



Cabinet

Notice of a Meeting, to be held in the Council Chamber, Civic Centre, Tannery Lane,
Ashford, Kent TN23 1PL on Thursday, 10th November 2016 at 7.00 pm.

The Members of the Cabinet are:-

Cllr Clarkson – Leader of the Council

Cllr N Bell – Deputy Leader and Portfolio Responsibility for Government Policy Interface & Democracy

Cllr Mrs Bell – Portfolio Responsibility for Public Interaction and Borough Presentation

Cllr Bennett – Portfolio Responsibility for Planning, Development and Enforcement

Cllr Mrs Blanford – Portfolio Responsibility for Culture, Leisure, Environment and Heritage

Cllr Bradford – Portfolio Responsibility for Highways, Wellbeing and Safety

Cllr Clokie – Portfolio Responsibility for Housing and Home Ownership

Cllr Galpin – Portfolio Responsibility for Town Centres Focus and Business Dynamics

Cllr Knowles – Portfolio Responsibility for Information Technology and Communications

Cllr Shorter – Portfolio Responsibility for Finance, Budget and Resource Management

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)

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| 2. Declarations of Interest:- To declare any interests which fall under the following categories, as explained on the attached document: | 1 |
| a) Disclosable Pecuniary Interests (DPI) | |
| b) Other Significant Interests (OSI) | |
| c) Voluntary Announcements of Other Interests | |
| See Agenda Item 2 for further details | |
| 3. Minutes – To approve the Minutes of the Meeting of the Cabinet held on the 13 th October 2016 | |
| 4. To receive any Petitions | |
| 5. Leader's Announcements | |

Part I – Matters Referred to the Cabinet

None for this Meeting

Part II – Consideration of Reports from the Overview and Scrutiny Committee

None for this Meeting

Part III – Ordinary Decision Items - Key Decisions Annotated*

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Part IV – Information/Monitoring Items

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| 9. | Joint Transportation Board – Minutes of the Meeting held on 13 th September 2016 – Note: Link to Reports
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| 10. | Ashford Strategic Delivery Board – Notes of the Meeting held on the 30 th September 2016 | 33-36 |
| 11. | Schedule of Key Decisions | 37-46 |
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Part V – Cabinet Member Reports

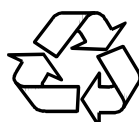
None for this Meeting

Part VI – Ordinary Decision Items

None for this Meeting

KRF/AEH
2nd November 2016

Queries concerning this agenda? Please contact Keith Fearon:
Telephone: 01233 330564 Email: keith.fearon@ashford.gov.uk
Agendas, Reports and Minutes are available on: www.ashford.gov.uk/committees



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/240134/Openness_and_transparency_on_personal_interests.pdf
- (b) The Kent Code of Conduct was adopted by the Full Council on 19 July 2012, with revisions adopted on 17.10.13, 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.

Agenda Report/Appendices Page Listing

MEETING: CABINET
 DATE: 10th November 2016



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2. Declarations of Interest:- To declare any interests which fall under the following categories, as explained on the attached document	
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Cabinet

Minutes of a Meeting of the Cabinet held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **13th October 2016**.

Present:

Cllr. Clarkson (Chairman);

Cllr. Bell (Vice-Chairman);

Cllrs. Mrs Bell, Bennett, Mrs Blanford, Bradford, Clokie, Galpin, Knowles, Shorter.

Also Present:

Cllrs. Burgess, Hicks, Link, Ovenden, Pickering, Smith, Mrs Webb, Wedgbury.

Chief Executive, Corporate Director (Law and Governance), Head of Finance, Head of Environmental and Customer Services, Head of HR, Communications and Technology, Head of Culture, Head of Planning Policy and Economic Development, Head of Health, Parking and Community Safety, Head of Housing, Policy and Performance Manager, Programme Manager, Communications Officer, Member Services Manager.

162 Minutes

Resolved:

That the Minutes of the meeting of the Cabinet held on the 8th September 2016 be approved and confirmed as a correct record.

163 Corporate Plan Update: The Corporate Delivery Programme and the Medium Term Financial Plan 2017 to 2022

The report was comprised of three sections. Part I gave an update on the Corporate Plan, Part II examined the Delivery Programme with specific updates on current progress of the projects within the Programme and Part III was the Medium Term Financial Plan and included a budget forecast together with underlying assumptions covering the five year period from 2017 to 2022 for the General Fund.

The Portfolio Holder for Finance, Budget and Resource Management said that he believed that the report presented a good suite of documents which focussed on the Council's forward looking strategic planning process. In terms of the delivery programme he explained that this set out the Council's agreed priorities which were in place to ensure that the Council delivered sound outcomes for the residents of the Borough. The Portfolio Holder then went through all the recommendations within the

report and he explained that they were centred upon ensuring a continuation of the Borough Council's policy to deliver a viable budget for sustainability beyond 2019/20 when the Government grant ceased. He said that the Council's borrowing and acquisition policy enabled investment in projects which would help to maintain the services for the residents of the Borough.

The Leader referred to the presentation that he and other members of the Council had attended on commercialisation and explained that many other Authorities were also investing in projects to bring in revenue. He said that he believed Ashford had a sound and vigorous treasury management process which had enabled the Council Tax to be kept at the lowest in Kent, with the Ashford element being in the region of £150.

Resolved:

- That**
- (i) the general direction towards achieving the Council's Corporate Plan priorities be noted.**
 - (ii) the current Delivery Programme and progress of the projects within the programme be endorsed and noted.**
 - (iii) the forecast and underlying assumptions of the MTFP 2017–2022 be noted and accepted.**
 - (iv) the Inflation Management Strategy be re-endorsed.**
 - (v) the Borrowing and Acquisition Strategy be re-endorsed.**
 - (vi) the Closing-the-Gap Strategy 2019/20 be endorsed.**
 - (vii) authority be delegated to the Head of Finance, in conjunction with the Leader and Portfolio Holder, to agree the Council's continued participation in the Kent Business Rates Pool.**
 - (viii) the consultation responses in relation to 100% business rates retention be noted.**
 - (ix) the Government's four year settlement be accepted and the report be published as the basis of this Council's Efficiency Statement (as required by Government).**

164 Homelessness Review and Strategy

The report presented the process and outcome of the recent public consultation on the Homelessness Review and draft Homelessness Strategy.

The Portfolio Holder drew Members' attention to the detailed comments arising from the consultation process set out in the report and he said that one of the principal means to reduce homelessness would be to encourage people to remain in their

current accommodation and to also encourage Landlords to lease properties to the Borough Council.

Recommended:

- That (i) **the findings of the recent public consultation into the review and strategy be agreed.**
- (ii) **the Homelessness Review and Homelessness Strategy be adopted.**

165 Adoption of the Wye Neighbourhood Plan

The report explained the process by which the Wye Neighbourhood Plan had been produced and sought the Cabinet's endorsement of the Plan and its agreement to recommend that the Council "make the plan" as part of the Development Plan for the Borough.

The Portfolio Holder explained that this was the first Neighbourhood Plan to be adopted by the Council and he praised the work of the local community, Ward Member and the Planning Officers in bringing the document to the stage it was currently at. He explained that the Referendum vote held in Wye was overwhelmingly in favour of the proposals set out within the Plan.

The Ward Member said he wished to thank the Officers for all their hard work and assistance in taking the Neighbourhood Plan forward.

Recommended:

That Full Council "make" the Wye Neighbourhood Plan in accordance with Section 38 A (4) of the Planning and Compulsory Purchase Act 2004.

166 Ashford College Campus: Use of Chief Executive's Delegated Authority

The report advised of the use by the Chief Executive of her Urgency Delegation to vary the approved Heads of Terms in order to finalise the Funding Agreements for the loan/grant to West Kent and Ashford College to deliver Phase 1 and 1A of the new Ashford College Campus on Elwick Road.

Resolved:

That it be noted that the Chief Executive had exercised Delegated Authority on the grounds of urgency (Delegation 4.9) to vary the approved Heads of Terms in order to finalise the Funding Agreement with West Kent and Ashford College and the Intercreditor Agreement with West Kent and Ashford College and its primary lender.

167 Local Plan and Planning Policy Task Group – 1st September 2016

Resolved:

That the notes of the meeting of the Local Plan and Planning Policy Task Group held on the 1st September 2016 be approved and adopted.

168 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.

(KRF/AEH)

MINS:CAXX1641

Agenda Item No: 6
Report To: Cabinet
Date: 10th November 2016
Report Title: The Council's approach to Compliance and Enforcement :
One year on
Report Author: Richard Alderton
Portfolio Holder: Cllr Bennett



Summary:	The Council's approach to Compliance and Enforcement : One year on
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Key Decision: NO

Affected Wards: all

Recommendations: **The Cabinet is asked to note the progress made by the Task Group and the proposed focus for the Board moving forward.**

Policy Overview: The Corporate Strategy identifies strengthening the approach to enforcement in Council services as a priority.

Financial Implications: Additional financial provision has been made to add to the professional staffing levels in planning enforcement – other improvements to date have been delivered within service budgets.

Risk Assessment NO - this report is principally a summary of activity over the last year

Equalities Impact Assessment NO – this report is principally a summary of activity over the last year

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The Council's approach to Compliance and Enforcement : One year on

Purpose of the Report

1. It is a year since the Policy and Compliance Task Group first met and a good time to review progress made and set out next steps now that the Task Group has become the new Compliance and Enforcement Board.

Issue to be Decided

2. This is a chance for Cabinet to understand and review the progress made by the Task Group, chaired by Cllr Dehnel with other members being Cllr Bennett; Cllr Bradford and Cllr Michael. It is also an opportunity to now consider the future direction and priorities for the Board.

Background

3. The Corporate Strategy identifies the need to make sure that enforcement activity around the Council is robust. The new approach can be summarised as follows:

It is the responsibility of individuals and businesses to comply with the law. We will do all we can to help advise and treat people fairly. But, those who flout the system deliberately and/or repeatedly and cause serious harm can expect the strongest possible response. The range of actions open to the Council and severity of penalties are often dictated by central government but, within these limits, the Council will always aim to act in way which deters others from non-compliance.

(extract from the Corporate Policy adopted in May 2016)

4. The Policy and Compliance Task Group was set up to focus on this work. It has been supported by an officer group drawn from across the Council. The next section of this report summarises progress made.

Progress and improvements

5. **New reporting system, updated website and promotion of our enforcement approach:**

- The council has improved its online reporting system, making it easier for residents to report issues such as fly-tipping, littering, dog fouling, vandalism, anti-social behaviour or planning enforcement issues. The new 'phone-friendly' system went live at the end of October and replaces some of our online forms, allowing residents to report incidents and then track their progress via a unique reference number;
- In addition a new enforcement webpage has been created on the council's website where information and the relevant enforcement policies can be found. Over the last six months the Communications Team has promoted the new tougher approach and has achieved significant media coverage, particularly on our new litter enforcement scheme which launched in September.

6. **Planning :**

- The initial focus of the Group was on planning enforcement. A quick review of the service identified that staffing devoted to enforcement was low compared to the position elsewhere in Kent. Members of the Task Group felt strongly that extra professional resource was needed and an additional staff member was subsequently recruited;
- The chairman of the Group is now involved in the regular review of the most significant enforcement cases that officers have with the Portfolio Holder, Cllr Bennett;
- A new '*Enforcement Plan for Planning*' has been produced setting out the Council's approach to enforcement; clarifying the actions that can be taken in different circumstances; and setting out performance standards that the public can expect us to meet. This Plan was adopted by the Council in May 2016;
- Work has started on improving the use of the IT system that supports enforcement case management so that officers can deliver much improved communication with members and the public on progress and outcomes of enforcement cases. This will be accelerated when key staff supporting I.T. in the Directorate return from maternity leave;
- To accelerate this focus on caseload management, a new administrative post has recently been filled, funded by staff savings made elsewhere in the Directorate in order to focus on this key priority;
- Where there are complex enforcement cases raising local concerns a targeted approach has been taken to set up a discussion bringing local people, ward members and officers together to share understanding of the issues and work together (the first such discussion group dealt with issues at Nickley Wood Road).

