

21 April 2016 at 7.00 pm


Conference Room, Argyle Road, Sevenoaks
Despatched: 13.04.16

Cabinet

Membership:



Chairman, Cllr. Fleming; Vice-Chairman, Cllr. Lowe
Cllrs. Dickins, Firth, Hogarth, Piper and Searles


Agenda


	Pages	Contact
Apologies for Absence		
1. Minutes To agree the Minutes of the meeting of the Committee held on 3 March 2016, as a correct record	(Pages 1 - 4)	
2. Declarations of interest Any interests not already registered		
3. Questions from Members (maximum 15 minutes)		
4. Matters referred from Council, Audit Committee, Scrutiny Committee or Cabinet Advisory Committees		
5. Response to decisions made by Cabinet in response to petition relating to New Ash Green Village Centre, submitted to Full Council	(Pages 5 - 18)	Alan Whiting Tel: 07132 227446
6. Sevenoaks District Community Plan 2016-19 	(Pages 19 - 80)	Lesley Bowles, Alan Whiting Tel: 01732 227335/7446
7. Future operation of Wildernesse Sports Centre	(Pages 81 - 86)	Lesley Bowles, Hayley Brooks Tel: 01732 227335 /7272
8. Kent Environment Strategy - A Strategy for Environment, Economy and Health	(Pages 87 - 132)	Richard Wilson Tel: 01732 227262

- | | | | |
|----|------------------------|----------------------|----------------------------------|
| 9. | Sevenoaks First | (Pages 133 -
136) | Robin Cooper
Tel: 01732227099 |
|----|------------------------|----------------------|----------------------------------|

REPORTS AND RECOMMENDATIONS FROM THE CABINET ADVISORY COMMITTEES

- | | | | |
|-----|---|----------------------|---------------------------------------|
| 10. | Residents Survey 2015 | (Pages 137 -
142) | Daniel Whitmarsh
Tel: 01732 227414 |
| 11. | Communications Strategy | (Pages 143 -
162) | Lee Banks Tel:
01732 227161 |
| 12. | Community Safety Strategy & Action Plan
2016-17 | (Pages 163 -
200) | Lesley Bowles
Tel: 01732
227335 |
| |  | | |
| 13. | Proposal for joint CCTV control room | (Pages 201 -
210) | Ian Finch Tel: 01959
567352 |
| 14. | Equality Policy Statement and Objectives 2016
- 2020 | (Pages 211 -
228) | Lee Banks Tel:
01732 227161 |
| 15. | Proposal to extend Licensing Partnership | (Pages 229 -
244) | Claire Perry Tel:
01732 227325 |
| 16. | Asset maintenance - White Oak Leisure
Centre, Swanley | (Pages 245 -
250) | Kevin Tomsett
Tel: 01732
227368 |
| |  | | |
| 17. | Financial Results to the end of February 2016 | (Pages 251 -
258) | Helen Martin Tel:
01732 227483 |
| 18. | Provisional Outturn 2015/6 and carry forward
requests | (Pages 259 -
272) | Helen Martin Tel:
01732 227483 |

 Indicates a Key Decision

 indicates a matter to be referred to Council

EXEMPT INFORMATION

At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting. Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227247 or democratic.services@sevenoaks.gov.uk.

CABINET

Minutes of the meeting held on 3 March 2016 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllrs. Dickins, Hogarth, Lowe and Piper

Apologies for absence were received from Cllrs. Firth and Searles

Cllrs. Abraham, Dr. Canet, Parkin, Scholey and Thornton were also present.

74. Minutes

Resolved: That the minutes of the meeting of Cabinet held on 4 February 2016 2016 be approved and signed as a correct record.

75. Declarations of interest

There were no additional declarations of interest.

76. Questions from Members (maximum 15 minutes)

There were none.

77. Matters referred from Council, Audit Committee, Scrutiny Committee or Cabinet Advisory Committees

There were none.

78. Procurement Strategy Update

The Chief Officer Environmental and Operational Services presented the report which sought approval for adoption of an updated Procurement Strategy. The Finance Advisory Committee had considered the same report and had agreed to recommend it to Cabinet.

