

# COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING

Date: Tuesday 16 October 2018  
Time: 6.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors M Burton, Garten, Joy, D Mortimer (Chairman), Powell (Vice-Chairman), Purle, Mrs Robertson, Rose and Webb

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

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## AGENDA

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|---|---------|
| 1. Apologies for Absence  |         |
| 2. Notification of Substitute Members   |         |
| 3. Urgent Items   |         |
| 4. Notification of Visiting Members   |         |
| 5. Disclosures by Members and Officers  |         |
| 6. Disclosures of Lobbying  |         |
| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information. |         |
| 8. Minutes of the Meeting Held on 18 September 2018   | 1 - 4   |
| 9. Presentation of Petitions (if any)   |         |
| 10. Questions and answer session for members of the public (if any)   |         |
| 11. Committee Work Programme  | 5       |
| 12. Reports of Outside Bodies   | 6 - 13  |
| 13. Development of the New Strategic Plan   | 14 - 41 |
| 14. Environmental Health Annual Report  | 42 - 76 |
| 15. Rough Sleeping Initiatives  | 77 - 85 |

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**Issued on Monday 8 October 2018**

**Continued Over/:**

*Alison Broom*

**Alison Broom, Chief Executive**

16. Heather House

86 - 89

17. 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**

18. Exempt Appendix - Heather House

90 - 114

**PUBLIC SPEAKING AND ALTERNATIVE FORMATS**

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

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. 12<sup>th</sup> October). If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

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## **MAIDSTONE BOROUGH COUNCIL**

### **Communities, Housing and Environment Committee**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 18 SEPTEMBER 2018**

**Present:** Councillors M Burton, Garten, Joy, D Mortimer, Purle, Mrs Robertson and Rose

41. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Powell and Webb.

42. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

43. URGENT ITEMS

There were no urgent items.

44. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

45. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

46. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

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

**RESOLVED:** That the items of the agenda be taken in public as proposed.

48. MINUTES OF THE MEETING HELD ON 17 JULY 2018

The Committee queried the record of Item 29. Exempt Items, as Members had requested that their dissent to be noted on this item.

**RESOLVED:** That the Minutes of the meeting held on 17 July 2018 be approved as a correct record and signed, subject to the following addition to Item 29. Exempt Items:

Councillors M Burton, Purle and Rose requested that their dissent be noted.

Voting: Unanimous

49. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

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

There were no questions from members of the public.

51. COMMITTEE WORK PROGRAMME

**RESOLVED:** That the Committee Work Programme be noted.

52. NOMINATIONS TO OUTSIDE BODIES

**RESOLVED:** That Councillor Round be nominated as the Council's representative for Action with Communities in Rural Kent (ACRK).

Voting: Unanimous

53. REPORTS OF OUTSIDE BODIES

The Committee discussed improvements to the Reports of Outside Bodies and suggested that guidance be included in the template to ensure consistent reporting.

**RESOLVED:** That the Reports of Outside Bodies be noted.

54. FIRST QUARTER BUDGET MONITORING REPORT

Mr Mark Green, Director of Finance and Business Improvement, presented the Quarter 1 Budget Report. Mr Green explained that the Committee was within budget for the first quarter, and was projected to remain within budget for the whole year.

Following questions from the Committee, Mr Green responded that:

- The surplus generated by Grounds Maintenance was to be reinvested in repairs to the depot.
- A significant proportion of the underspent Homelessness Prevention budget was expected to be utilised by the end of the financial year, once recruitment was finalised and project work was progressed.
- The Homelessness Reduction Act 2017 had increased Maidstone Borough Council's legislative responsibilities. This resulted in a greater number of people seeking assistance from the Council, together with an increase in the duration of time that individuals were accommodated for. The early trends had been recognised,

and reviews were underway to explore appropriate courses of action.

- The Homelessness Strategy was to be revisited later in the year.
- The Affordable Housing Supplementary Planning Guidance item on the Committee Work Programme would provide a greater supply of affordable housing to relieve pressure on the Housing Service.

**RESOLVED:**

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

55. KEY PERFORMANCE INDICATOR UPDATE QUARTER 1 CHE

Ms Anna Collier, Policy and Information Manager, introduced the Quarter 1 Key Performance Indicator (KPI) Report. Ms Collier stated that performance was strong for the First Quarter, with six of eight targetable indicators exceeding targets. Changes in legislation, however, meant that adjustments to the KPIs were advised.

Ms Collier informed the Committee that, following publication, an error was highlighted in the report. The report should therefore include the following amendment to Appendix 2, page 39:

Percentage of reports of littering attended to: 68.69%.

Officers responded to questions from the Committee, outlining that:

- Changes to the Homelessness Reduction Act 2017 meant that an individual was required to have a Homelessness Application in order to be included in the data returns for prevention activities. The new cohort was therefore smaller than previously recorded.
- A significant investment had been made to ensure that IT resources were appropriate for the new data returns. It was expected that Maidstone Borough Council would capture supplementary data on preventions made for those without a Homeless Application. However, this needed time to implement.
- Disabled Facilities Grants (DFGs) were assessed against a national criteria. The Council's ability to spend the DFG budget was linked to the availability of specialist builders. If the budget was not spent, it could be carried into the next year.
- The KPI "Percentage of reports of littering attended to" helped the Council to assess whether the planned programme of cleaning was effective. The name of the indicator had been retained from

previous national KPIs. Mr William Cornall, Director of Regeneration and Place, agreed to provide a comprehensive explanation of this KPI by email following the Committee meeting.

**Resolved:**

- 1) That the summary of performance for Key Performance Indicators during Quarter 1 of 2018/19 be noted.
- 2) That the housing advice performance indicator be changed to:  
  
"The number of cases where the homelessness Prevention Duty or Relief Duty has been brought to an end due to the applicant having secured suitable accommodation that will be available for at least 6 months."
- 3) That the housing advice performance target be changed to:  
  
"200 cases per year for the first year."

Voting: Unanimous

56. DURATION OF MEETING

6.30 p.m. to 7.15 p.m.

2018/19 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Maidstone Housing Delivery Partnership Proposals	CHE	Nov-18	William Cornall	William Cornall
HMO Licencing Update	CHE	Nov-18	John Littlemore	Nigel Bucklow
Affordable Housing SPG	CHE	Nov-18	William Cornall	Mark Egerton
Draft Medium Term Financial Strategy 2019/20 - 2023/24	CHE	Nov-18	Mark Green	Ellie Dunnet
Heather House Redevelopment and Refurbishment Options	CHE	Dec-18	William Cornall	Andrew Connors
Q2 Budget Monitoring 2018/19	CHE	Dec-18	Ellie Dunnet	Paul Holland
Q2 Performance Report 2018/19	CHE	Dec-18	Angela Woodhouse	Anna Collier
Homelessness and Rough Sleeper Review	CHE	Dec-18	John Littlemore	Hannah Gaston
Fees & Charges 2019/20	CHE	Jan-19	Mark Green	Ellie Dunnet
Strategic Plan 2019/20 - 2023/24 - Final	CHE	Jan-19	Alison Broom	Angela Woodhouse
Medium Term Financial Strategy - Budget Proposals 2019/20	CHE	Jan-19	Mark Green	Ellie Dunnet
Waste Contract Review	CHE	Jan-19	Jennifer Shepherd	Jennifer Shepherd
Safeguarding Policy Review	CHE	Feb-19	John Littlemore	Matt Roberts
Q3 Budget Monitoring 2018/19	CHE	Feb-19	Ellie Dunnet	Paul Holland
Q3 Performance Report 2018/19	CHE	Feb-19	Angela Woodhouse	Anna Collier
Litter Enforcement Review	CHE	Feb-19	Jennifer Shepherd	John Edwards / Jamie Duffy
MBC Provided Gypsy and Traveller Sites - requested by Cllr Harwood	CHE	Feb-19	William Cornall	John Littlemore
Crime and Disorder Overview and Scrutiny Committee	CHE	Mar-19	John Littlemore	Matt Roberts
Adoption of the new Homelessness Strategy 2019-2024	CHE	Mar-19	John Littlemore	Hannah Gaston
Environmental Health Annual Report	CHE	Apr-19	John Littlemore	Tracey Beattie
Environmental Services - Commercial developments	CHE	TBC	Jennifer Shepherd	Jennifer Shepherd
GP Provision Update	CHE	TBC	Alison Broom/CCG	

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# Agenda Item 12

## Communities, Housing and Environment Committee

16/10/18

### External Board/Outside Body

<b>External Board/Outside Body</b>	Action with Communities in Rural Kent
<b>Councillor(s) represented on the Outside Body/External Board</b>	Cllr Martin Round
<b>Report Author</b>	Cllr Martin Round
<b>Date of External Board/Outside Body Meeting Attended</b>	I attend bi-monthly/quarterly board meetings (March, May, July, and September) and sit on sub committees. I also attend frequent events and other meetings with this organisation.

#### Purpose of the External Board/Outside Body:

Action with Communities in Rural Kent (ACRK) provides direct advice to Parish Councils, Village Halls and Community Groups who are primarily, but not exclusively, in rural areas. The advice covers aspects such as funding, good practice, management and compliance.

Furthermore, ACRK stimulates projects, events and community/voluntary action that aims to support jobs, housing, rural isolation and disenfranchisement, as well as other initiatives that may overcome rural disadvantage and raise awareness of rural issues to decision makers.

#### Update:

In my opinion it is extremely important that this organisation is supported, as KCC are withdrawing much of the support that they once provided to areas such as day care centres for the elderly, rural transport, employment support, care for the mentally frail, youth, libraries etc. Rural Kent have and will continue to develop projects and events that address that lack or gap.

Supporting Village Halls to grow and enrich their community with more effective Parish Councils is an uppermost belief of ACRK.

In the last year, ACRK have delivered or progressed 400 projects, with each one often requiring its own "ring fenced funds". These range from a "Coffee Caravan" that visits communities, engages and then empowers, a mental health and ex-offenders fitness project, and a rural housing project for the elderly, to simple advice to Parish Councils about funding opportunities. It also advises businesses, and in my own Ward alone, a number of jobs (8) have been created in the engineering and hi-tech sector as a result.

The organisation has been very dependent on KCC funding in latter years. Targets are set and not only met, but exceeded for that funding. It also bids for projects to enable further funds to be drawn into the income stream. It can be arduous and labour intensive to secure funding in a culture of reduced funding, especially at KCC. This has required certain mindset changes and directional thinking. This is work and change in progress. I thus feel that I need to continue this role personally.

The Coffee Caravan



## Communities, Housing and Environment Committee

**16/10/18**

### External Board/Outside Body

<b>External Board/Outside Body</b>	Citizens Advice Bureau
<b>Councillor(s) represented on the Outside Body/External Board</b>	Councillor Marion Ring
<b>Report Author</b>	Councillor Marion Ring
<b>Date of External Board/Outside Body Meeting Attended</b>	10/09/18

#### **Purpose of the External Board/Outside Body:**

CAB help people with a number of problems, which ranges from but is not limited to, homelessness, housing, consumer problems and benefits.

