Members of the Planning and Regeneration Cabinet Committee of Gravesham Borough Council are summoned to attend a meeting to be held at the on Tuesday, 20 November 2018 at 7.30 pm when the business specified in the following agenda is proposed to be transacted.

S Walsh
Service Manager (Communities)

Agenda

Part A
Items likely to be considered in Public

1. Apologies

2. Minutes

3. Declarations of Interest

4. To considered whether any items in Part A of the agenda should be considered in private or those (if any) in Part B in public.

5. Lower Thames Crossing Consultation - Brief Presentation on Preliminary Findings and First Thoughts

6. Presentation on the Responses Received to the Recent Local Plan Consultation

7. Corporate Register of Partnerships and Shared Working Arrangements 2018-19


   To present Members of the Planning and Regeneration Committee with

Civic Centre, Windmill Street, Gravesend Kent DA12 1AU
an update against the Performance Management Framework, as set out within the council’s Corporate Plan 2015-19, for Quarter Two of 2018-19 (July – September 2018).

9. Any other business which by reason of special circumstances the Chair is of the opinion should be considered as a matter of urgency.

10. Exclusion

To move, if required, that pursuant to Section 100A (4) of the Local Government Act 1972 that the public be excluded from any items included in Part B of the agenda because it is likely in view of the nature of business to be transacted that if members of the public are present during those items, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A of the Act.

Part B

Items likely to be considered in Private

None.

Members

Cllr Julia Burgoyne (Chair)
Cllr Robin Theobald (Vice-Chair)

Councillors:
Lee Croxton
Brian Francis
Samir Jassal
Jordan Meade
Lauren Sullivan
Steve Thompson

Substitutes:
To be notified
Planning and Regeneration Cabinet Committee
Tuesday, 18 September 2018 7.30 pm

Present:

Cllr Derek Shelbrooke (Vice-Chair in the Chair)*

Cllrs:
Gurdip Bungar
Julia Burgoyne
Brian Francis
Gary Harding
Jordan Meade
Lauren Sullivan
Robin Theobald
Steve Thompson

*Please note: Cllr Julia Burgoyne (Chair) felt unwell so Cllr Derek Shelbrooke chaired the meeting

Simon Hookway  Assistant Director (Communities)
Wendy Lane  Assistant Director (Planning)
Sue Lord  Service Manager (Major Regeneration Projects)
Chris Wakeford  Committee Services Officer (Scrutiny)

Isabel Shaw  Partnership Manager - North West Kent Countryside Partnership

39. Apologies

An apology for absence was received from Councillor Conrad Broadley and Councillor Lee Croxton; Councillor Gary Harding and Councillor Gurdip Bungar attended as their respective substitute.

40. Minutes

The minutes of the meeting held on 20 June 2018 were signed by the Chair.

41. Declarations of Interest

No declarations of interest were made.

42. North West Kent Countryside Partnership

The Committee received a presentation from Isabel Shaw; Partnership Manager - North West Kent Countryside Partnership – the presentation can be viewed here: https://democracy.gravesham.gov.uk/ieListDocuments.aspx?CId=371&MId=2927&Ver=4
Isabel Shaw, Partnership Manager - North West Kent Countryside Partnership, fielded questions from the Committee and highlighted the following:

- The Partnership builds in sustainability for its projects by providing management plans for the end users to follow. You have to be very creative on how you access funding and select the outcome depending on the funding criteria.
- The Partnership is currently in the process of applying for funding from the Mayor of London’s Air Quality Fund. The idea is to work with a school to test air quality. Hedgerows will be planted around the school then after a period of time air quality will be tested again to see if it has improved. The Deadline for applications for the fund is 12 October 2018.
- The Partnership fully supports the concept that people shouldn’t have to travel far to access green space.
- The Partnership supports numerous campaigns including; ‘Plots for Pollinators’ – just 1 square metre of outdoor space can make a difference. ‘Making a Buzz for the Coast’ project focuses on restoring and creating habitat for Kent’s wild bees.

Cllr Steve Thompson highlighted that the North West Kent Countryside Partnership may be interested to know that the Masonic Charitable Foundation are offering grants and the deadline for applications is 5 October 2018.

The Committee thanked Isabel Shaw for an informative presentation.

43. Gravesend Town Centre – Options and actions to improve footfall in the town and the evening and night time economy

The Assistant Director (Communities) provided the Committee with a report on actions that the council can take to improve footfall in the town and the evening economy. The report highlighted the findings of the Grimsey Review which concluded that re-visioning the role of town centres as ‘community hubs’ is the way forward.

The Assistant Director (Communities) explained that restaurants and food business do quite well in Gravesend town centre and 73% of businesses in the town are small businesses.

