
Project				
Drawing Status			Project No	
PRELIMINARY			160561	
Date			Drawn	Drawing No
MAR 2017			TN	SK-C-004
Scale			Engineer	Revision
1:200 @ A3			TN	P2

Project		MAIDSTONE PUBLIC REALM	
Title		GABRIEL'S HILL DROP OFF OPTION 5	

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MAIDSTONE BOROUGH COUNCIL

**RECORD OF DECISION OF THE COMMUNITIES, HOUSING AND
ENVIRONMENT COMMITTEE**

Decision Made: 21 March 2017

**Report of the Head of Regeneration and Economic
Development - Phase 3 Public Realm**

Issue for Decision

To provide Members with an update on the public realm project for Week Street and Gabriel's Hill.

Decision Made

That Policy and Resources Committee be recommended to:

1. Approve the change in scope from the original proposed project, to now include the southern end of Week Street;
2. Approve the outline designs for all of Week Street and Gabriel's Hill/Lower Stone Street with the exception of the suggested palette of tree species which do not comply with document HAP12; Urban Green Space. In addition the 4 Ginkgo Biloba at the bottom of Gabriel's Hill which should be removed and replaced with trees native to South East England as per HAP 12: Urban Green Space;
3. Approve the proposed materials for hard landscaping only for Week Street and Gabriel's Hill/Lower Stone Street;
4. Approve the additional capital budget of £900k to cover the increased costs for the southern section of Week Street;
5. Approve the proposed consultation materials and methodology but further investigation should include more soft landscaping for the purposes of air quality mitigation and to be in keeping with the theme of the County Town of the Garden of England; and
6. Approve the additional resources required for the ongoing cleansing and maintenance of the town centre.

Should you wish to refer this decision to the Policy and Resources Committee, please submit a Decision Referral Form, signed by three Councillors, to the Head of Policy and Communications by: 29 March 2017
--

MAIDSTONE BOROUGH COUNCIL

RECORD OF DECISION OF THE HERITAGE, CULTURE AND LEISURE COMMITTEE

Decision Made: 4 April 2017

Report of the Head of Regeneration and Economic Development - Phase 3 Public Realm

Issue for Decision

To make recommendations to the Policy and Resource Committee regarding the latest proposals for the Phase 3 Public Realm project.

Decision Made

That Policy and Resources Committee be recommended to:

- 1) Approve the change in scope from the original proposed project, to now include the southern end of Week Street.
- 2) Approve the outline designs for all of Week Street and Gabriel's Hill/Lower Stone Street with the exception of the suggested palette of tree species which do not comply with document HAP12; Urban Green Space. In addition the 4 Ginkgo Biloba at the bottom of Gabriel's Hill which should be removed and replaced with trees native to South East England as per HAP 12: Urban Green Space.
- 3) Approve the proposed materials for hard landscaping only for Week Street and Gabriel's Hill/Lower Stone Street.
- 4) Approve the additional capital budget of £900k to cover the increased costs for the southern section of Week Street.
- 5) Approve the proposed consultation materials and methodology.

Background Papers

None

Should you wish to refer this decision to the Policy and Resources Committee, please submit a Decision Referral Form, signed by three Councillors, to the Head of Policy and Communications by: **20 April 2017**

Policy & Resources Committee

26 April 2017

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

Yes

Risk Management Update

Final Decision-Maker	Policy & Resources Committee
Lead Head of Service	Russell Heppleston – Deputy Head of Audit Partnership
Lead Officer and Report Author	Russell Heppleston – Deputy Head of Audit Partnership
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. We ask the Committee to **note** and provide **comments** on the corporate risks facing the Council and the measures in place for their management.

This report relates to the following corporate priorities:

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

The risk register spans all issues facing the Council that may impede or delay achievement of its corporate priorities.

Timetable

Meeting	Date
Corporate Leadership Team	04 April 2017
Policy & Resources Committee	26 April 2017

Risk Management Update

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to inform the Committee on the work conducted to update the corporate level risks for Maidstone, and to present further plans to develop the risk management processes for the Council as we move into 2017/18.
-

2. INTRODUCTION AND BACKGROUND

- 2.1 In July 2015 the Policy and Resource Committee approved the revised risk management framework, and agreed to the creation of a comprehensive risk register.
- 2.2 The risk management framework includes the principle that the key risks will be reported to Corporate Leadership Team quarterly for review and consideration, and bi-annually to Committee. Our last update to this committee was in October 2016.
- 2.3 Since our last update, we have met with risk owners to update and refresh the corporate risks to reflect changes as they have occurred over the year. We have also updated the existing controls and captured key planned controls. This has enabled most of the risks to be re-assessed to now include a *residual* risk score. These planned controls show the mitigations to manage the impact and likelihood of the risks.
- 2.4 The attached report – **appendix A** – provides the detailed extract from the risk register and highlights changes to risks scores.
- 2.5 In addition, in recognition that risk management is a continuous process, we set out in the report our key actions for 2017/18 to further enhance and embed the risk management arrangements for the Council. This includes a refresh of the corporate level risks with Members and Officers to ensure alignment of risks with the updated [Strategic Plan 2015-2020](#).
-