#### **Update:**

CAB is important to Maidstone Borough Council as the organisation works in partnership with the Council to help the people of Maidstone. To achieve this, a large amount of money is given to the organisation each year.

In my position as Council Representation, I sit on the board alongside 7 others, as well as the Health and Safety Committee

## Communities Housing & Environment

**16<sup>th</sup> October 2018**

### External Board/Outside Body

<b>External Board/Outside Body</b>	KCC Health Overview and Scrutiny Committee
<b>Councillor(s) represented on the Outside Body/External Board</b>	Derek Mortimer
<b>Report Author</b>	Derek Mortimer
<b>Date of External Board/Outside Body Meeting Attended</b>	01/09/18

#### **Purpose of the External Board/Outside Body:**

"To review and scrutinise matters relating to the planning, provision and operation of health services in Kent through exercising the powers conferred on Kent County Council under Section 244 of the National Health Service Act 2006 as amended by the Health and Social Care Act 2012."

#### **Update:**

The activity of the committee is to scrutinise health care and provision across Kent. My purpose is to represent the CHE committee as part of this committee's portfolio. Although the HOSC works across Kent I am mainly interested on items that affect Maidstone.

At the last meeting the majority of the agenda related to other items across Kent. However two items Children & Young Peoples Emotional Wellbeing & Mental Health and NHS Preparations for 2018/2019 Winter were more relevant to Maidstone.

The first item highlighted the numerous types of referral received and number of referrals was increasing. Unless staff recruitment improves in the near future the 18 week referral target will be lost which will create a decline and significantly increase the referral period. There is obviously a huge demand for this service.

The second item NHS Preparations for winter appears to be quite robust in terms of planning and response. It is recognised that lessons were learnt from the severe weather experienced at the beginning of this year. The STP Clinical and Professional Board agreed the Urgent and Emergency Care model which the system will continue to develop and will be implemented over the next 18 months. A review and testing of plans is currently taking place.

Further details :-

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CIId=112&MIId=7921&Ver=4>

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## Communities, Housing and Environment Committee

16/10/18

### External Board/Outside Body

<b>External Board/Outside Body</b>	Kent & Medway Police & Crime Panel
<b>Councillor(s) represented on the Outside Body/External Board</b>	Cllr Fay Gooch
<b>Report Author</b>	Cllr Fay Gooch
<b>Date of External Board/Outside Body Meeting Attended</b>	27/09/18

#### **Purpose of the External Board/Outside Body:**

To hold the Kent Police & Crime Commissioner Matthew Scott to account by:

- reviewing all aspects of the PCC's work
- reviewing and reporting on the PCC's actions and decisions
- approving the precept the PCC wants to raise for policing
- reviewing the PCC's 'Safer in Kent' Plan and Annual Report.

The panel meets quarterly at County Hall. It has 20 members, made up of councillors from each district council in Kent, Medway Council and Kent County Council, together with two independent members, and is chaired by Mike Hill OBE. The Vice Chairman is Gurvinder Sandher.

I am delegated by the Leader to represent Maidstone Borough Council.

#### **Update:**

The PCC updated the Panel on actions to improve the integrity of the recording of police crime data. He reassured us that the problems with internal audit processes have now been fixed, and close working with Her Majesty's Inspectorate of Constabulary (HMIC) enabled a successful resolution. The PCC is confident that the next (routine) HMIC inspection will be positive

Year on year data comparisons are difficult to analyse as the Home Office regularly change crime categorisations and how they are counted. Hopefully meaningful comparisons will be available by next March.

Mental Health is a standing item on the agenda, and a key principle of the PCC's approach has been to encourage other services to take more responsibility and not rely on the Police. 'MIND' members in the Control Room have made a difference, however much police time is wasted in some hospital A&E's waiting areas; capacity within the mental Health system is a challenge.

Recruitment of 200 new police officers is progressing well. The delay in seeing them 'on the street' is due to various stages in the training process. Part of the PCC's role is to ensure the Chief Constable has the resources he needs to deliver effective policing across the county, and an additional 200 officers are being recruited to cover resignations and retirements.

The PCC's report on Preparations for leaving the European Union lacked doom and gloom, but was proactive and on the front foot. In July this year the PCC co-chaired a national meeting of all PCCs, the National Crime Agency, the Crown Prosecution Service and the Border Force to discuss preparations. This resulted in his writing to the Home Secretary to lobby for a bespoke deal on policing and security to cover extra resources. The Panel has asked for a further report once more details on Brexit are known.

The PCC holds Chief Constable Alan Pughsley to account at quarterly Performance and Delivery Board at Police HQ Sutton Road. These are open to the public, and I find they give an interesting insight as to how the PCC's strategies and policies are put into action at an operational level. At a more local level, they are reflected in the outcomes of Safer Maidstone Partnership meetings, which I also take an interest in.

## **Communities, Housing and Environment Committee**

**October 2018**

### **External Board/Outside Body**

<b>External Board/Outside Body</b>	Maidstone Mediation
<b>Councillor(s) represented on the Outside Body/External Board</b>	Clive English
<b>Report Author</b>	Clive English
<b>Date of External Board/Outside Body Meeting Attended</b>	02/10/18

#### **Purpose of the External Board/Outside Body:**

Providing Mediation resources and training to Maidstone and Malling to schools, residents and public bodies, covering neighbour disputes, peer support, anger management, dispute resolution, restorative justice and many other areas. The benefit to the sponsoring bodies including MBC and Tonbridge and Malling Borough Council in terms of the reduction of violent and/or anti-social behaviour is significant.

#### **Update:**

The organisation is currently focussing on expanding its current volunteer base to cover both additional mediation and anger management activities to reduce the potential for prolonged or additional conflicts, and training courses are ongoing.

Anyone interested can contact them on [Maidstonemediation@gmail.com](mailto:Maidstonemediation@gmail.com)

Additionally the organisation is seeking to increase its referrals from both Social landlords and Local Authority Housing Teams, which are lower than one would expect..

My own recent personal focus has been as treasurer of Maidstone Mediation.

# Agenda Item 13

## Community, Housing and Environment Committee

**16 October 2018**

### Development of the New Strategic Plan

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

#### Executive Summary

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

#### **This report makes the following recommendation to this Committee:**

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

#### Timetable

<b>Meeting</b>	<b>Date</b>
HCLC	2 October 2018
Strategic Planning Sustainability and Transportation	9 October 2018
Communities, Housing and Environment	16 October 2018
Policy and Resources	24 October 2018
Policy and Resources	28 November 2018
Council	12 December 2018

# Development of the New Strategic Plan

## 1. INTRODUCTION AND BACKGROUND

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

## 2. ACTION TAKEN SO FAR

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

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

### **3. AVAILABLE OPTIONS**

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

- 4.1 The Committee is asked to consider and review Appendix B and submit its feedback to the Policy and Resources Committee for consideration at their meeting in November 2018.
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### **5. RISK**

- 5.1 Risks associated with the delivery of the Strategic Plan will be set out in the Risk Management Framework and operationally through the service planning process.
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### **6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

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

### **7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 Following the approval of the vision, objectives and outcomes, consultation will be carried out as outlined in the report.

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

## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The Strategic Plan sets the Corporate Priorities	Head of Policy, Communications and Governance
<b>Risk Management</b>	Already covered in the risk section	Head of Policy, Communications and Governance
<b>Financial</b>	Financial implications of the Strategic Plan will be addressed by developing an updated Medium Term Financial Strategy in parallel with the Strategic Plan.	Section 151 Officer & Finance Team
<b>Staffing</b>	Creating a new strategic plan will have staffing implications for the Policy and Information Team and Leadership Team.	Head of Policy, Communications and Governance
<b>Legal</b>	There are no legal implications	
<b>Privacy and Data Protection</b>	All data collected as part of the Strategic Plan process will be processed in accordance with the Data Protection Act	Head of Policy, Communications and Governance
<b>Equalities</b>	Equalities will need to be taken into account when we plan the consultation and any service changes resulting from the budget	Head of Policy, Communications and Governance
<b>Crime and Disorder</b>	Crime and Disorder will be considered during the strategic plan process	Head of Policy, Communications and Governance
<b>Procurement</b>	N/A	Head of Policy, Communications and Governance

## 9. REPORT APPENDICES

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

- Appendix A: Corporate Planning Timetable

- Appendix B: Draft Vision, Objectives and Outcomes
  - Appendix C: Map of workshop notes to Objectives and Outcomes
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## **10. BACKGROUND PAPERS**

None



**Corporate Planning Timetable**

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

**Draft Vision**

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

**Draft Objectives and Outcomes**

**1. Objective: Great Environmental Quality**

Outcomes:

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

**2. Objective: Well Connected Safe and Empowered Communities**

Outcomes:

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

**3. Objective: Embracing Growth**

Outcomes:

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

#### **4. Objective: Renowned for Heritage and Culture**

Outcomes:

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

#### **5. Objective: A Decent Home for Everyone**

Outcomes:

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

#### **6. Objective: Better Transport Systems**

Outcomes:

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

#### **7. Objective: People Fulfil their Potential**

Outcomes:

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

#### **8. Objective: A Thriving Economy**

Outcomes:

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

Workshop feedback mapped to Outcomes

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## COMMUNITIES, HOUSING & ENVIRONMENT COMMITTEE

**16 October 2018**

### Mid Kent Environmental Health Report 2016 - 18

<b>Final Decision-Maker</b>	Communities, Housing & Environment Committee
<b>Lead Head of Service/Lead Director</b>	John Littlemore, Head of Housing and Community Services
<b>Lead Officer and Report Author</b>	Tracey Beattie, Mid Kent Environmental Health Manager
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Executive Summary

The report provides a summary of the work delivered for Maidstone by the Mid Kent Environmental Health Service. Although initially intended as an annual report this report covers two years from April 2016 to March 2018. The whole range of work carried out by both the Food & Safety and Environmental Protection teams is contained in the report.

In addition, Appendix 1 contains the Food Service Plan 2018 – 2020 for Mid Kent Environmental Health Service. It provides both detailed food safety performance information from 2014 and identifies future service demands which include the potential impact of Brexit and how it the food service could be impacted. The data also compares information for the other authorities in the partnership as well as Maidstone BC.

Appendix 2 highlights the DEFRA response to the Annual Status Report for Maidstone Air Quality issued in June 2018 which summaries the work carried out during the previous year.

#### **This report makes the following recommendations to this Committee:**

1. That the Communities, Housing & Environment Committee notes the content of the report.

#### Timetable

<b>Meeting</b>	<b>Date</b>
Communities, Housing and Health Committee	16 October 2018

# Mid Kent Environmental Health Performance Summary for Maidstone Borough Council 2016 -18

## 1. INTRODUCTION AND BACKGROUND

- 1.1 The Mid Kent Environmental Health Service provides statutory functions for food law enforcement, health and safety at work, pollution permitting regime, private water supply monitoring and the local air quality management regime for Maidstone B.C.
- 1.2 The purpose of establishing a shared service for delivering these functions was to ensure resilience within the professional staff to meet the demands of the highly regulated areas of work to protect the public.