The Committee discussed the report and highlighted the following:

- Residents should be asked what they would like in the town centre; what is their vision for the town centre?
- More children’s facilities in the town would be good.
- Ensure people are encouraged to come over to Gravesend from Essex e.g. from cruise liners at Tilbury.
- Encourage a Thames Clipper service from Gravesend pontoon.
- Empty shops also exist outside the town centre (e.g. Northfleet) – efforts should be made to fill these premises also.
- There should be more of a focus on encouraging rural residents to the town and also urban residents to the rural areas.
- Consideration be given to participating in the ‘Light Night’ initiative where a town centre stays open for a night (or series of nights) for people to enjoy local shops and services within a wider cultural event involving music, art, beer festival etc.
• The bus service needs to improve with more buses and a sustained service.

The Assistant Director (Planning) explained that everyone has different ideas / visions for the town centre and people need to come together in order to find a true vision for the town.

The Chair advised Members to contact the Assistant Director (Communities) with any further ideas they may have on this topic.

The Committee noted the report and put forward their ideas (as detailed above).

44. Corporate Performance Update – Quarter One 2018-19

Members of the Planning and Regeneration Committee were presented with an update against the Performance Management Framework, as set out within the council’s Corporate Plan 2015-19, for quarter one of 2018-19 (April – June 2018).

The Assistant Director (Planning) highlighted the following:

• GBC’s Regulatory Board had agreed an outline application by Capital Space Ltd, with all matters reserved for the erection of offices, workshops and light industrial units with associated car parking, servicing and landscaping, with alterations to the vehicular access.
• PM 8a - Percentage of planning applications processed inside set timescales - MAJOR application: GBC are falling below the target but have small numbers of major applications which mean the percentages are very volatile.
• Ebbsfleet is one of two case studies which serve to test and showcase the outcomes of the urban flood resilience research project. The aim is to make urban flood resilience achievable by making transformative change possible through adoption of the whole systems approach to urban flood and water management. A Learning and Action Alliance (LAA) was established last year and members include Ebbsfleet DC, Gravesham BC, Dartford BC, Kent CC, Southern Water, University of Cambridge, Open University, University of Nottingham.
• Reef Estates: the planning application has been received for the refurbishment of the St Georges Shopping Centre. Detail for the Eastern Quarter is expected soon.

Following a request from Members; the Assistant Director (Planning) explained that she would speak to Ben Turner (Corporate Performance Manager) about including the underlying numbers rather than just percentages in the performance data, especially for the planning application statistics.

The Committee noted the Corporate Performance Update – Quarter One 2018-19 (April – June 2018).

Close of meeting

The meeting ended at 9.09 pm
1. Introduction

1.1 The council is increasingly working in partnership with local organisations, groups, other public, private and ‘third sector’ bodies to achieve its objectives for the local community. Partnership working can add many benefits to the delivery of services by enabling the council to develop better understanding of the needs of the public through shared perspectives. This, in turn, can result in the avoidance of duplication, sharing of skills, knowledge and data, securing of additional resources, improved service delivery to the customer and improved customer satisfaction.

1.2 The council has a Corporate Register of Partnerships which provides a central record of partnerships in which the council is involved. The register is available on the council website and is reviewed and updated on an annual basis; the last review took place in October 2018.

1.3 This year a new section has been included on Safeguarding Children and Vulnerable Adults, to define how each partnership supports the council’s wider Safeguarding commitment.
2. **Planning, Regeneration and Business Development Committee**

2.1 The current partnerships that most directly relate to the work of the Planning, Regeneration and Business Development Committee are as follows:

2.1.1 Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership
2.1.2 North West Kent Countryside Partnership
2.1.3 South Thames Gateway Building Control Partnership (STG)

2.2 More detailed information regarding the partnerships above is shown at appendix two to enable the committee to develop an understanding of these partnerships and the contribution they make to delivering services to the community.

3. **Background Papers**

3.1 Background papers pertaining to this report are as follows:

- *Corporate Register of Partnerships* – October 2018

Anyone wishing to inspect background papers should, in the first place, be directed to Committee & Electoral Services who will make the necessary arrangements.
### IMPLICATIONS

#### Legal

There are no legal implications resulting from this report.

As a requirement of the council’s Working in Partnership Framework, all potential partnership opportunities and shared working arrangements are formally considered by the Monitoring Officer to ensure that the legal aspects of proposals are taken into account prior to entering into a new arrangement.

#### Finance and Value for Money

Partnerships and shared working arrangements can present financial and value for money savings to the council. The council’s Working in Partnership Framework requires all potential partnership opportunities and shared working arrangements to be formally considered by the Section 151 Officer to ensure that the financial aspects of all proposals are taken into account prior to entering into a new partnership.

#### Risk Assessment

Partnership working is becoming more and more prevalent in the work of the council and is a key factor in the efficient and effective delivery of services and corporate objectives. It is therefore important that the council maintains comprehensive information regarding the partnerships it is involved in to enable effective consideration of partnership working arrangements as a contribution to the achievement of corporate objectives.

#### Equality Impact Assessment

**Screening for Equality Impacts**

**Question**

a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer.
   
   No

b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality? If yes, please explain answer.
   