7. **Litter and dog fouling:**

- Litter and dog fouling enforcement provided through "Kingdom", began on 5th September, on a 12 month pilot;
- Feedback through the media and to the service has been, on the whole, very positive and well supported by the public;
- 305 fixed penalty notices (FPN) were served in September and to date (20th October), 573 FPNs have been served in total. The payment rate was 74%, for September, a figure which was comfortably in excess of that anticipated by Kingdom for the first month of operation;

- Kingdom will shortly be issuing pocket ashtrays to members of public (provided to us free of charge, from the Kent Fire and Rescue Service), to help deter littering;
- The “Butt ballot bin” (an alternative bin for cigarette butts) has been installed in park mall and has proved to be a “talking point” for all.
- We are running a dog fouling poster programme entitled “Take the Lead”, which we are targeting to areas of greatest need in the borough, based on level of complaint about dog fouling, to the service.

8. **Flytipping:**

- In October the Council successfully prosecuted in a flytipping case. A commercial window fitting company was found guilty of flytipping and received a £750 fine, ordered to pay £750 towards the legal costs plus £121.77 clear up costs;
- Another case has been put forward for prosecution and 2 more are under investigation;
- A brief report will go to January Cabinet, asking Members to agree to the provisions that became available this year to issue Fixed Penalty Notices for fly-tipping. The advice will be to set the fine at the maximum allowable which is £400. This will allow some cases to be dealt with in this manner, with the more serious still going forward for prosecution;
- The Board will shortly be considering if a dedicated officer resource should be considered to enable the Council to be more proactive in this area.

9. **Housing:**

- In June 2016 policies were approved by Cabinet to cover Private Sector Housing Enforcement and Prosecution Policy; Anti-Social Behaviour Policy for Ashford Borough Housing Tenants; and Housing Income and Arrears Management Policy. These policies were reviewed and to ensure that housing has the appropriate mechanisms to take firm and fair enforcement action as necessary in accordance with the corporate approach to enforcement in the borough;
- The Private Sector Housing Enforcement Policy has already resulted in three on-going cases of enforcement action against landlords to make sure that hazards are addressed within their properties. One of these has led to a court hearing as a result of an appeal;
- To help tackle anti-social behaviour amongst our own tenants the working partnership between housing and with environmental services has been strengthened widening the range of notices that can be served – for example, Senior Area Manager can now serve section 46 notices which helps deal with some of the nuisance and hazard being caused by rubbish that is being disposed of incorrectly by tenants and residents on housing land. Staff are receiving training in this and other areas such as community protection notices from Environmental Services colleagues. Housing area management currently have the following amount of live ASB cases: Low risk – 19, Medium risk – 13, High risk – 4;

- Private Sector Housing have issued section 77 notices on the following unauthorised encampments; Park Farm, Kingsnorth and Kennington. They were also involved with unauthorised encampments at four other locations where other action (police, informal, etc) was taken.

10. **Unauthorised encampments on ABC land:**

- Private sector housing have worked in partnership with colleagues in legal and community safety to ensure a rapid response to unauthorised encampments on council owned land.
- In the past, Ashford, in common with all other local authorities, has been through the 'cat and mouse' game with the unauthorised encampments of enforcing the Section 77 notice in the Magistrates Court, resulting in the eventual issue of a Court Order that unauthorised encampment must leave followed by the engagement of bailiff services to clear the land in question.
- The time taken, disruption to the residents and the cost of the clear-up, forced a radical rethink of the options available and a new approach was adopted with the service of a Common law direction by the landowner to leave the land within one hour, followed up by immediate bailiff attendance to clear the land.
- This swift and radical approach results in the occupied land being cleared within 24 hours of arrival of the unauthorised encampment, rather than the typical week, when using the magistrates court method.
- In addition to the obvious benefit to the community of the unauthorised encampment being dealt with swiftly and with minimal disruption to the local residents, are the significantly reduced costs, both in the clear up of the site in question, which can easily run into excess of £10,000 when dealing with the volume of contaminated waste that can accumulate on the site in a week of unauthorised encampment and staff/legal costs in time spent on the case in question.
- Importantly, since the introduction of this radical new approach, there have been no repeat unauthorised encampments from those that have been removed. The frequency of unauthorised encampments has also reduced in general.
- Ashford Borough Council have also undertaken this work, for and on behalf of other organisations such as Kent County Council (on one occasion) and a Parish Council on a reimbursement of disbursed costs only basis, when unauthorised encampments have occurred in our borough on land that we do not own, thereby maintaining the robust 'zero tolerance' approach across the borough as a whole.
- Many other local authorities continue to use less efficient, less effective and more costly S.77 route, regarding the "Common Law" route as too risky and confrontational.
- Again, Ashford is leading the way in using the most effective enforcement methods, even if they are not necessarily the most straightforward."

11. **Anti-social Behaviour:**

- The community safety team have undertaken multi-agency operations at Singleton Lake and Torrington Road to reduce ASB;

- Summer campaigns of activity focused on ASB in the Memorial Garden, Dover Place and the Stour Centre car parks;
- The closing times of the Stour Centre car parks were changed to reduce ASB;
- The play area at Mill Court was removed and landscaped. No reports of ASB have been received since this was undertaken;
- Support was provided to deal with various unauthorised encampments;
- Working with housing officers with community protection warnings in relation to anti-social parking.
- Several Public Spaces Protection Orders (PSPO) are shortly to go out for public consultation:
 - Gating order for the churchyard in Ashford Town Centre
 - Gating order for the access to the Coney Bear site on Torrington Road
 - Ashford urban ASB in relation to the consumption of alcohol in public places
 - Singleton Lake
 - Dogs on leads in cemeteries and dog fouling in the Borough generally

12. **Other on-going enforcement work:**

A wide range of other, everyday enforcement activity continues to take place around the Council. For example

- the Licensing Team have recently revoked a taxi driver licence; reviewed a premises licence review and carried out five night-time enforcement operations and three scrap metal enforcement operations;
- Environmental Protection have issued one community protection warning; issued two Environmental Protection Act section 80 noise abatement notices; issued one prevention of damage by pests notice and provided a representation at a licensing review;
- The Food and Health Safety Team have served 4 health and safety prohibition notices, 1 hygiene improvement notice and 1 hygiene prohibition notice;
- A report will be considered by Cabinet in December proposing a potential increase in parking enforcement staffing to respond to growing pressures.

Risk and Equalities Impact Assessment

13. No risk or equalities impact assessments have been undertaken as this report is principally a progress review for information only.

Compliance and Enforcement Board

14. The Task Group has now been re-constituted as the Compliance and Enforcement Board.

15. The Board has recently considered how it moves forward and the next priorities it should tackle on behalf of the Council and has identified the following areas of activity:
- *The Board is concerned about the level of staffing in some key areas of enforcement – fly-tipping and anti-social behaviour being two examples – which may limit the effectiveness of enforcement. The Board wishes to explore this issue further and potentially seek approval for additional staff resources;*
 - *The Board wish to see a lead officer who will research key enforcement issues and coordinate the investigatory and administrative requirements to enable the Board to be more proactive in carrying out its role – this person would also help to draw together corporate enforcement issues that span services in the Council and advise of the most effective method of enforcement and/or sanction;*
 - *The Board wish to develop a questioning approach, akin to a Select Committee, to explore compliance and enforcement issues by analysing outcomes – it will monitor or review previous, current and future subjects and issue the appropriate guidance. The Board is, however, very conscious of the need to avoid any duplication with the role of Overview and Scrutiny Committee;*
 - *Finally, the Board wishes to explore ways the Council can work with other agencies to tackle issues causing conflict between the gypsy and traveller and the settled communities*

Conclusion

16. As the report demonstrates, a wide range of new initiatives have been taken under the Task Group's guidance in services across the Council. A new over-arching policy approach has been agreed by the Council, supported by a set of clear service specific policies.
17. Improving the public's experience of the Council's response to enforcement issues is a fundamentally important aspect. The 'Report It' function on the web site has been substantially improved and its profile raised. It complements the way existing services operate to provide much better, two way communication with the public and quicker updates on progress. Experience suggests that a better informed member of the public/complainant is generally a more satisfied one.
18. The new Board has set itself a challenging agenda as a basis for its work programme in the coming year. Comments arising at Cabinet can also be taken into account in setting the next steps for the Board.

Portfolio Holder (Cllr Bennett) Views

19. "The initial focus for the Policy and Compliance Task Group was on planning but this has now been extended across all council services and many portfolios driven by the new Compliance and Enforcement Board.
20. It has brought many challenges but with support of officers this first annual report highlights considerable progress. It is just a start and the foundations are now laid with a challenging agenda for progress in the coming months and years to deal with the small minority that spoil the quality of life for the majority".

Chairman of the Board (Cllr Dehnel) Views

21. "Members of the Policy and Compliance Task Group would like to congratulate officers on an outstanding year where they have demonstrated a pragmatic and innovative approach to what has been a challenging subject.
22. Looking to the future the Board is conscious that there is a balance between effective action and resources but the disregard for the law and/or 'inappropriate behaviour' that exists within some elements of our community needs to be address for the good of the majority. Therefore the re-constituted Compliance and Enforcement Board looks forward to working with officers to further develop the effectiveness of compliance and enforcement across the Borough."

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Agenda Item No:

Report To: Cabinet

Date: 10/11/2016

Report Title: Ashford Borough Council's Performance – Quarter 2 2016/17

Report Author: Nicholas Clayton-Peck, Senior Policy, Performance and Scrutiny Officer

Portfolio Holder: Portfolio Holder for Finance, Budget & Resource Management, Neil Shorter



Summary: This report seeks to update members and the public on the performance of the Council against its Corporate Plan during Quarter 2 2016/17. This includes information on what the Cabinet has achieved through its decision-making, key performance data, and consideration of the wider borough picture which impacts upon the Council's work.

The organisation's approach to the monitoring of its performance against this plan has been revised. Accordingly, attached are summary highlights from the new online Performance 'Dashboard' for each of the Council's Corporate Plan areas.

Key Decision: NO

Affected Wards: N/A

Recommendations: **The Cabinet be asked to:-**

- 1. Note the Council's performance against the Corporate Plan in Quarter 2 of 2016/17.**

Policy Overview: In December 2015 the Council agreed a new Corporate Plan - "*The Five Year Corporate Plan – for Aspiration, Action and Achievement*".

This also provided an opportunity to refresh the way in which performance against this new Corporate Plan (and its priority areas) was measured, presented and engaged with by officers and members.

Financial Implications: N/A

Risk Assessment N/A

**Equalities Impact
Assessment** N/A

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Report Title: Ashford Borough Council's Performance – Quarter 2 2016/17

Purpose of the Report

1. To provide a headline overview of performance against the Council's Corporate Plan for Quarter 2 2016/17.
2. This report provides a summary of the main developments affecting performance during the quarter, whilst the attached highlight summaries provide key trend data underlying this.

Background

3. Each quarter the Cabinet and Overview and Scrutiny committees receive an update on how the Council is achieving its objectives.
4. In December 2015 the Council agreed a new Corporate Plan - "*The Five Year Corporate Plan – for Aspiration, Action and Achievement*". This provided an opportunity to refresh the way in which performance against this new Corporate Plan (and its priority areas) was monitored, presented and engaged with by officers and members.
5. Whilst this approach is naturally an evolving one, the aim is for this Performance Dashboard (the Dashboard) to inform the work of both officers and members, providing an ongoing tool which facilitates insight and understanding across the organisation on the state of progress against our goals.
6. As part of the Council's wider governance arrangements, such performance information is used to reflect on the organisation's approach – leading to doing things differently where needed In order to offer efficient services and effective outcomes. As such, in September the Dashboard was also presented to the Audit Committee.
7. It should also be noted that this is the first version of the Dashboard, with an emphasis on making sure the core data, components and insight begin to work as a management tool. As such, analysis is constantly being added as the latest data is added to the system and interventions are made. Alongside an ongoing user group which will meet regularly over the next year, feedback from more regular use of the site, and further integration of service planning and programme management data – as this comes on stream before the end of the year – will provide further developments (and a deepening) of the overall performance picture.