### **Food Safety**

- 1.3 During January 2018 the food safety service was audited by Mid Kent Audit. Their report identified nine recommendations, one medium-risk, six low-risk and two advisory. All actions have been completed.
- 1.4 The **Food Service Plan 2018 – 20**, Appendix 1, provides detailed information of the Food & Safety Teams performance between 2014 and 2017. It compares the service demands for Maidstone with those of Swale and Tunbridge Wells both in terms of routine interventions and reactive complaints and service requests. The Plan was approved by the Partnership Board, which is comprised of representatives from each local authority.
- 1.5 The plan was initially written in March 2018 and could not with any accuracy predict the impact of Brexit on food safety within the service; this unfortunately is still the case. The Food Standards Agency are working with key authorities (notably Kent County Council and Dover District Council) to put a number of contingency plans in place for a range of scenarios including a 'Hard Brexit' option which could have significant impact on Kent authorities. The district has a significant number of warehouses that could increase demand for food exports or with imports and the potential for role with deferred food inspections.
- 1.6 We have ensured that we are in a position to issue Food Export Health Certificates should food businesses apply for these in the coming year. Indeed for 2018 to date we have seen an increase in Food Export Certificates issued to businesses and it is anticipated that this will continue to increase either as a consequence of a Hard Brexit or due to increasing food exports to countries outside the Euro Zone.
- 1.7 In addition to preparing for Brexit we also face significant changes to the way we regulate food safety through the Food Standard Agency's "Regulating Our Future" programme. This covers detailed changes to the what is included in risk rating at inspections by officers to high level

strategic changes such as earned autonomy for large food businesses that have their own or independent hygiene auditing services.

## **Health & Safety**

- 1.8 Health and safety enforcement is divided between the Health & Safety Executive (HSE) and local authorities and as such we broadly enforce in retail, leisure and service industries. Any planned health and safety work by the service is undertaken through focused project work agreed at a national level with the HSE. Projects are based on risk, analyse of national accident data and other factors to determine sectors for local authority work.
- 1.9 In the past two years the team have implemented two projects; gas safety in catering establishments and another on warehouse safety. This involved providing an initial training event for officers and a carefully organised programme of joint inspections using information from the database and geographical knowledge to ensure best use of resources.
- 1.10 As well as project work the team have a duty to investigate complaints and accident notified to us through the HSE RIDDOR website. RIDDOR is the official method for businesses to notify authorities of accident, incidents and dangerous occurrences. Not all RIDDOR accidents or complaints require investigation but all notifications are assessed by professional officers and advice given, for example, an incident where no work activity has occurred does not necessarily warrant investigation.

**Table 3: Reactive Health & Safety (Maidstone B C)**

	<b>2016/17</b>	<b>2017/18</b>
<b>Non Reportable Accidents</b>	44	24
<b>H&amp;S Advice Requests</b>	2	8
<b>Complaints of H&amp;S</b>	15	22
<b>LOLER notifications</b>	3	6
<b>Asbestos Notifications</b>	0	1
<b>Total Number</b>	<b>84</b>	<b>61</b>

## **Special Treatments – tattoo, skin piercing, semi-permanent beauty treatments, acupuncture**

- 1.11 The purpose of registering businesses for tattooing and other treatments is to prevent the spread of infectious diseases and protect public health.
- 1.12 The popularity of tattooing and other special treatments continues. Sadly the Tattoo Hygiene Award Scheme implemented in 2015 does not attract general trade support for reasons beyond the control of local authorities. We do encourage businesses to have the highest standards by providing advice and education to businesses and individuals registered with us.
- 1.13 For the past two years the Kent County Showground has hosted a Maidstone Tattoo Extravaganza in April. The event attracts tattoo artists from around the country who give demonstrations of their skills and offer

tattoos to the public. The popularity of this event appears to have expanded since 2017 when 84 artists attended to 168 attending in 2018. Our role is to work with the organiser to ensure all trader stalls and artists meet the Bye-Laws adopted by Maidstone.

**Table 4: Special Treatment Registrations (Maidstone)**

<b>Special Treatment</b>	<b>2016-17</b>	<b>2017-18</b>
Tattooing	5	9
Acupuncture	2	1
Semi Permanent Make-Up	2	8
Cosmetic Piercing	0	10
Extravaganza Event	59	137

### **Infectious Disease Control**

- 1.14 The Food & Safety team investigate individual cases of notifiable disease, such as Campylobacter, E.coli or Legionella. Cases are referred from an individual's GP for laboratory confirmation via Public Health England (PHE) to the local authority. Should we have a food poisoning outbreak we work closely with the PHE to control the outbreak and identify the source of the problem, this may be bacterial or viral, food borne or person to person contact.
- 1.15 The purpose is to control the spread of infection or prevent further cases of food poisoning.

**Table 5: Infectious Disease Reports**

<b>Causative Organism</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Campylobacter	208	174	231
Vibrio Cholera	1	0	1
Cryptosporidium	27	16	20
Cyclospora	0	1	0
Dysentery (Shigella)	2	2	4
E.coli	6	6	6
Unconfirmed Food Poisoning Outbreak (no organism identified)	2	0	1
Giardia	6	11	13
Hepatitis E	2	1	1
Infectious Hepatitis	2	0	1
Legionella	1	1	2
Leptospirosis	0	0	2
Listeria	0	0	1
Paratyphoid	1	0	0
Salmonella sp.	13	16	15

## **Environmental Protection**

- 1.16 Within Mid Kent Service the work of the Environmental Protection Team relates to specialised aspects of environmental protection work such as air quality, the pollution permit regime, and private water supplies. We also aim to 'design out' future environmental problems by working with the planning and development control service to prevent noise, odour or other nuisances to developments.

## **Private Water Supplies**

- 1.17 There are six private water supplies in the Maidstone area, three are private residences, two commercial sites and one a combined commercial and residential systems. The scheme we operate under is strictly controlled by the Drinking Water Inspectorate. We are required to carry out a risk assessment every five years on each supply to ensure the system and water quality is satisfactory. We also carry out a number of water samples for bacterial quality per year for each supply.

## **Pollution Prevention Control**

- 1.18 The pollution prevention regime is a DEFRA lead management scheme for the control of industrial/commercial processes which have the potential to pollute our environment. As a local authority we issue permits with conditions, to ensure the businesses achieve the required environmental standards. We inspect these processes under a risk based scheme according to an annual inspection programme.
- 1.19 Maidstone have 42 premises with permits under this scheme, which range from complex processes associated with Vinters Park Crematorium to more straight forward controls at petrol stations and dry cleaners.
- 1.20 One of the business case aims of the shared service was to bring the majority of the inspections within the service across all three authorities to mirror the service delivery by Maidstone. During 2016/17 senior officers completed the process of delivering training to a wider band of officers to enable a wider and more detailed number of inspections to be completed in house. As a service we still use the service of an external consultant to deliver independent inspections of the Crematorium and one other complex industrial process.

## **Air Quality**

- 1.21 Air quality continues to be priority for the team. Over the last two years we have made some significant steps to provide a strategic plan for tackling the air quality issues facing Maidstone through the development of the Low Emissions Strategy 2017. As part of this process, officers delivered a range of specialist working groups on key themes for the strategy such as transport, public health and planning to inform the completion of the strategy.
- 1.22 A number of the actions within the strategy are well under way including the commissioning of a feasibility study into a Low Emissions Zone for

Maidstone and the Clean Air for Schools project <http://www.maidstone.gov.uk/home/other-services/environmental-health/additional-areas/clean-air-for-schools>. We are also working with KCC Public Health to map information on air quality and health.

- 1.23 In 2017 the Air Quality Management Area was amended and approved by DEFRA to make the AQMA more relevant to areas of poor air quality. It will also rationalise the need to provide air quality impact assessments to developments specifically affected by poor air quality during the planning process.
- 1.24 The team have also delivered the DEFRA grant to improve air quality jointly made in 2013 to Tonbridge & Malling and Maidstone. The grant fund was transferred to Maidstone to deliver in November 2016. October 2018 sees the first of the seventeen retro fitted buses become operational; thirteen with Nu-Venture (Maidstone and Kent wide) and four Arriva buses between Maidstone High Street and Kings Hill.
- 1.25 DEFRA have accepted the 2017 and 2018 Annual Status Reports on Air Quality. The latest 2018 report provides data and information on work undertaken to December 2017 (Appendix 2). Information on much of the air quality work in the borough can be accessed at [www.kentair.org.uk](http://www.kentair.org.uk)

### **Contaminated Land**

- 1.26 In March 2016 the reviewed Contaminated Land Strategy was approved by Communities, Housing and Environment Committee. This was necessary to reflect changes in DEFRA guidance, and the economic climate of central and local government. The strategy still reflects the statutory duties placed on the authority and its commitment to improving the level of information it holds on possible sites and the mitigation of contaminated land through development control processes. This was approved at the March 2016. Table 4 below gives the number of requests received by team during the last two years.

### **Planning Consultations**

- 1.27 A large part of the work of the team relates to providing the Development Management teams providing consultation responses on air quality, noise, potentially contaminated land and lighting. This work is important to resolve current and future environmental issues through design or mitigation controls.

	<b>2016/17</b>	<b>2017/18</b>
<b>Planning Consultations</b>	649	646
<b>Planning Appeals</b>	64	68
<b>Contaminated Land Enquiries</b>	40	28
<b>Private Water Enquiries</b>	2	5

**Table 4: Consultation and Reactive Work (Maidstone)**

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## **2. AVAILABLE OPTIONS**

- 2.1 This report is for information only; it provides a review of the range and volume of work undertaken by the Mid Kent Environmental Health Service for Maidstone.

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## **3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 3.1 The report provides an important means of communicating the work of the Mid Kent Environmental Health Service delivered for Maidstone BC to members of the Communities, Housing and Environment Committee. It provides an overview of the range of work delivered and the issues being addressed by officers.

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## **4. RISK**

- 4.1 This report is presented for information only and has no risk management implications.