   No

*In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above*

#### Corporate Plan

Partnership and shared working will potentially contribute to all of the strategic objectives of the council.

#### Crime and Disorder

There The full Corporate Register of Partnerships includes information regarding the Community Safety Partnership and G-Safe.
<table>
<thead>
<tr>
<th><strong>Digital and website implications</strong></th>
<th>There are no digital and website implications with this report.</th>
</tr>
</thead>
</table>
| **Safeguarding children and vulnerable adults** | The full Corporate Register of Partnerships includes information regarding the Children's Boards that are in operation across the council.  
A specific section has been included within the partnership register this year to identify how partnerships contribute to the council's overall Safeguarding commitment (if applicable). |
Introduction

The council maintains a comprehensive register of its partnerships and shared working arrangement that is reviewed on an annual basis.

Partnerships

The council defines a partnership as “an agreement between the Council and one or more independent bodies to work together to achieve one or more objectives”.

In addition to this, the council also splits the partnership register into ‘Significant’ and ‘Key other partnerships’. In order for a partnership to be classified as significant it must meet the following definition:

“a partnership for which there is a council resource provision of £10,000 or greater or one that is fundamental to the delivery of a strategic objective within the council’s Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council’s key corporate goals would not occur.”

The council is currently involved in the following partnerships:

<table>
<thead>
<tr>
<th>Page Ref.</th>
<th>Name of Partnership</th>
<th>Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>North West Kent Countryside Partnership</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>South Thames Gateway Building Control Partnership (STG)</td>
<td></td>
</tr>
</tbody>
</table>

Glossary of Terms (Page 10)

Throughout the document, there are a number of terms that are used and it was felt that it would be useful to provide a ‘Glossary of Terms’ in order to provide further clarification of some of the terminology used within the document.
<table>
<thead>
<tr>
<th>Name of Partnership</th>
<th>Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Officer</td>
<td>Wendy Lane Assistant Director (Planning)</td>
</tr>
<tr>
<td>Lead Member(s)</td>
<td>Councillor Julia Burgoyne, Lead Member for Planning &amp; Regeneration</td>
</tr>
<tr>
<td>Statutory Status</td>
<td>Statutory Partnership</td>
</tr>
</tbody>
</table>

**Aims and objectives of partnership**

To secure the conservation and enhancement of the Kent Downs AONB whilst supporting the social and economic wellbeing of its communities. Objectives: (1) to help realise the strategic vision for the Kent Downs AONB, and to oversee the Kent Downs AONB Management Plan; (2) to provide advice to those of its members with statutory responsibilities for the effective management of the Kent Downs AONB.

**Expected outcomes**

1. A secure and more independent Kent Downs AONB Partnership.
2. A Kent Downs AONB Partnership which is recognised as ‘The Champion’ for the AONB.
3. The delivery of a well-supported Kent Downs AONB Management Plan through partners and focussed Kent Downs AONB led projects.

**Links to GBC Strategic Objectives**

**Corporate Objective 3: Sustainable Gravesham**

GBC has a statutory duty placed upon it to act jointly, in partnership with other local authorities to prepare and review an AONB Management Plan under the Countryside and Rights of Way Act 2000. GBC also has a statutory ‘duty of regard’ placed on it towards the purposes of the AONB in all of its functions – the AONB Management Unit assists with this work in partnership with the other member local authorities. CROW act requires a Management Plan reviewed on a 5 year cycle.

**GBC Resources (financial, officer, assets etc)**

**Financial**: annual contribution of £4,138 as a standstill budget to be reviewed annually. This matches all other AONB Kent district local authorities and is around 1.3% of the AONB Management Unit’s £310,641 core budget; 72% coming from DEFRA and 28% coming from Natural England.

**Human Resources**: 1 officer and 1 member attendance (twice yearly) at the AONB Joint Advisory Committee (JAC). – see https://www.kentdowns.org.uk/about-us/who-we-are/joint-advisory-committee/. Required to comment on consultation documents and take forward to adoption as appropriate with GBC.

**Use of Buildings**: the Kent Downs AONB Partnership does not require use of GBC offices for the JAC Meetings. JAC Meetings are held within the AONB at various locations at no additional cost to GBC.

**Partnership membership**


**Private**: Country Land and Business Association, National Farmers Union, Visit Kent.

**Voluntary**: Action with Communities in Rural Kent.
### Governance arrangements

**Terms of Reference:**
The Kent Downs AONB Partnership has a set of Terms of Reference agreed by the JAC covering: (1) Remit; (2) Membership; (3) Power to Co-opt; (4) Voting Rights; (5) Election of Chairman; (6) Frequency of Meetings; (7) Secretariat; (8) Agenda.

**Constitution:**
The Kent Downs AONB Partnership constitutes: (1) JAC; (2) Executive Group; (3) AONB Forum; (4) Sub-committees; (5) AONB Management Unit.

**Memorandum of Understanding:**
A Memorandum of Understanding was signed by all partner local authorities and Natural England.