The Portfolio Holder Economic & Community Development requested that in future revisions of the strategy, more consideration was given to small and medium sized businesses. Members requested that the wording of the third paragraph under 'Social value' be revised to plainer English, and the second paragraph under the same heading be further clarified. It was agreed that reference to the Public Services (Social Value) Act 2012 also needed to be referred to under the heading 'Supporting Local Business and Small and Medium Enterprises.'

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the updated Procurement Strategy be adopted, subject to delegated authority being given for Officers to revise section 2 'Procurement Principles' in agreement with the Chairman.

79. Community Grant Scheme Draft Allocations 2016/17

The Partnership and Project Officer presented a report which set out information about the Community Grant Scheme and summarised applications received by the Council from voluntary organisations for funding during 2016/17 and set out recommended grants. For information the report also detailed the appraisal process, which had included a lengthy and detailed consultation with the Portfolio Holder for Economic & Community Development, Cllr Hogarth, the Deputy Portfolio Holders for Economic & Community Development, Cllrs Hogarth, Abraham, Maskell, and Cllr Mrs Bosley. Members had been trained in appraisal techniques.

The Portfolio Holder for Economic & Community Development congratulated officers and Members for all the hard work that had gone into the process. He took pride in the fact that the Council was able to still commit to grant funding which was to everyone's credit. He explained that the quality of applications had been very high, and if approved he hoped to see the benefits across the District in the good work carried about by the grant beneficiaries. He further reported that the Economic & Community Development Advisory Committee had considered and noted the same report.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the Grants, as set out in Appendix C to the report be approved, subject to the following conditions:

- i) that performance indicators as set out in the application forms are adhered to and monitored;
- ii) that appropriate Safeguarding policies and arrangements are in place, where necessary;
- iii) that appropriate recognition of this Council's funding contribution is made in all their publicity; and
- iv) where services are provided over a wider area than the District boundaries, organisations will be required to hold grant aid from this Council in a restricted fund for the benefit of Sevenoaks District residents.

80. Swanley Local Office

The Corporate Customer Services & Delivery Manager presented a report which sought Members approval for the District Council to seek to continue the partnership agreement which had existed for fourteen years between Sevenoaks District Council and Swanley Town Council for the operation of services through a local office in Swanley – 'Swanley

Link.’ The current agreement was due to expire on 31 March 2016, and approval was sought to renew the agreement to end on 31 March 2018. In response to questions the previous two contracts had been 3 and 5 years long, however it was felt a 2 year contract helped focus delivery and gave more negotiating ability and opportunity to revise standards.

The Chairman and Portfolio Holder for Policy & Performance advised that the Advisory Committee had considered the same report and had agreed to recommend it to Cabinet. At that meeting the amount of payments taken there, the Council’s branding, and the benefits of the Allpay system had been discussed.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the renewal of the provision of a Local Office service for a further 2 years with Swanley Town Council based on the current terms and value, be approved.

81. Swanley Regeneration

The Chief Officer Communities and Business, presented the report which reminded Members that Cabinet had approved the demolition of the former Working Men’s Club at 18 High Street Swanley, the former Bank at 16 High Street Swanley and the vacant shop units and accommodation above them at 27 – 37 High Street Swanley, subject to further investigation into the possible VAT and CIL implications of developing the site. The report informed Members about the VAT and CIL implications, and the planning implications for 27-37 High Street Swanley of it being listed as an Asset of Community Value. The report also sought consent to proceed with the demolition process at the former Working Men’s Club at 18 High Street, the former bank (CAB centre) at 16 High Street and the disposal of the temporary building currently on the Bevan Place site.

The Policy & Performance Advisory Committee had considered the same report and had agreed to recommend it to Cabinet.

It was moved by the Chairman and

Resolved: That, under section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendices B to the report, on the ground that likely disclosure of exempt information was involved as defined by paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)) as identified in Schedule 12A to the Local Government Act 1972.

Members discussed the confidential appendix.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That

- a) the CIL and VAT implications of developing land at 16 – 18 High Street be noted, and the demolition of both buildings (The former Working Men’s Club and former CAB building) at the earliest opportunity, be approved, noting that the demolition works had already been procured and the contractor was ready to mobilise;
- b) the revised costings for the demolition, contained in Appendix B to the report, and the fact that the previous contractor remained the best value for money, be noted; and
- c) the demolition of the former Working Men’s Club and CAB building be approved, and the fact that this was subject to a Prior Approval Notification, be noted.

