



# CABINET

Notice of a Meeting, to be held in the Council Chamber - Ashford Borough Council on  
**Thursday, 25th April, 2024 at 7.00 pm.**

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The Members of the Cabinet are:-

Councillor Ovenden - Leader of the Council and Portfolio Holder for Prosperity and Resource

Councillor Campkin - Deputy Leader and Portfolio Holder for Climate, Environment and Transport

Councillor Barrett – Portfolio Holder for Homes and Homelessness

Councillor Betty – Portfolio Holder for Economic Growth and Investment

Councillor Harman – Portfolio Holder for Planning, Housing Delivery and Communication

Councillor Hayward – Portfolio Holder for Performance and Direction

Councillor Nilsson – Portfolio Holder for People and Services

Councillor Walder – Portfolio Holder for Recreation and Public Spaces

Councillor Wright – Portfolio Holder for Communities and Health

**NB: Under the Council's Public Participation Scheme, members of the public can submit a petition to the Cabinet if the issue is within its terms of reference or ask a question or speak concerning any item contained on this Agenda (Procedure Rule 9 refers)**

## Agenda

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## Declarations of Interest (see also “Advice to Members” below)

- (a) **Disclosable Pecuniary Interests (DPI)** under the Localism Act 2011, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares a DPI in relation to any item will need to leave the meeting for that item (unless a relevant Dispensation has been granted).

- (b) **Other Significant Interests (OSI)** under the Kent Code of Conduct as adopted by the Council on 19 July 2012, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares an OSI in relation to any item will need to leave the meeting before the debate and vote on that item (unless a relevant Dispensation has been granted). However, prior to leaving, the Member may address the Committee in the same way that a member of the public may do so.

- (c) **Voluntary Announcements of Other Interests** not required to be disclosed under (a) and (b), i.e. announcements made for transparency reasons alone, such as:

- Membership of outside bodies that have made representations on agenda items, or
- Where a Member knows a person involved, but does not have a close association with that person, or
- Where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position.

[Note: an effect on the financial position of a Member, relative, close associate, employer, etc; OR an application made by a Member, relative, close associate, employer, etc, would both probably constitute either an OSI or in some cases a DPI].

### **Advice to Members on Declarations of Interest:**

- (a) Government Guidance on DPI is available in DCLG’s Guide for Councillors, at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/5962/2193362.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5962/2193362.pdf)
- (b) The Kent Code of Conduct was adopted by the Full Council on 19 July 2012, and a copy can be found in the Constitution at <http://www.ashford.gov.uk/part-5---codes-and-protocols>
- (c) If any Councillor has any doubt about the existence or nature of any DPI or OSI which he/she may have in any item on this agenda, he/she should seek advice from the Corporate Director (Law and Governance) and Monitoring Officer or from other Solicitors in Legal and Democratic Services as early as possible, and in advance of the Meeting.

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## Cabinet

Minutes of a Meeting of the Cabinet held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **21<sup>st</sup> March 2024**.

### Present:

Cllr. Ovenden (Chair);  
Cllr. Campkin (Vice-Chair);

Cllrs. Barrett, Harman, Hayward, Walder, Wright.

### Apologies:

Cllr. Betty, Nilsson, Deputy Chief Executive.

### Also Present:

Cllrs. Bartlett, Bell, Chilton, Feacey, Gathern, Gauder, Michael, C Suddards, L Suddards.

### In attendance:

Chief Executive; Solicitor to the Council and Monitoring Officer; Corporate Director of Housing, Customer, Technology and Finance; Corporate Director of Health and Wellbeing; Assistant Director of HR, Customer Services, Communications and Digital; Human Resources Manager; Housing Operations Manager; Tenant Engagement Officer; Web and Communications Assistant; Democratic Services Manager.

## 373 Minutes

### Resolved:

**That the Minutes of the Meeting of the Cabinet held on the 22<sup>nd</sup> February 2024 be approved and confirmed as a correct record.**

## **374 Annual Pay Policy Statement (including Review for 2024/25)**

The Human Resources Manager introduced the report which advised that the Localism Act 2011 required the Council to publish an Annual Pay Policy Statement. The report reviewed the current Pay Policy Statement, ensuring it was up to date and reflected the Council's approach to pay. The Council also took this annual review as an opportunity to review the Ashford Apprentice Wage Allowance and the report therefore updated the position in relation to Apprentice pay for 2024/25.

A Member mentioned another Council where Living Wage rates were not only paid to Council employees, but were also imposed on subsidiary companies and those who they partnered with or who were paid to provide services for the Council. The aim of this was to raise people's spending power which in turn encouraged them to spend locally and it was questioned whether this was something this Council could look in to as they built future budgets.

**Recommended:**

- That (i) **that the updated Pay Policy Statement be approved.**
- (ii) **the continuation of the Ashford Apprentice Wage Allowance at a rate of 20 pence per hour over the National Minimum Wage rate applicable to the age of the apprentice, be approved.**

### **375 Armed Forces Policy**

The Council's appointed Member Champion for the Armed Forces and Military Covenant introduced the report. It reviewed and sought approval for the adoption of a new Armed Forces Policy. The Member wanted to thank the Officers who had put in an awful lot of work to bring this policy together and hoped it was the first step towards eventually becoming a 'Gold' Employer.

A Member asked about the Armed Forces Covenant which the Council had signed and how that linked with this policy. The Member Champion advised that this was part of the policy and a vital component as they looked to become a silver and then gold employer. The covenant document was on display in the Mayor's Parlour and available on the Council's website for the public to view.

**Resolved:**

**That the new Armed Forces Policy be approved and adopted.**

### **376 Tenant Satisfaction Survey Results and Initial Action Plan**

The Portfolio Holder and Tenant Engagement Officer introduced the report which informed of the results of the 2023/24 annual Tenant Satisfaction Survey based on the Regulator's 12 Tenant Satisfaction Measures and provided commentary and the Council's Action Plan.

A Member asked about the decision to bring housing repairs in house and whether any results could be drawn from that yet. The Portfolio Holder advised that as this had only happened in December 2023, it was too early for the results to be apparent in the 2023/24 survey results. It was an ongoing process and there was a lot of work to do, however once bedded in there would no doubt be benefits to this Council, particularly in the area of oversight and having a full system of checks and balances from the start to the end of the process.

**Resolved:**

**That the publishing of the Tenant Satisfaction Survey results and Initial Action Plan for Ashford Borough Council be noted.**

### **377 Joint Transportation Board – Minutes of 5<sup>th</sup> March 2024**

**Resolved:**

**That the Minutes of the Meeting of the Joint Transportation Board held on the 5<sup>th</sup> March 2024 be received and noted.**

### **378 Trading and Enterprise Board – Minutes of 12<sup>th</sup> March 2024**

**Resolved:**

**That the Minutes of the Meeting of the Trading and Enterprise Board held on the 12<sup>th</sup> March 2024 be approved and adopted.**

### **379 Local Plan and Planning Policy Task Group – Notes of 21<sup>st</sup> February 2024**

**Resolved:**

**That the Notes of the Meeting of the Local Plan and Planning Policy Task Group held on the 21<sup>st</sup> February 2024 be received and noted.**

### **380 Schedule of Key Decisions to be Taken**

**Resolved:**

**That the latest Schedule of Key Decisions as set out within the report be received and noted.**

### **381 Governance for Housing Compliance Reporting and Improvement**

The Corporate Director for Housing, Customer, Technology and Finance introduced the report which advised that following a 'regulator ready' inspection commissioned by the Council to review its readiness to respond to the new consumer standards set by the Social Housing Regulator, coming in from April 2024. The inspection had identified that the Council's Housing Property Management Framework was not as effective as it should be. In response they had taken the decision to make a self-

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referral to the regulator. To address the weaknesses an Action Plan had also been developed to ensure improvements were made to data storage which would ensure compliance is met and decent homes can be evidenced. Members had been updated at an early stage on the steps that were being taken and the report asked Cabinet to support a number of measures to address these issues.

**Resolved:**

- That**
- (i) the actions taken to date by the Council's Strategic Leadership Team be noted.**
  - (ii) the establishment of the Asset Compliance and Improvement Board, Chaired by the Leader of the Council, be noted.**
  - (iii) the Audit Committee be invited to receive quarterly reports on the progress in resolving these issues.**

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**Agenda Item No:**

**Report To:** Cabinet

**Date of Meeting:** 25<sup>th</sup> April 2024

**Report Title:** Draft Borough Plan 2024-28.

**Report Author & Job Title:** Charlotte Hammersley. Head of Policy and Performance

**Portfolio Holder** Cllr. Noel Ovenden  
**Portfolio Holder for:** Leader  
Cllr. Heather Hayward  
Performance and Direction

**Summary:** The Borough Plan provides the overarching strategic vision and objectives to guide the council's Cabinet in planning its work programme over a four-year period (2024-2028). It also sets the performance framework to ensure that the council is on target to achieve its objectives.

The draft Borough Plan has been developed over the past year and has three themes – Planet, People and Place.

It is proposed that the draft Plan is subject to a public consultation to further inform its development before being adopted later in the year.