### Financial reporting arrangements and timeframe for reporting

**Financial Reporting Time Frame:**
A report is prepared by the AONB Management Unit Director on the financial position which is presented as an item at each JAC meeting (twice yearly).

**Budget Monitoring/Management:**
The JAC agrees the annual budget and the priorities for the Kent Downs AONB. Each partner may ask for further details should it wish.

### Performance monitoring arrangements and details of formal review of partnership arrangements

**Performance Monitoring Arrangements:**
Regular reports are prepared and presented to the Kent Downs AONB Partnership JAC and Executive, which meet twice yearly and four times yearly respectively. The Business Continuity Plan is reviewed annually and presented to the JAC and Executive. A monitoring arrangement has been agreed nationally with Natural England.

**Review of Partnership Arrangements:**
In 2002, a review of staffing and governance was undertaken. In 2008 (following the review of the AONB Management Plan), a review of the Terms of Reference was undertaken. The AONB Management Unit has commissioned an internal audit of its finances and management arrangements.

### Risk Assessment

**Risk Assessment:**
The Kent Downs AONB Management Unit has a Business Continuity Plan and a Risk Register which covers the risks of the Unit and, to some extent, the Partnership (available on request).

**Risk to Council:**
Failure to meet its statutory duties including the ‘duty of regard’ to the Kent Downs AONB.

**Mitigation:**
The Kent Downs AONB Partnership has been successful at meeting its aims and objectives, therefore it has not been necessary to take mitigation action.

### Safeguarding Obligations

Positive impact - Projects such as the Kent Downs Landscape Education Project enable the exploration of creative links between the AONB’s rich landscape heritage and the national curriculum. It includes a selection of dedicated walks with activity points and pupil worksheets.

In view of the context in which the organisation operates they will ensure that they maintain a safe and trusted environment for everyone who comes in to contact with them, including their staff and volunteers.

The Kent Downs AONB Unit is employed by Kent County Council and will follow the processes set out by KCC for their staff.
<table>
<thead>
<tr>
<th>Date Partnership Created / Approved by Cabinet</th>
<th>14 July 1997</th>
<th>Date Partnership Terminates (if applicable)</th>
<th>N/A</th>
</tr>
</thead>
</table>

- **Significant partnership**
- Other partnership
<table>
<thead>
<tr>
<th>Name of Partnership</th>
<th>North West Kent Countryside Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Officer</td>
<td>Sue Lord, Service Manager (Regeneration and Policy)</td>
</tr>
<tr>
<td>Lead Member(s)</td>
<td>Councillor Julia Burgoyne, Lead Member for Planning &amp; Regeneration</td>
</tr>
<tr>
<td>Statutory Status</td>
<td>Non Statutory</td>
</tr>
</tbody>
</table>
| Aims and objectives of partnership | To develop a partnership between organisations representing central and local government and the private and voluntary sectors to deliver a community countryside management service across the countryside and green spaces of the Partnership Area. The Partnership operates a Not for Profit Service to the local community through a Memorandum of Agreement. The Partnership involves working in partnership with landowners, local communities and other agencies to enhance the countryside, rural fringe, towns and villages of the North West Kent area. This is through direct community involvement thereby increasing access, knowledge and understanding of local environmental issues. The Partnership works within four main theme areas: Landscape Biodiversity & Access, Community-Based Initiatives, Education & Learning and Health and Well-being. The main aims of the Partnership are to:  
- Conserve and enhance the natural and cultural heritage, special landscape character and the biodiversity of the Partnership area;  
- Support, work in partnership with and assist communities to undertake projects and practical action that conserves their local environment, urban green-space and countryside;  
- Develop opportunities for all members of the public to explore the countryside of the Partnership Area that are sustainable and support the other aims of the Partnership;  
- Promote respect and understanding of the countryside and increase knowledge of the issues that affect rural areas and the countryside around towns;  
- Promote and utilise the social and health benefits of the countryside and rural environment for both urban and rural communities; and  
- Develop sustainable tourism opportunities that support the rural economy and benefit the countryside of the Partnership Area. |

| Expected outcomes | Enhanced quality of rural area coupled with better understanding and use of our countryside. Improved access to countryside by all sectors of the borough’s residents. Use of volunteers to carry out many of the improvement schemes assists with public ownership of the area plus provides volunteers with additional skills that can be translated into job opportunities. Improved health levels via the Naturally Active programme which encourages participants to benefit from a programme including health walks, enviro gyms, health and nutrition sessions and family activity days. |

<table>
<thead>
<tr>
<th>Links to GBC Strategic Objectives</th>
<th>Corporate Objective 3: Sustainable Gravesham</th>
</tr>
</thead>
<tbody>
<tr>
<td>GBC Resources (financial, officer, assets etc)</td>
<td>Officer – one officer attends two Steering Group meetings. Financial – GBC does not provide Core Funding.</td>
</tr>
</tbody>
</table>
### Partnership membership


### Governance arrangements

The Partnership has a Memorandum of Agreement (MoA) running from September 2018 to August 2021. The MoA details the governance arrangements of the Partnership including the governance of the Partnership Steering Group. Specifically the MoA covers: (1) Remit; (2) Membership; (3) Voting rights; (4) Election of Chairman; (5) Frequency of Meetings; (6) Secretariat; (7) Agenda. In addition, the MoA outlines the operational arrangements of the Partnership. The Project operates under the day to day direction of a Partnership Manager with the assistance of such staff as the Partnership may require and as may be agreed by the Funding Members. The Partnership Manager is directly accountable to the Partnership Steering Group.