## **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 No consultation has been required.

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## **6. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The report is for information only. The Service contributes towards 'keeping Maidstone an attractive place for all' and 'securing a successful economy for Maidstone'.	Tracey Beattie Mid Kent Environmental Health Manager
<b>Risk Management</b>	No risk management implications have been identified.	Tracey Beattie Mid Kent Environmental Health Manager

<b>Financial</b>	The information set out in the report are all within already approved budgetary headings and so need no new funding for implementation.	Head of Housing & Community Services
<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Head of Housing & Community Services
<b>Legal</b>	This report is for information only. Regular reports on the Service's work and performance in relation to the Council's statutory functions as mentioned in the report assist in demonstrating best value and compliance with the statutory duty.	Keith Trowell, Team Leader (Corporate Governance), MKLS
<b>Privacy and Data Protection</b>	There are no specific privacy or data protection issues to address.	Keith Trowell, Team Leader (Corporate Governance), MKLS
<b>Equalities</b>	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Equalities and Corporate Policy Officer
<b>Crime and Disorder</b>	No implications have been identified	Tracey Beattie Mid Kent Environmental Health Manager
<b>Procurement</b>	None identified	Head of Housing & Community

## 7. REPORT APPENDICES

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

- Appendix 1: Mid Kent Food Service Plan 2018 - 20
- Appendix 2: DEFRA Comments on Maidstone Annual Status Report 2018

## **8. BACKGROUND PAPERS**

None



## **MID KENT ENVIRONMENTAL HEALTH**

### **FOOD SERVICE PLAN**

**2018 – 2020**

#### **Introduction**

This plan explains the work of the Food and Safety Team in the Mid Kent Environmental Health Service (MKEH), produced having regard to the Food Standards Agency's Food Law Code of Practice and covers the period from 2018 to 2020.

MKEH Food and Safety Service aims to protect and improve the quality of life of the local community, workforce and visitors to the districts of Maidstone, Swale and Tunbridge Wells based at two locations – Sittingbourne and Tunbridge Wells.

The overall aim of the Food & Safety Service in relation to its food enforcement activity is to reduce the risk to public health from food purchased, produced or eaten in the Mid Kent area. We also have a responsibility to ensure we provide accurate and timely advice to food businesses based on national guidance produced by the Food Standards Agency [FSA]. The majority of the work is concentrated in food safety, health and safety at work, infectious disease control and the registration of tattooing, cosmetic piercing etc. with animal welfare also being delivered for Tunbridge Wells.

Food composition, labelling, and feeding stuffs are dealt with by Kent County Council Trading Standards.

Included in this service plan is:

- Where we work
- Our service standards
- How we deliver our food service
- Our achievements in 2016-17 compared with the previous two years
- The challenges we face in the coming years

## 1. Where we work

The service is delivered from Swale House, Sittingbourne and Town Hall, Tunbridge Wells. Officers use Maidstone House as a place of work when working in or near the town, for meetings with other service areas and for administrative needs.

We support home working in line with HR policies and working from home to ensure that officers work efficiently and flexibly. We work according to business demands involving evening and weekend visits to premises that are inaccessible during 'normal' working hours.

All districts have a proportion of food establishments catering for world cuisines such as, European, Asian, Indian, Chinese, Nepalese, Mexican and many employees whose first language is not English.

### **Tunbridge Wells**

There are thirteen premises approved under EU Vertical Directives, including a cheese manufacturer, meat and fish products and cold stores. The main urban area is the historic town of Royal Tunbridge Wells and Southborough and the two market towns of Cranbrook and Paddock Wood. Beyond these towns, the Borough is predominantly rural in character and nearly 70% of the borough is designated as an area of outstanding natural beauty.

### **Swale**

There are ten premises approved under EU Vertical Directives, including a cheese manufacturer, meat and fish products and a cold store. Sittingbourne has one of the largest bottling and packing plants for cherries and other fruit in Europe, whilst Faversham has one of the oldest breweries in the country. In the summer months there is an increase in fast food and mobile food operators within the district and a general increase in business as tourism attracts an influx of people, especially on caravan and chalet sites on the Isle of Sheppey. As a coastal authority the Council has responsibility for sampling of shellfish from the Swale.

### **Maidstone**

Maidstone is the county town of Kent and has the largest population of all the Kent Districts. There are seven premises approved under EU Vertical Directives, including dairy, meat and egg products. A large, diverse number of food premises are situated in the town centre which also has a vibrant night time economy. There are many catering establishments in the rural communities with much of the countryside designated areas of outstanding natural beauty. The M20 corridor along the north of the borough provides easy access to Europe and the rest of Britain for a number of food distribution sites. Maidstone has a flourishing weekly market (Tuesdays and Saturdays).

**Table 1**

	<b>Maidstone</b>	<b>Swale</b>	<b>Tunbridge Wells</b>
<b>EU Approved Premises</b>	7	10	13
<b>Total Number of Food Establishments (as reported in 2017 Food Standards Agency return 31.3.17)</b>	1,303	1,260	1,212

### 1.1. Our Service Standards

We pride ourselves on the professionalism, integrity and experience of the officers. The service reports to the MKS Shared Service Board for Environmental Health, Members at each authority, and the public. As food authorities we are obliged to ensure we work to the standards defined by the Food Standards Agency Code of Practice and associated Practice Guidance as well as meeting the standards set by the Health and Safety Executive. We also ensure that food & safety officers adhere to the professional body the Chartered Institute of Environmental Health, the organisation that currently certify the competency of food officers through the Environmental Health Officer Registration Board (EHORB). We also ensure that each officer working in food safety maintains their annual minimum of 10 hours Continuing Professional Development (CPD) in food safety matters to comply with the Food Law Code of Practice.

#### **Our performance standards include:**

- Responding to service requests within 5 working days
- Carrying out all food interventions within the timescales in the Food Standards Agency Code of Practice
- Ensuring regular updates of national food hygiene rating scores (FHRS) to the Food Standards Agency website
- Visiting new food businesses

### 1.2. How we provide information, guidance and advice

We carry out advisory visits to food premises on request; respond to enquiries via the telephone or e-mail. We provide technical information and signpost to national standards, guidance and legal requirements. Each authority website provides help and guidance with links to other reference sources and is updated regularly.

MKEH have a dedicated administration team who can be contacted at:

01622 602460 or 01622 602450  
e-mail: [ehadmin@midkent.gov.uk](mailto:ehadmin@midkent.gov.uk)

### **1.3. How we check compliance with the law, assess risks and let those we regulate know what they should expect from us.**

We visit food businesses and respond to customer service requests. Using the Food Standards Agency Food Law Code of Practice we assess the risks to food safety and rate businesses accordingly. This process governs how often we will visit a food premises with A rated businesses (the highest risk) receiving visits every 6 months. Most of our food businesses are rated C or D and receive programmed visits at 18 month or 2 year frequencies respectively.

We give feedback to food business operators, verbally and in writing at the time of visiting, distinguishing between what is required by law and recommendations of good practice. If a business is rated 0-2 for National Food Hygiene Rating then a formal typed letter is also sent providing further detail. These letters are sent to ensure that the food business operator is very clear about the work needed to comply with food laws.

We also give eligible businesses a rating under the National Food Hygiene Rating Scheme (FHRS) which is published on the Food Standards Agency website. Ratings can vary between 0 [urgent improvement necessary] to 5 [very good].

We will undertake enforcement revisits to food premises where the risk to health requires action to be taken before the next inspection, usually premises with a rating of 0, 1 or 2. From 1<sup>st</sup> April 2018 we will charge £160 for requests for re-inspection for re-rating purposes. This will ensure that those businesses that wish to improve their score quickly and can demonstrate to officers they have completed the necessary work will get the opportunity to have their rating reviewed, from 1 April 2018 there will be no limit to the number of times they can request a re-inspection for re-rating purposes. Businesses also retain their 'right to appeal' the officers original risk rating and a 'right to reply'. By publishing the ratings consumers can make informed decisions about premises they may visit.

- **How we deal with non-compliance**

We advise and educate and achieve compliance through the least punitive measures. Persistent and/or serious non-compliance may lead us to serve statutory notices requiring action within a specified time and/or to prosecute offenders.

- **Our Enforcement Policy**

This explains in more detail our aim to provide a service that is proportionate, targeted, transparent and consistent.

The three local authorities have adopted the Government's Enforcement Concordat and we have a common Enforcement Policy based upon its principles. The Enforcement Policy is consistent with the Regulator's Compliance Code.

We seek to ensure that local businesses comply with important statutory requirements designed to protect the health, safety and welfare of employees, the public and the environment whilst placing the minimum possible burden on businesses.

This is achieved by targeting food business operators posing the highest risk to food safety and taking a 'softer touch' to lower risk and fully compliant operators.

▪ **Our fees and charges and the reasons behind them**

We carry out our services because we are legally obliged to as a 'Food Authority'. We charge for the following services.

- Food exporters with certificates for exporting goods
- Voluntary surrender certificates for insurance claims
- Fees per person for training food handlers
- Requests for a re-inspection for re-rating purposes

Fees are calculated according to how much it costs us to provide the service. These must be reasonable and we do not make a profit.

▪ **How to comment or complain about our service**

Each council has a complaints policy that can be found on their respective websites or by contacting the team.

## 2. How We Deliver our Food Service

### We do this by:

Enforcing food safety in all food premises through targeted interventions, investigate and respond to food service requests/complaints, investigate food poisoning notifications and outbreaks, undertake food sampling, imported food, infectious disease control, sampling and classification of shellfish, and dealing with general enquiries from the public.

### 2.1. Programmed food hygiene inspections & Food Hygiene Rating Scheme

We target those businesses posing the highest risk to food safety, interventions are carried out in premises risk-rated as A - D, with A rated posing the highest risk. Premises rated E-risk are targeted as part of an alternative enforcement strategy, using questionnaires every 3 years to track changes in food operations that may trigger an intervention. If a response to the questionnaire indicates higher risk activities are being carried out an inspection will be made. It may also be made if a follow-up to a non-response does not provide the information needed to make a decision about risk.

Other premises will be targeted where intelligence arises from various sources including the Food Standards Agency and neighbouring authorities.

#### **Premises profile**

On the 1<sup>st</sup> April 2017 there were 3775 operating food premises within the Mid Kent Shared Service. The table below shows the number of food businesses in each risk category per area.

A = indicates the category with the highest risk.

N = those premises registered but outside of the inspection regime, usually because the risk is perceived to be so low or they may be inspected by other agencies.

The figures vary during the year as new businesses open, some premises close or change food business operators. Table 2 shows the FSA Local Authority Enforcement Management return figures for 2016 – 17.

Table 2

Category	Maidstone	Swale	Tunbridge Wells	Total
A	2	0	1	3
B	20	21	27	68
C	140	170	172	482
D	512	488	366	1366
E	596	545	533	1674
N	33	36	113	182
TOTAL	1303	1260	1212	3775

## 2.2. New premises

New premises are required to register with us and are allocated to officers for inspection by the team leaders. This figure varies but averages about 11 new businesses per local authority per month. An initial inspection will be carried out to assess the business risk rating and subsequent routine inspections will be based on the overall risk profile.

## 2.3. Investigating complaints about food and food premises.

All officers are expected to respond to all food service requests within the time scales specified in the service Standard Operating Procedures, currently 5 working days. Priority is given according to the perceived risk to health and depends on information received from the complainant, the resource available and experience. Some service requests will not be investigated as they pose no risk or we have no powers, however, the contact will still be made with the complainant to advise them of this.