**Key Decision:** YES

**Significantly Affected Wards:** All

**Recommendations:** **The Cabinet is recommended to approve the draft Borough Plan 2024-2028 for a public consultation.**

**Policy Overview:** The Borough Plan (Corporate Plan) is the main strategic document of the council.

**Financial Implications:** Achievable objectives have been developed that recognise the need to retain financial stability. The new Plan will ensure the council continues to align its resources with its priorities, and revenue budgets and capital projects will be expected to support and deliver the aims and objectives set out in the Plan. Both the Medium-Term Financial Plan and the objectives will be regularly reviewed to ensure alignment. Larger projects will be brought forward when a sound business case has been completed and will be subject to individual approvals.

<b>Legal Implications:</b> <i>Text agreed by Solicitor to the Council on 02/04/2024)</i>	Potential Equality Act implications of the plan have been assessed and are included with the report. As individual projects and proposals are developed all necessary legal advice and support will be provided at the appropriate time.
<b>Equalities Impact Assessment:</b>	See attached.
<b>Data Protection Impact Assessment:</b>	The public consultation will be carried out in accordance with the Council’s Data Protection Policy. An impact assessment is not required as no large-scale personal data processing or surveillance will be taking place.
<b>Risk Assessment (Risk Appetite Statement):</b>	A refreshed Risk Appetite Statement is included within the draft Borough Plan. The level of risk appropriate to each objective will be determined as that objective is brought forward.
<b>Sustainability Implications:</b>	The draft Borough Plan sets out that tackling climate change and encouraging nature recovery are at the core of all objectives. The Planet theme’s objectives are directly related to this. In achieving the other objectives, the expectation is that every step will be assessed to understand any impact on the environment. Where a positive impact cannot be achieved and other priorities mean it is necessary to deliver the objective, action to mitigate any adverse impacts will be put in place.
<b>Other Material Implications:</b>	None.
<b>Exempt from Publication:</b>	<b>NO</b>
<b>Background Papers:</b>	<u><a href="#">Corporate Plan 2022-24</a></u> <u><a href="#">Ashford Ambition Report</a></u>
<b>Contact:</b>	charlotte.hammersley@ashford.gov.uk – Tel: (01233)330878

## **Report Title: Draft Borough Plan 2024-28.**

### **Introduction and Background**

1. Our Plan for the Borough is the council's corporate plan and apex of the council's business planning process. It describes in strategic terms the council's priorities for the period 2024-2028. From this plan, and from the detail contained in the council's policies and strategies, operational plans and team and personal objectives flow.
2. The council's current Corporate Plan covers the period 2022-24 and is therefore coming to the end of its life. As the main strategic document for the council, setting out the priorities for the next 4 years, it is important that the next Plan is in place before the end of 2024.
3. The current Corporate Plan was in place for a shorter period than normal due to the Covid-19 pandemic. However, much has been achieved over this relatively short timescale as demonstrated in the council's Annual reports which track our progress against our objectives.
4. It is intended that some of the themes and projects from the 2022-24 plan will continue into this plan and the new Borough Plan sets out some of our achievements as well as looking forward.

### **Developing a Draft Borough Plan 2024-28**

5. The Cabinet and Management Team have been working together to draft the next Corporate Plan which will be known as 'Our Plan for the Borough 2024-2028'. Referred to in this report as the draft Borough Plan.
6. The draft Borough Plan has been informed by a series of discussions as noted below. The objectives of the plan fall under three themes: Planet, People and Place. The need to tackle climate change, encourage nature recovery and support communities to be sustainable are central to the plan. The importance of these priorities is explained in the text, illustrated with examples of the council's achievements in recent years and expanded upon with the introduction of priorities for the 2024 – 2028 period. These three themes and objectives together with our principles for service delivery will guide all that we do over the next four years.
7. In October 2023, a forward planning session was held for Cabinet Members and Management Team. The session was used to review the previously commissioned Ashford Ambition report which set a vision for the borough to 2030. Within the context of this vision, the current priorities and objectives were considered together with the challenges facing the borough.
8. A revised set of objectives were formed from this discussion.

9. The draft objectives were circulated to the Senior Leadership Team and a drop-in session for Cabinet Members held in January 2024 to further refine the Plan.
10. The draft Borough Plan was informed by these discussions. This draft was circulated to all members for comment in February 2024. The council's new consultation software, Engagement HQ, was used as a trial ahead of it being used for wider public consultation.

#### Proposal

11. Members are asked to agree the draft Borough Plan 2024-2028 (appendix 1) for public consultation.

### **Equalities Impact Assessment**

12. Members are referred to the attached Assessment (Appendix 2). There are no adverse impacts identified.

### **Consultation Planned or Undertaken**

13. From October 2023 to February 2024, there has been ongoing discussion with Cabinet Members and Management Team to shape the content of the Borough Plan and its objectives.
14. The Member consultation run in February 2024 has contributed to further refining the draft Borough Plan.
15. An online public consultation is proposed to run from the beginning of May 2024 for six weeks.
16. A presentation to Corporate Management Team (Officers in a management position) will encourage staff to be familiar with the draft Borough Plan and to promote the consultation to external partners through existing meetings and forums.

### **Equalities objectives**

17. A refresh of the Council's Equality Objectives is undertaken every four years and runs concurrently with Borough Plan cycle.
18. Consultees will be asked for comments on the draft Equalities Objectives, that form part of the Plan.
19. Comments received during the public consultation will be used to amend, if necessary, the Equalities Objectives. The council's Equalities Policy will then be reviewed.



## **Reasons for Supporting Option Recommended**

20. The current Corporate Plan runs until 2024. It is important that a replacement plan is in place before the end of 2024.
21. Without an overarching plan the council does not have a set of agreed objectives on which to focus its resources.
22. The public consultation ensures that residents and stakeholders are able to put forward their thoughts on the objectives and to make sure the council is addressing issues and taking forward projects that are important to the local community.

## **Next Steps in Process**

23. Undertake a Public consultation for six weeks, commencing in early May 2024.
24. Report outcomes of public consultation and any proposed amendments to the draft Borough Plan to Senior Leadership Team.
25. Present a final draft of the Borough Plan to Cabinet for recommendation to adopt at Full Council.
26. Publish the adopted Borough Plan 2024-28 on the Council's website.

## **Conclusion**

27. Approving the draft Borough Plan for consultation, will allow us to undertake a public consultation. This public consultation will inform the further development of the Plan thus enabling us to set a strategic vision and objectives for the next four years and provide a framework for forward planning and performance management.

## **Portfolio Holder's Views**

28. The Cabinet have developed a draft Borough Plan through a series of workshops and a consultation which all Members were invited to take part in.
29. We now look forward to hearing the views of residents and stakeholders in the borough to further inform the Plan before it is presented for adoption later this year. I therefore recommend the Plan is approved for public consultation.

## **Contact and Email**

30. Charlotte Hammersley, email: [charlotte.hammersley@ashford.gov.uk](mailto:charlotte.hammersley@ashford.gov.uk)

# Equality Impact Assessment

1. An Equality Impact Assessment (EIA) is a document that summarises how the council has had due regard to the public sector equality duty (Equality Act 2010) in its decision-making. Although there is no legal duty to produce an EIA, the Council must have **due regard** to the equality duty and an EIA is recognised as the best method of fulfilling that duty. It can assist the Council in making a judgment as to whether a policy or other decision will have unintended negative consequences for certain people and help maximise the positive impacts of policy change. An EIA can lead to one of four consequences:

- (a) No major change – the policy or other decision is robust with no potential for discrimination or adverse impact. Opportunities to promote equality have been taken;
- (b) Adjust the policy or decision to remove barriers or better promote equality as identified in the EIA;
- (c) Continue the policy – if the EIA identifies potential for adverse impact, set out compelling justification for continuing;
- (d) Stop and remove the policy where actual or potential unlawful discrimination is identified.

## Public sector equality duty

2. The Equality Act 2010 places a duty on the council, when exercising public functions, to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation;
  - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it (ie tackling prejudice and promoting understanding between people from different groups).

3. These are known as the three aims of the general equality duty.

## Protected characteristics

4. The Equality Act 2010 sets out nine protected characteristics for the purpose of the equality duty:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership\*
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

\*For marriage and civil partnership, only the first aim of the duty applies in relation to employment.

## Due regard

5. Having 'due regard' is about using good equality information and analysis at the right time as part of decision-making procedures.
6. To 'have due regard' means that in making decisions and in its other day-to-day activities the council must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations. This can involve:
- removing or minimising disadvantages suffered by people due to their protected characteristics.
  - taking steps to meet the needs of people with certain protected characteristics when these are different from the needs of other people.
  - encouraging people with certain protected characteristics to participate in public life or in other activities where it is disproportionately low.
7. How much regard is 'due' will depend on the circumstances. The greater the

potential impact, the higher the regard required by the duty. Examples of functions and decisions likely to engage the duty include: policy decisions, budget decisions, public appointments, service provision, statutory discretion, decisions on individuals, employing staff and procurement of goods and services.

8. In terms of timing:

- Having 'due regard' should be considered at the inception of any decision or proposed policy or service development or change.
- Due regard should be considered throughout development of a decision. Notes shall be taken and kept on file as to how due regard has been had to the equality duty in research, meetings, project teams, consultations etc.
- The completion of the EIA is a way of effectively summarising this and it should inform final decision-making.

**Armed Forces Community**

9. As part of the council's commitment to the Armed Forces Community made through the signing of the Armed Forces Covenant the council's Cabinet agreed in November 2017 that potential impacts on the Armed Forces Community should be considered as part of the Equality Impact Assessment process.