### Financial reporting arrangements and timeframe for reporting

N/A

### Performance monitoring arrangements and details of formal review of partnership arrangements.

The Partnership Manager prepares the following reports: A Management Strategy; An annual report on the Partnership and review of the forward programme and budget; Reports, financial forecasts and financial statements to every Steering Group meeting; and Agendas and minutes of each Steering Group to each Core and Partnership funder.

### Risk Assessment

There is no risk attached to this Partnership.

### Safeguarding Obligations

Children and some vulnerable adults may benefit from participation in volunteer groups or from the results of volunteers’ work. The Partnership’s Safeguarding policies and Procedures on Child Protection and on Vulnerable Adult Protection reflect and support those of the council. Contained in the Partnership’s Safeguarding policies and procedures.

<table>
<thead>
<tr>
<th>Date Partnership Created / Approved by Cabinet</th>
<th>Date Partnership Terminates (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>N/A</td>
</tr>
</tbody>
</table>

- **Significant partnership**
- **Other partnership**
<table>
<thead>
<tr>
<th>Name of Partnership</th>
<th>South Thames Gateway Building Control Partnership (STG)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Officer</td>
<td>Kevin Burbidge, Director (Housing and Regeneration)</td>
</tr>
<tr>
<td>Lead Member(s)</td>
<td>Councillor Julia Burgoyne, Lead Member for Planning and Regeneration (Councillor David Turner, Leader of the Executive as substitute) appointed to STG Joint Committee</td>
</tr>
<tr>
<td>Statutory Status</td>
<td>Non-statutory partnership</td>
</tr>
<tr>
<td>Aims and objectives of partnership</td>
<td>Provision of a building control service in Gravesham, Medway, Swale and Canterbury Councils.</td>
</tr>
<tr>
<td>Expected outcomes</td>
<td>Outcomes specified within the 2018-21 business plan approved by the STG Joint Committee.</td>
</tr>
<tr>
<td>Links to GBC Strategic Objectives</td>
<td>Corporate Objective 4: Sound and self-sufficient council</td>
</tr>
</tbody>
</table>
| GBC Resources (financial, officer, assets etc) | - A budgeted contribution from Gravesham BC in 2018-19 of £50,850.  
| | - Officer time in attending meetings and preparing reports -this includes the Officer Steering Group (4 times per year) and also the formal Joint Committee (4 times per year).  
| | - An officer from the STG partnership regularly uses a hot-desk in the Civic Centre to enable close liaison with GBC staff and to meet any customers who wish to access the service via personal visit to the Civic Centre. |
| Partnership membership | Gravesham Borough Council, Medway Council, Swale Borough Council and Canterbury City Council. |
| Governance arrangements | The governance arrangements for the partnership are set out in the Memorandum of Agreement (MoA) for the South Thames Gateway Building Control Partnership – September 2007. The partnership entered a 3rd 5 year term in October 2017.  
| | The MoA sets out a number of integral governance elements including an overview of the governance arrangements of the Partnership’s operational Joint Committee.  
| | Specifically, the MoA sets out the partnership:  
| | (1) Remit; (2) Membership; (3) Power to co-opt; (4) Staffing arrangements; (5) Finance and audit arrangements; (6) Risk management commitments; (7) Business Planning process; (8) Joint Committee terms of reference which includes chairmanship, voting rights and secretariat arrangements etc.; (9) Joint Committee Constitution; (10) Exit arrangements. |
| Financial reporting arrangements and timeframe for reporting | An annual budget is approved by the Joint Committee with regular monitoring reports subsequently provided to the Committee. Medway Council are the lead council for financial matters. |
| Performance monitoring arrangements and details of formal review of partnership arrangements. | An annual refresh of the business plan is agreed by the Joint Committee at its June AGM each year following formal consultation with the partner councils. The business plan covers a 3 year period in accordance with good financial practice.  
| | Monitoring reports, both performance and financial, are put before the Joint Committee on a quarterly basis.  
| | The partnership has examined in detail an alternative service delivery model (Local Authority Trading Company) that may be more advantageous, especially to STG’s consultancy arm. This would allow certain discretionary services (consultancy) to be carried out on a profit making basis. In the current economic climate this is being progressed no further at this time –but could be reconsidered in future. |
The quarterly financial monitoring reports of the partnership are kept under review and any variations from the agreed budget are reported to Cabinet and to Finance and Audit Committee in order that early action can be taken as required. This has been particularly important during the period of economic downturn experienced since 2008 and which has impacted on the construction industry. Whilst expansion of the partnership to include other local authority partner/s would increase resilience, this would only be considered if at no cost to the existing members of the partnership.