## 2.4. Investigating cases of food poisoning, food borne diseases & other infectious diseases.

We investigate cases of food poisoning, or suspected food poisoning, usually associated with food consumption. Notifications are received from the Kent branch of Public Health England and are investigated using Department of Health Guidelines and our Food Poisoning / Infectious Disease Investigation Procedure.

'Other' infectious diseases generally refer to Hepatitis or Legionella but we can be called upon to assist Public Health England in the investigation and prevention process of a variety of infections, either locally or part of a wider outbreak.

We also deal with outbreaks of sickness and diarrhoea, often associated with Norovirus type infections. Although a number of people are usually affected these are rarely associated with food safety. Where a problem of wider importance is discovered, relevant food enforcement authorities and the Food Standards Agency will be notified in accordance with the Food Law Code of Practice

## **2.5. Approving and monitoring compliance with food law in businesses manufacturing products of animal origin.**

These 'specialist' food premises often pose a potential higher risk to food safety because they distribute their food products over wide areas, sometimes internationally. Typically, producers of meat, fish and dairy products are required to be 'approved' rather than registered with their local authority to reflect slightly more stringent requirements of food law.

## **2.6. Sampling and arranging for microbiological analysis of food.**

Sampling is carried out in accordance with our Sampling Policy. To prioritise resources, this is confined mainly to the national sampling programme, with guidelines produced by Public Health England and Local Government Regulation (LGR) and co-ordinated across Kent by the Food Sampling Sub-Group.

The exception to this is sampling of shellfish in the Swale estuary. 60 shellfish samples are submitted annually for microbiological examination (10 per month) with additional samples tested for the presence of algal toxins. Sampling is undertaken by the Port of London on under contract with Swale BC.

The purpose of sampling is to provide potential evidence to assist when suspect food has been implicated in food illness, to gain information about emerging trends in food safety or to monitor food business controls of food likely to support bacterial growth.

We provide feedback and guidance to food business operators as a result.

## **2.7. Maintaining a register of all Food Businesses (except those exempted)**

We are obliged to maintain a register of food businesses within each district under the Food Law Code of Practice. This can be provided from the database on request and/or sent by hard copy. It contains the name, address and nature of all the relevant food business (i.e. restaurant, manufacturer).

## **2.8. Food Safety Incidents & Food Alerts**

We receive food alerts, either from the Food Standards Agency or local businesses where action needs to be taken because of a problem with food that has been distributed, usually affecting more than one local authority area. We may need to prevent the distribution of food and help trace where it has been distributed to prevent further food safety issues.

## **2.9. Supporting Businesses**

### **Imported Food Products & Checks for Illegally Imported Foods**

Checks are made during our visits to businesses to make sure food can be traced back to its origins. This includes checks on imported food to ensure fitness and that it has the correct documentation.

### **Delivering Food Hygiene Training Courses**

We provide good quality, accessible training for food businesses to help them meet legal requirements and support through a knowledgeable workforce. We plan for six courses each year delivered from Maidstone House, Swale House and Town Hall Tunbridge Wells.

### **Advice on Good Practice in relation to Food Safety**

We not only enforce the law but we give advice to food business operators and members of the public about food safety and health and safety at work. We work with other partners e.g. Economic Development/Economy and Community Services to help businesses when starting up to get things right at the beginning, often through providing information which enables owners to make the right decisions for their food businesses before investing money on unnecessary and expensive expenditure.

## **2.10. Maintaining a High Quality, Professional Workforce**

The service organisation chart is provided in Appendix A together with the cost of the Food & Safety Service. We consider the development and training of staff important to our success in delivering quality services are to our customers.

All officers are appropriately qualified and receive regular training to maintain their level of competency and continuous professional development. Regular update training is provided in-house for policy and procedures, especially when new legislation or for changes in approach.

We have joint site team meetings involving all officers at least four times a year to promote consistency and work across boundaries to ensure targeted work is achieved. We encourage scheduled work shadowing between officers inspecting more complex food operations (approved premises) and team leaders have a programme of accompanied visits to support officer development and provide constructive feedback on inspection skills.

## **2.11. Working with Government Agencies & other Organisations to Maintain or Improve Standards in Food Businesses**

We are committed to ensuring the enforcement approach we take is consistent with neighbouring authorities and authorities with similar premises. We have regular contact with colleagues in other Kent authorities. There is a conscious effort between the organisations to ensure that there is a consistency of working practices. Arrangements to ensure engagement and collaboration are:

- Kent Food Group - to review legislation and Codes of Practice and develop good-practice guidance to be available for use by all Kent authorities.
- Kent Sampling Sub-Group who co-ordinate sampling, exchange ideas and provide low-cost training opportunities.
- Inter-Authority Audit Schemes via Kent Environmental Health Manager's Group
- Local Government Regulation (LGR) – for guidance and advice

- Food Standards Agency – for guidance and training
- Public Health England for support in sampling and food poisoning.
- Planning and Building Control Sections – Notification of relevant planning applications are submitted to the team for perusal and comment and food safety advice is often provided before the formal application is submitted.

### 3. Our Achievements in 2014-17

#### 3.1. Programmed Inspections

Each authority is required to submit annual returns to the FSA. The following information provides a summary of the workload and outputs achieved by the teams over the last 3 years. There are a range of interventions carried out by the team to reflect the needs of the food businesses we regulate, this includes the programmed inspections and audits, verification & surveillance or the reactive interventions such as advice and education.

**Table 3**

Category of Intervention	Maidstone			Swale			Tunbridge Wells		
	14/15	15/16	16/17	14/15	15/16	16/17	14/15	15/16	16/17
<b>Inspections and audits</b>	<b>528</b>	<b>511</b>	<b>597</b>	<b>545</b>	<b>647</b>	<b>594</b>	<b>449</b>	<b>404</b>	<b>550</b>
<b>Verification and surveillance</b>	<b>16</b>	<b>32</b>	<b>69</b>	<b>19</b>	<b>65</b>	<b>62</b>	<b>48</b>	<b>55</b>	<b>73</b>
<b>Food sampling</b>	<b>0</b>	<b>17</b>	<b>36</b>	<b>1</b>	<b>19</b>	<b>22</b>	<b>0</b>	<b>4</b>	<b>10</b>
<b>Advice and education</b>	<b>23</b>	<b>38</b>	<b>50</b>	<b>17</b>	<b>47</b>	<b>44</b>	<b>84</b>	<b>37</b>	<b>49</b>
<b>Information/intelligence gathering</b>	<b>132</b>	<b>335</b>	<b>398</b>	<b>125</b>	<b>270</b>	<b>301</b>	<b>214</b>	<b>277</b>	<b>394</b>
<b>TOTAL</b>	<b>699</b>	<b>933</b>	<b>1150</b>	<b>707</b>	<b>1048</b>	<b>1023</b>	<b>795</b>	<b>777</b>	<b>1076</b>

#### 3.2. Service Requests

Reactive work is generated by complaints or information from the public, other local authorities and agencies.

**Table 4**

Category	Maidstone			Swale			Tunbridge Wells		
	14/15	15/16	16/17	14/15	15/16	16/17	14/15	15/16	16/17
<b>Food</b>	<b>67</b>	<b>65</b>	<b>42</b>	<b>33</b>	<b>33</b>	<b>36</b>	<b>15</b>	<b>26</b>	<b>24</b>
<b>Hygiene of Premises</b>	<b>35</b>	<b>29</b>	<b>124</b>	<b>86</b>	<b>63</b>	<b>81</b>	<b>77</b>	<b>70</b>	<b>98</b>
<b>TOTAL</b>	<b>112</b>	<b>94</b>	<b>166</b>	<b>119</b>	<b>96</b>	<b>117</b>	<b>92</b>	<b>96</b>	<b>122</b>

### 3.3. Food Hygiene Training

Courses were delivered across the three authorities with a total number of food handlers trained each year being:

Table 5

	Food Handlers Trained
2014/15	32
2015/16	120
2016/17	136

### 3.4. Food Hygiene Rating Scheme (FHRS)

#### Appeals against the food hygiene rating score and requests for re-inspection and re-score

Businesses have a right to appeal against the FHRS score decision made by food inspectors, the process for appeals is laid out in the FSA Brand Standard. In 2016/17 we implemented a review of the appeal process to require both Food & Safety Team Leaders to review the inspection information and provide a more robust process. We also implemented a better recording system for appeals (no data captured for 2014-16).

Businesses also have a right to request a re-score of the initial inspection score, where they have completed the work required by the inspecting officer. Generally this is where a business has scored below a five and would like to improve their score to prevent negative publicity. From 1 April 2018 the re-inspection for re-rating must be carried out by the service within three months of receipt of this request.

Table 6

	2014/15	2015/16	2016/17
Appeals	-	-	6
Re-inspection	0	49	66

### **3.5. Projects and Initiatives**

#### **3.5.1. Businesses Rated 0, 1 or 2 under the FHRS**

In 2016/17 the teams carried out an initiative to support food business operators to improve their ratings. Officers carried out extra 'coaching' visits ahead of the programmed inspection. Feedback indicated that businesses found these useful and improvements were noted at most premises at the routine inspection.

In a few cases enforcement by a hygiene improvement notice was still required to remove food safety risks.

#### **3.5.2. Communication for Compliance Project**

In 2016/17 we participated in a national year long trial run by the Department of Business, Energy & Industrial Strategy, the Food Standards Agency and Ipsos Mori to understand how or if our initial communications impacted on the FHRS the business are given.

Businesses applying to register with the authorities were randomly selected to either receive letters designed with the FSA, BIS, local authorities and behavioural insights experts whilst the control businesses were provided with the normal 'initial' response from the authority. The project ran between February 2016 and November 2017 and participating authorities like MKEH will benefit from early release of the findings and implementation of best practice in spring 2018.

Participating in the national trail will allow MKEH to take advantage of best practice

## 4. Planning Ahead 2018 -20

### 4.1. Over View

It would be an understatement to say that there are some notable challenges ahead of us in relation to food regulation in the UK over the coming years; which include a major review of how we regulate food safety and the arrangements for leaving the EU.

Prior to the decision to leave the EU the FSA had committed to a programme, referred to as 'Regulating Our Future' or RoF, of modernising how we regulate food safety to make it fit for our future needs. It is undeniable that transformation within the food industry over recent decades has meant our ability to effectively regulate needs to adapt to enable us to meet new and emerging threats in a proportionate and effective way.

The FSA's role in the EU Exit process is to ensure that as the UK prepares to leave the EU there remains a robust and effective regulatory regime for maintaining the safety of food, for the benefit of UK consumers and the UK food industry. It must also maintain public confidence in food, and the trust of UK trading partners in the effectiveness of UK food regulation.

The FSA feel these two processes are inextricably linked. RoF is central to optimising public protection by means of a proportionate and cost effective system of regulation outside the EU and both processes are now closely aligned. It is too early to say what the specific consequences of leaving the EU will be, but the FSA are confidently predicting that it will demand a modernised system for food: something agile, flexible and resilient.