Summary of Performance Developments in Quarter 2 2016/17

8. The majority of performance goals the council is working towards remain either on-target or near-target.
9. Quarter 2 saw activity on a variety of initiatives which will have a positive impact on the outcomes set out in the Council's corporate plan –

July

- a. The tenth anniversary of Tentertainment, whilst the Create Festival celebrated its 21st birthday, with around 12,000 people enjoying the various activities available throughout the day -
 - 78% were regular attendees and 22% were new to the event
 - £149,000 estimated spend in the local economy by Create attendees on associated travel, accommodation, food and drink
 - 67,000 people viewed Create's online video campaigns leading up to the event, with the Official Create 2016 film being viewed by over 4,000 people in just 48 hours
 - A large social media presence, with 46,000 tweets about Create in and around the day itself
 - A new young person's Sculpture Trail was unveiled in Victoria Park, to engage residents in the natural heritage of the area which hosts Create every year.
 - A business network, hosted by the mayor, has met to explore the opportunities created by the festival.
- b. The Farmers' Market also celebrated an anniversary, turning two years old.
- c. Cabinet considered a review of T-CAT, and agreed a set of further improvements to the service.
- d. Cabinet agreed a set of recommendations, including providing additional funding support, to help the delivery of the new College campus to come forward sooner. The 'Topping Out' Ceremony was held in late September 2016, and the site is due to open to students in a year's time.
- e. Cabinet approved a set of revised eligibility criteria to widen the scope of affordable housing delivery in the Borough to meet local housing needs. This will allow for a wider range of models to be considered in the future whilst maintaining quality development and management, opening up opportunities to explore alternative delivery models to boost supply where traditional forms of affordable housing delivery may not be viable - whilst safeguarding the Council's reputation and financial needs.

August

- f. A total of 40 new parking terminals were installed across Ashford and Tenterden. These new machines include a larger screen and can accept a wider variety of payment methods.
- g. Initial preparation building work began at the Commercial Quarter site. The work will continue until approximately February 2018.

September

- h. Cabinet received a review of the first year of the Council's strong involvement in the national government's Syrian vulnerable persons resettlement programme. It was agreed that the work has been rewarding at that the Council's firm commitment should continue.
 - i. Cabinet approved an updated enforcement policy for Revenues and Benefits, taking into account changes in legislation (including a greater focus on revenues as well as benefits) and the introduction of the Department of Work and Pensions' Single Fraud Investigation Service.
 - j. The Council approved new regulations (set out by government legislation) to require all dogs in the borough to be microchipped.
 - k. The Council approved a revised Food Safety Policy, which ensures a consistent approach to food safety inspections, enforcement and food sampling in line with current nationally accepted standards.
 - l. The Community Toilet Scheme, which sees local businesses including shops, cafes and restaurants working in partnership with the Council to open up their toilet facilities to the public free of charge, rolled out across Ashford.
 - m. A special ceremony and a community picnic took place on Saturday 24th September 2016 to mark the start of building work for Repton Connect.
 - n. Litter and dog fouling enforcement provided through "Kingdom" began on a 12-month pilot.
 - o. To assist with phase 2 of the Revelation St Marys project, its Trust recently used Arts Council funding to appoint a marketing consultant.
 - p. Ashford's new state of the art sports centre, Spearpoint Pavilion, was officially handed over. The new sports pavilion features a wealth of modern facilities including a new kitchen and eight male and female changing rooms.
 - q. During the quarter, the Planning Committee received and decided upon around 15 applications including -
 - Approved the demolition work at Danemore in Tenterden to make space for a new Sheltered Housing Scheme consisting of 34 apartments, four chalet bungalows and associated landscaping and car parking.
 - Approved the first mixed-use office space, totalling 7,477 m² and 220 car parking spaces at the Commercial Quarter.
 - Approved a grounds maintenance depot and a ready mix concrete and satellite aggregate depot at the former Rimmel site.
 - Approved proposals to extend the Cineworld cinema complex at the Eureka Leisure Park, including three extra screen including an IMAX screen
10. As noted above, the information included within this report provides merely a high-level snapshot of the information available constantly through the live Dashboard site management tool, which also includes live links to the data behind each graph or table.

11. The majority of the trends captured within the summaries attached to this report have remained broadly steady over the last quarter. Unemployment remains relatively unchanged, although unemployment amongst those 18-24 is still above the average seen across the rest of the county. Throughout the over 1,000 food businesses across the borough, the percentage compliant with hygiene standards when inspected has remained within a half percent range during the last six months.
12. By the end of the quarter the number of households in Bed & Breakfast (B&B) had increased to just over 20, although there was a similar increase at the same time last year. In response, a review of homelessness (and public consultation) ran for 12 weeks until July 2016. In October Cabinet agreed to incorporate the findings of this engagement in order to inform and approve a new Homelessness Strategy. This Strategy was developed around the 10 local challenges set by government to deliver an effective and efficient approach to preventing homelessness locally, and sets out an action plan for tackling the issue into the future.

Equalities Impact Assessment

13. N/A

Portfolio Holder's Views

14. Overall, Ashford Borough Council's performance remains steady, with many activities and initiatives, led or supported by this council. In time this will make our corporate plan a reality and deliver real impact across the borough. In particular, I am pleased to see that efforts to support our high street and local businesses, such the purchase of Park Mall and free evening parking, are already supporting a fall in vacancy rates and an increase in footfall traffic. The topping out of the new town centre College campus heralds an exciting future for skills and employment for Ashford's young people, and it is pleasing to see a start to the ambitious work in transforming the Commercial Quarter site.
15. It is also good to see that, when areas such as temporary accommodation show an increase, the council is already well-prepared with engagement, revised policies and procedures in order to stay on top of matters and make the appropriate interventions.
16. The highlight summaries included in this report present merely a top line snapshot of our performance, and I would urge all colleagues to take the opportunity of consulting with the online Dashboard itself for further context, analysis and data.

Contact: Nicholas Clayton-Peck, Senior Policy, Performance and Scrutiny Officer

Email: Nicholas.clayton@ashford.gov.uk

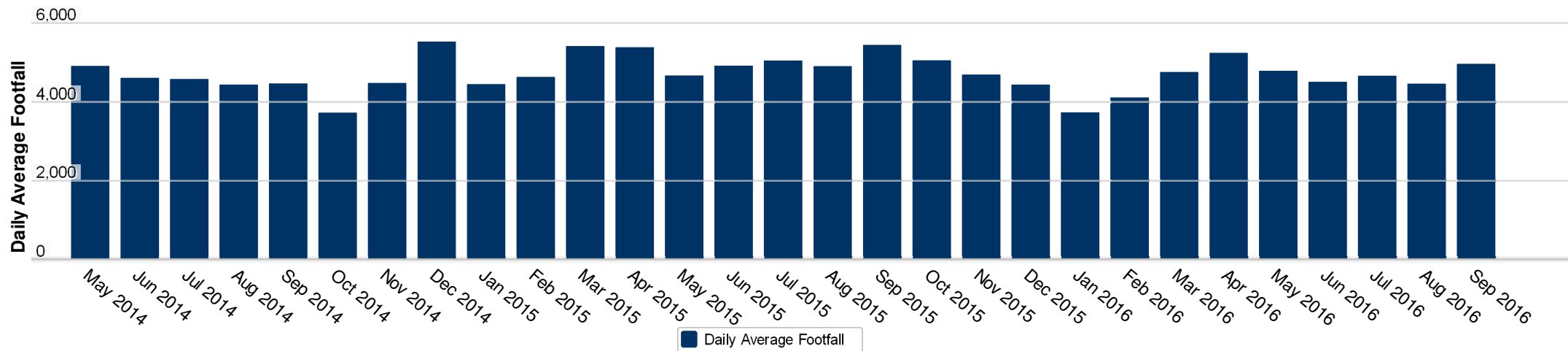


Ashford Borough Council Performance Dashboard

Headline Report

Enterprising Ashford

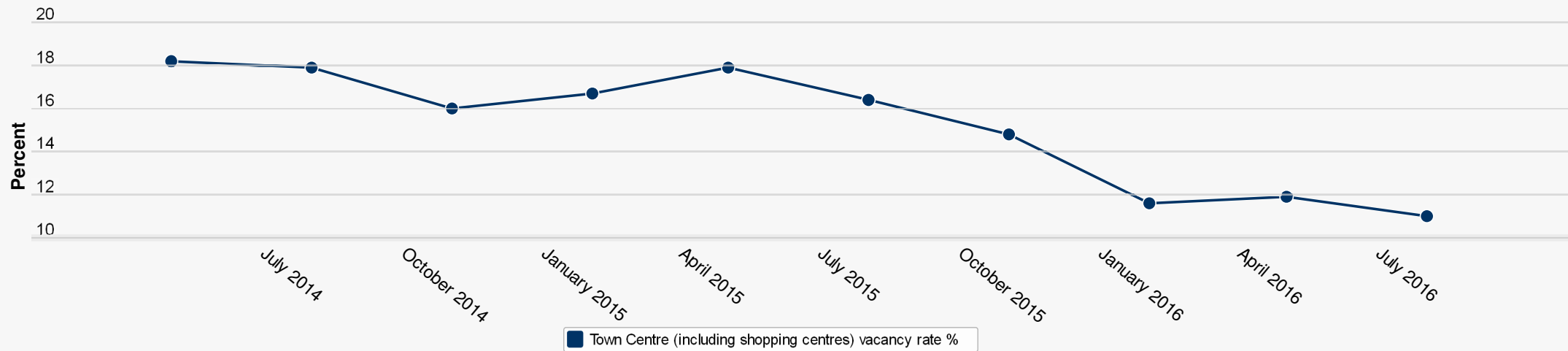
Town Centre Footfall



Whilst footfall fell during the winter and early spring, this has been attributed partly to the poor and unsettled weather during and after the Christmas period, and has remained steady over the last few months.

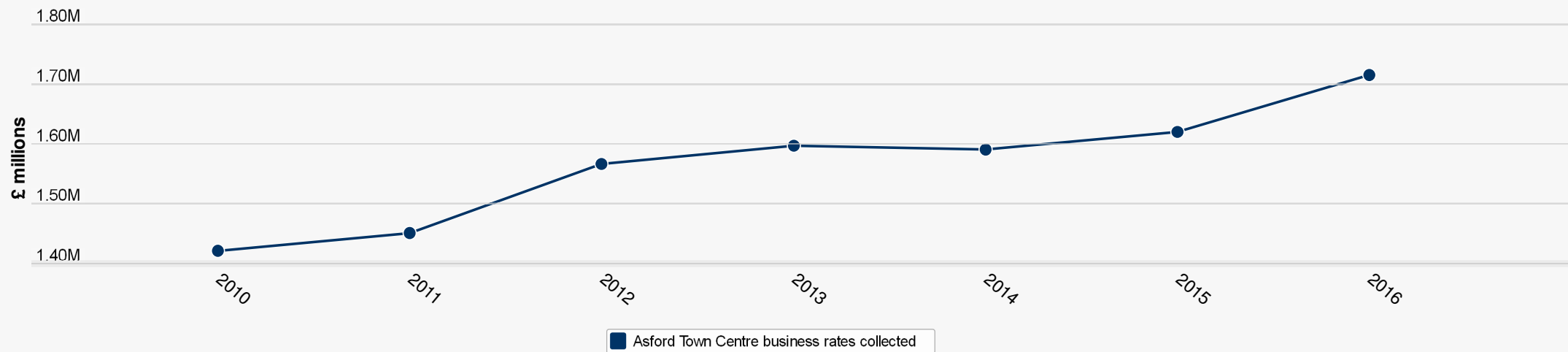
The wider state of Ashford town centre remains generally strong, with footfall during 2015 bucking the national trend and increasing by **5%** against to the year before, compared to a national trend of a **1.6%** decrease. The number of visitors parking has increased slightly, in some part due to the free parking initiative. In August 2016 a total of 40 new parking terminals were installed across Ashford and Tenterden. These new machines include a larger screen and can accept a wider variety of payment methods.