3. AVAILABLE OPTIONS

- 3.1 The purpose of this report is to inform Members of the key risks arising from the risk management process, and the measures being taken by the Council to manage the risk impact and likelihood. As this report is not seeking a decision, and is for comment, there are no alternative options suggested.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 As this report is not seeking a decision, there are no preferred options / recommendations suggested.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 This report has been through Corporate Leadership Team, and the risks and responses detailed were compiled following consultation with risk owners.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The next steps for the continued embedding of the risk management process are set out in **Appendix A**.
- 6.2 In accordance with the previous recommendation, risk update reports will come to this Committee every 6 months (twice a year).

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Good governance underpins everything the Council does. Risk management is a vital component to the governance framework.	Russell Heppleston Deputy Head of Audit Partnership
Risk Management	Risk management is the focus of this paper	
Financial	There are no direct financial implications to this report.	
Staffing	There are no staffing implications to this report.	
Legal	There are no legal implications associated with this report.	
Equality Impact Needs Assessment	Not applicable	
Environmental/Sustainable Development	Not applicable	
Community Safety	Not applicable	
Human Rights Act	Not applicable	
Procurement	Not applicable	
Asset Management	Not applicable	

8. REPORT APPENDICES

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

- Appendix A: Risk Management Update
-

9. BACKGROUND PAPERS

The previous update was reported to Policy and Resources Committee in October 2016 and is publically available on the Council's [website](#).

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

Appendix A

Corporate level risk update

During December 2015 senior officers and Members from the Council took part in a risk identification workshop facilitated by Grant Thornton. This resulted in the identification of risks that operate at a corporate level.

In February 2017 we met with all risk owners to update and re-assess the risks, and to document any planned controls.

The tables below outline the proposed updates, including further information on existing key controls and, where necessary, planned controls and the resulting mitigated risk. The following is a summary of the changes made:

- **Corporate 1:** Risk score adjusted to reflect action already taken by the Council and a clearer understanding of the likelihood.
- **Corporate 2:** Risk score adjusted to reflect action already taken by the Council.
- **Corporate 3:** Risk redefined from 'significant commercial failure' to more specifically relate to the commercial strategy. The risk score is adjusted to reflect action taken by the council and a clearer understanding of the likelihood.
- **Corporate 4:** Risk updated from 'not agreeing the local plan' to reflect the residual (decreased) risk of the plan not being adopted.
- **Corporate 5:** Risk and associated score amended from 'MKIP fails to develop a coherent vision for its' future' to reflect wider implications from the devolution agenda.
- **Corporate 6:** Risk score adjusted to reflect action already taken by the Council and a clearer understanding of the likelihood.
- **Corporate 7:** Changes to clarify risk description.
- **Corporate 8:** Risk description clarified and score adjusted based on the wide ranging implications already being faced by the Council and anticipated for the future.
- **Corporate 9:** Changes to clarify risk description.
- **Corporate 10:** Changes to clarify risk description.

The risks have been plotted onto the risk matrix below. These show each risk (numbered 1-10) and the risk score in terms of impact and likelihood. The residual matrix shows the movement of risks scores after taking into consideration planned controls.

Figure 1: Inherent risk scores

Likelihood	5			1		
	4			2, 8	3, 6	
	3					
	2		9	7	4	5
	1			10		
		1	2	3	4	5
		Impact				

Figure 2: Residual risk scores

Likelihood	5					
	4		8			
	3			2, 6	3	
	2		9	7	1, 5	
	1			10	4	
		1	2	3	4	5
		Impact				

Corporate risk register

Below is an extract from the risk register of the corporate risks for the Council. The register includes a detailed record of each risk, the assessment of impact and likelihood and the key controls in place to manage the risk:

Ref	Risk (title & full description)	Risk Owner & lead	Key Existing Controls	Inherent rating			Rating change and key factors
				I	L	Σ	
COR1	Lack of progress on infrastructure delivery As a result of needing to work with partners, the Council is unable to make adequate progress on infrastructure delivery	William Cornall & Rob Jarman	<ul style="list-style-type: none"> - Communication and liaison with partners including regular meetings - Development of Local Plan - Escalation plan for handling a lack of partner cooperation 	3	5	15	I ↓ from 4, L ↑ from 4 Key Impact: Reputation, Legal and Financial Likelihood: almost certain based on current experience
102 COR2	Recruitment & Retention As a result of economic pressures and external competition the Council is unable to recruit or retain specialist, technical or professional expertise necessary to deliver ambitions	Alison Broom & Steve McGinnes	<ul style="list-style-type: none"> - Workforce strategy - Flexible and adaptive recruitment processes and packages in place to attract skill shortage areas - Commitment to investing in learning, development and professional qualifications - Embedded shared service arrangements offer resilience and new ways of working - External accreditation and assessment – via IIP and Best Companies 	3	4	12	I ↓ from 4, no change in L Key impact: Service Delivery & Finance Likelihood: Probable based on real challenges faced over the last 12 months
COR3	Failure to deliver commercial strategy As a result of restrictions in market opportunities, staff skills or changes in Member consensus the Council is unable to deliver its' commercial ambitions	William Cornall	<ul style="list-style-type: none"> - Regular update reports to Policy & Resources Committee - Corporate Projects team in place to ensure delivery of projects 	4	4	16	I ↓ from 5, L ↑ from 3 Key Impact: Financial Likelihood: Probable

Ref	Risk (title & full description)	Risk Owner & lead	Key Existing Controls	Inherent rating			Rating change and key factors
				I	L	Σ	
COR4	<p>Not having an adopted local plan</p> <p>As a result of judicial review, the Council's Local Plan is not adopted</p>	William Cornall & Rob Jarman	<ul style="list-style-type: none"> - Local Plan external examination - Regular monitoring by CLT and the Strategic Planning Committee 	4	2	8	<p>No change in I, L ↓ from 3</p> <p>Key Impact: Service, Financial and Reputational</p> <p>Likelihood: Unlikely as plan has successfully passes external examination</p>
103 COR5	<p>Shared Services / Combined Working</p> <p>As a result of the Central Government devolution agenda and/or other new initiatives, external developments could cause our current shared services to be dissolved or broken up.</p>	Alison Broom & Steve McGinnes	<ul style="list-style-type: none"> - Strong governance practices over existing shared service arrangements - Legal safeguards provided through collaboration agreements for shared services - Active participation in devolution discussions across Kent at the Leader and Chief Executive level - Awareness of Kent Districts shared cross partner working proposals 	5	2	10	<p>I ↑ from 4, L ↓ from 3</p> <p>Key impact: Service Delivery, Finance & Legal</p> <p>Likelihood: Unlikely given no known government or other plans for changes to local government arrangements in Kent</p>
COR6	<p>Financial restriction / pressure</p> <p>As a result of uncertainty about Central Government funding of local government, the Council is forced to find savings or cutbacks outside of those already planned.</p> <p>Instability or volatility of Business Rates cause the Council to seek further savings outside of those already identified</p>	Mark Green & Ellie Dunnet	<ul style="list-style-type: none"> - Adopted efficiency statement / savings plans - Robust MTFP and realistic forecasting / assumptions - Embedded budget setting and monitoring processes - Protected Council reserves - Budget risks identified and monitored – scrutinised by AGS Committee 	4	3	12	<p>I ↓ from 5, L ↑ from 2</p> <p>Key impact: Service Delivery & Finance</p> <p>Likelihood: Probable based on Autumn 2016 decision of Central Government</p>

Ref	Risk (title & full description)	Risk Owner & lead	Key Existing Controls	Inherent rating			Rating change and key factors
				I	L	Σ	
COR7	Over cautious administration As a result of having Election by thirds the Council is unable to maintain momentum with taking and implementing key decisions in pursuit of strategic priorities	Alison Broom & Angela Woodhouse	<ul style="list-style-type: none"> - The Committee system is becoming more embedded and better understood - Regular Member, Group and Officer engagement and communication - Strong Governance process and constitution to support decision making processes - Elections process remain high on the Councils agenda 	3	2	6	No change in scoring Key impact: Reputation and Finance Likelihood: Unlikely based on past 12 months
COR8 104	Growing Population As a result of a growing population the Council is unable to provide or maintain the level of quality front line services to the residents of the Borough	Alison Broom & WLT	<ul style="list-style-type: none"> - Comprehensive and robust strategies and policies – Local Plan, MTFS, Economic Development Strategy - Clear understanding of population growth provided through statistical data from Office of Notional Statistics, census and Resident Survey - Population growth data incorporated into Waste Service provision 	3	4	12	I ↑ from 2, L ↑ from 2 Key impact: Reputation & Finance Likelihood: Probable as already a challenge for the Council
COR9	Informed Decision Making As a result of poor or inaccurate information, the Council makes the wrong decision or is unable to make a timely decision	Mark Green & Angela Woodhouse	<ul style="list-style-type: none"> - Sound guidance and framework for decision making provided through the Constitution and overseen by Democracy Committee - Good levels of Member and Officer engagement via work programme, agenda setting and Chairman's briefing, prior to decisions being made - Clearly defined process of escalation and quality checking of reports through Modern.gov, CLT and Statutory Officers - Failsafe processes within the Governance process to enable call-in and scrutiny of decisions 	2	2	4	No change in scoring Key impact: Reputation, Legal and Financial Likelihood: Unlikely based on last 12 months of operating