### 4.2. Mid Kent EH Preparations for these changes?

It is too soon to say what the future will look like with the UK outside the EU and there is much which cannot be communicated to local authorities at the moment. However there are things we can start thinking of and preparing for.

#### 4.2.1. Food Export Certification and Imported Food Controls

Providing businesses with export certificates is a discretionary service that local authorities may provide. Export certificates can be important for those food businesses exporting food outside the EU. We ensure that each year

we revise our fees for the Fees & Charges Report for each authority to ensure that the cost of providing inspection, certificates and administrative costs are cost neutral to the authorities. Currently there are approximately seven businesses regularly exporting foods outside the EU within the service area. The FSA have indicated that we may be asked to do more although the demand for export certificates to EU countries will be dependent on negotiations with the EU

Although we do not have any direct import inspection responsibility the proximity of all Mid Kent authorities to the busiest port of entry into the country may impact on the future arrangements for inspecting food entering the country with Deferred Port of Entry or Border Import Posts arrangements.

#### **4.2.2. Workforce**

As there are still so many unknown aspects with regard to regulatory change it is important that we maintain a focus on the 'day job' and continue to deliver food safety as well as having an awareness of future. Maintaining our current level of enforcement capacity will require the existing financial resources to continue, however we will review working practices to ensure that we target resource in a risk based way to maximise efficient use of officer time.

We have a strong record of providing access to food training courses to ensure officers achieve and go beyond their professional CPD requirements. Looking forward it is even more important to ensure that suitable training provisions are available to deliver the agile, flexible and resilient workforce required to meet the demands of the future.

We will commit to providing sufficient professional training for officers to ensure they are able to meet any new changes to enforcement made during the coming two years.

#### **4.2.3. Food Business Inspections**

The FSA's 'Regulating Our Future' programme is a major transformational programme to modernise and reshape the way food businesses are inspected. The FSA are considering a segmentation of the industry, providing an opportunity for food businesses that invest in auditing systems to be given a degree of autonomy based on data

sharing with enforcement agencies. This could provide local authority enforcement officers with the opportunity to focus on areas such as SME businesses and avoid duplication of resource to well managed businesses.

The FSA are also reviewing the criteria currently used to assess risk in food businesses and as such this may impact on the risk profile of businesses

#### **4.2.4. Intelligence and database system development**

The FSA are looking at a process of enhanced food business registration and the development of a national database for enforcement agencies. Enhanced food business registration will provide better information to identify and manage risk across the food chain knowing more about food businesses will enable us to make better judgements. The aspiration is to have a digital solution with real time access to registration details of all food businesses.

We will ensure that our database information is regularly updated and reviewed. The quality of our data is important to ensure we target resource in the most efficient way and monitoring data is a key element of the Team Leaders role within the service.

#### **4.3. Introduction of Charge for Re-inspection for Re-score under the FHRS**

The introduction of a charge should not impact on the level of requests received by the authorities, currently there are an average of 20 per authority per year. A fee of £160 has been approved by the Fees and Charges Report in October and November 2017 at each authority and subject to Committee or Portfolio holder approval will commence in April 2018.

#### **4.4. Review of E Rated Food Businesses & Businesses outside the Inspection Programme**

Across the Mid Kent district we have 1674 E rated food businesses (March 2017) current within an alternative enforcement process described in paragraph 2.1. We will review how we engage with these food businesses in line with the Food Law Code of Practice to ensure that we support a targeted risk base approach for these low risk businesses. A review of businesses currently registered with us but outside the inspection programme will also be undertaken during 2018-19. These measures are in line with proposed RoF changes the FSA are likely to implement in 2018.

#### **4.5. General Data Protection Regulations 2018**

As a public health service we hold both personal and sensitive personal data on individuals as well as businesses, for example where we have investigated food poisoning or infectious disease cases. As part of corporate strategies on this matter we are currently working through the requirements of these regulations and the specific implications for MKEH of the Retention and Disposal Schedule for data and documents. An initial assessment of the data we hold which in some cases goes back to 1995 indicates that the impact of this obligation may have significant resource implications.

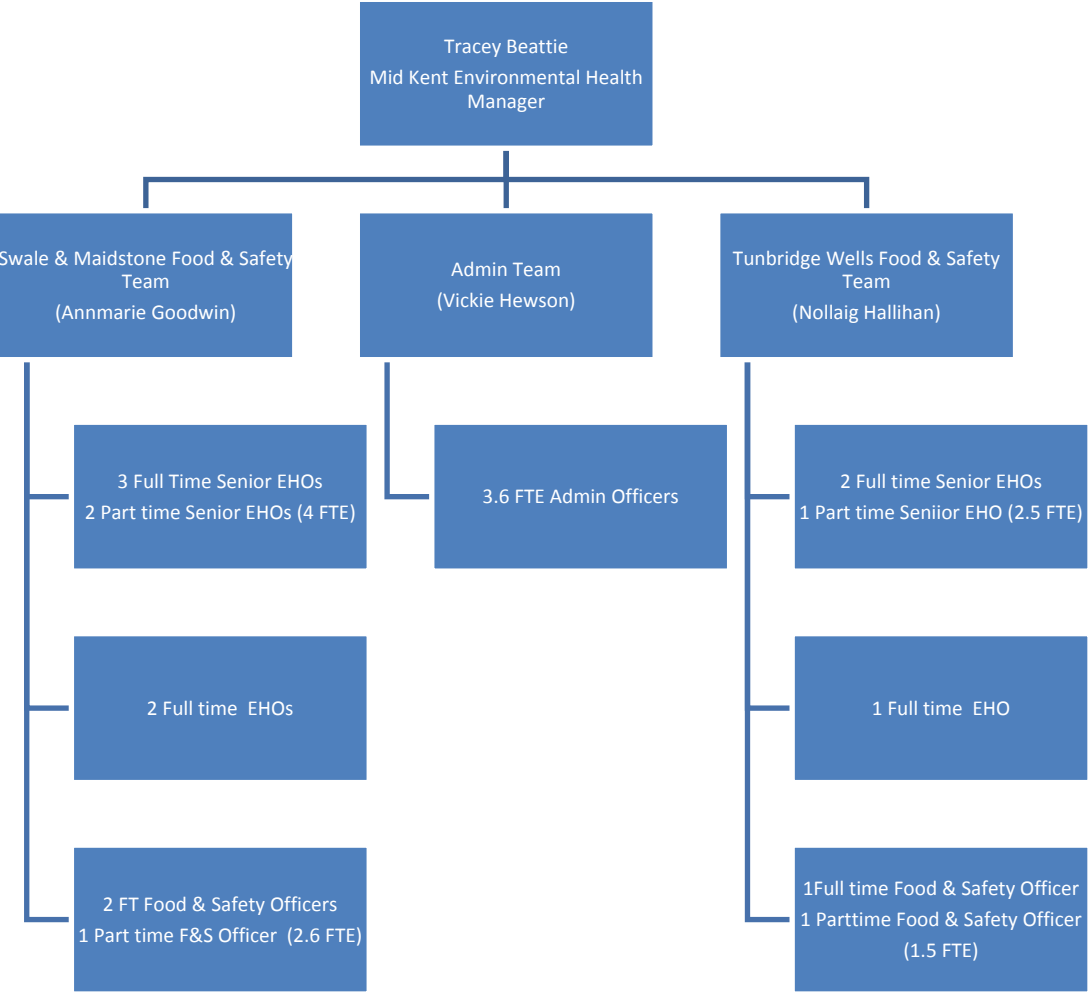
#### **4.6. The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018**

New animal licensing legislation is proposed for 2018/19 which introduces a number of changes likely to impact on the resource needed to regulate a broader range of animal activities under the licensing regime. This includes dog walking and day care businesses.

As the Food & Safety team in Tunbridge Wells are responsible for this activity the implications on the service have to be carefully considered. There are many of these establishments in operating in the Tunbridge Wells area that currently do not need to be licensed but will come within the proposed licensing regime. We will ensure that sufficient resource is allocated to prepare for any legislative changes, including training and competency of the officers for this expansion of the licensing role.

Appendix A

Mid Kent Organisational Chart



## Inspection to FTE Ratio

Based on the current enforcement regime the Food Standards Agency estimates the average of 1 Full Time Equivalent per 324 food premises. Across the Shared Service the average is 349 premises per FTE officer, slightly over the FSA's recommended ratio, but does exclude team leaders and admin officers from the calculation and 80% of E rated businesses and businesses falling outside the inspection programme.

## Budget Allocation to Food Safety

The allocation of budget across MKEH is provided in the table below. Budget setting for 2018/19 maintains the staffing levels shown in the organisational chart.

	Budget 2017/18 (£)
Management costs	100,100
Professional Employee Costs (includes overtime, PRP, NI and Superannuation)	637,300
Transport Expenses	22,099
Administrative support costs	57,700
Income (including income from litigation)	-7,200
TOTAL (available expenditure)	809,999

## Annual Status Report

The appraisal of the Annual Status Report forms part of the Review & Assessment process required under the Environment Act 1995 and subsequent Regulations.

Maidstone Borough Council currently has one AQMA declared for the exceedance of the nitrogen dioxide (NO<sub>2</sub>) annual mean objective as detailed below. This AQMA has been recently declared in 2018, and replaces the previous AQMA. The new, smaller AQMA boundary is based on the results of modelling. The main source of emissions in the AQMA continues to be road traffic from the main transport routes through the area which are the M2, M20, A20, A229, A249 A26 and A274.

AQMA Name	Date	Pollutants and Air Quality Objectives	One Line Description	Is air quality influenced by roads controlled by Highways England?	Level of Exceedance	
					At Declaration	Now
Maidstone Town AQMA	Declared 29/05/18	NO <sub>2</sub>	The AQMA follows the carriageways of the main roads passing through the Borough, including the M20, A229, A20, A26, A249, and A274	Yes	Direct Comparison not possible	Direct Comparison not possible

In 2017 NO<sub>2</sub> was monitored at 1 automatic rural background site and 60 diffusion tube sites. The roadside Maidstone A229 Kerbside automatic site was discontinued in 2016 due to changes in the road layout. There were nine exceedances of the annual mean NO<sub>2</sub> objective in 2017 – seven within the AQMA, and two outside the AQMA (sites Maid 112 and Maid 113). Two diffusion tube sites (Maid 81 and 96, on Upper Stone Street) continue to demonstrate concentrations greater than 60µg/m<sup>3</sup>, which indicates potential exceedance of the 1-hour NO<sub>2</sub> objective. PM<sub>10</sub> was also monitored at the automatic background site, and no exceedances were demonstrated of the 24-hour or annual mean objectives.