THE MEETING WAS CONCLUDED AT 7.30 PM

CHAIRMAN

IMPLEMENTATION OF DECISIONS

This notice was published on 7 March 2016. The decision contained in Minute 78 takes effect immediately. The decisions contained in Minutes 79, 80 and 81 take effect on 15 March 2016.

RESPONSE TO DECISIONS MADE BY CABINET IN RESPONSE TO PETITION RELATING TO NEW ASH GREEN VILLAGE CENTRE SUBMITTED TO FULL COUNCIL

Cabinet 21 April 2016

Report of Chief Officer Communities & Business

Status: For consideration

Key Decision: No

Executive Summary:

On 17 September, Members considered a report under matters referred from Council which summarised the issues raised in the petition presented to Council on 22 July 2015, the action taken by the Council to date, and recommending the focus for the Council's future involvement in matters relating to New Ash Green Village Centre.

This report summarises the progress that has made in accordance with the decisions reached by Cabinet.

Portfolio Holder Cllr Hogarth

Contact Officer(s) Robin Cooper Ext. 7099 / Alan Whiting Ext. 7446

Recommendation to Cabinet

Members are asked to note the Council's progress in response to issues raised by the petition.

Reason for recommendation

To set out progress made in relation to the decisions reached by Cabinet on 17 September 2015.

Introduction

- 1 On 21 July, a petition was presented to full Council for consideration as part of The Petition Scheme at Appendix Y of this Council's Constitution.
- 2 The petition contains over 1,500 signatures and calls upon the Council to "take a more active role" and take "urgent steps" to make sure that the landowners bring the Village Centre "up to an acceptable standard"
- 3 On 17 September, under matters referred by Council, Cabinet considered a full briefing on the background to the Council's involvement in the New Ash

Agenda Item 5

Green Village Centre. The report responded to specific concerns raised as part of the petition and brought Members up to date with current issues.

Background

- 4 There are three main landowners with interests in New Ash Green Village Centre. Piperton Finance is the largest landowner, and holds the contract on behalf of the other landowners to maintain the village centre.
- 5 Piperton Finance is represented in the UK by Richmond Lodge. Piperton Finance is an overseas company with its Head Office currently based in the British Virgin Islands. The other two landowners within the Village Centre are Gableholt (an overseas company) and the Co-operative Group (Co-op) who also has agents managing their interests.
- 6 On 17 September, Members reached decisions on further steps to be taken by the Council in response to the petition and defined the Council's future role. Progress in relation to the decisions reached will be set out in this report.

Summary of action taken in response to decisions reached by Cabinet

7 Decision made by Cabinet	Action taken
a) An appropriate communication such as a one off newsletter be used to communicate to local residents what the Council could and couldn't do and to advertise the twitter feed;	This was sent in November and a copy is attached as Appendix A
b) The Council, in its ongoing discussions with the landowners, to continue to encourage them to respond quickly and appropriately to tenants' concerns, and that it be noted that it was not appropriate that the Council got directly involved in: <ul style="list-style-type: none">• private disputes or issues that relate to business relationships between landowner or their representatives and tenants	The Community Planning and Projects Officer continues to liaise with the landowners' representatives and receive information offered. He has been mindful to ensure that the Council is not involved in private issues as resolved by Cabinet.