10. Accordingly, due regard should also be had throughout the decision making process to potential impacts on the groups covered by the Armed Forces Covenant:

- Current serving members of the Armed Forces (both Regular and Reserve)
- Former serving members of the Armed Forces (both Regular and Reserve)
- The families of current and former Armed Forces personnel.

**Case law principles**

11. A number of principles have been established by the courts in relation to the equality duty and due regard:

- Decision-makers in public authorities must be aware of their duty to have 'due regard' to the equality duty and so EIA's must be attached to any relevant committee reports.
- Due regard is fulfilled before and at the time a particular policy is under consideration as well as at the time a decision is taken. Due regard involves a conscious approach and state of mind.
- A public authority cannot satisfy the duty by justifying a decision after it has been taken.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty is a non-delegable one. The duty will always remain the responsibility of the public authority.
- The duty is a continuing one so that it needs to be considered not only when a policy, for example, is being developed and agreed but also when it is implemented.
- It is good practice for those exercising public functions to keep an accurate record showing that they have actually considered the general duty and pondered relevant questions. Proper record keeping encourages transparency and will discipline those carrying out the relevant function to undertake the duty conscientiously.
- A public authority will need to consider whether it has sufficient information to assess the effects of the policy, or the way a function is being carried out, on the aims set out in the general equality duty.
- A public authority cannot avoid complying with the duty by claiming that it does not have enough resources to do so.

The Equality and Human Rights Commission has produced helpful guidance on "Meeting the Equality Duty in Policy and Decision-Making" (October 2014). It is available on the following link and report authors should read and follow this when developing or reporting on proposals for policy or

service development or change and other decisions likely to engage the equality duty. [Equality Duty in decision-making](#)

<b>Lead officer:</b>	Charlotte Hammersley
<b>Decision maker:</b>	Cabinet
<b>Decision:</b> <ul style="list-style-type: none"> <li>• Policy, project, service, contract</li> <li>• Review, change, new, stop</li> </ul>	Launch Borough Plan for Public Consultation
<b>Date of decision:</b> The date when the final decision is made. The EIA must be complete before this point and inform the final decision.	The Final version of the Corporate Plan is expected to be submitted to the Cabinet in the Summer 2024 following the public consultation.
<b>Summary of the proposed decision:</b> <ul style="list-style-type: none"> <li>• Aims and objectives</li> <li>• Key actions</li> <li>• Expected outcomes</li> <li>• Who will be affected and how?</li> <li>• How many people will be affected?</li> </ul>	<p>Our Plan for the Borough is the council's corporate plan and apex of the council's business planning process. It describes in strategic terms the Council's priorities for the period 2024-2028. From this plan, and from the detail contained in the Council's policies and strategies, operational plans and team and personal objectives flow.</p> <p>The Plan is for all residents, visitors and people working in the borough. It is designed to create a positive impact and should not have an adverse impact on any groups or individuals as its purpose is to make council practices and services more effective, fair and accessible for all.</p> <p>Draft equality objectives are embedded into the Plan so that they form part of the council's key strategic document.</p> <p>It is intended to deliver on the Ashford Ambition to 2030 and sets out three main objectives for making improvements around the themes of Planet, People and Place.</p>
<b>Information and research:</b> <ul style="list-style-type: none"> <li>• Outline the information and research that has informed the decision.</li> <li>• Include sources and key findings.</li> </ul>	<p>Extensive research informed the Ashford Ambition report which sets a vision for the borough to 2030. The vision remains and the objectives in the Plan have been developed to continue our journey to realising the ambitions in the report.</p> <p>The Residents' Survey 2022 which surveyed a range of residents across the borough.</p> <p>Census 2021 which provides information on the protected characteristics of our population and other informative information including car ownership and home fuel type. The results of the Census showed some key changes to the demographics of our borough which indicate that it is becoming increasingly diverse overtime:</p> <ul style="list-style-type: none"> <li>• Population growth has been highest among residents aged between 25-35, 50-60 and those over 70.</li> <li>• Ashford is an increasingly diverse borough. The percentage of the population who do not identify as 'white' increased from 6% to 12% since 2011 which is lower than England and Wales overall at 18% but the</li> </ul>

	<p>percentage change compared to the 2011 census is higher.</p> <ul style="list-style-type: none"> <li>• 91% in Ashford identified as heterosexual. 2.6% identified as gay or lesbian, bisexual, pansexual, asexual or queer.</li> <li>• 0.5% of people identified as a gender which was different from their sex registered at birth.</li> </ul>
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<p><b>Consultation:</b></p> <ul style="list-style-type: none"> <li>• What specific consultation has occurred on this decision?</li> <li>• What were the results of the consultation?</li> <li>• Did the consultation analysis reveal any difference in views across the protected characteristics?</li> <li>• What conclusions can be drawn from the analysis on how the decision will affect people with different protected characteristics?</li> </ul>	<p>From October 2023 to February 2024 there has been ongoing discussion with Cabinet Members and Management Team to shape the content of the Borough Plan and its objectives.</p> <p>The Member consultation run in February 2024 has contributed to further refining the draft Borough Plan.</p> <p>A public consultation is proposed to run from the beginning of May 2024 for six weeks. The council's Citizens' Panel will be invited to take part in the consultation which will help us understand the views of the protected characteristics.</p> <p>A presentation to Corporate Management Team (Officers in a management position) will encourage staff to be familiar with the draft Borough Plan and to promote the consultation to external partners through existing meetings and forums.</p> <p>Conclusions from the consultation will be included in an updated Equality Impact Assessment template when the Plan is submitted for adoption.</p>
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**Assess the relevance of the decision to people with different protected characteristics and assess the impact of the decision on people with different protected characteristics.**

When assessing relevance and impact, make it clear who the assessment applies to within the protected characteristic category. For example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

<b>Protected characteristic</b>	<b>Relevance to Decision High/Medium/Low/None</b>	<b>Impact of Decision Positive (Major/Minor) Negative (Major/Minor) Neutral</b>
<u>AGE</u> Elderly	Medium	Positive
Middle age	Low	Positive
Young adult	Low	Positive
Children	Low	Positive

<u>DISABILITY</u> Physical	Low	Positive
Mental	Low	Positive
Sensory	Low	Positive
<u>GENDER RE-ASSIGNMENT</u>	Low	Positive
<u>MARRIAGE/CIVIL PARTNERSHIP</u>	Low	Positive
<u>PREGNANCY/MATERNITY</u>	Low	Positive
<u>RACE</u>	Low	Positive
<u>RELIGION OR BELIEF</u>	Low	Positive
<u>SEX</u> Men	Low	Positive
Women	Low	Positive
<u>SEXUAL ORIENTATION</u>	Low	Positive
<u>ARMED FORCES COMMUNITY</u> Regular/Reserve personnel	Low	Positive
Former service personnel	Low	Positive
Service families	Low	Positive

<b>Mitigating negative impact:</b> Where any negative impact has been identified, outline the measures taken to mitigate against it.	Not applicable at this stage
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<b>Is the decision relevant to the aims of the equality duty?</b>	
Guidance on the aims can be found in the EHRC's <a href="#">Essential Guide</a> , alongside fuller <a href="#">PSED Technical Guidance</a> .	
<b>Aim</b>	<b>Yes / No / N/A</b>
1) Eliminate discrimination, harassment and victimisation	Yes

2) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	Yes
3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	Yes

<p><b>Conclusion:</b></p> <ul style="list-style-type: none"> <li>• Consider how due regard has been had to the equality duty, from start to finish.</li> <li>• There should be no unlawful discrimination arising from the decision (see guidance above ).</li> <li>• Advise on whether the proposal meets the aims of the equality duty or whether adjustments have been made or need to be made or whether any residual impacts are justified.</li> <li>• How will monitoring of the policy, procedure or decision and its implementation be undertaken and reported?</li> </ul>	<p>Approving draft Borough Plan for public consultation will enable us to capture the views of a wide range of residents and stakeholders which will help us shape the final version of the Plan to be submitted later this year.</p> <p>The Borough Plan is intended to improve the outcomes for everyone in the borough so should have a positive impact. Individual projects that come forward as a result of the Plan will set out specific Equality Impact Assessments at the appropriate time.</p> <p>This EIA will be updated once the consultation results have been analysed.</p>
<p><b>EIA completion date:</b></p>	<p>4 April 2024</p>



# Our Plan for the Borough

2024 - 2028

Draft Copy



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Captions above from left: Ashford Town Centre, Devil's Kneading Trough in Wye; Tenterden High Street

# Foreword

This Plan sets out Ashford Borough Council's priorities over the next four years as we face the dual challenges of climate and economy and strive to bring people and organisations together to achieve our vision:

**To make Ashford a place where people, business and nature can collectively thrive.**

Three pillars support this vision and form the priorities against which progress will be measured:

**Planet** - Working to reduce greenhouse gas emissions and creating places for nature will be at the heart of everything we do.

**People** - Listening and serving the Ashford community is our philosophy; we will make best use of available resources to build an equitable and fair society.

**Place** - We are planning for the future of our community and to make Ashford a place people are pleased to call home and love to visit.