A new AQAP for the amended AQMA has been published in 2017. Some progress has already been made towards the new AQAP measures. For example: planning progress towards retrofitting euro 3 buses to euro 5, exploring options for an anti-idling campaign, drafting a potential school programme for reducing impact of school traffic, and adopting the Kent and Medway Air Quality Planning Guidance.

On the basis of the evidence provided by the local authority the conclusions reached are acceptable for all sources and pollutants, under the provisos detailed in the commentary below.

The next step for Maidstone Borough Council is to submit an Annual Status Report in 2019.

## Commentary

The report is well structured, detailed and provides the most of the information specified in the Guidance. The following commentary is provided to inform future reports:

1. The NO<sub>2</sub> monitoring results demonstrate continued exceedance within the AQMA, at seven diffusion tube sites, and two additional exceedances outside the AQMA, at sites Maid 112 and 113. These sites are both new in 2017, and the exceedances are relatively minor. The Local Authority should keep these sites under review for the next three years. If after this time the exceedances persist, consideration should be made in regards to progressing to detailed assessment and potential declaration of an AQMA.
2. There is no evidence of exceedance of the annual or 24-hour PM<sub>10</sub> objectives at present.
3. The roadside automatic monitoring site in the AQMA was decommissioned in 2016. The Local Authority are recommending a new automatic monitoring station to be commissioned in Upper Stone Street, within the AQMA boundary, to determine if there are hourly NO<sub>2</sub> or annual PM<sub>10</sub> exceedances in this area.
4. This is highly supported, particularly considering the very high NO<sub>2</sub> concentrations measured by diffusion tubes Maid 81 and 96 in Upper Stone Street, indicating exceedance of the hourly NO<sub>2</sub> objective.
5. It is encouraging to see active management of the air quality monitoring programme, with diffusion tube sites being discontinued and new sites being introduced in the last year. The Local Authority should continue to keep the network under review, and provide explanation in reports for changes which have been implemented.
6. A new AQAP has been published for the Maidstone AQMA in 2017. AQAP measures have been presented in a table in Appendix F, however this table is difficult to read and the Local Authority has not followed the AQAP reporting template.
7. The Local Authority must report AQAP measures and progress against them in Table 2.2 (Section 2.2) – “Progress on Measures to Improve Air Quality”. The Technical Guidance TG (16) states that section 2.2 should be the core section of

the ASR, with Table 2.2 providing the key information. It is therefore of high importance that this is correctly completed in future reporting.

8. AQAP measures presented in Appendix F do not appear to target improvements at specific pollution hotspots. The Local Authority should consider developing additional AQAP actions which are specific to air quality improvement in pollution hotspots, such as Upper Stone Street.
9. Annualisation has been carried out for 20 diffusion tubes, as outlined in Table C.2 in Appendix C. It would be useful if the Local Authority also provided information on how the annualisation factors for each site were calculated, i.e. example calculations and details of which background sites have been used in the annualisation.
10. In future reports, the AQMA boundary and the monitoring locations should be demonstrated on the same maps. It is very difficult to tell which monitoring sites are within the AQAP based on the maps presented in Appendix D. It is also unnecessary to include maps of sites which are no longer in use in this section.
11. Table B.1 needs to be revised to reflect the latest version of the Defra template for this document. The table should include distance correction information. This should be continued in all future ASR reports.

This commentary is not designed to deal with every aspect of the report. It highlights a number of issues that should help the local authority either in completing the Annual Status Report adequately (if required) or in carrying out future Review & Assessment work.

**Issues specifically related to this appraisal can be followed up by returning the attached comment form to Defra, Welsh Assembly Government, Scottish Government or DOE, as appropriate.**

For any other queries please contact the Local Air Quality Management Helpdesk:

Telephone: 0800 0327 953

Email: LAQMHelpdesk@uk.bureauveritas.com

## Appraisal Response Comment Form

Contact Name:	
Contact Telephone number:	
Contact email address:	

**Comments on appraisal/Further information:**

## Communities, Housing and Environment Committee

16 October 2018

### Rough Sleeping Initiatives

<b>Final Decision-Maker</b>	Communities, Housing & Environment Committee
<b>Lead Head of Service/Lead Director</b>	John Littlemore – Head of Housing and Community Services
<b>Lead Officer and Report Author</b>	Hannah Gaston – Housing and Inclusion Manager
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Executive Summary

This report sets out for information the Council's position for utilising the funding obtained from the Ministry for Housing, Communities and Local Government through the Rough Sleeper Initiative in order to assist those who find themselves sleeping rough in the Borough. It proposes changes to current policy on accommodating homeless households with respect to people who have been sleeping rough.

#### This report makes the following recommendations to Committee:

1. That the rough sleeping initiatives in Section 1 of the report be noted.
2. That the new ways of working be agreed (outlined in Section 2 of the report) regarding Eligibility, Relief Lite and the Severe Weather Emergency Protocol (SWEP).

#### Timetable

<b>Meeting</b>	<b>Date</b>
Communities, Housing & Environment Committee	16 October 2018

# Rough Sleeping initiatives

## 1. INTRODUCTION AND BACKGROUND

- 1.1 Maidstone is an area in Kent that along with Canterbury has historically attracted a local and transient rough sleeper population that is bigger than other parts of Kent. The Council has tackled these issues through the provision of supported accommodation, such as Lily Smith House and outreach services that have been delivered either directly by the Council or through the former Kent Supporting People Programme.
- 1.2 Homeless persons who are identified as rough sleepers will normally exhibit different characteristics from those that we assist under the Homelessness Reduction Act (HRA). Whereas the majority of persons assisted under the HRA are threatened with homelessness and comprise of more than one family member including children, rough sleepers in the main are single households who literally have no accommodation available to them and live in makeshift arrangements such as tents or on the street.
- 1.3 Nationally there has been a significant increase in the number of persons sleeping rough in England (up 15% between January 2017 and January 2018 alone) and Maidstone's position reflects this. The latest street count carried out in September 2018 identified 48 persons as sleeping rough, as compared with 25 in 2014. In response to this increase, the government instigated the Rough Sleeper Initiative (RSI), which came with funding opportunities to develop better services for rough sleepers. Maidstone was one of four local housing authorities in Kent to make a successful bid and to receive the funding.
- 1.4 Background data around the rough sleeper population is contained in the Table 1. below:

Table 1.

Year	Total	Men	Women	Non UK EU Nationals
2014	25	21	4	3
2015	38	32	6	6
2016	35	30	5	5
2017	41	37	4	0
2018	48	38	10	4

- 1.5 The Council worked with Porchlight (a large charity group specialising in single homelessness, originally operating in East Kent) from 2013 to provide an outreach service through a secondment arrangement. When the arrangement ended in 2017, the Council employed a member of staff directly. The early learning from these experiences has helped to inform the multi-agency approach and development of the RSI programme.

1.6 The outreach team provides a range of interventions tailored to the client's needs.

- To prevent rough sleeping where possible through intelligence lead engagement and directing into our homelessness prevention service
- Rapidly move those new to rough sleeping away from the street as quickly as possible through early engagement by outreach staff to place people into accommodation (Pelican Court) and support to move onto more stable housing.
- Engage with entrenched rough sleepers by gradual trust building with the aim of moving the client from the street to our new assessment centre.
- During this period work with a range of organisations to assist the client and to understand their needs and target appropriate support services.
- Once placed at the assessment centre, address complex needs through links with other services e.g. mental health team, substance misuse services.
- Identify the most appropriate next steps (personal housing plan) to enable a sustainable move back in to independent living; this might be achieved through a number of accommodation placements as a stepping-stone to full independence. This means securing accommodation by working with housing associations and private sector landlords.

1.7 Maidstone Borough Council now has a number of initiatives and opportunities for rough sleepers and those insecurely housed across the district. These have been accelerated over the previous 15 months and are outlined below.

A) Pelican Court – This is an 11 bed property acquired by Maidstone Council located in Watlingbury on the border with Tonbridge and Malling. The facility, a former care home, provides accommodation seven days a week with support to clients between Monday and Friday. The project is designed to stop the flow of new rough sleepers onto the streets; people who are identified as being homeless or at risk of homelessness and who have low-level support needs are accommodated and supported with the aim of moving to accommodation where they can live independently.

Since opening in 2017, 77 clients have benefitted from the scheme with 67 clients moving on over the same period. Of these 76% went onto a positive outcome with a housing solution. The remaining 16 clients made their own arrangements and are no longer identified as part of Maidstone's street population.

B) Rough Sleeping Initiative (RSI) Funding – MBC has been awarded funding of £333,799 from the Ministry of Housing, Communities and Local Government in Year 1 2018/19. This funding will provide a package of measures, contained in our funding bid, consisting of:

- The creation of an Outreach Team comprising a team leader and four outreach workers to expand the existing outreach service and enhance our support to rough sleepers
- A seven bed Assessment Centre with on-site support

- An addictions worker contracted through CGL and an extension of funding to Pelican Court.

A provisional award for Year 2 2019/20 of £369,225 has been indicated but is dependent on progress towards the outcomes for Year 1, as outlined in Paragraph 3.1 below.

The expenditure allocation is set out in Table 2 below:

<b>RSI Funding</b>	<b>Budget 2018/19 £333,799</b>	<b>Budget 2019/20 £369,225</b>
Enlarged Outreach Team	£129,250	£158,000
CLG Addictions/vulnerable person Worker	£42,000	£42,000
Pelican Court	£30,000	0.00
Assessment Centre Maidstone	£70,419	£50,095
Concierge service for Assessment Centre	£32,130	£32,130
Extended SWEP provision	£30,000	0.00
Housing First	0.00	£87,000

C) Housing First – The Council set aside £80,000 from the business rates retention fund that will be used to cover accommodation charges for seven rough sleepers within the Maidstone District in the first year. The project aims to stay loyal to the housing first model by ensuring we work with the hardest to engage and those who have a high profile and negative impact on the local community. Your officers are working closely with Golding Homes and Porchlight in order to develop the initiative.

D) Severe Weather Emergency Protocol (SWEP) – since the winter of 2017 the Council has been offering an extended SWEP provision to rough sleepers on the first night the temperature dropped to zero and undertaking assertive outreach on those winter days to ensure everyone has access to a warm and safe environment.

## **2. NEW WAYS OF WORKING**

- 2.1 Often those who are rough sleeping have been through the 'system' many times previously and due to their complex and challenging needs may not be easy to engage and/or not willing to participate within a process which has a range of natural barriers e.g. forms to complete, ID to be provided, interviews to attend in order to seek accommodation.
- 2.2 Having the additional funding streams provides an excellent opportunity to explore new ways to address these needs and break the cycle of street homelessness. In order to assist this particular client group we will need to flex our approach, which may require taking an alternative approach in the way we deliver our statutory duties.