<p>or leaseholders;</p> <ul style="list-style-type: none"> • private disputes between landowners on matters such as service charges 	
<p>c) that the Council’s focus for future involvement in the village be:</p> <ul style="list-style-type: none"> • support and bring forward the regeneration of New Ash Green Village Centre and ensure that the community is engaged in bringing forward any proposals • supporting and facilitating the New Ash Green Town Team • carrying out functions relating to its services including environmental health, building control, licensing and planning development. • continuing to support Community Safety activities such as Environmental Visual Audits and the Community Safety Focus Group. 	<p><i>Support and bring forward the regeneration of New Ash Green...</i></p> <p>The Council’s Community Planning and Projects Officer remains in contact with the landowners’ representatives and has asked for a meeting with the landowners and the Council’s Regeneration Adviser.</p> <p>The Council has been using the tools that it has to secure the regeneration of the village centre. Consultations with local residents were fed into planning policy work on the long term future of the Centre.</p> <p>The Allocation and Development Management Plan identifies New Ash Green as a mixed use regeneration zone with up to 50 enabling units of residential accommodation. This sets the scene to enable the landowner or other developer to apply for planning permission to undertake this regeneration.</p> <p>It has now been confirmed the Richmond Lodge has engaged an architect to produce a master plan for the village centre. It has also been confirmed that the architect has held initial discussions with the Co-op about the master plan.</p> <p><i>Supporting and facilitating the New Ash Green Town Team</i></p> <p>We continue to support the New Ash Green Town Team, particularly on efforts to improve footfall.</p> <p>In addition, a free retail health check was offered to all businesses in New</p>

	<p>Ash Green earlier this year through the West Kent Partnership. No businesses in New Ash Green expressed an interest in taking up the free health check.</p> <p><i>Carrying out functions relating to its services including environmental health, building control, licensing and planning development</i></p> <p>Information is set out in Appendix B</p> <p>Continuing to support Community Safety activities such as Environmental Visual Audits and the Community Safety Focus Group.</p> <p>The Community Safety Manager and the Community Planning and Projects Officer undertook a visit to review and update the Environmental Visual Audit for New Ash Green on 16 March. The results are attached as Appendix C.</p>
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Key Implications

Financial

There are no financial implications for the Council Associated with this report.

Legal Implications and Risk Assessment Statement.

There are no legal implications for the Council associated with this report.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Community Impact and Outcomes

The weight of local feeling expressed in the petition submitted to Council on 21 July is acknowledged. The Council remain fully committed to investigating the issues arising from the petition and to ensure residents are made aware of appropriate information relating to the regeneration.

Conclusions

This report sets out the coordinated action the Council has taken to address concerns within the context of the issues raised by the petition.

The Council will take forward matters relating to the results of the review of the Environmental Visual Audit and will keep S215 notices in respect of the village centre under review, where possible taking further action. Environmental Health continues to review any matters for concern as part of statutory inspections of commercial premises. They will also respond promptly to any further health and safety or hygiene issues raised by Members of the public. In addition, the Council will continue to be alert to and respond urgently to concern raised by businesses, partners or residents in respect of dangerous structures that may pose a risk to public safety.

Appendices

Appendix A - Text included in New Ash Green Village Association Newsletter

Appendix B - Report of functions relating to the Council's services in New Ash Green

Appendix C - Results of the Environmental Visual Audit carried out on 16 March 2016

Lesley Bowles

Chief Officer, Communities & Business

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Text included in New Ash Green Village Association newsletter

The problems affecting the shopping centre in New Ash Green were highlighted last July in a petition presented by a resident, Victoria Barnard, to a meeting of Sevenoaks District Council. She asked for the Council to take a more active role in ensuring the current landowners bring the centre up to an acceptable standard. After a debate, all councillors supported her request and referred it to the Cabinet for a co-ordinated approach to the issues and asked for a report in six months.

This was discussed further at a Cabinet meeting in September where a long report from officers explained what the Council could do and where it had no legal powers to intervene. The Council cannot become involved in private disputes between the several landowners, or between landowners and their tenants. However they will continue to focus on supporting and bringing forward the regeneration of the centre, ensuring that the community is engaged in the process; they will support and facilitate the New Ash Green Town Team; carry out functions relating to statutory services including environmental health, building control, licensing and planning development; and continue to support Community Safety activities such as Environmental Visual Audits and the Community Safety Focus Group.

During the summer, a Section 215 Improvement Notice was served by the Council on the principal landowner requiring specific repairs to be carried out. Some have been completed but others are still outstanding, notably the repair of the shopfront canopies in The Row and The Link. Instead of repairing the canopies, the landowner put in a planning application to remove them entirely - this sparked a significant divergence of opinion locally with some people seeing the canopies, if properly repaired, as beneficial to the shops and their customers whilst others felt they were inconsistent with the original architectural concept and the benefits of their removal would outweigh any minor loss of occasional shelter. The Council's decision on the application was still awaited at the time of going to press but whichever way it goes, the Council will continue to look for more ways to improve the appearance of the centre.