<table>
<thead>
<tr>
<th>Date Partnership Created / Approved by Cabinet</th>
<th>Date Partnership Terminates (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>Initial 5 year term expired Sept 2012. 2nd term expired Sept 2017. 3rd term expires Sept 2023</td>
</tr>
</tbody>
</table>

Not applicable.

Significant partnership

Other partnership
To provide assistance to officers, Members and members of the public when reading the council’s Corporate Register of Partnerships, a Glossary of Terms has been developed to provide additional information about the meaning of some of the words included within the register.

<table>
<thead>
<tr>
<th>Term Used</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Report</td>
<td>A comprehensive report on an organisation’s activities over the past year, intended to give shareholders and other interested people information about the organisation’s activities and financial performance.</td>
</tr>
<tr>
<td>Business Continuity Plan</td>
<td>A plan that sets out how an organisation will respond and manage business disruption in case of unforeseen events.</td>
</tr>
<tr>
<td>Business Plan</td>
<td>A business plan is a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals.</td>
</tr>
<tr>
<td>Constitution</td>
<td>A document which sets out the fundamental rules governing the conduct of the partnership. It may also include details of the concept and structure of the partnership.</td>
</tr>
<tr>
<td>CROW Act</td>
<td>The Countryside and Rights of Way Act 2000 normally gives a public right of access to land mapped as 'open country' (mountain, moor, heath and down) or registered common land. These areas are known as 'open access land'.</td>
</tr>
<tr>
<td>DEFRA</td>
<td>Department for Environment, Food and Rural Affairs (DEFRA) – the UK government department responsible for policy and regulations on environmental, food and rural issues.</td>
</tr>
<tr>
<td>Memorandum of Understanding/Agreement (MOU)</td>
<td>A written document describing the roles and responsibilities of two (or more) parties on a particular venture. An MOU is less formal than a contract, but is often signed by the parties involved to indicate their agreement to the principles contained in the MOU. A MOU is sometimes a precursor to a formal agreement.</td>
</tr>
<tr>
<td>Naturally Active Programme</td>
<td>The Naturally Active Programme utilises Big Lottery Funding and the project covers the areas of Dartford, Gravesham, Sevenoaks and Bexley. It is able to support groups and organisations to access the surrounding countryside through a variety of outdoor activities such as improving a green space, wildlife photography and outdoor sports.</td>
</tr>
<tr>
<td>Partnership Agreement</td>
<td>An agreement between the relevant partners setting out how the partnership will operate and the commitment each will make to the partnership.</td>
</tr>
<tr>
<td>Service Level Agreement (SLA)</td>
<td>A document which is agreed between the partners and records a common understanding about services, priorities and responsibilities and clearly defines the &quot;level of service&quot; expected through targets etc.</td>
</tr>
<tr>
<td>Significant partnership</td>
<td>A partnership for which there is a council resource provision of £10,000 or greater or one that is fundamental to the delivery of a strategic objective within the council’s Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council’s key corporate goals would not occur.</td>
</tr>
<tr>
<td>Steering Group</td>
<td>A steering group is a group of senior officers/partners who oversee the delivery of a project or partnership initiative.</td>
</tr>
<tr>
<td>Terms of Reference</td>
<td>A document which describes the purpose and structure of a partnership along with basis for making future decisions and for confirming or developing a common partnership.</td>
</tr>
<tr>
<td>Term Used</td>
<td>Meaning</td>
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<tr>
<td></td>
<td>understanding of the scope among stakeholders.</td>
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Gravesham Borough Council

Report to: Planning and Regeneration Committee
Date: 20 November 2018
Reporting officer: Wendy Lane – Assistant Director (Planning)
Sue Lord – Service Manager (Major Regeneration Projects)
Subject: Corporate Performance Update – Quarter Two 2018-19
(July – September 2018)

Purpose and summary of report:
To present Members of the Planning and Regeneration Committee with an update against the Performance Management Framework, as set out within the council’s Corporate Plan 2015-19, for Quarter Two of 2018-19 (July – September 2018).

Recommendations:
This report is for information purposes only.

1. Introduction

1.1 In October 2015 the council formally adopted its new Corporate Plan for 2015-19. The plan sets out the council’s vision for the borough, complete with a suite of corporate objectives and policy commitments that will shape the council’s activities over the four year period.