- 2.3 We are seeking to undertake a range of activities to try and target this cohort – these at times will work in a slightly different manner to our normal approach and we are seeking the Committee's approval to adopt this approach.
- 2.4 **A) Eligibility** is one of the basic tests carried out when determining if we can offer a service or assist homeless people. This is directly related to an individual's immigration status including whether an applicant has recourse to public funds. Given the nature of rough sleeping, the outreach team will at times work with individuals whose eligibility for assistance from a local housing authority remains under investigation.
- 2.5 In order to support people to move away from rough sleeping and off the streets of Maidstone it is important we can provide a support offer whilst we look for alternative accommodation including reconnection to their home country or choice of location for those who are subsequently deemed to be ineligible. Our RSI funding will enable us to place people within the assessment centre and be funded through the central pot without the need for those clients to claim housing benefit (public funds). The number of potential clients within this group is low, as indicated in Table 1 above.
- 2.6 **B) Relief Lite.** The Homelessness Reduction Act (HRA) has an expectation that the client will participate in the homelessness processes through the engagement with a Personal Housing Plan (PHP), including working with us to formulate a plan and then agreeing to follow it. However, this is a barrier for many people who have become street homeless and who as a result of their life experience do not trust public authorities; as noted above this particular cohort have challenging needs and are often non-compliant to the point where agreeing the PHP would prove to be a barrier to resolving the client's situation.
- 2.7 The pragmatic solution to this issue is to offer a "Relief Lite" approach to those who would fall within the 'Relief' duty of the Homelessness Reduction Act. Under the Homelessness Reduction Act where the local housing authority is unable to prevent the homelessness the next stage is the Relief duty. Accordingly we propose that the Council provides accommodation during the Relief stage using our discretionary power to accommodate under the Housing Act 1996 S.205(3). The outreach team will then support these people through the assignment of a key worker and individual, tailored support to complete support plans, which in effect will form the required Personalised Housing Plan.
- 2.8 A fundamental principle of the 'Relief Lite' approach is that the client will not be disadvantaged or receive a lesser service than if they had been assisted in the normal way through the HRA. The main difference will be that the client will not experience the range of bureaucracy that is a feature of the HRA in terms of the various letters that are required to be issued at each stage of the process.
- 2.9 **C) Severe Weather Emergency Protocol (SWEP).** In previous years, the Council has provided SWEP accommodation in line with national guidance that suggests if the temperature falls to zero or below for three consecutive nights then emergency accommodation should be provided. In Maidstone in the winter of 2017/18 an operational decision was taken to

provide accommodation from the first night that the temperature dropped to zero, after undertaking assertive outreach to ensure no one was left out in the cold.

- 2.10 This approach is different from the extant guidance but is viewed as a more humane approach and is not uncommon amongst other Local Housing Authorities in Kent and London. During the last cold spell, the Ministry of Housing, Communities and Local Government did write to request authorities provide accommodation from night one. In the past year we have spent nearly £20,000 on SWEPP.
- 2.11 The RSI funding this year will pay for our SWEPP provision – we obtained £30,000 with a view to fund the early opening of the Winter Shelter from November but the provider felt unable to provide the range of service that we require. Officers are now looking to use the designated funding to provide emergency accommodation directly sourced from landlords. We have an agreement in principle with an agency who will provide up to 18 beds for the winter period and it is intended to commence this provision from the 1<sup>st</sup> November. Sufficient allowance has been made to continue to support the Winter Shelter provided by the third sector with a £10,000 grant donation.

### **3. TRAJECTORY AND ASPIRATIONS**

- 3.1 Our aspiration for the service is to reduce rough sleeping significantly across the district, ensuring those who do find themselves homeless or in threat of homelessness are offered accommodation and support to quickly break the cycle of homelessness. As part of the funding agreement, the Council is committed to carrying out rough-sleeper counts every other month and to provide regular updates in activity to the Ministry of Housing, Communities and Local Government. In numerical terms, the aim is to have reduced the number of people sleeping rough to 13 on the night of the count in March 2019.
- 3.2 The new service will continue to work closely with existing service providers and landlords in order to achieve our aims. This includes voluntary organisations like Homeless Care, as well as the statutory agencies such as Police, the Health Service and Probation. The Council has engaged with a range of private landlords in addition to our main social housing provider, Golding Homes, in order to provide housing solutions.
- 3.3 By using these new techniques, we are determined to provide a robust support offer to those who are not only the most vulnerable within the community but also can cause the most difficulty and expenditure to the public purse.

### **4. AVAILABLE OPTIONS**

- 4.1 Option 1 is to agree that the Council adopts the new ways of working outlined in Paragraph 2 above set out as A - Eligibility, B – 'Relief Lite' and C – Severe Weather Emergency Protocol, this will ensure the best possible offer to rough sleepers in order to address their continued homelessness.

- 4.2 Option 2 is not to change our approach to rough sleeping. This is not recommended, as this will not enable the Council to help change lives and will place the funding for the various programmes in jeopardy, as the Council will unlikely to be able to deliver the outcomes for which we have been funded. We also will not achieve the outcomes as required, which could mean that Year 2 of the RSI funding is at risk.
- 

## **5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 5.1 Option 1 is our preferred option – this will give the Council greater control on the support offer provided to rough sleepers and ensure an equality to all, addressing the concerns of both public and businesses in Maidstone like.
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## **6. RISK**

- 6.1 Option 1 enables us to manage the support provided to rough sleepers in the best possible way, but there is an element of risk associated with the "Relief Lite", as this proposes a new way of implementing assistance to homeless persons. A client might raise a complaint that we have not followed our processes for other homeless applicants assisted under the HRA but given the nature of the client group, we feel the likelihood is low and the demonstrable negative impact on the individual is minimal, whereas the potential benefits to a wider group of vulnerable individuals negates this concern. We also believe that the support offer to the clients will be robust in ensuring a rounded approach to their support needs and the identification of appropriate accommodation.
- 6.2 There is an associated risk that by providing an enhanced level of service our area becomes more attractive to the transient rough sleeper population. This might result in an increase in rough sleepers who have no connection to our area. It is not possible to quantify this risk but the outreach service through its engagement with the street population will monitor the composition of rough sleepers and make appropriate interventions such as reconnection to the client's area of origin or to locations where affordable housing is in not such high demand as in London and the South East.
- 

## **7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 Once the recommendations are agreed, the Housing Service will engage with our key stakeholders and partners to commence immediate delivery of the initiatives.
-

## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	Accepting the recommendations will materially improve the Council's ability to achieve a Home for Everyone.	Head of Housing & Community Services
<b>Risk Management</b>	Covered in the risk section 8. By not proceeding with any option we are exposed to more risk.	Head of Housing & Community Services
<b>Financial</b>	The initiatives described in this report can be met from available funding, so no additional funding is required for implementation. Note that the funding is one-off in nature, so a longer term strategy would require either a reduction in the number of rough sleepers or the identification of ongoing revenue budgets.	Director of Finance & Business Improvement
<b>Staffing</b>	Additional staff have been recruited, or are in the process of being recruited as part of the RSI funding.	Head of Housing & Community Services
<b>Legal</b>	Accepting the recommendations will fulfil the Council's duties and act under the spirit of the new homelessness legislation	Head of Housing & Community Services
<b>Privacy and Data Protection</b>	Accepting the recommendations will increase the volume of data held by the Council. We will hold that data in line with the agreed measures for complying with the Council's statutory Housing duties.	Head of Housing & Community Services
<b>Equalities</b>	The recommendations do not propose a change in service that would require an equalities impact assessment	Head of Housing & Community Services

<b>Procurement</b>	None identified	Head of Housing & Community Services
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## 9. REPORT APPENDICES

- None
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# Agenda Item 16

## Communities, Housing and Environment

16<sup>th</sup> October 2018

### Heather House

<b>Final Decision-Maker</b>	Communities, Housing and Environment Committee
<b>Lead Head of Service/Lead Director</b>	Georgia Hawkes, Head of Commissioning and Business Improvement
<b>Lead Officer and Report Author</b>	Lucy Stroud, Corporate Property Manager
<b>Classification</b>	<p>Public, with exempt appendix.</p> <p>3 = Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p><u>Public Interest Test</u></p> <p>It is in the public interest that this report be taken in private because it relates to commercially and financially sensitive information.</p>
<b>Wards affected</b>	Parkwood Ward

### Executive Summary

Faithorn Farrell Timms LLP were instructed to carry out a Condition Survey at Heather House Community Centre. The instruction was to assess the current condition of the property and provide a 15 year maintenance plan with costs for planned maintenance requirements. The survey is presented in the report attached at Exempt Appendix A.

### This report makes the following recommendations to this Committee:

1. That the Condition Survey report prepared by Faithorn Farrell Timms LLP, as detailed in Exempt Appendix 1, be noted.
2. That a further report is submitted to the Committee in December 2018 outlining redevelopment options.

<b>Timetable</b>	
<b><i>Meeting</i></b>	<b><i>Date</i></b>
Communities, Housing and Environment Committee	16 <sup>th</sup> October 2018

## **1. INTRODUCTION AND BACKGROUND**

- 1.1 A report was taken to Communities, Housing and Environment Committee earlier in the year that made a recommendation to keep Heather House open unless significant deterioration of the building required the situation to be reviewed. The Committee raised concerns that a survey of the building had not been carried out, and this was necessary in order to ensure the safety of the building users.
  - 1.2 Faithorn Farrell Timms LLP were instructed to carry out a Condition Survey to assess the building and estimate costs of keeping the building open for the next 15 years.
  - 1.3 The report by FFT describes Heather House as in a 'fair condition' for its age, but has identified the roof as being beyond economic repair. There are other components that are recommended for replacement within the next 12 months, and they include external cladding, doors and windows. To carry out all the works that have been recommended within the next 12 months would have an estimated cost of £395,386.
  - 1.4 To keep Heather House open for the next 5 years, FFT have estimated there are works needed that would have an estimated cost of £616,815.
  - 1.5 To keep Heather House open for the next 10 years, FFT have estimated the cost to be £709,649.
  - 1.6 To keep Heather House open for the next 15 years, FFT have estimated the cost to be £765,148.
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## **2. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 2.1 This report is for noting only. A subsequent report, outlining redevelopment options, will be submitted to the Committee in December 2018.
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## **3. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 3.1 Previously, Communities, Housing and Environment Committee made the decision that Heather House should remain open, but requested further information on the condition of the building. That information is now attached as a report from Faithorn Farrell Timms LLP in Exempt Appendix 1.
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#### 4. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	No implications.	Democratic Services Officer
<b>Risk Management</b>	No implications.	Democratic Services Officer
<b>Financial</b>	No implications.	Democratic Services Officer
<b>Staffing</b>	No implications.	Democratic Services Officer
<b>Legal</b>	No implications.	Democratic Services Officer
<b>Privacy and Data Protection</b>	No implications.	Democratic Services Officer
<b>Equalities</b>	No implications.	Democratic Services Officer
<b>Procurement</b>	No implications.	Democratic Services Officer

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#### 5. REPORT APPENDICES

- Exempt Appendix 1: Heather House
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# Agenda Item 18

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

Document is Restricted