Ashford Town Centre Vacancy Rates



Vacancy rates have fallen across the town centre overall over the last year. Park Mall's historically higher rates have also begun to fall since the Council took over direct operations in 2015, with over half of the vacant units now full and footfall up by around 7%. The rejuvenation has been directly attributed with improving customer spend in neighbouring stores such as Wilko.

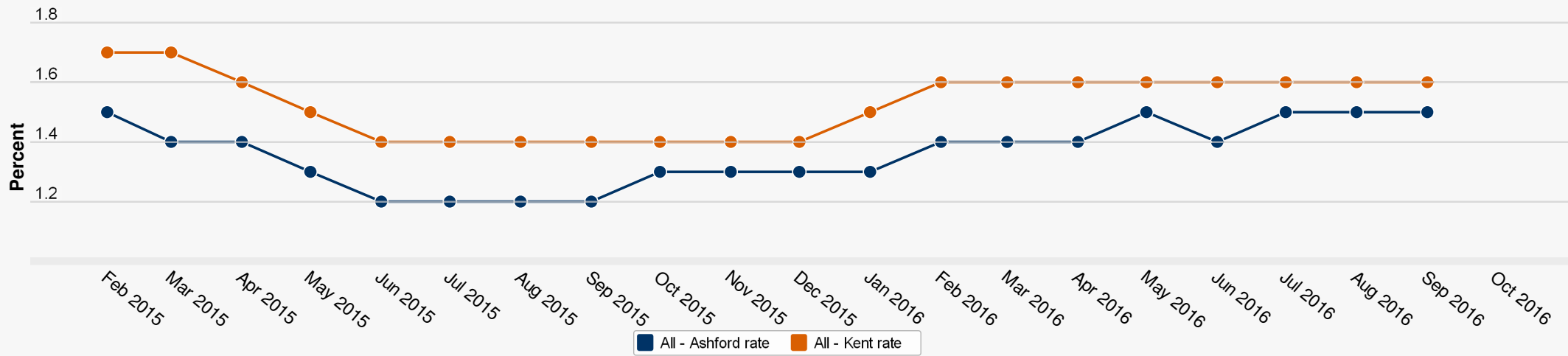
Town Centre Development and Future Plans



In July 2016 Cabinet approved Phase 1 of the Commercial Quarter Office Development, including the transfer of key parcels of land.

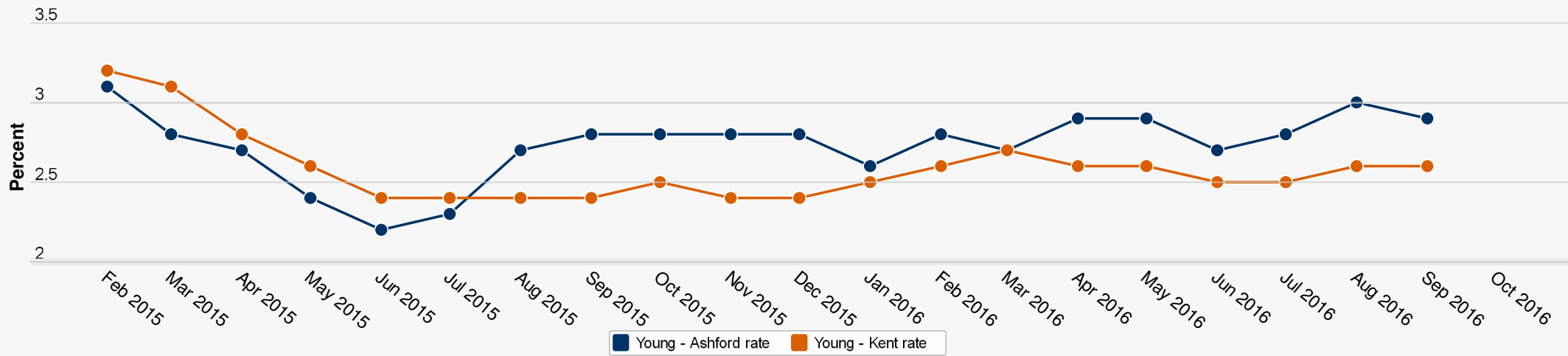
Unemployment

All



Following a small rise in the previous quarters, the total number claiming either Jobseekers Allowance or Universal Credit principally for the reason of being unemployed has levelled out and now stands at just above **1,100**. This is around 10% more than at the same time last year, constituting around **1.5%** of Ashford's working age population.

Young People



The number of young people (18-24) claiming unemployment benefit has also remained steady at around **300**, still slightly higher than the Kent average.





Ashford Borough Council Performance Dashboard

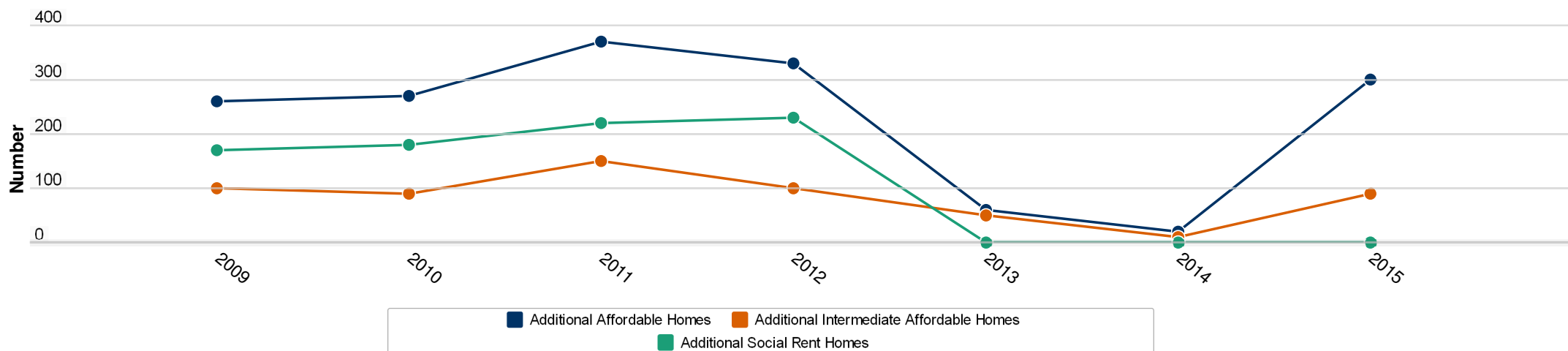
Headline Report

Living Ashford

Affordable Housing

The total additional Affordable Homes is made up of the following two main areas -

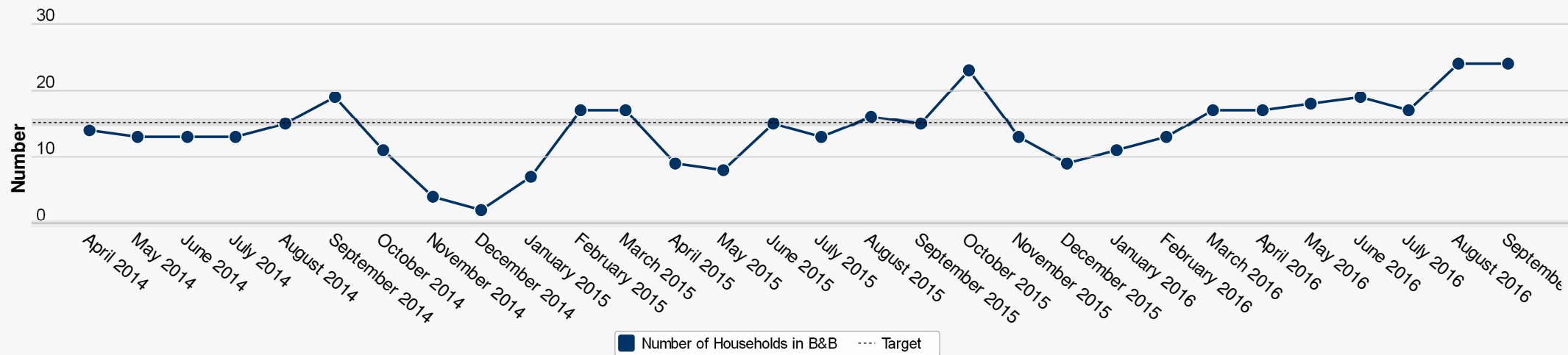
- Intermediate Affordable Homes, which includes intermediate rent and affordable home ownership; and
- Social Rent Homes, which include affordable rent homes



The economic downturn that occurred in 2008 had negative consequences for the housing market, though impacts for affordable housing completions were not felt until later - with a low point occurring in 2013. This position has since somewhat reversed.

In July 2016 Cabinet approved a set of revised eligibility criteria to widen the scope of affordable housing delivery in the Borough to meet local housing needs. This will allow for a wider range of models to be considered in the future whilst maintaining quality development and management, opening up opportunities to explore alternative delivery models to boost supply where traditional forms of affordable housing delivery may not be viable.

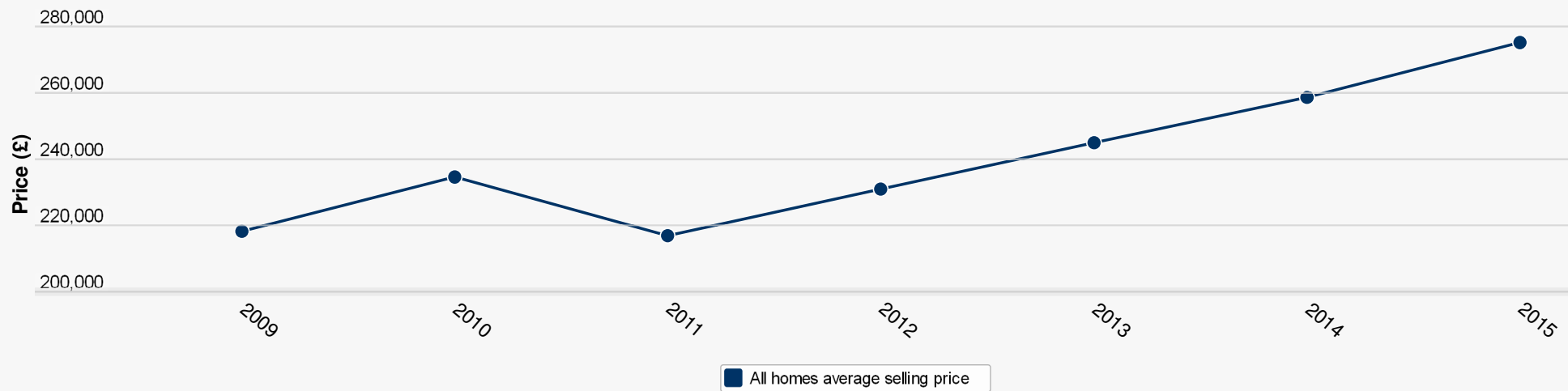
Temporary Accommodation



By the end of the quarter the number of households in Bed & Breakfast (B&B) had increased to just over **20**, (although there was a similar increase at the same time last year). B&B costs for 2015/16 were very marginally below budget, however pressure still remains going forward on the service. In response, a review of homelessness (and public consultation) ran for 12 weeks until July 2016. In October 2016 Cabinet agreed to incorporate the findings of this engagement to inform and approve a new Homelessness Strategy.