1.2 In order to evaluate if the council is effectively achieving against its stated policy commitments, and is ultimately delivering consistently high quality services, the council needs to have a sound performance management process in place. Developed by senior council officers and Cabinet portfolio holders, the council's Corporate Plan presents a new Performance Management Framework (PMF) that will form the basis of reporting corporate performance to council Members and residents.
2. Performance Management Process

2.1 The effective management of the council relies upon good quality and timely performance information on which to base informed decisions. The council’s PMF presents a range of performance information which includes:

- Performance Measures (PM): These are target-based measures identified and established specifically for being essential to the delivery of the Corporate Plan’s key objectives e.g. waste recycling rates.

- Performance Indicators (PI): These represent important contextual performance information related to the Corporate Plan’s key objectives. PI’s are not target based as the council, whilst having influence over their delivery, does not directly control their outcomes e.g. crime statistics.

2.2 Appendix Two to this report provides Members with an overview of the council’s performance against the Planning and Regeneration portfolio for Quarter Two 2018-19, covering the period July – September 2018.

2.3 Information on performance over the period is presented in tabular form for all indicators and graphically for PMs. Where any PMs have not met their set target for the quarter, exception notes have been provided for review. In addition, for PIs the tables provide ‘direction of travel’ arrows to give Members an indication of progress made against the previous reporting period and the respective arrows are explained in the key below;

<table>
<thead>
<tr>
<th>Performance Indicators: 'Direction of Travel' explanatory note</th>
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<tbody>
<tr>
<td>Performance has improved on the previous reported period</td>
</tr>
<tr>
<td>Performance has stayed the same on the previous reported period</td>
</tr>
<tr>
<td>Performance has fallen on the previous reported period</td>
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2.4 For future reference, equivalent performance reports will be presented to Members of the Committee on a quarterly basis.

2.5 This report is for information purposes only.

3. BACKGROUND PAPERS

3.1 There are no background papers pertaining to this report.
**IMPLICATIONS**

<table>
<thead>
<tr>
<th>Legal</th>
<th>The council's Corporate Plan is an integral part of the authority’s policy framework as defined by the Constitution. The new Plan will ensure the council has in place an effective framework to delivery its responsibilities and delivers better results for vulnerable local residents, with the assistance of relevant partner agencies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and Value for Money</td>
<td>There are no significant costs associated with the monitoring of the council’s Corporate Plan from which council activities should be based and which therefore should be accounted for as part of on-going financial planning processes.</td>
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<tr>
<td>Risk Assessment</td>
<td>Implementation of a performance management framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability in how successfully the council is administering its resources.</td>
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</tbody>
</table>
| Equality Impact Assessment | **Question**

a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer.

N/A

b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality? If yes, please explain answer.

N/A

*In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.* |
| Corporate Plan | The council’s adopted Corporate Plan sets the strategic vision and objectives for the authority over the 2015-19 period. This report provides Cabinet with a quarterly assessment of how the council is delivering against its objectives through its performance management framework. All future committee reports will be presented in consideration of the new Corporate Plan. |
| Crime and Disorder | Community safety is an integral theme of new Corporate Plan and work by the council in this area, alongside its key partners, will go towards delivering corporate objective 1: ‘a Safer Gravesham’.

| Digital and website implications | In terms of the council’s performance management framework, digital implications are represented and assessed through the outturns relating to ‘PI 49 - web self-help forms’. |
| Safeguarding children and vulnerable adults | There are no implications in respect of safeguarding children and vulnerable adults. It should be noted however, that the council's work in safeguarding children and vulnerable adults helps contribute towards delivering corporate objective 1: ‘a Safer Gravesham’ and corporate objective 2: ‘a Stronger Gravesham’. |
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### On 24 July 2018, Ministry of Housing, Communities and Local Government (MHCLG) published the revised National Planning Policy Framework (NPPF). This was the first revision of the National Planning Policy Framework since 2012 and it implements around 85 reforms. With no transition period, DM have had regard to this in its decision-making from the date of publication.

The scale of decision making, for applications monitored by PS1 and PS2 return, was similar to previous quarter – 162 decisions were made Q1 whilst 156 decisions were made for this Q2.

In Q2, one major was decided and this was within time or had an EOT and hence 100%.

### Policy Commitment

**1. Work to ensure relevant physical infrastructure is in place to improve our local, national and international connectivity.**

In June, officers were updated on the work that the Ebbsfleet Development Corporation (EDC) has commissioned on walking and cycling. It is understood that they intend to publish their Active Travel Strategy in the autumn.

### 03 Sustainable Gravesam

"a thriving and sustainable local economy, built on the foundations of high quality regeneration and development projects"

### Policy Commitment 1

**1. Work to ensure relevant physical infrastructure is in place to improve our local, national and international connectivity.**

### Policy Commitment 2

**2. Allocate a ready supply of quality sites for economic development as identified through the Local Plan Core Strategy.**

Construction on Berkeley Homes’ modular factory on Northfleet Embankment East started in June. Berkeley appointed contractor Readie Construction to build the factory in May. Completion of the shell and core of the building is expected in March 2019 while production is due to start by spring 2020.