Our commitment to be net zero in our own operations by 2030 runs throughout the

plan and our aspiration for the borough to be net zero by 2050 is a target that we will work tirelessly with residents and other organisations to achieve. At a local level, we will do all we can to reduce greenhouse gas emissions and protect nature in ways that will benefit the community and residents.

Listening to what matters most to our residents will help us deliver the services that are important to you. We will be open and honest about what we can and cannot do. Where the responsibility for a service lies with another organisation, we will work with them to make sure those services are meeting the needs of our community.

At a time when money is tight, both for residents and the council, we must be careful to ensure that our resources are used as efficiently as possible. We will continue to review how we deliver services, where we can be more cost effective and when working in partnership can improve and protect our services, while investing wisely in a resilient future for all.

We will seek to create places that offer mixed

housing, spaces to be active, spaces to relax and spaces to build community, while also making space for nature. This will be central to future development in the borough. Our focus will be on the Kent Wool Growers site and Civic Centre redevelopment and we will start to put together a plan for the regeneration of Park Mall.

We want local democracy to be inclusive and welcoming for all and will be making it easier for local people to engage in decision making both in and out of the Council Chamber. Councillors must feel welcome and safe when representing our residents which why I felt it was important to add our council to the **Debate not Hate campaign.**

We will measure our progress annually against goals for each of our priorities and, whilst we may not be in control of the national picture of which our borough is a part, we are in control of how we react to the issues that affect us. We will be a listening, considerate and inclusive council.

**Cllr Noel Ovenden,**  
Leader of the Council.



# Our underlying principles:

**We are focused on what matters most to people and providing services that are efficient and effective. We will:**

- Put the customer first, learn from their experiences and proactively engage with residents, e.g. through our citizens' panel and residents survey
- Be an inclusive council that treats everyone fairly and with respect
- Continue our digital programme whilst ensuring our services are accessible for all
- Listen, understand and respond to the needs of our communities to ensure no one is disadvantaged
- At a local level, work to tackle climate change and protect the natural environment
- Work in the spirit of cooperation and partnership with local councils, other organisations and statutory agencies
- Manage our finances carefully to ensure we live within our means
- Use our performance monitoring to ensure we are meeting customer expectations and our resources are used effectively

We will encourage our staff to be ambitious, creative and trustworthy. Within the resources we have available we will always put residents at the centre of everything we do, try to be flexible and adaptable and respond in a timely manner.

How we will measure the success of achieving our underlying principles can be found in **Appendix 1**.

Our equalities objectives have been reviewed and can be found in **Appendix 3**. These objectives will be carried forward into a refresh of our equalities policy.



All-season accessible trail at Hothfields Heathland.

# The borough today:



**Population**  
**132,740**  
(Census 2021)



**Average House Prices 2022**  
**£393,167**  
(KCC House prices and sales in Kent: 2022)



**Visitors each year**  
**3.8 million day visits**  
**371,600 staying trips**  
(Visit Kent - Economic Impact of Tourism 2022 results, Nov 2023)



**Unemployment rate**  
**3.1%** (Nov 23)  
(Model based estimates of unemployment, ONS)



**Area**  
**224 square miles**  
(largest borough in Kent)



**Average Annual Salary 2023**  
**£31,096**  
(gross full time by place of work)  
(Annual survey of hours and earnings, ONS)



**National Landscapes**  
(formerly AONB)  
**2 areas**  
High Weald and Kent Downs



**Universal credit claimants**  
**14%** (Oct 23) (age 16 - 64)  
(KCC - Universal Credit Claimants, Nov 23)



**Households**  
**53576**  
(Census 2021)



**Crime**  
**Average of 950 street level crimes per month**  
(data.police.uk)



**Number of businesses**  
(VAT and/or PAYE registered)  
**6375**  
**90%** are micro business (0-9 employees)  
(KCC - UK Business Counts 2023)



**14% of homes**  
**are rented from the council or a housing association**  
(Census 2021)



**Ethnicity**  
**12% population black and ethnic minority**  
(Census 2021)



**Listed buildings**  
**Over 3000**  
(ABC website)



**Life expectancy**  
(at birth) (2022)  
**Males 80.9 | Females 83.9**  
(Local Authority health profiles - fingertips public health data)



**17.9% of homes**  
**are rented from a private sector landlord**  
(Census 2021)



# Challenges we face:

The most significant challenge we face as a council will be to maintain **financial stability** and this will always be at the forefront of our work. Stubbornly high inflation and interest rate rises have significantly impacted the council's financial position which, along with reduced or static government grants produces a background that impacts resources and priorities for this council. The 2024/25 draft budget forecasts a deficit of £890,000, which will be funded from reserves in the short term while saving proposals are developed and implemented.

A growing population and the planning system have been national news and impact Ashford along with all other councils. In addition, the number of **new homes** being built has been reduced by issues in the Stour Valley Catchment area which affects part of the borough. In the South East, **house prices** continue to increase, with the average house price being 11 times the average income, leading to a growing list of people looking for social housing and increased **homelessness** which is detrimental to the health and wellbeing of those affected. The cost of providing temporary accommodation is growing and creates a huge challenge to local councils, including Ashford, whilst an aging population creates demands for different types of housing that must be accommodated in our planning for the future.

The issues associated with the nutrient levels in the Stour Valley catchment area has a negative impact on the amount of housing that can be delivered and water quality.

The reduction in the overall number of homes being built reduces affordable housing delivery. This means longer waiting times for those on our housing waiting list and increasing use of temporary accommodation.

We are bringing forward homes on our own sites where possible and working with other affected districts and government to find a solution.



**Tackling climate change and supporting nature recovery** is urgent to help meet local, national and international targets to reduce the impacts of global warming. Increasingly extreme weather impacts our borough with wetter winters leading to flooding and drier summers causing water shortages. Engaging with residents, businesses and organisations, as well as reviewing how we can deliver services more sustainably will require leadership and innovation at all levels of government. We will face this challenge together and consider the environmental impact of our actions throughout all service areas.

The changing use of our **high streets** as people move away from needing retail orientated centres is another national issue that is affecting all towns and Ashford is no exception. Over the coming years we will work to reinvent our town centre, to bring people back into it for a variety of reasons and aspire to making it a vibrant hub for our community. That it will be different from what has gone before is beyond doubt. What shape it will take is open to discussion in both our Local Plan and on the street but with change comes opportunity that we will embrace. The **withdrawal of Eurostar services** from Ashford International Station has affected businesses, residents and visitors to our town centre too. Together with other affected councils and our MP we continue to collectively lobby for the return of a rail service to Europe and hope that, as Ashford grows, Eurostar will recognise there is opportunity here for them too.

**The projects below are central to addressing the challenges and to achieving our plan over the next four years.**

- Finding the Nutrient Neutrality solution for the Stour Valley catchment area to bring forward development
- Delivering the council's Affordable Housing Programme
- Converting the Civic Centre to apartments
- Bringing forward the Kent Wool Growers site
- Plans for a mixed use Town Centre and taking the former Odeon project forward
- Options for the redevelopment for Park Mall
- Continue the delivery of Newtown Works with established partners
- Facilitate and enable Brompton Bikes relocating to Ashford

The first modular homes in Ashford are being built to provide 23 extremely energy efficient homes that are highly insulated and triple glazed, with heat recovery ventilation and featuring 175 solar panels integrated into the roof. The fabric of the building is designed to create zero carbon homes with very low energy consumption and running costs.

The 23 units of short-stay apartments will be a 'stepping stone' until people who have become homeless are able to move on to more permanent accommodation.



# Planet, People and Place

Our three priorities – Planet, People and Place are closely linked to each other and all contribute to creating a better quality of life for everyone. Such as:

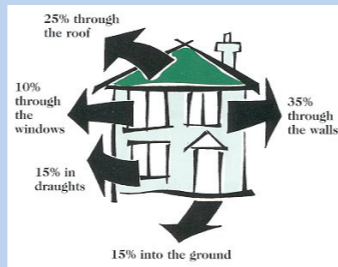
1

Having clean air to breathe is helped by people making fewer car journeys. By walking or cycling there are less emissions and we stay fitter, our roads are safer and we are improving our health and wellbeing.



2

Energy efficient homes are easier to heat and lower energy bills which helps with household costs and tackling fuel poverty. Warmer homes are better for health with reduced damp and mould.



3

Green corridors help nature recovery by linking communities through creating wildlife friendly areas along routes that also provide opportunities for people to walk and cycle and enjoy the outdoors which benefits physical and mental health.



## Planet

Working to reduce greenhouse gas emissions and creating places for nature will be at the heart of everything we do here at Ashford. That Planet is put first of our three priorities is no accident. Wherever possible we will be working to help our community make the right choices, as we strive to change our own working practices and estate to support our environmental goals.

What we want to achieve	How we will achieve this
Reduce the use of fossil fuel	Use our decision making to reduce greenhouse gas emissions
	Adopt a Local Plan that supports tackling climate change
	Improve the energy efficiency and use of renewable energy in our own buildings, machinery and vehicles and use and generate renewable energy
	Promote cleaner travel (e.g. public transport, walking, cycling, car-pooling) and encourage walking and cycling for leisure
	Work in partnership to deliver energy efficiency schemes and use of renewable energy in homes and business in the borough
Encourage nature and the enjoyment of natural places	Support the development of community energy projects and encourage using energy wisely in homes and businesses
	Manage our open spaces and allotments to encourage wildlife
	Ensure our local plan policies and the design of new developments contribute to supporting wildlife and access to nature
Reduce waste	Work in partnership to improve water quality and supply
	Help communities care for nature
	Ensure our waste collection service is reducing waste and enabling recycling
	Use our powers to deter fly-tipping and prevent littering
	Encourage community initiatives such as repair cafes and sharing schemes
	Promote the five R's: refuse reduce, reuse, repurpose and then recycle message

Stour Centre has undergone major works to make it more energy efficient: Reduction of the Stour Centre's annual carbon emission total by 657 tonnes or 45% (the equivalent to the CO2 emissions from the annual heating of 243 homes).