House prices and the number of homes sold

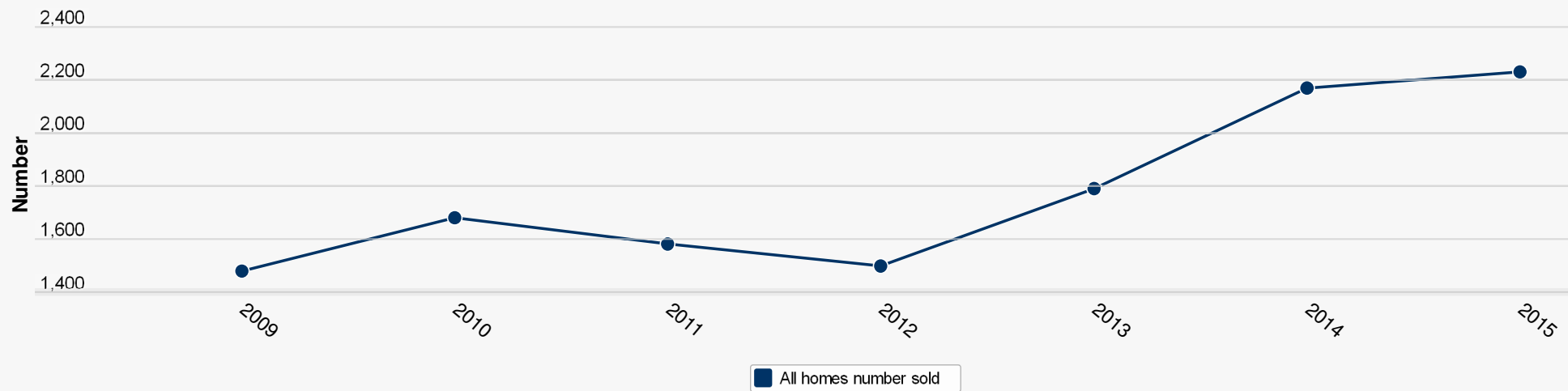
House Price



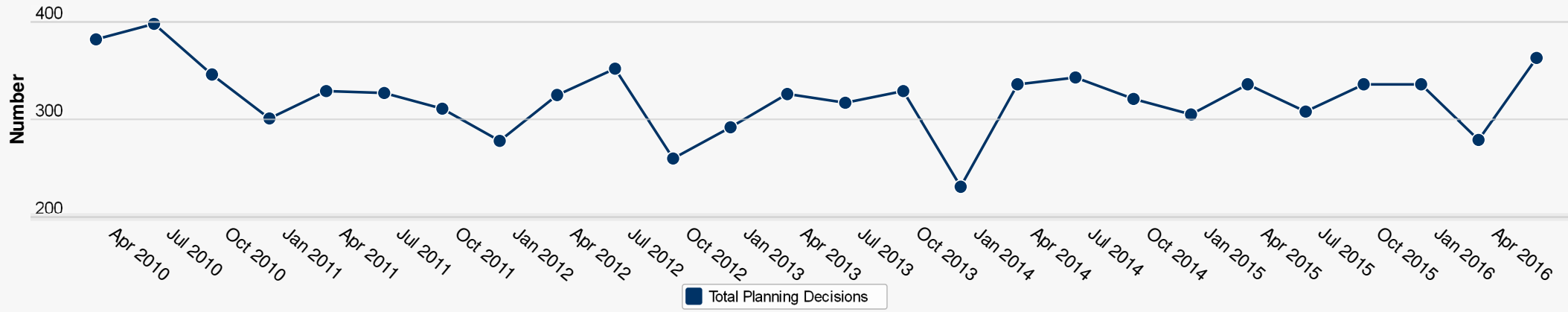
More widely, the average house price in Kent (KCC area) during 2015 was **£283,323**. The average price in Kent (KCC area) has increased for four consecutive years and is now **21%** higher than where they were in 2008.

There were **26,455** property transactions in Kent during the year, **2.87%** lower than in the year before.

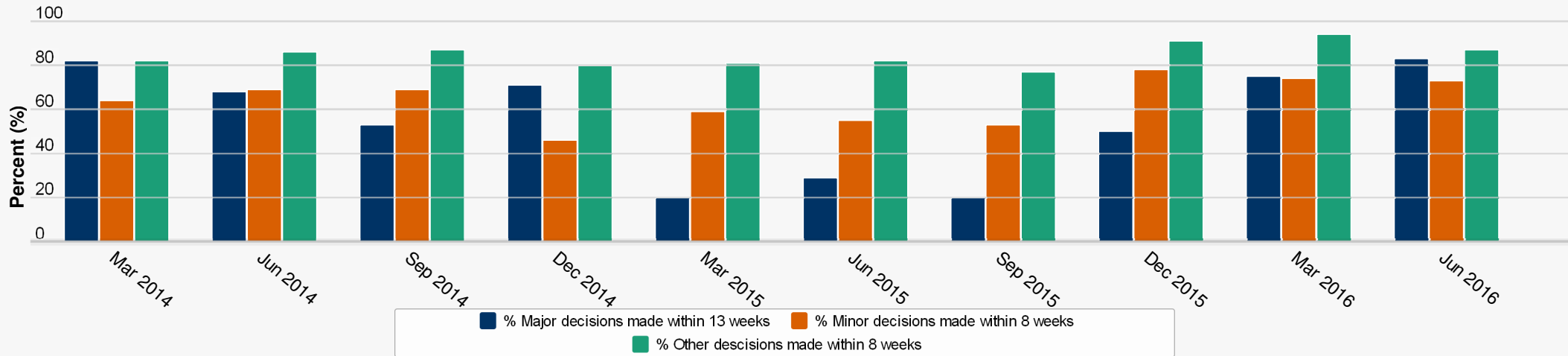
Number of Houses Sold

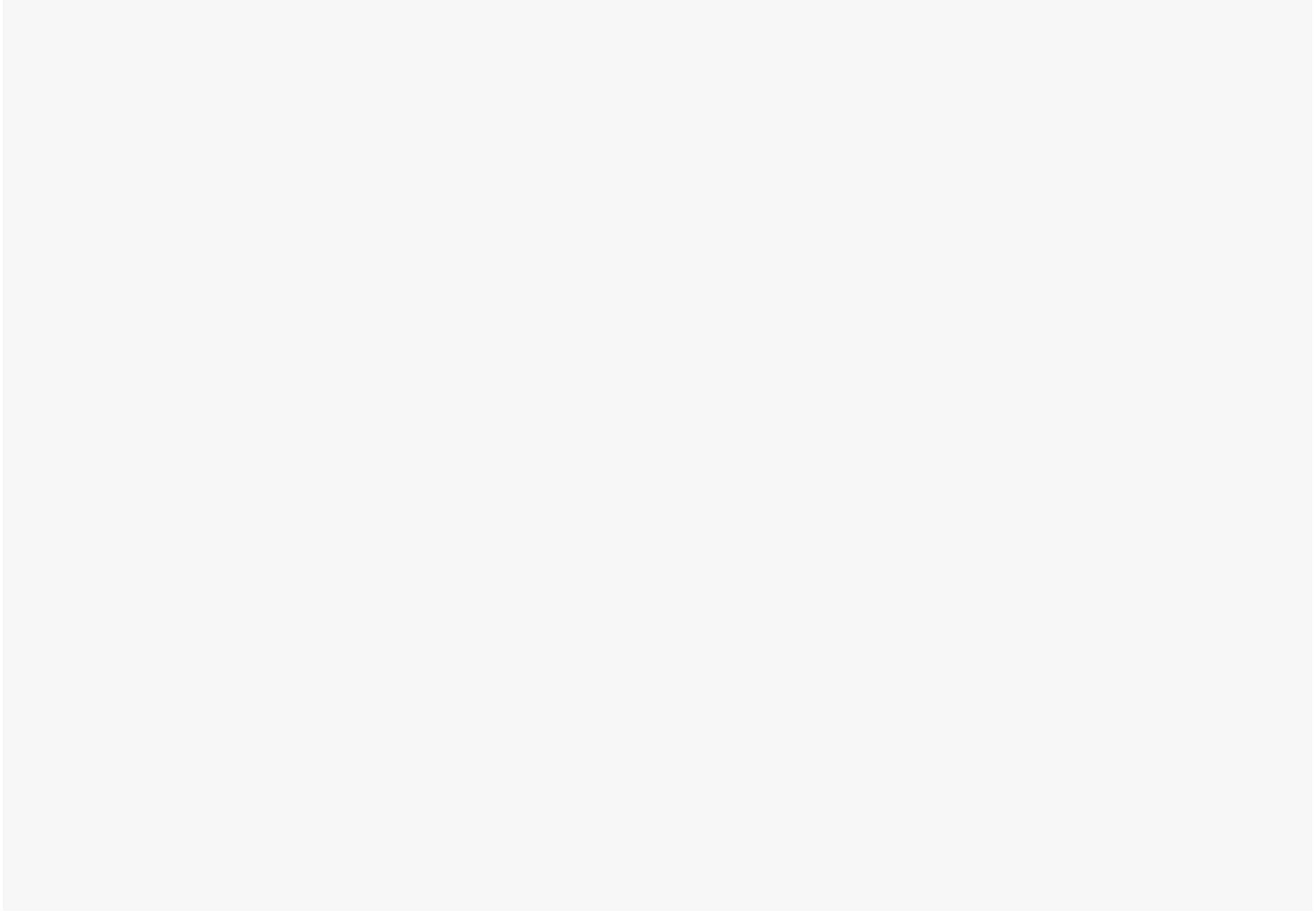


Planning



The number of planning applications considered by the council has remained relatively steady, whilst the last year has seen significant improvement in the percent of decisions made within target.





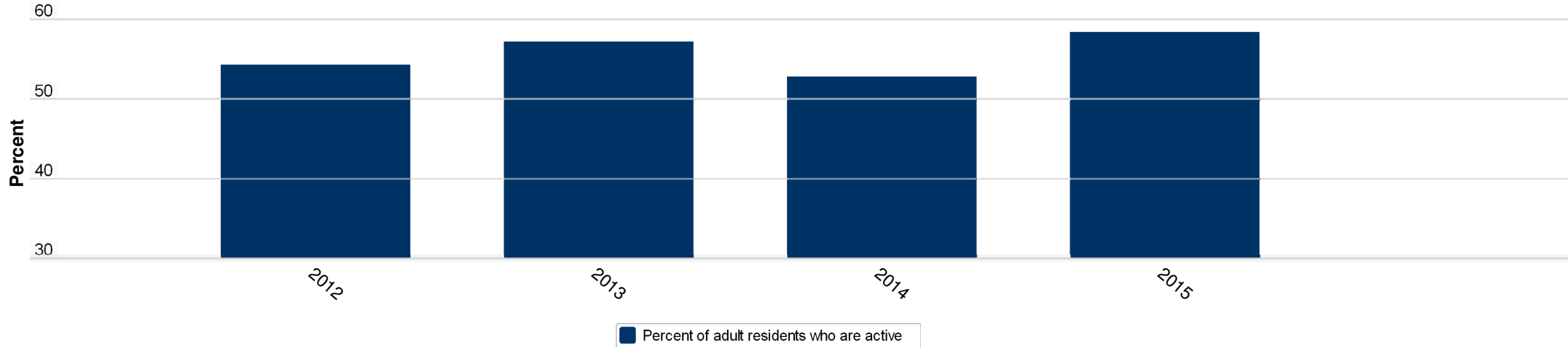


Ashford Borough Council Performance Dashboard

Headline Report

Active & Creative Ashford

Healthy Lives & Active Living



Sport

The borough provides a wide range of leisure facilities covering a wide range of sports, including -

- **119** grass football pitches
- **3** 3G football pitches
- **4** 2G football pitches
- **32** tennis courts across 12 locations
- the Julie Rose Stadium's world-class athletics track
- **5** golf courses

Courtside

Since opening in 2006, Courtside provides outside space for six tennis and six netball courts. It is used regularly by the John Wallis Academy and the Ashford Netball league. Current usage (excluding school use and casual bookings) -

- Average winter weekly usage - 431
- Average summer weekly usage - 811
- Average Annual Usage - 28,288

Pitchside

Since opening in 2008, Pitchside provides a full 3G football pitch (with space for two mini pitches), two five-a-side pitches, three six-a-side pitches and two seven-a-side pitches. The site also contains a Multi Use Games Area. Current usage (excluding school use and casual bookings) -

- Average winter weekly usage - 1,030
- Average summer weekly usage - 510
- Average Annual Usage - 41,260

Ashford currently boasts **63** *Talented Performers* who are supported in a number of ways to help them excel at their chosen sport.

Supporting Culture and Creativity

The Voluntary and Community Sector

The Council's Ward Member Grant Scheme and Single Grants Gateway provides support to groups on projects and initiatives across the borough. In 2015 these two schemes helped 142 groups in total -

- **27** through community grants
- **115** through member grants

The Council also levered in just over £1 million in external funding to support its cultural efforts.