Meanwhile, Council officers have been trying to obtain further details from the landowners about their future intentions. Despite initial hopeful signs, when an architect was appointed by the landowner to revisit the regeneration proposals first seen in 2008, subsequently it has been impossible to arrange any further meetings with the landowners or the architects so the officers will be redoubling their efforts to press for information.

The Town Team and Sevenoaks Council are committed to improving the village centre as far as they can and they are supported in this by the Parish Council and Village Association. The fact that the area is in private hands means that the opportunities for making improvements are dependent on securing the co-operation of the landowners and working with them rather than against them. It is often a difficult balancing act but also a challenge that will continue to be pursued as vigorously as possible.

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Previous action

1. Environmental Health issues

A full investigation was carried out by Environmental Health:
They found no evidence of an ongoing rat infestation at New Ash Green Shopping Centre

Following a site inspection of the pigeons within the units 18 to 27 in Upper Street North, New Ash Green Shopping Centre undertaken on 14th July 2015 at 11:00am, Environmental Health confirmed that Gableholt (via their agent Lee Baron) have removed the pigeons, cleaned the bird faeces and sealed the access points to the units.

Richmond Lodge (Managing agent for Piperton Finance) installed new anti pigeon spikes throughout the village centre to deter pigeons.

Environmental Health currently have no outstanding issues or complaints.

2. Visual Amenity

The Council carried out a site inspection in April 2015 to look at areas that could be detrimental to visual amenity and a S215 notice was issued in relation to areas of concern identified. The notice was served on 16/7/15 and came into effect on 17/8/15 and required the following 4 actions.

- a. Replace all the cracked and broken glass panels above The Link
- b. Replace the garage door in the corner of the yard close to The Link.
- c. Replace the polycarbonate roof canopy above the Parish Council notice board in The Link.
- d. Reinstate the exterior cladding to the former restaurant at the Clocktower Gym.

The up-to-date position regarding the S215 notice is as follows:

Requirements (b), (c) and (d) have been complied with.

In response to (a) and (c), a planning application was submitted to the Council to remove the affected elements. This was refused by the Council's Development Control Committee on the 7th January 2016.

In respect of requirement (a), Richmond Lodge has now informed the enforcement case officer on 24 February 2016 that he will replace the broken glass roof with polycarbonate sheets and has subsequently submitted quotations from contractors.

The applicant has 6 months in which to appeal to the Secretary of State.

Building Control

A Building Control Officer was contacted about the area referred to in part (a) of the S215 notice on 15 February by Cllr Clark, who expressed concerns for public safety.

Following a site inspection, photographic evidence was provided to Richmond Lodge on 16 March showing a number of the Georgian wired glazed units have cracked and one in particular has either partially fallen or has been removed.

Although the glazed roof forms part of the Section 215 Notice, the roof alone was considered to be a dangerous structure requiring immediate attention.

The following action was suggested:

- Short term - closure of walkway and signs warning signs of the overhead hazard displayed.
- Longer term - removal of the panels cracked to varying degrees

Building Control carried out a site inspection on 22 March which confirmed the glazed panels presenting the most serious danger to the public have been removed. However, there are still 13 panels cracked to varying degrees. The landowner will be contacted to remove or replace these panels.

Sevenoaks District Community Safety Partnership
Environmental Visual Audit - Shopping Centre, New Ash Green - EVA Update 16 March 2016