Ref	Risk (title & full description)	Risk Owner & lead	Key Existing Controls	Inherent rating			Rating change and key factors
				I	L	Σ	
COR10	Technology As a result of financial pressures the Council is unable to invest in the technology (ICT) necessary to deliver its ambitions	Mark Green & Chris Woodward	<ul style="list-style-type: none"> - Well embedded governance arrangements provided via the Shared Service Boards with regular budget and performance reporting - Active ICT Commissioning Groups across all three partner Councils - Well integrated ICT services enabling service needs and requirements to be captured and assessed - Transformation Challenge Award (TCA) project making investment funds available achieve major ICT improvements in key areas 	3	1	3	No change in scoring Key impact: Service and Financial Likelihood: Rare based on past 12 months of operating

Planned controls

Following from the assessment of the risk, a number of planned actions and controls have been identified for those risks that are of a higher impact and likelihood level. Risk actions and planned controls are designed to manage risks to an acceptable level to ensure that the consequences of risks are being appropriately considered and where possible mitigated.

The table below shows a number of key planned actions and controls for the corporate risks. The original assessment scores have been included to illustrate the effect on the impact and likelihood scores of the risks.

Overall there is a reduction in either impact or likelihood for all of the higher level risks. One risk (COR3 – Commercial strategy) remains with an overall score of 12 and will continue to be monitored on a regular basis. However, due to very nature of the corporate level risks it is important that these risks are regularly reported and reviewed and so will continue to be reported to CLT quarterly and to P&R Committee every six months.

Ref	Planned Controls	Residual (Mitigated) rating		
		I	L	Σ
COR1	- Use of planning enforcement regulations to encourage partner cooperation	4	2	8
COR2	- Actions will be taken to implement findings from the 2016/17 IIP assessment - Regular monitoring and reporting of workforce strategy by CLT - Appointment of permanent MKS Director role to provide strategic direction and vision for shared services	3	3	9
COR3	- Develop a more detailed delivery plan for approval of Policy & Resources Committee - Provide training for relevant officers	4	3	12
COR4	- Ensure due process is followed - Provision of adequate support and advice to Members - Agree a budget for annual reviews of the Local Plan to ensure a continuous process Have a 'critical friend' review of the Planning department	4	1	4
COR5	- Improve information provided to Members and Officer - Review and appraisal different governance options and possibilities - Keep devolution on the CLT agenda and keep aware of Kent discussions	4	2	8
COR6	- Rolling out of budget management / monitoring training programme in 17/18 - Unspent transition grant available - Delivery of income generation programmes will help the Council to become more financially resilient / sufficient	3	3	9
COR7	No additional controls needed	3	2	6
COR8	- Communication and circulation of growth information across Council service areas - Integrating service planning with growth information - Improved planning through better population evidence collection and collation	2	4	8
COR9	No additional controls needed	2	2	4
COR10	No additional controls needed	3	1	3

Inherent rating		
I	L	Σ
3	5	15
3	4	12
4	4	16
4	2	8
5	2	10
4	3	12
3	2	6
3	4	12
2	2	4
3	1	3

Next Steps

We have made substantial progress since the initial review in January 2015, particularly over the last year, to improve the risk management arrangements. This wouldn't have been possible without the great deal of positive engagement and support of Senior Officers, Managers and Members of the Council.

We know that risk management is a continuous process, and to be valuable it must be updated and maintained. We will therefore continue to build on this work to embed and improve the arrangements for 2017/18 focussing on the following areas:

- Update the corporate risk register to align with the updated strategic plan – ***June 2017***
- Review updated operational risks and ensure all services have reconsidered their risks - ***Upon completion of service planning***
- Adoption and publication of risk appetite statement – ***June 2017***
- Ongoing monitoring in accordance with the risk management framework
- Ongoing work with Policy & Information to adapt Covalent to reflect the Risk Management Framework and upload all identified risks into the system
- Follow-up and reporting of risk actions to CLT quarterly and P&R six monthly

Maidstone Risk Management Process: One Page Summary

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

Appendix C

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 £1.5m	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 £100k	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 £20k	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 £20k	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

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

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