The Create Festival

July 2016 saw Tentertainment mark its ten year anniversary, and Create celebrate its 21st birthday, with around **12,000** people enjoying the various activities available throughout the day -

- 78% were regular attendees and 22% were new to the event
- £149,000 estimated spend in the local economy by Create attendees on associated travel, accommodation, food and drink
- 67,000 people viewed Create's online video campaigns leading up to the event, with the Official Create 2016 film being viewed by over 4,000 people in just 48 hours
- A large social media presence, with 46,000 tweets about Create in July, with 3512 individual visits and 225 mentions
- A new Young person's Sculpture Trail was unveiled in Victoria Park, to engage residents in the natural heritage of the area which hosts Create every year
- A business network, hosted by the mayor, has met to explore the opportunities created by the festival

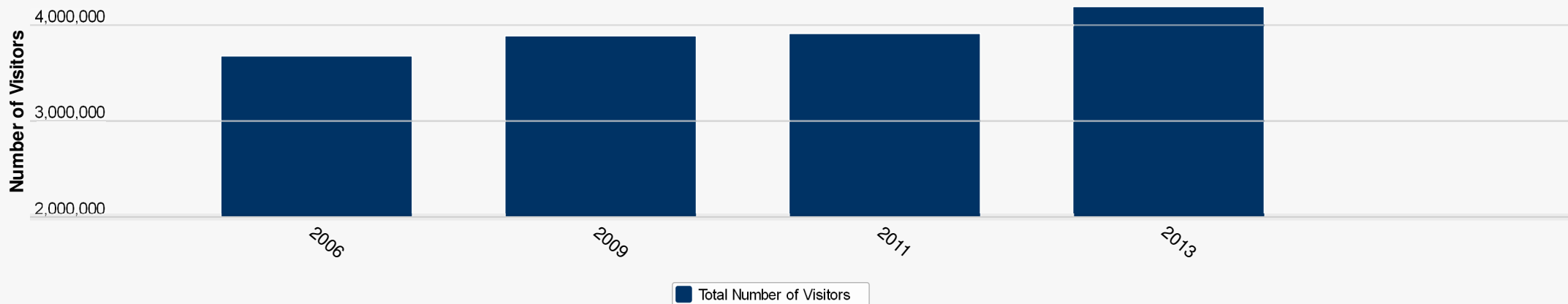
Revelation St Mary's

Delivered by the St Mary's Arts Trust, Revelation St Mary's is Ashford town centre's award winning venue. The Trust delivers -

- a broad scope and regularity of events, with well-known names and emerging artists
- dynamic programming with interconnecting strands of work
- a year-round artist development and schools programme
- artistically-driven audience development, backed by targeted campaigns

In 2015 the venue welcomed **8,924** visitors to their productions, and now begins work on phase two of the project. To assist with this, the Trust recently used Arts Council funding to appoint a marketing consultant.

Tourism



Ashford continues to show steady growth in the number of those visiting the borough. The number of overseas trips rose by **20%** between 2011 and 2013 (the most recent survey), with 433,000 people staying overnight. This places Ashford as the third most visited destination in Kent for overseas staying visitors. The latest visitor survey, covering the last couple of years, is currently being undertaken by Visit Kent and tourist partners.





Ashford Borough Council Performance Dashboard

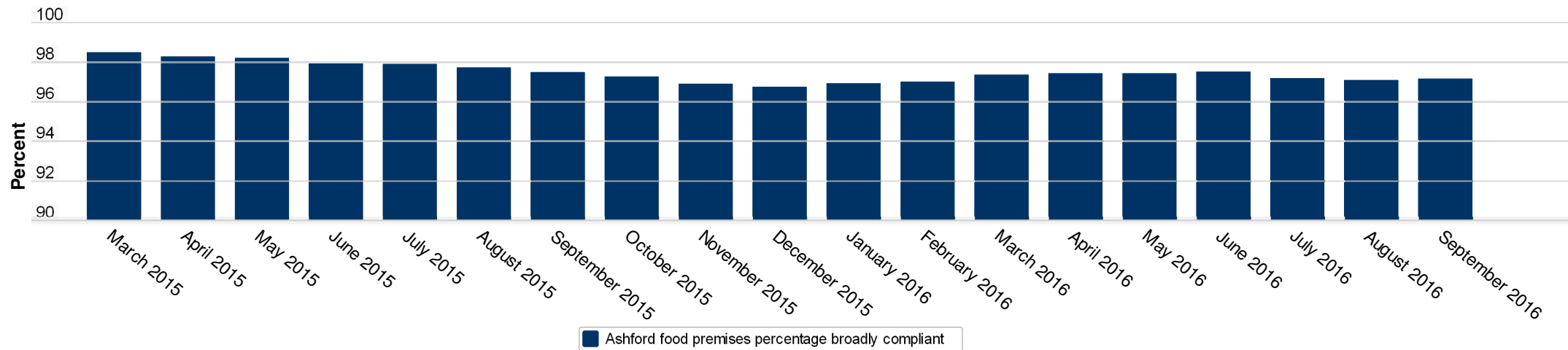
Headline Report

Attractive Ashford

Quality across the borough

Food Business Hygiene

There are almost **1,300** registered food businesses within the Borough. All are inspected on a regular basis according to their risk category.



This graph shows the percentage of businesses that are broadly compliant with food hygiene standards. Any business found to be non-compliant either receives a formal letter or a revisit. The percentage compliant upon inspected has remained within a half percent range during the last six months.

Guidance is provided to food businesses in the first instance and notices are service if conditions do not improve. Food businesses are also given a food hygiene rating which can view at <http://www.ashford.gov.uk/food-hygiene-rating-scheme>.

In September 2016 the Council approved a revised Food Safety Policy, which ensures a consistent approach to food safety inspections, enforcement and food sampling in line with current nationally accepted standards.

ASPIRE - Improving the presentation of the borough

A new in-house ground maintenance service was rolled out during early October 2016. The new service, called Aspire Landscape Management, will cover the day-to-day work of mowing, pruning, planting, clearing and litter picking on various spaces owned by the Council including open green space, parks, floral beds, cemeteries, areas around housing sites, open green space, hedges, sports pitches and associated footpaths.

This initiative is a key part of delivering the adopted Land Management Improvement Plan, which aims to make the borough a pleasant and enjoyable place to live, work, visit and enjoy, enhance Ashford's overall appearance and attractiveness and raise civic pride and make the borough more attractive for residents, visitors and businesses.

Other measures to improve the look of the borough

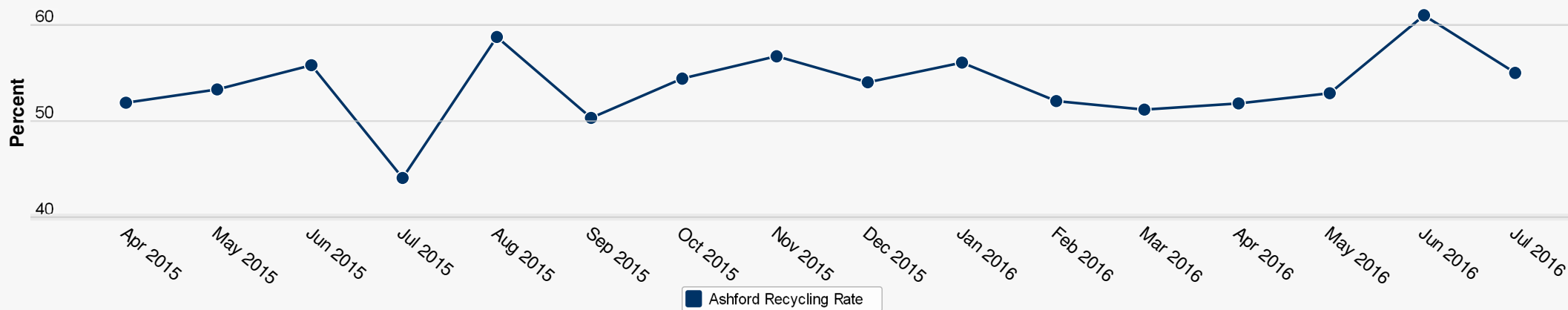
In July 2016 Cabinet considered a review of the Town Centre Action Team (T-CAT), and agreed a set of further improvements to the service.

TCAT was formed three years ago with the intention of having a flexible and reactive resource to keep the town centre attractive and well-looked-after. Since that time, T-CAT has extended its role, to encompass work in both Ashford (as the 'urban' centre) and Tenterden (the rural centre), ensuring that the two towns remain clean and tidy, with street furniture kept in state of good repair.

T-CAT's efforts have also been extended, expanding to include support to the council's economic development function: fitting out/decorating shops (particularly in Park Mall), supporting the monthly Farmers' Market (setting up and dismantling), plus constructing planters and bus stop 'libraries'.

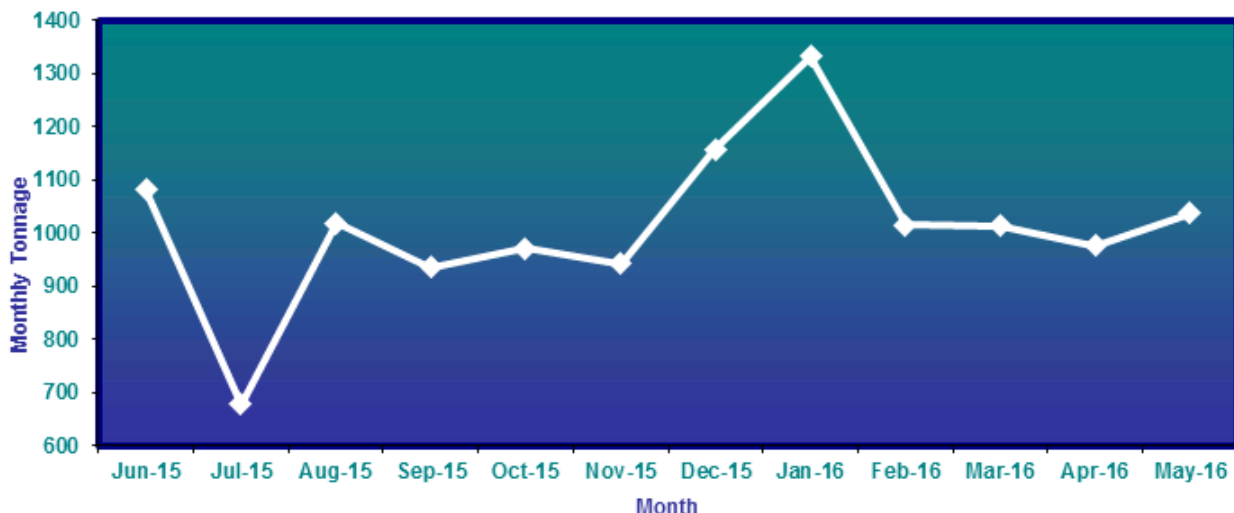
In September 2016 the Community Toilet Scheme, which sees local businesses including shops, cafes and restaurants working in partnership with the Council to open up their toilet facilities to the public free of charge, rolled out across Ashford.