Energy savings of 40%, contributing to lower running costs at the centre. A significant contribution to the council's goal of being carbon neutral by 2030.



# Planet

## Planet - Success Measures – Reported Annually

Success measure	Description	Baseline	Target/Trend
Council's carbon footprint (tCO2e) Annual	Council's carbon footprint (tCO2e)	Baseline figure 3599 tCO2e for Y2019/20	Decreasing – Net Zero aspiration by 2030
Council owned renewable energy provision (kWh) Annual	Total potential capacity of council owned renewable energy provision (kWh)	21-22 estimated average of 492,493.31 kwh per year	Increasing
Number of EV charging points on council property Annual	Number of EV charging points on council property	22-23, 37 Council managed charging points	Increasing
Air Quality	Number of Air Quality Management Areas	Annual measure – Baseline figure from 22-23, 0	Air quality management areas remains at zero
Area of land (km2) managed for nature conservation Annual	Area of land (km2) managed for nature conservation	1.2km2 of land managed for nature conservation (2022/23)	Increasing
Number of trees planted (net gain) supported	Number of trees planted (net gain) supported through ABC projects	107,000 trees planted to date (2022/23)	Increasing
Level of biodiversity in defined project areas Annual	Level of biodiversity in defined project areas	122,000 M2 of meadows (2022/23)	Increasing
Contamination rate in recycling loads Annual	Contamination rate in recycling loads		Decreasing
Reported incidences of fly-tipping Annual	Reported incidences of fly-tipping Annual		Decreasing

## Planet – Success Measures - Reported Quarterly

Success measure	Description	Baseline	Target/Trend
Number of organisations committed to active travel plans cycling/ walking	Number of organisations committed to travel plans cycling/ walking	-	Increasing
Recycling Rate	% of borough waste recycled or composted	-	50%
Refuse Collection Success Rate	% of successful refuse collections per 100,000 refuse collections made.		99.96%

Ashford Borough Council has been successful in securing some funding to explore the viability of a heat network for Ashford. A district heat network works like a giant looped central heating system, where hot water is carried in an underground system of pipes, releasing its heat where and when required to connected buildings and then returning cooler water in a loop back to an energy centre to be reheated. Imagine local energy sources supplying local energy demand, using clean heat pumps and utilising waste heat e.g. from supermarket refrigeration, electricity sub stations and existing light industry.

- **Benefits of a heat network could include:**
- **Reduced gas usage in the borough and thus a positive contribution to climate action**
- **Stable heat prices to consumers – as heat is locally produced**
- **Opportunities to reduce maintenance costs for individual buildings as they will no longer require their own boiler**
- **Economic development, new skills and job sector as the network extends over time**
- **Potential to provide lower cost carbon heating in time**





# People

We will be a listening council. Our primary purpose is to serve the Ashford community. We will make best use of available resources to put the heart back into our town. The health, safety and wellbeing of everyone is central to our thinking as we strive to create a place in which both families and business can thrive. We will seek opportunities for younger people and support for older residents as we strive to create a community that is equitable and fair.

What we want to achieve	How we will achieve this
Mixed tenure housing that is affordable to local people	Adopt a Local Plan that will deliver appropriate housing to meet local needs
	Buy, build and work with other landlords to increase the number of social rented homes
	Tackle homelessness and reduce the use of temporary accommodation
	Encourage private sector landlords to use our social lettings agency
	Work with private sector landlords to improve conditions in the private rented sector
People have more active and healthy lifestyles	Explore affordable home ownership initiatives
	Help people to find information, advice and services that support them to be healthier
	Support disadvantaged communities to improve their health and wellbeing
	Work with health and social care partners to deliver joint priorities
	Encourage increased participation in sports and activities in local communities that improve wellbeing, including for active later life
A well skilled local workforce	Ensure young people have affordable access to sport and recreational activities
	Promote events that celebrate the arts, culture and local history for residents and visitors
	Work with Ashford College and local employers to match training to skills required
	Support young people with work experience and opportunities for learning and training within the council
	Promote the value of voluntary work as a step towards employment

# People

Charlton Athletic Community Trust (CACT) runs programmes within the borough to create safer, stronger, and more respectful communities through engaging young people in positive activities within the immediate communities that they live in.

There are also 1 to 1 mentoring sessions that can reduce the risk of young people becoming involved in serious youth violence and gang related crime.

CACT mentors lead the programme introducing young people to new experiences, challenging them to work positively as a team under their supervision and guidance.

Delivered away from their local communities and any potential negative influences, and by introducing and providing new and unique and exciting activities, the project aims to inspire young people to make positive and beneficial decisions moving forward in their lives.



Carnival of the Baubles saw thousands of residents line the streets of Ashford Town Centre to mark the start of the 2023 festive season.

Resulting in the busiest day in the Town Centre for years, with traders commenting that it had been the best day of trade they'd ever had.



Ashford's  
**CARNIVAL OF THE BAUBLES**

# People

## People - Success Measures – Reported Annually

Success measure	Description	Baseline	Target/Trend
Indices of multiple deprivation score Annual	Indices of multiple deprivation score	-	Increasing (1 being the most deprived)
Health profile indicators	Health profile indicators for smoking prevalence, healthy weight and physical activity	-	-
Annual footfall to key leisure sites	Annual footfall to key leisure sites: Stour Centre, Julie Rose, Tenterden Leisure Centre	-	Increasing
Exceptional Circumstance Payments spend Annual	Exceptional Circumstance Payments	-	
Value of grants awarded via community grant fund Annual	Value of grants awarded via community grant fund	-	Descriptive
Trends in volunteering Annual	Trends in volunteering	-	-

## People – Success Measures – Reported Quarterly

Success measure	Description	Baseline	Target/Trend
Council affordable housing - new build	No. of additional new build affordable homes delivered by council housing		
Council affordable housing - on-street purchases	No. of additional on-street purchase affordable homes delivered by council housing		
Homelessness presentations			
Homelessness preventions (still in accommodation)	No. of households where homelessness was prevented		
Disabled facilities grants completed	No. of disabled facilities grants administered by the council		
Disabled facilities grant spend	Actual spend per month for disabled facility grants		
Unemployment	Unemployment figures taken monthly from Kent County Councils Economy and employment data		
Unemployment 18-24yr olds	Unemployment 18-24yr olds taken monthly from the Kent County Council economy and employment data		
Support to 'vulnerable' groups through leisure centre activity			

# People

**Eat Well Spend Less Roadshows help with the cost of living offering a wide range of advice and support out in the community.**

Bringing together a range of organisations in one easy to-access place and it's free to attend.

**Including:**

- Health services
- Benefits and housing advice
- Childrens services
- Digital support and financial hardship
- Fire safety
- Food banks and community shops
- Guidance on shopping, preparing and cooking healthy, nutritious meals
- Recipe bags with all the ingredients to make and recipe card
- The Hygiene Bank
- Safeguarding and Safer Streets information





# Place

We are planning for the future of our community and to make Ashford a place people are pleased to call home and love to visit.

Ashford is a large and varied borough that includes tiny rural villages and the country town of Tenterden, as well as the urban centre of Ashford itself.

It's a fortunate and heady mix that makes our borough a great place to live and do business. We will work to improve our public spaces and create pathways for both our urban centre and rural economy to thrive.

What we want to achieve	How we will achieve this
Communities that are friendly, safe, inclusive places to live	Ensure developments have good access to facilities and space to support wellbeing
	Work in partnership to reduce crime and anti-social behaviour, taking account of the cross-party review findings of community safety
	Be active in tackling issues that harm young people
	Encourage the wider use of public buildings for community activities
The establishment and growth of new and existing enterprises	Adopt a Local Plan that supports sustainable economic growth and development
	Attract inward investment through use of the 'Ashford For' brand and collaboration with the Chamber of Commerce
	Promote schemes that support sustainable business growth
	Engage with the rural business community to understand how they can best be supported
Visitors spend more time and money in the borough	Lobby for return of rail services to Europe at Ashford International Station
	Work with providers to improve telecommunication infrastructure
	Establish the Port Health Service as a centre of excellence in its field
	Promote tourism in collaboration with Visit Kent and the Ashford and Tenterden Tourism Association
Thriving, mixed use town and village centres	Assist tourism enterprises to access funding and advice
	Improve connectivity between the town and designer outlet
	Ensure public spaces are clean, attractive and safe
	Enable residential development that delivers a mix of homes alongside leisure, retail and entertainment enterprises
	Explore using our existing assets to create a flexible multi-use community and civic space in Ashford Town centre, such as the former Odeon building

# Place

## Place - Success Measures – Reported Annually

Success measure	Description	Baseline	Target/Trend
Number of all recorded crime figures Annual	Recorded Town Centre crime	-	Decreasing
Number killed or seriously injured on the roads Annual	Number killed or seriously injured on Ashford's roads	-	Decreasing
Number of play areas revamped/ refreshed/ replaced Annual	Number of play areas revamped/ refreshed/ replaced Annual	-	Increasing
Percentage of creative industries in the borough			
Percentage of tourism related businesses in the borough			

## Place – Success Measures – Reported Quarterly

Success measure	Description	Baseline	Target/Trend
Food Hygiene Rating	% of businesses in the borough with a food hygiene rating above 3*		98.5%
Number of tickets sold local lottery Scheme	Number of tickets sold local lottery scheme – generating x amount.		
Business survival - current vacancy rates	Business survival, measure based upon our business rates records		
	Current vacancy rates		
Ashford town centre vacancy rate			
Contribution to budget from commercial investments			
Vacancy rates (in our corporate property)			
Parking usage	Parking usage Ashford and Tenterden Car Parks		

# Place

## Victoria Park and Watercress Fields.

A £5m+ project delivered by Ashford Borough Council and the National Lottery Heritage Fund to improve and protect Victoria Park for the local community.