### Policy Commitment 3

**3. An effective and efficient development management service.**

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### PI 36a Percentage of residential & employment development completed on previously developed land

- **RESIDENTIAL**

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<tr>
<td>Outturn</td>
<td>Collected Annually 88%</td>
<td>Collected Annually</td>
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<tr>
<td>Direction of Travel</td>
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### PI 36b Percentage of residential and employment development completed on previously developed land

- **EMPLOYMENT**

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<tbody>
<tr>
<td>Outturn</td>
<td>Collected Annually 0%</td>
<td>Collected Annually</td>
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<td>Direction of Travel</td>
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Percentage of planning applications processed inside set timescales - MAJOR applications

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<tbody>
<tr>
<td>Outturn</td>
<td>100%</td>
<td>100%</td>
<td>N/A</td>
<td>57%</td>
<td>40%</td>
<td>100%</td>
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<tr>
<td>Target</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td>60%</td>
<td></td>
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<tr>
<td>Target Met</td>
<td>✔️</td>
<td>✔️</td>
<td>N/A</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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Exception Notes

In Q2 155 non-major applications were determined, with 103 processed within time or with an ‘Extension of Time’. Conversely 52 applications were not determined within the allocated time resulting in the Q2 outturn of 66%. The outturn reflects the team’s efforts in addressing backlog applications rather than solely focusing on new / within time applications. It should be noted that the government’s ‘speed of delivery test’ (70% target) is based on a two-year average and with the current review period (October 2016 to September 2018) complete the council’s cumulative position was recorded at 77%.

Percentage of planning applications processed inside set timescales - NON-MAJOR applications

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<tbody>
<tr>
<td>Outturn</td>
<td>80%</td>
<td>77%</td>
<td>81%</td>
<td>82%</td>
<td>82%</td>
<td>66%</td>
<td></td>
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<tr>
<td>Target</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
<td>70%</td>
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<tr>
<td>Target Met</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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Exception Notes

Percentage of planning applications withdrawn

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<tbody>
<tr>
<td>Outturn</td>
<td>6.78%</td>
<td>6.18%</td>
<td>5.44%</td>
<td>1.89%</td>
<td>2.86%</td>
<td>3.88%</td>
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</table>
### Percentage of planning decisions successfully appealed

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<tbody>
<tr>
<td>Outturn</td>
<td>2.10%</td>
<td>0.00%</td>
<td>2.10%</td>
<td>2.60%</td>
<td>0.62%</td>
<td>2.56%</td>
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<tr>
<td>Direction of Travel</td>
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<td>↑</td>
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### Policy Commitment

4. To reduce the impact the council has on the climate and work to mitigate and adapt to climate change.

The Climate Change Act 2008 has key provisions that set out legally binding targets to reduce greenhouse gas (GHG) emissions. This includes: 34% reduction in greenhouse gas emissions by 2020; 50% reduction by 2025 and 80% reduction 2050 (from 1990 levels).

To help with the UK target and reporting, we follow the Government’s Guidance on how to measure and report Greenhouse Gas Emissions as outlined in communications from the Department of Energy and Climate Change. Annual emissions data is collated and analysed from various departments in the council; Property Services, Gravesham Services, HR, Parking and Leisure.

The council follows strict government guidance and use the web based tool developed by Carbon Smart, using conversion factors calculated by Ricardo – AEA. We have to use the appropriate year’s conversion factors. Data analysis is also compared to the government’s baseline year (2008/09). The report is published (on the council website) on its performance on GHG emissions from our own estates and operations. The returns for reporting year 2016/17 has seen reduction in carbon emissions by the council. There has been a decrease of 36% against baseline year (2005). The reduction has mainly been due to reduction in gas and electric usage but also a significant reduction in fleet vans. The next return will be available in Q2 2018/19.

### Actions for improvement

Following the commitment to Climate Local Kent, a county-wide pledge to reduce emissions and build resilience to a changing climate and severe weather occurrences, we will work towards a 34% reduction in emissions by 2020 (2.6% annually)(DECC baseline of 2005, 2.6 * 13 = 33.8). We will continue to work to reduce emissions on fleet and leased vehicles by renewing them regularly to be more carbon efficient. Where possible, we will reduce staff mileage by car sharing. Also look at ways to reduce energy consumption on own estates.

### Reduction in council CO2 emissions

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<tbody>
<tr>
<td>Outturn</td>
<td>31%</td>
<td>Collected Annually</td>
<td>36%</td>
<td>Collected Annually</td>
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<td>Direction of Travel</td>
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(NB: Collected Annually: outturns relate to previous year)
5. Ensure open and green spaces in future development areas and that any new external spaces prioritise walking, cycling and mass transit.

No update this quarter.

<table>
<thead>
<tr>
<th>Any other areas of work (relevant to the objective)</th>
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<tbody>
<tr>
<td>The Tilbury two examination closed on 20 August 2018. There will now be a period of three months for the Examining Authority to write its report and make a recommendation to the Secretary of State. The Secretary of State will then have three months in which to make a decision.</td>
</tr>
</tbody>
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