Recycling



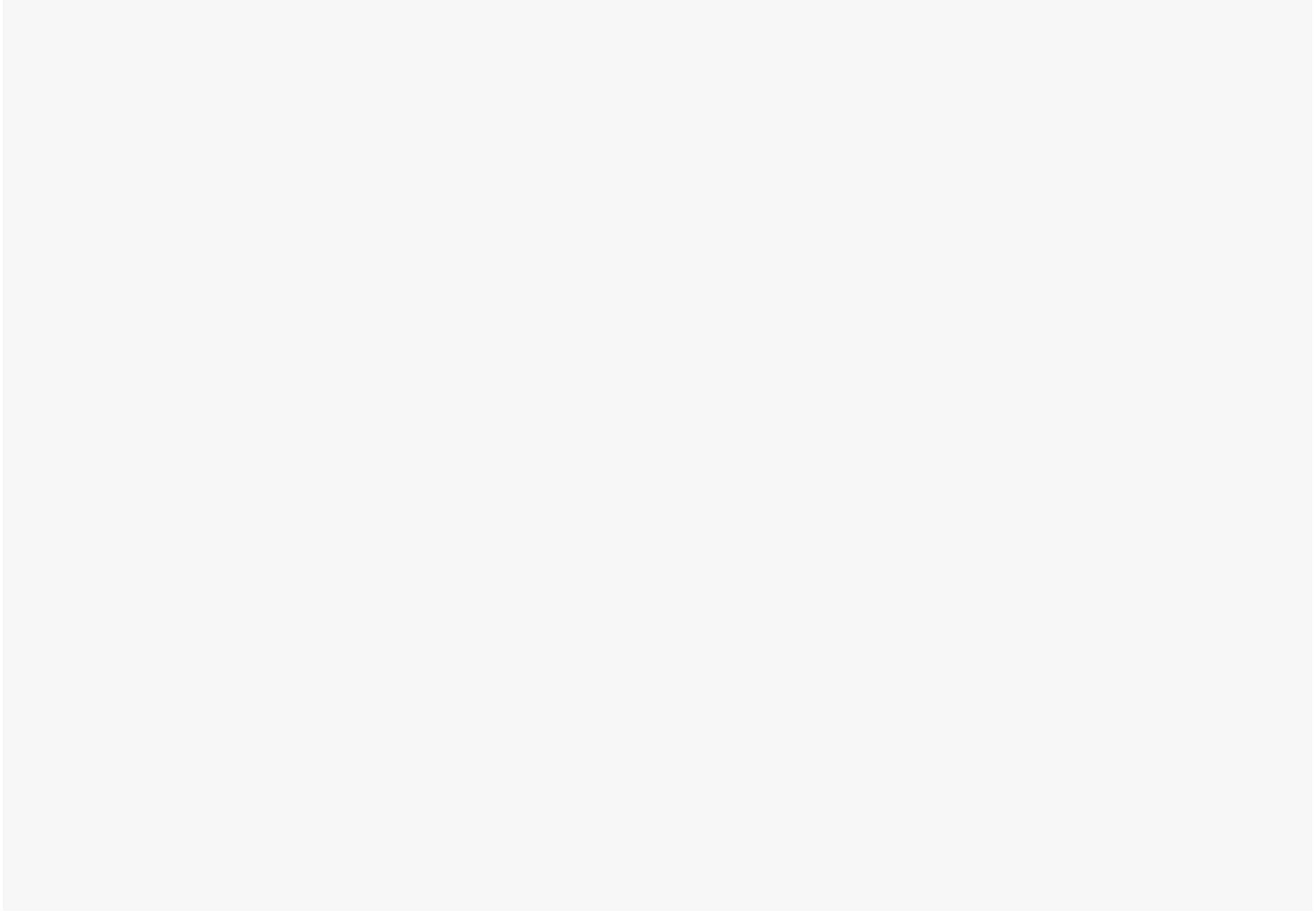
As expected, following two straight years of impressive increases in recycling rates, recycling rates have levelled-out over the last year, with the important next step to consolidate this improved performance.

KCC - Ashford - Monthly Tonnage



Increasing the range of things to do

In July the Planning Committee approved proposals to extend the Cineworld cinema complex at the Eureka Leisure Park, including three extra screen including an IMAX screen.



Joint Transportation Board

Minutes of a Meeting of the Joint Transportation Board held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **13th September 2016**.

Present:

Mr. C Simkins (Chairman);
Cllr. Bartlett (Vice-Chairman);

Cllrs. Bradford, Burgess, Chilton, Feacey, Heyes, Mrs Webb
Mr. M J Angell, Mr P M Hill, Mr S J G Koowaree, Mr. D Smyth, Mr. J N Wedgbury, Mr M A Wickham.

Mr. K Ashby – KALC Representative.

In accordance with Procedure Rule 1.2 (iii) Councillor Heyes attended as Substitute Member for Councillor Mrs Martin.

Apology:

Cllr. Mrs Martin.

Also Present:

Cllrs. Sims, Smith.

Lisa Willoughby (Ashford District Manager – KCC), Jo Fox (Health, Parking & Community Safety Manager – ABC), Chris Miller (Team Leader – Parking – ABC), Danny Sheppard (Senior Member Services Officer – ABC).

134 Declarations of Interest

Councillor	Interest	Minute No.
Bartlett	Made a 'Voluntary Announcement' as a Governor on the East Kent University Hospitals Trust and had discussed the matter of parking at the William Harvey Hospital with the Chief Executive.	136
Heyes	Made a 'Voluntary Announcement' as he lived in Kings Avenue.	136

135 Minutes

Resolved:

That the Minutes of the Meeting of this Board held on the 14th June 2016 be approved and confirmed as a correct record.

136 Parking and Waiting Restrictions

The report provided an update and summarised parking and waiting restriction schemes that had been brought through the Joint Transportation Board. It also asked the Board to agree recommendations regarding the recent consultation on the 'Amendment 2' order.

In accordance with Procedure Rule 9.3 Mr Goundry, a local resident and one of the owners of The Kennington Carvery spoke on this item. He said he firstly wanted to thank Members and Officers for their response to the proposed parking restrictions in Ulley Road, Kennington and the recommendation not to proceed with the double yellow lines. He said that despite this, there was still an issue in Ulley Road and the immediate vicinity which needed resolving and he would be happy to work further with KCC to seek a solution.

In accordance with Procedure Rule 9.3 Mr Bailey, a local resident spoke on this item. He said that three years ago this Board had passed the Willesborough Lees Highway Safety Scheme in an attempt to improve safety and eradicate irresponsible parking. This was to be supported by a new H-Line bus service to the hospital and an enlarged hospital car park. Residents had insisted at the time that the scheme would not work and double yellow lines would not solve the problem as they would just move cars to other roads. He considered that over the past three years they had been proved right. The scheme had been immediately undermined by the sharp increase in parking charges at the hospital and three years later, the double yellow lines had not solved the problem of larger vehicles such as refuse lorries not being able to access all of the roads. Parking problems had also now spread to Wilson Close, Hythe Road and Blackwall Road South. They had been promised a review after one year, but this had been put off to allow the bus services (which he considered ran empty on most days) to bed in. Mr Bailey said that the latest proposals for Lees Road again called for double yellow lines and he again considered that these would not work and hoped that Council Officers would listen to local residents this time. He considered there should be a Controlled Parking Zone stretching about 1km around the William Harvey Hospital. This would help to stop hospital users parking inappropriately and give residents their streets back. This was something that had worked in other towns in similar situations and could work in Willesborough. Problems had now existed for over 10 years and the Local Authorities needed to put in a proper scheme that took account of the views of residents who deserved better.

Mrs Fox introduced the report and responded to the points made by the public speakers. She ran through the elements of the Amendment 2 order, including the consultation responses and outlined which parts were and were not still proposed to

go ahead. She explained that all proposals were made with the main principles of free flow of traffic and safety in mind. With regard to the comments made by Mr Bailey, Amendment 4 was due to go out for formal consultation, with a proposal for an extension of double yellow lines at Lees Road, Willesborough. This proposal had come about following informal consultation on a number of options however formal consultation had to include a 'yes or no' option. It could not include various options. She said that Officers were aware of the current and historical issues in the area and would continue to seek the best possible solution. In terms of Ulley Road, Kennington, following the overwhelming response to the consultation and a site visit, a decision had been taken to not add any restrictions in this road. She was unaware of other problems in the area and said that she could not at this stage commit to any further resources here as there were other more pressing concerns elsewhere. In response to questions from Members she clarified that the other aspects of Amendment 2, other than the restrictions in Ulley Road, were still proposed to be implemented as a part order.

The KCC Division Member for Willesborough said that he had some sympathy with Mr Bailey's comments and the views of other local residents. It was true to say that the extension of double yellow lines at Lees Road was purely about safety and the potential for there to be an accident on the bend there, but the whole problem of overspill parking from the hospital was a much bigger one. The hospital and the associated activities around it were continuing to grow and the situation regarding car parking was only going to get worse. He considered there needed to be a wider review to seek a long term solution and suggested that there needed to be a meeting between senior figures at the hospital, Members and Officers at both KCC and ABC, representatives from other agencies and residents as soon as was possible. This would be with a view to reporting back to this Board with some proposals. The Vice Chairman said he had met with the Chief Executive of the Hospitals Trust to discuss parking problems and agreed that a wider meeting attempting to seek a positive solution would be useful. There was going to be further development at the hospital and when this came forward there may be opportunities to do something more positive about the parking situation. He considered a report back to this Board in six months was a realistic goal. Other Members suggested that both Councils had been talking about this area for many years and with finite resources perhaps there was a need to start looking at other areas of the Borough with regard to parking, which had been a bit neglected in recent years. Mrs Fox advised that both Councils would be happy to work with other agencies, but there would be a need to find innovative solutions. They were duty bound to work together to examine issues of safety, but they could not simply provide parking where there was none. This was an ever growing problem in all areas across the Borough as more and more development took place.

In response to a question about The Street, Great Chart, the Chairman said that as KCC Division Member for the area he could confirm that consultation on double yellow lines had ended on the 9th September and those results would now be analysed.

Mrs Fox advised that there was as yet no date to go out for consultation on a proposed Controlled Parking Zone for Kings Avenue, but confirmed that relevant Ward Members would be advised in advance.

The KALC Representative said that he had been asked to raise the current lack of available parking at Dover Place for the offices in the location. He said that the spaces were often filled by commuters and he also considered that the daily charges were high, especially for lower paid workers. He wondered if there were still plans for a Park and Ride system for workers in the town. Mrs Fox advised that they were continuing to look at short, medium and long term strategies for town centre parking. From a planning perspective, there was currently more than sufficient parking in Ashford Town Centre and that would be further enhanced by an additional 280 spaces at Elwick Place in the near future. The questions were around cost and location. Another Member was concerned that a perceived lack of available parking could damage Ashford International Station's position as an international hub for Kent when compared to Ebbsfleet.

Resolved:

- That (i) the update on schemes that have been brought through the Joint Transportation Board be noted.**
- (ii) the implementation of the recently advertised Amendment 2 order be supported, with the removal of the proposals for Ulley Road, Kennington.**
- (iii) the Board receive a report in six months' time on the issue of overspill parking in the roads surrounding the William Harvey Hospital, following further meetings with senior figures at the hospital.**

In accordance with Procedure Rule 15.5 Councillors Heyes and Wedgbury asked for it to be recorded that they had voted against resolution (iii).

137 Lorry Parking Update

Mrs Fox introduced the report which gave the Board an update on the continued overnight HGV parking enforcement and clamping of persistent offending HGVs in Ashford.

She advised that they were now in a position where they had largely achieved what they had set out to do. Enforcement had worked and they were now at almost full compliance with lorry parking spaces in the area full to capacity each night of the week. ABC continued to work closely with KCC and the Police and support Operation Kindle to tackle both inappropriate HGV parking as well as the associated anti-social behaviour problems. KCC were also continuing with their lorry counting exercises to understand exactly where these vehicles were parking. As always it would be important not to push such vehicles into residential or more inappropriate areas. Therefore, as an enforcement team, they were more or less where they wanted to be. It was still clear though that additional HGV spaces were needed and they were patiently waiting for announcements on more provision in the area. If anyone had any innovative ideas in the meantime, they would be gratefully received.

The Chairman thanked Mrs Fox for her update and the work that continued to be undertaken.

In response to a question, Mrs Fox advised that the figure of 36% of PCNs paid before going to collection agents was a pleasing one. It was the best figure in Kent and represented a 16% increase to the figure prior to the clamping trial in 2015. It was notoriously difficult to collect fines on the continent as there was no DVLA equivalent. It was also important to note that this was the number of drivers who paid 'straight away' before the need to pass to collection agents.

A Member asked if there was any update on the petition that had been submitted to this Board in March 2015 concerning inappropriate HGV usage in Canterbury Road and Boys Hall Road, South Willesborough. The petition had been referred to KCC but he had never received a response. This was still a major problem in the area and had actually spread further to Church Road and other neighbouring housing areas. Mrs Willoughby said she would get an update and respond to the Member.