The park's new and improved facilities include:

- A community building
- River corridor
- Flagship new playground
- Fountain piazza
- Sensory garden
- Community spaces
- Seasonal wetland area
- Pump track



The festival opened with a weekend that featured ASHFOOD! – A two-day event at Elwick Place, celebrating the producers, restaurants, pop-ups, and bars from Ashford Town Centre and beyond. Including live music, children's crafts, DJs and more, a great family-friendly celebration of food and drink.



'Taste & Try throughout July' invited residents and visitors to be immersed in the culinary delights and great hospitality that the borough has to offer. Venues showcased their own food and drink products as well as collaborating with producers from around the borough.

# Performance Monitoring and Risk appetite

## Performance Monitoring

Delivery of the Corporate Plan objectives will be monitored at both Member and officer level. The performance monitoring system is updated regularly by officers. Performance and Annual reports are compiled by the Corporate Policy Team.

Quarterly performance reports will be presented to Cabinet and the Overview and Scrutiny Committee.

Each June, an Annual Report will be present to Cabinet and to the Overview and Scrutiny Committee.

## Risk appetite

Our risk appetite statement helps us to understand the amount of risk we are willing to take in pursuit of achieving our priorities and objectives. For more information on our risk appetite statement please see [Appendix 2](#).

A mural from the Ashford Street Art Festival was voted as Best Street Art in the World, via Street Art Cities. Part of a wider open air gallery created through the Unframed Festival, where artists painted murals across the town creating a contemporary street art trail.



# Appendix 1: Underlying Principles – Success Measures

## Underlying Principles Success measures

### Annual

Success measure	Description	Baseline	Target/Trend
Complaints resolved at stage 1	% of complaints resolved as stage 1		
Mean gender pay gap	The difference in average pay between men and women in the council's workforce		

## Underlying Principles Success measures

### Quarterly

Success measure	Description	Baseline	Target/Trend
Benefit change of circumstance processing	Average time taken to process a benefit change of circumstance in no. days		
Benefit new claim processing time	Average time taken to process a new benefit payment claim in no. days		
FOI response rate	% of freedom of information requests responded to within 20 working days		95%
Business rates collection	% of national non-domestic rates collected by the council - cumulative figure per month		99%
Council tax collection rate	Percentage of council tax collected - cumulative figure per month		98.25%
Percentage of invoices paid on time			
Gas safety certificates	% of ABC properties with up to date gas safety certificates		100%
Number of days sickness per full time equivalent			

Average speed of customer service calls answered	Average wait time for customer service calls		
Number of ongoing litigation/court proceedings (volume measure)	number of ongoing litigation/ court proceedings (volume measure)		
Number of new 106 files opened			
Planning application approvals	% of planning applications approved		90%
Speed of major planning application decisions	% of major planning applications determined within 13 weeks (or within such extended period as agreed in writing between the applicant and the local authority)		65%
% of major planning applications determined within 13 weeks amended to reflect 24 rolling month	% of major planning applications determined within 13 weeks amended to reflect 24 rolling month		75%
Speed of non-major planning application decisions	% of minor and other planning applications determined within 8 weeks		75%
% of non majors determined within 8 weeks amended to reflect 24 rolling month	% of non majors determined within 8 weeks amended to reflect 24 rolling month		80%
Number of live planning casework reducing backlog – with and without Stodmarsh			550
Digital uptake	Digital uptake - % of total council /% Increase transactions completed electronically		80%
Social media engagement			

# Appendix 2: Risk Appetite Statement

## 1. Introduction

The council's risk appetite statement is set at a strategic level by the Cabinet and reviewed formally with the adoption of a new Corporate Plan. Once approved, the appetite will be incorporated into the council's Risk Management Framework and shared throughout the organisation to ensure that all strategic and operational decisions are aligned with the organisational risk appetite. To coincide with the new Corporate Plan 2024-28 being developed our risk appetite has been reviewed and is presented together with the new Plan. The statement draws on the objectives and principles set out in the plan.

Risk is unavoidable if we are to succeed in delivering our Corporate Plan priorities and objectives but these risks need to be carefully assessed before being taken to ensure they are within our risk appetite and that they are tolerable.

Our risk appetite statement helps us to understand the amount of risk we are willing to take in pursuit of achieving our priorities and objectives.

## 2. Risk appetite definition

A 'risk appetite' expresses the nature and extent of risk we prepared to take to realise the benefits of the **opportunities**, essentially comparing the value (financial or otherwise) of potential benefits with the losses that might be incurred. When considering **threats**, risk appetite involves assessing the level of exposure that can be justified and tolerated by comparing the value (financial or otherwise) of potential benefits with the losses that might be incurred.

## 3. How we use our risk appetite

As a local authority we carry out a wide variety of activities and have an equally wide variety of different risks that we manage daily. We have therefore recognised the need for a number of potentially differing

appetites depending on what the activity is. Defining our risk appetite helps us to clearly set out what the risk levels are in our decision making and operational activities which in turn helps decision makers take a consistent approach. All risks that fall outside our risks appetite are reported to the council's Management Team and Audit Committee.

## 4. Risk appetite statement

The risk appetite is guided by our strategic objectives and our principles set out in our Corporate Plan. Our strategic objectives articulate our plans for the borough. Our principles define the way we operate when delivering our objectives.

Out of a range of very low to very high, the council will take risks within the very low to moderate range. It will not take risks which are likely and where the impact is major or catastrophic. More specifically:

ABC's Risk Appetite Statement
We are committed to making Ashford a place where people, business and nature can collectively thrive. In order to deliver on this commitment, we will take <b>Moderate</b> amounts of measured risk to ensure our <b>Strategic</b> aims are met.
As an organisation we will take <b>Moderate</b> amounts of measured risk in the <b>Delivery</b> of high quality, compliant and efficient services.
Maintaining financial stability will ensure we can continue to deliver high quality services to our customers and therefore our <b>Financial</b> risk appetite is <b>low</b> . We will make the most of our assets, invest wisely and be efficient in service delivery to maintain long term financial stability and independence.
Listening and learning from our customers, treating everyone fairly and with respect and protecting the health of our people and borough form part of our underlying principles. Our risk appetite towards regulatory, legal and <b>Compliance</b> matters is <b>Very Low</b> .



# Appendix 3: Draft Equality objectives

## 5. Aligning our risk appetite to our Heat Map

The matrix below shows how we assess whether a risk is within our risk appetite. The risk that fall outside of the council's risk appetite are reported to the council's Management Team and Audit Committee.

**Strategic** (external factors, reputation, strategy) and **Delivery** (Project/service delivery, resources) IT infrastructure

**Financial** (revenues, benefits, treasury management, accountancy, costs)

**Compliance** (constitution. Planning Inspectorate, Ethical, health and safety, legal)

Likelihood	> 90%				5) = Very high tolerance	
	> 65%			4) = High tolerance		
	> 40%		3) = Moderate tolerance			
	> 40%		2) = Low tolerance			
	> 10%	1) = Very low				
		1) Minimal	2) Minor	3) Moderate	4) Major	
		Impact				

## 6. Reviewing our risk appetite

We will formally review our risk appetite each time we develop a new Corporate Plan or every four years. The environment within which we operate may mean we need to make changes to our appetite within this time period with any change reported to the Cabinet.

We set our equality objectives every four years. To ensure they are embedded in all that we do, they are considered and adopted as part of the Borough Plan development. Our cross-service Health and Wellbeing Group has developed the objectives and has a role in monitoring how we meet them:

### Objective 1

**Improve our understanding of our diverse communities and make it easy for all residents to have a say in decisions about local services**

#### We will do this by:

- Using insight (e.g. analytical tools, data sources, performance, customer feedback) to inform decision-making
- Maintaining a Borough Profile and promote its use across the council.
- Continuing to develop our Citizens' Panel as a way of hearing from a wide range of residents on services and topical issues.
- Ensuring our local democratic arrangements (council meetings, civic life, mayoralty) are accessible and inclusive.