Resolved:

That the report be received and noted and the ongoing work supported.

138 Highway Works Programme 2016/17

The report updated Members on the identified schemes approved for construction in 2016/17.

The following responses were given by Mrs Willoughby to questions/comments: -

- 85% of lights in Ashford had now been converted as part of the LED conversion. The remaining 15% would be undertaken in one batch once issues around vegetation, materials or access issues were resolved.
- The installation of new drainage systems on the A28 Canterbury Road, Kennington would take place outside the Old Mill and near to Wilmington Farm and Bramleys. This work was being undertaken in the next two weeks.
- The road widening scheme at the A2070 Conningbrook Bends, Willesborough had experienced some complex land negotiations. The Board had been kept fully updated through the Highways Work Programme reports. There had also been unforeseen delays as UK Power cabling had been discovered that had not appeared on any previous plans. That had now all been overcome and work was due to start in January 2017.
- Amendments to the junction and works to the footway at Dover Place had received technical approval, but were awaiting the confirmation of ABC funding.

- The work that needed to be undertaken regarding the stopping up of Highfield Lane, Mersham was in hand at KCC. This would be important in the context of Highways England's proposals for M20 Junction 10A.

Mrs Willoughby agreed to feed back more information to Members on the following matters surrounding the Highway Works Programme: -

- The potential for resurfacing at Twelve Acres, South Willlesborough as previously requested by the KCC Division Member.
- The current position on the land transfer from ABC to facilitate the junction realignment, zebra crossing and ramped pedestrian footway at the Church Road/Bentley Road junction.
- The reason for the delays on the proposed new footway at Appledore Road, Kenardington.
- The latest position on the request for an 'axle weight restriction' or an 'unsuitable for HGVs' sign at the Canterbury Road junction with Lower Queen's Road.

Resolved:

That the report be received and noted.

Queries concerning these Minutes? Please contact Danny Sheppard:
Telephone: 01233 330349 Email: danny.sheppard@ashford.gov.uk
Agendas, Reports and Minutes are available on: www.ashford.gov.uk/committees

**Notes of a meeting of the
Ashford Strategic Delivery Board
Friday 30 September 2016 at 10.00am**

Present:

Board Members

Cllr Gerry Clarkson (Chairman) – Leader, ABC
Rt Hon Damian Green MP
Cllr Graham Galpin – Portfolio Holder for Town Centres Focus & Business Dynamics, ABC
Cllr Mike Bennett – Portfolio Holder for Planning, Development & Enforcement, ABC
Paul Harwood – Highways Agency
Chris Moore, Development Director, HCA
Barbara Cooper, KCC

Non Board Members

Cllr Brad Bradford – Portfolio Holder for Highways, Wellbeing and Safety, ABC
Lois Jarrett, ABC
Simon Cole, ABC
Paul McKenner, ABC
Christina Fuller, ABC
Andrew Osborne, ABC
Kirsty Hogarth, ABC
Stephen Gasche, KCC
Keith Fearon, ABC

Apologies

Mr Matthew Balfour, KCC Cabinet Member for Transport and Environment, Mr Mark Dance, KCC Cabinet Member for Economic Development, Mark Lumsdon- Taylor – Hadlow Group, Tracey Kerly - ABC, Richard Alderton. ABC

Item	Notes	Action
1.	Welcome The Chairman welcomed all those present at the meeting and said that he believed the Board had been very effective in helping bring the major projects to fruition.	

<p>(d)</p> <p>(e)</p> <p>(f)</p> <p>5</p>	<p><u>Elwick Place</u></p> <p>Paul McKenner (PMcK) advised that the Council had agreed to fund and require the construction of a hotel, cinema and eateries under Phase 1 of the project. Work was likely to start early in 2017. The next stage would be Phase 2 which related to residential development.</p> <p>.</p> <p><u>Ashford Commercial Quarter</u></p> <p>PMcK advised that subject to the completion of a land transaction with KCC the contract for the construction of the Office block would be signed. In terms of the remaining areas of the site he explained that this would be subject to further work with a local developer.</p> <p><u>Jasmin Vardimon</u></p> <p>Christina Fuller (CF) explained that ABC and KCC had been assisting Jasmin Vardimon in terms of identifying an alternative site in the town. A site on Henwood was currently being scoped with KCC who owned the site. Barbara Cooper (BC) provided further information in terms of the site and the next steps to be taken in the process.</p> <p>It was agreed that the scheduled October meeting would not take place (this meeting being the replacement for both the July and October meetings), but that officers would contact Board members if anything important needed to be agreed.</p>	<p>ABC/KCC</p> <p>ABC/KCC</p> <p>ABC/KCC</p>
	<p>Next Meeting</p> <p>27 January 2017</p>	

Queries concerning these minutes? Please contact Keith Fearon: Telephone: 01233 330564 Email: keith.fearon@ashford.gov.uk. Agendas, Reports and Minutes are available on: www.ashford.gov.uk/committees

Agenda Item No: 11
Report To: CABINET
Date: 10TH NOVEMBER 2016
Report Title: SCHEDULE OF KEY DECISIONS TO BE TAKEN
Report Author: Corporate Director (Law and Governance)



Summary:	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

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

Other Material Implications: Nil

Exemption Clauses: Nil

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 Gerry Clarkson; Neil Bell; Clair Bell; Mike Bennett; Jessamy Blanford; Gareth Bradford; Paul Clokie; Graham Galpin; Callum Knowles; Neil Shorter.

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, or on screen, five clear days before the decision date at the Civic Centre, Tannery Lane, Ashford and at The Town Hall, 24 High Street, Tenterden, during opening hours, or at www.ashford.gov.uk/councillors_and_committees.aspx

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
10th November 2016					
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report.</i>	Cllr Shorter	Maria Seddon	Open	13/11/15
Corporate Performance Report	<i>To give Members and residents an overview of how the council is performing with a key performance 'snapshot'.</i>	Cllr Shorter	Nicholas Clayton	Open	13/11/15
Council Tax Support Scheme		Cllr Shorter	Ben Lockwood	Open	29/9/16

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Progress on Enforcement Across the Council	<i>To update members and inform the public on what steps have been taken both in specific services such as Planning and Health, Parking and Community Safety, but also corporate initiatives including new policies and customer service improvements including the 'Report It' system on the web site and related app.</i>	Cllrs Bennett/Bradford/Clokie	Richard Alderton	Open	22/8/16
8th December 2016					
Draft Budget 2017/18	<i>To present the preliminary draft service budget and outline MTFP for the purposes of subsequent formal scrutiny by the O&S Task Group and public consultation.</i>	Cllr Shorter	Paul Naylor/Ben Lockwood	Open	4/12/15
Council Tax Base	<i>To present for approval the estimated 2017/18 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 Shorter	Ben Lockwood	Open	4/12/15
A Review of Parking Enforcement		Cllr Bradford	Mike Cook/Jo Fox	Open	5/8/16
Housing Revenue Account (HRA) Business Plan 2016 - 2046		Cllr Clokie	Sharon Williams	Open	26/5/16

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Review of Housing		Cllr Clokie	Sharon Williams	Open	26/5/16
ABC Property Company		Cllr Clarkson/ Shorter	Bob Smart	Open	27/10/16
12th January 2017					
Revenues & Benefits Recommended Write-Offs Schedule	<i>Proposed formal write-off of debts</i>	Cllr Shorter	Peter Purcell	Open (Exempt Appendix)	16/1/15
Waste & Recycling – Costed Forward Education & Promotion Strategy	<i>Further to the report received by the Cabinet in February 2016, presentation of a costed forward education and promotion strategy, including forward recycling options and targets be approved.</i>	Cllr Mrs Bell	Julie Rogers	Open	13/2/16
Fixed Penalty Notices for Fly-Tipping		Cllr Mrs Bell	Tracey Butler	Open	18/10/16
Introduction of a 'Film Classification Policy and Procedure' - Licensing Act 2003		Cllr Bradford	Trevor Ford	Open	21/10/16

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Revision of the 'Sex Shops, Sex Cinemas and Sexual Entertainment Venues Policy'– Local Government (Miscellaneous Provisions) Act 1982		Cllr Bradford	Trevor Ford	Open	21/10/16
Housing Home Ownership Opportunity – Opt to Buy	<i>To cover the detail of the scheme, the flexibility the Council can give itself in how it sets rents for the scheme and tenancies terms, how it can avoid any RTB issues, how it will borrow the necessary funding and acquire suitable properties and promote the scheme to interested parties.</i>	Cllr Clokie	Richard Robinson	Open	20/6/16
Royal Military Canal, Proposed Shared Pathway Progress Update.		Cllr Mrs Blanford	Len Mayatt	Open (Exempt Appendix)	29/9/16
9th February 2017					
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Shorter	Maria Seddon	Open	13/2/16

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Revenue Budget 2017/18	<i>To present the draft revenue budget for 2017/18 to the Cabinet for recommendation to Council.</i>	Cllr Shorter	Paul Naylor/Ben Lockwood	Open	13/2/16
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 Shorter	Nicholas Clayton	Open	13/2/16
Climate Change and Sustainable Environment – Annual Progress Report	<i>This report summarises actions and initiatives undertaken throughout the authority during the last year in the complementary areas of a sustainable environment, carbon and energy reduction and responding to the threat of climate change. These had been brought together previously within the Council's Position Statement.</i>	Cllr Mrs Blanford	Paul Naylor	Open	13/2/16
Domestic Abuse Annual Report	<i>Sets out for comment the progress the Council and its partners are making on projects focusing on domestic abuse over the past 12 months since the agreement by the Council to allocate up to £50,000 per year for three years to support the work on tackling domestic abuse.</i>	Cllr Bradford	James Hann/Elizabeth Mannington	Open	13/2/16

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Private Sector Housing Assistance Policy		Cllr Clokie	Julian Watts	Open	11/7/16
Private Sector Leasing Update		Cllr Clokie	Donna Michael	Open	12/9/16
Proposal for the Management of a Community Facility to Alleviate Homelessness in the Borough		Cllr Clokie	Donna Michael	Open	12/9/16
9th March 2017					
Annual Pay Policy Statement	<i>A review of the annual Pay Policy Statement and Ashford Living Wage Allowance.</i>	Cllr Knowles	Ian Smith	Open	11/3/16
6th April 2017					
11th May 2017					
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Shorter	Maria Seddon	Open	13/5/16

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Cemetery Memorial Safety Policy	<i>Report back on adoption of policy and set of operational guidelines to manage the forward process relating to the safe management of memorials in Ashford.</i>	Cllr Mrs Bell	Julie Rogers	Open	26/2/16
8th June 2017					
Final Outturn 2016/17	<i>Final budget outturn for previous financial year</i>	Cllr Shorter	Ben Lockwood	Open	10/6/16
Annual Report 2016/17	<i>The Annual Report will build upon the contents of quarterly performance monitoring, but will also include the following information – An Introduction from the Leader and Chief Executive; Facts and figures about Ashford; Timeline of key achievements in the Borough over the calendar year; Borough achievements; and a Financial Summary.</i>	Cllr Knowles	Nicholas Clayton	Open	10/6/16
Section 106 Agreements – Annual Progress Report	<i>Focus on s106 contributions received in the last year, contributions secured in new agreements and projects that have been supported by s106 funding.</i>	Cllr Bennett	Lois Jarrett	Open	10/6/16
13th July 2017					
Revenues & Benefits Recommended Write-Offs Schedule	<i>Proposed formal write-off of debts</i>	Cllr Shorter	Peter Purcell	Open (Exempt Appendix)	18/7/16

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
10th August 2017					
Corporate Performance Report	<i>To give Members and residents an overview of how the council is performing with a key performance 'snapshot'.</i>	Cllr Shorter	Nicholas Clayton	Open	11/8/16
Corporate Commercial Property – Annual Report	<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 Shorter	Stewart Smith	Open	11/8/16
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Shorter	Maria Seddon	Open	28/7/15
14th September 2017					
12th October 2017					

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

2/11/16