### Objective 2

**Deliver inclusive services so every resident can live a healthy, fulfilling life.**

#### We will do this by:

- Listening to our customers and using information about our borough to maximise the positive impact our services can make on Equality, Diversity and Inclusion.
- Continuing to progress our digital offer so services can be easily accessed at any time whilst maintaining a range of access options for those that need them.
- Considering health inequalities and how they can be addressed at the outset of project delivery and service design.
- Use the accessibility audit to inform future projects that take place in the town centre.
- Recognising the importance of events that bring communities together, increasing tolerance, respect and understanding through our Festivals and Events Framework.



### Objective 3

**Listen carefully to customer feedback to make sure their needs are met and services are accessible and improved for all.**

- Reviewing customer feedback to see how our approach to Equality, Diversity and Inclusion can continuously improve and report regularly on our findings as part of our response to the Ombudsman's Customer Complaints Handling Code.
- Engaging communities in project and service design.

### Objective 4

**Continue to develop an inclusive and diverse workplace that reflects the communities we serve**

- Liaise with key internal stakeholders to create and review diversity related HR policies within our conditions of service.
- Attract talent from diverse groups (in order to achieve parity with equality Census data)
- Create an inclusive culture, promoting difference and authenticity, face to face at International House or remotely
- Provide appropriate and regular equality and diversity training across the organisation







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## Civic Events Advisory Committee

Notes of a Virtual Meeting of the Civic Events Advisory Committee held on the 6<sup>th</sup> March 2024.

### Present:

Cllr. Hayward (Chair)

Cllrs. Chilton, Feacey, Giles, Iliffe, L Suddards

In accordance with Procedure Rule 1.2 (c) Councillor Feacey attended as Substitute Member for Councillor Krause.

### Apologies:

Cllrs. Campkin, Krause, Ovenden.

### Also Present:

Head of Economic Development, Head of Policy and Performance, Tourism and Heritage Manager, Tourism and Heritage Development Officer, Democratic Services Manager.

## 1 Declarations of Interest

- 1.1 Councillor Feacey made a Voluntary Announcement as Chair of the Ashford Volunteer Centre.
- 1.2 Councillor Iliffe made a Voluntary Announcement as a member of the Ashford Twinning Association.

## 2 Draft Terms of Reference

- 2.1 A proposed draft Terms of Reference for this new Advisory Committee had been included with the agenda papers.
- 2.2 The Chair said that following discussion at the Full Council meeting the previous week, a line should be added to the Terms of Reference that this Advisory Committee would be involved in the process for recommending candidates for awards such as Freedom of the Borough and Honorary Aldermen. This was agreed.

### Resolved:

**That the Terms of Reference of the Civic Events Advisory Committee be agreed subject to the addition of the following: -**

**7. To make recommendations to Full Council regarding candidates for awards such as Freedom of the Borough and Honorary Aldermen.**

### **3 Co-Option of External Members**

- 3.1 The Advisory Committee noted that they had the ability to co-opt External Members to assist with their work should they so wish. Potential individuals were discussed, however Members considered that at this stage they did not wish to formally appoint anyone in this role. When relevant in the future, or for specific purposes, the Committee would support the co-option of relevant and appropriate individuals or organisations.

### **4 2024 Annual Programme of Civic and Ceremonial Events**

- 4.1 The Tourism and Heritage Manager introduced this item and explained that this programme included the events that the Council would be supporting during the next year, particularly under the banner of those that were both Civic and Ceremonial. It was accepted that there was a wider range of community events happening across the Borough, some of which would be supported by the Council, but this programme attempted to draw together the core events that linked back to this Advisory Committee's Terms of Reference.
- 4.2 Members noted that in addition to the core events mentioned, there were also a number of other community based events that took place in the Borough such as the Carnival of the Baubles, Create Music Village, Festival in the Park, Pride and many others. Some Members asked if these could also be recognised and promoted in a significant way. Officers advised that such events had the Council's support and, to varying degrees, their involvement, but with limited budget and officer resources, expectations did have to be managed. In recognition of this, Members wondered if in addition to this core programme, some sort of additional schedule of events happening in the Borough could be produced and promoted. The onus would have to be on organisers to let the Council know about their events, but the Council could perhaps put a message out for organisers to let them know if they were running an event in Ashford, and the Council would add it to its schedule and publicise it. Officers agreed to investigate a proportionate solution to this, perhaps involving the Safety Advisory Group process.
- 4.3 A Member said they hoped that efforts could be made to promote events that were more inclusive and reflected the diversity of the Borough's population.

**Resolved:**

**That the 2024 Annual Programme of Civic and Ceremonial Events be received and noted and potential options to further publicise a wider range of community events be explored.**

## **5 Plans to Mark D-Day – 6<sup>th</sup> June 2024**

5.1 The Tourism and Heritage Development Officer gave an update on plans to mark the 80<sup>th</sup> Anniversary of the D-Day Landings on the 6<sup>th</sup> June 2024. Potential activities were discussed and the Advisory Committee considered the following should be pursued: -

- A small flag raising event (of the D-Day 80 Flag of Peace) at the Civic Centre at 9am on the 6<sup>th</sup> June hosted by the Mayor.
- Engaging an educational facilitator to create activities that could be shared with local schools to encourage them to take part with their own events.
- Further wrap around activities including a section on the Council's website and a downloadable map of events and pack of resources for local children.
- The Mayor to host an event with tea and cake for VIPs, invited guests and veterans from the Royal British Legion. This could be accompanied by 1940s themed music and performances and involvement from local school children. Being able to hold this on the 6<sup>th</sup> June itself was seen as important and a potential venue of the Picturehouse Cinema was suggested.

5.2 The item was opened up for further discussion and the following responses were given to questions/comments: -

- There were no plans to light the beacon in Civic Park on this occasion. Members asked if consideration could be given to converting the gas beacon to a traditional beacon which would make it easier and more economical to use in the future.
- Members could decide to give some of their Ward Member Grants to D-Day events and activities in their own areas.

**5.3 Post Meeting Note: Following questions raised at the meeting, and consultation with the Leader, who was unable to attend the meeting, it been suggested that for this special anniversary year the floral Spitfire installation be reinstated and arrangements be made for the Beacon in Civic Park to be lit. However, the Leader still has concerns that the costs associated with testing and lighting of the gas beacon are disproportionate and in these difficult financial times hard to justify.**

**Officers will be tasked with putting together an appropriate programme for the day and will reach out to the RBL to ensure their involvement and attendance.**

**Resolved:**

**That the update be received and noted and the activities outlined above and in the Post Meeting Note form the basis of the Council's plans to mark the 80<sup>th</sup> Anniversary of D-Day.**

## **6 Civic Twinning Visit to Ashford – 19<sup>th</sup> to 23<sup>rd</sup> September 2024**

- 6.1 The Tourism and Heritage Manager advised that Ashford would be hosting the annual Twinning Visit this September involving Ashford's Twin Towns of Bad Münstereifel in Germany and Fougères in France. 2024 was a significant year in that it marked the 60<sup>th</sup> Anniversary of twinning with Bad Münstereifel and the 40<sup>th</sup> anniversary of twinning with Fougères. The Ashford Twinning Association delivered twinning activities on behalf of the Council. They had come up with a theme for the visit of "there and now – a celebration of twinning" and had made excellent progress in devising a programme that included young people being hosted at local schools and a number of other activities, culminating in a Civic Twinning Dinner on the final night. The Twinning Association hoped that as many Members as possible would get involved with the visit and they would be happy to provide more information to anyone interested.
- 6.2. A Member, who was also a member of the Twinning Association, said it would be a good idea to get the Association to come and speak to Councillors and perhaps share some detail, not only on this particular visit, but also wider twinning activity and the connections that had been forged.
- 6.3 In response to a question about extending twinning arrangements to other parts of the world, a Member advised that Ashford was also twinned with Hopewell, Virginia in the United States. It was felt that opportunities for further twinning in countries where Ashford also had connections, such as Nepal, should be explored.

**Resolved:**

**That the update be received and noted.**

## **7 International House Office Move – Relocation of Civic Artefacts**

- 7.1 The Tourism and Heritage Manager advised that with the upcoming office move from the Civic Centre to International House, there were a number of civic artefacts that needed some consideration. The Civic Centre currently housed Simone Weil's vintager's hat, some bronzed railway wheels to mark the 150<sup>th</sup> anniversary of the railway coming to Ashford and the foundation stone and royal opening plaques for the Civic Centre. There would not be space to take these items to International House, so it was proposed to donate them to the Ashford Museum on a temporary loan basis so that they could continue to be on public display and be properly maintained, until such time that the Council had an alternative appropriate location for them.
- 7.2 Members were supportive of this approach. It was confirmed that the museum was a fully accredited museum who had to meet temperature and humidity standards and thus would be the safest and most appropriate place to house such artefacts.

### **Resolved:**

**That the update be received and noted and the plans endorsed and supported.**

## **8 Any Other Business**

### **Freedom of the Borough**

- 8.1 The Head of Economic Development and Tourism and Heritage Manager gave an update on plans for the upcoming event on Wednesday 24<sup>th</sup> April at St Mary's Church in the Town Centre. Invitations would be sent out later that week.

### **Council Meeting Etiquette**

- 8.2 The Chair advised that there had been a number of comments made about the dress code at meetings in the Council Chamber – particularly Full Council meetings. Whilst there was no formal dress code per se, it was generally expected and had been a tradition for male Councillors to wear shirt, tie and jacket. The Chair wondered if they were perhaps at a bit of a crossing point where this either needed to be reinforced or be reviewed.
- 8.3 Some Members considered that meetings in the Council Chamber, and particularly Full Council meetings chaired by the Mayor did require smart dress including ties. There were certain standards that should be upheld at these meetings, especially now that such meetings were being broadcast.

- 8.4 Other Members were of the view that there should be a bit more flexibility and in the modern business world, not everybody wore suits and ties. Some individuals may have sensory issues about wearing things around their necks for example and perhaps this was a question that should be posed of Councillors and brought back to this Advisory Committee.
- 8.5 It was agreed to discuss this matter with the Mayor and draft a letter to be sent out to Members reinforcing the current expectations. That letter to be shared with Members of this Advisory Committee before sending out. Thought to be given about a longer term review of the position.

## **9 Date of Next Meeting**

**The next Meeting of the Civic Events Advisory Committee is scheduled for Wednesday 4<sup>th</sup> September 2024 at 6pm.**

Councillor Hayward  
Chair – Civic Events Advisory Committee

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Queries concerning these minutes? Please contact Democratic Services  
Telephone: (01233) 330349 Email: [democraticservices@ashford.gov.uk](mailto:democraticservices@ashford.gov.uk)  
Agendas, Reports and Minutes are available on: [www.ashford.moderngov.co.uk](http://www.ashford.moderngov.co.uk)



**Agenda Item No:**

**Report To:** CABINET

**Date:** 25<sup>TH</sup> APRIL 2024

**Report Title:** SCHEDULE OF KEY DECISIONS TO BE TAKEN

**Report Author and Job Title:** Danny Sheppard, Democratic Services Manager

**Portfolio Holder:** Portfolio Holders are individually specified in the attached Schedule.

<b>Summary:</b>	To set out the latest Schedule of Key Decisions to be taken by the Cabinet of Ashford Borough Council.
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**Key Decision:** NO

**Significantly Affected Wards:** Where appropriate, individual Wards are indicated.

**Recommendations** **That the Cabinet receive and note the latest Schedule of Key Decisions.**

**Policy Overview:** Under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, there is no longer a legal requirement to publish a Forward Plan of Key Decisions, however there is still a requirement to publish details of Key Decisions 28 clear days before the meeting they are to be considered at. The Council maintains a live, up to date rolling list of decision items on the Council's website, and that list will be presented to the Cabinet each month, in its current state, for Members' information.

**Financial Implications:** Nil

**Legal Implications:** n/a

**Equalities Impact Assessment** n/a

**Other Material Implications:** Nil

**Exempt from publication:** No

**Background Papers:** None

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**CABINET  
SCHEDULE OF KEY DECISIONS TO BE TAKEN**

The following Key Decisions will be taken by Ashford Borough Council's Cabinet on the dates stated.

Ashford Borough Council's Cabinet is made up of: - Councillors Noel Ovenden; Steve Campkin; Bill Barrett; Simon Betty; Linda Harman; Heather Hayward; Dawnie Nilsson; Kate Walder; and Liz Wright.

Copies of the reports and any other relevant documents that are submitted to the Cabinet in connection with a proposed decision will be available for inspection, five clear days before the decision at <https://ashford.moderngov.co.uk>

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
<b>25<sup>th</sup> April 2024</b>					
Disabled Facility Grant Policy	<i>The proposed policy will set out the way in which the Council provides both mandatory and discretionary grants for private sector adaptations, in accordance with current legislation and guidance.</i>	Cllr Barrett	Julian Watts	Open	1/2/24
Borough Plan 2024-2028	<i>Report of Member Consultation and agreement for the draft Borough Plan to go out to public consultation.</i>	Cllr Ovenden/ Hayward	Jennifer Shaw	Open	20/2/24
<b>30<sup>th</sup> May 2024</b>					



Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
<b>27<sup>th</sup> June 2024</b>					
Corporate Plan Annual Report 2023/24	<i>To present the Annual Report 2023/24 highlighting performance against the Corporate Plan priorities.</i>	Cllr Ovenden/ Hayward	Tom Swain	Open	30/6/23
Final Outturn 2023/24	<i>Final budget outturn for previous financial year.</i>	Cllr Ovenden	Lee Foreman	Open	30/6/23
Updates to the Local Enforcement Plan		Cllr Harman	Jo Alexander	Open	11/3/24
Corporate Recovery Policy		Cllr Ovenden	Nic Stevens	Open	22/3/24
Pluckley Neighbourhood Plan Review		Cllr Harman	Timothy Bailey	Open	16/4/24
<b>25<sup>th</sup> July 2024</b>					
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Ovenden	Lee Foreman	Open	30/9/23
Revenues & Benefits Recommended Write-Offs Schedule	<i>Proposed formal write-off of debts</i>	Cllr Ovenden	Nic Stevens	Open (Exempt Appendix)	30/7/23

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Brompton Development	<i>To update of the progress of the discussions with both Brompton and the Developer in bringing forward the proposed development including the setting up a of joint venture company.</i>	Cllr Betty	Paul McKenner	Open	28/7/23
Borough Plan 2024-2028		Cllr Ovenden	Charlotte Hammersley	Open	13/12/23
Housing Tenancy Strategy		Cllr Barrett	Rebecca Smith	Open	6/3/24
<b>29<sup>th</sup> August 2024</b>					
<b>KEEP CLEAR FOR HOLIDAYS</b>					
<b>26th September 2024</b>					
Corporate Performance Report	<i>The report seeks to give Members and the Borough's residents an overview of how the Council is performing. It seeks to do this in a transparent and easily-accessible manner, giving a key performance 'snapshot'.</i>	Cllr Hayward	Tom Swain	Open	2/10/23
Update on Levelling Up Funding and Newtown Works Development	<i>To update on the progress in drawing down the Levelling Up Funding, the works undertaken to date, the current programme for the development and the risks for the project.</i>	Cllr Betty	Andrew Osborne	Open	2/10/23

<b>Decision Item</b>	<b>Report Summary</b>	<b>Relevant Portfolio Holder</b>	<b>Report Author</b>	<b>Open or Exempt</b>	<b>Added to Schedule</b>
Parking Strategy		Cllr Campkin	Alison Oates	Open	1/12/22
Allocations Policy		Cllr Barrett	Amanda Gill	Open	20/9/23
<b>31<sup>st</sup> October 2024</b>					
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report.</i>	Cllr Ovenden	Lee Foreman	Open	27/10/23
Council Tax Base 2025/26	<i>To present for approval the estimated 2025/26 Council tax base calculation for the Borough and each parished area, on which the major preceptors and local Parish Councils will base their requirements.</i>	Cllr Ovenden	Jo Stocks	Open	27/10/23
Medium Term Financial Plan	<i>To ask Cabinet to note the Medium Term Financial Plan ahead of this year's Budget process.</i>	Cllr Ovenden	Lee Foreman	Open	27/10/23
Annual Commercial Property Update - 2023/24	<i>To advise of the revenue performance of the Council's corporate property portfolio during the last financial period and to advise of proposals to increase profitability in the coming financial period.</i>	Cllr Betty	Eloise Duffy	Open	27/10/23

<b>Decision Item</b>	<b>Report Summary</b>	<b>Relevant Portfolio Holder</b>	<b>Report Author</b>	<b>Open or Exempt</b>	<b>Added to Schedule</b>
Housing Revenue Account (HRA) Business Plan 2024 - 2054 (including Financing and Affordable Homes Programme)	<i>To detail the financial position in the HRA and ask Members to agree Housing's priorities for the next year.</i>	Cllr Barrett	Jo Stocks/Mark James	Open (Exempt Appendix)	27/10/23
<b>28<sup>th</sup> November 2024</b>					
Corporate Performance Report	<i>To give Members and residents an overview of how the council is performing with a key performance 'snapshot'.</i>	Cllr Ovenden/Hayward	Tom Swain	Open	1/12/23
Draft Budget 2025/26	<i>To present the preliminary draft service budget and outline MTFP for the purposes of subsequent formal scrutiny by the O&amp;S Task Group and public consultation.</i>	Cllr Ovenden	Lee Foreman	Open	1/12/23
<b>19<sup>th</sup> December 2024</b>					
<b>30<sup>th</sup> January 2025</b>					
Revenues & Benefits Recommended Write-Offs Schedule	<i>Proposed formal write-off of debts</i>	Cllr Ovenden	Nic Stevens	Open (Exempt Appendix)	26/1/24

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Ovenden	Lee Foreman	Open	26/1/24
<b>20<sup>th</sup> February 2025</b>					
Revenue Budget 2025/26	<i>To present the draft revenue budget for 2025/26 to the Cabinet for recommendation to Council.</i>	Cllr Ovenden	Lee Foreman	Open	29/2/24
Corporate Performance Report	<i>The report seeks to give Members and the Borough’s residents an overview of how the Council is performing. It seeks to do this in a transparent and easily-accessible manner, giving a key performance ‘snapshot’.</i>	Cllr Ovenden/ Hayward	Tom Swain	Open	29/2/24
<b>27<sup>th</sup> March 2025</b>					
Annual Pay Policy Statement (including Review for 2025/26)	<i>A review of the annual Pay Policy Statement.</i>	Cllr Nilsson	Michelle Pecci/ Joy Cross	Open	22/3/24

***If you wish to contact a Report Author by email, unless stated otherwise, the addresses are;  
first name.surname@ashford.gov.uk***

16/4/24

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