Ref No	IDENTIFIED ISSUE	RECOMMENDED ACTION	AGENCY	TIMESCALE	Notes 16 March 2016
	South Car Park				
1	Section of drainage channel requires repair	Remove rubble and repair drainage channel	Phase 1 Landowner	May 2016	Small section of drainage channel filled with rubble
2	Small section of fencing requires repair	Repair fencing	Phase 1 Landowner	May 2016	Small section of fencing requires repair
	Studio Car Park				
3	Flooding in Studio Car Park lack of proper drainage - floods a lot of the parking bays	Review drainage for car park and amend as necessary	Phase 1 Landowner	To advise of remedial action by May 2016	All drains inspected blocked with evidence of flooding. Local Members have reported flooded areas becoming dangerous and icy
4	Pot hole in Studio Car Park	Repair pothole	Phase 1 Landowner	May 2016	Small pot hole noted
5	No trolley bays clearly marked out	Trolley bays to be marked out and trolleys regularly returned to the trolley bays	Co-op	May 2016	
	Studio to Link				
6	Canopy glazing overhanging in the link in poor condition	Dangerous glazing to be removed	Phase 1 Landowner	As determined by SDC Building Control	This area is subject to a S215 notice. In addition action has been taken by Building Control in

Ref No	IDENTIFIED ISSUE	RECOMMENDED ACTION	AGENCY	TIMESCALE	Notes 16 March 2016
Page 16					February when Richmond Lodge were notified that a number of the Georgian wired glazed units were cracked or partially fallen and considered to be a dangerous structure. Action was taken by the landowner to remove the dangerous glazed units. A re-inspection of the area took place on 22.3.16 and Building Control have now advised that a further 13 panels need to be removed
7	Block Pavements lifting around tree	Remedial action needed to remove trip hazard	Phase 1 Landowner	To advise of date for remedial action following confirmation by SDC Planners	Planning will check to confirm that a TPO is not in place for this tree and advise the landowner accordingly
8	Constant dripping water in The Link to left of brick pillar near steps to upper Street South	Investigate source of dripping water and repair	Phase 1 Landowner	May 2016	Evidence of dripping water

Appendix C

Ref No	IDENTIFIED ISSUE	RECOMMENDED ACTION	AGENCY	TIMESCALE	Notes 16 March 2016
	Upper Street South & Upper Street North 25-33				
9	Extensive and obscene graffiti in Upper Street North concentrated between the bridge and the stairs to the north service yard.	Graffiti to be removed	Phase 2 Landowner	May 2016	The Sevenoaks District Community Safety Unit have been notified on 16.3.16
10	Panel covering window adjacent to the stairs to the north service yard (left hand side)	Panel to be repaired	Phase 2 Landowner	May 2016	Panel broken creating access to a part of the upper level of the shopping centre which is closed off to the public
11	Area at eastern end of Upper Street South with gate adjacent to No. 19. On inspection there was a gas box with a broken cover	Gas box cover to be replaced	This is within the area owned by the Co-op.	May 2016	On inspection there was a gas box with a broken cover
	The Row - Shops 1st Floor				
12	Damaged drain outside NAG Tandoori	Repair damaged drain	Phase 2 Landowner	May 2016	Small area of damage visible
13	Constant water drip outside the Granary	Investigate source of dripping water and repair	Phase 1 Landowner	May 2016	Evidence of water leak
	Service Yard				
14	Pile of rubble next to left hand wall near service entrance to the rear of the Badger Pub	Remove rubble	Phase 1 Landowner	May 2016	Rubble and bricks need to be removed
	Library				
15	Trip hazard outside the Library	Repair trip hazard	Kent County Council	May 2106	Small section of paving that could cause trip hazard

Attendees of EVA

Kelly Webb	Sevenoaks District Council
Alan Whiting	Sevenoaks District Council
Simon G Taylor	Sevenoaks District Council
Craig Kendall	Community Engagement Officer, Kent County Council

SEVENOAKS DISTRICT COMMUNITY PLAN 2016-19

Cabinet - 21 April 2016

Report of Chief Officer Communities & Business

Status: For recommendation

Also considered by: Full Council - 10 May 2016

Key Decision: No

Executive Summary:

This report seeks approval of the final draft of Community Plan for the period 2016-19. The document and its supporting Action Plan has been developed following comprehensive consultation with Members, residents, town and parish councils, a wide range of voluntary and community organisations and partner agencies.

The results of the public consultation are appended and have been taken into considerations in the final draft. The action plan and associated success measures are the result of discussion with partner agencies about realistic delivery of the aspirations in the Community Plan.

This report supports the Key Aim of Safe and Caring Communities, Green and Healthy Environment and a Dynamic and Sustainable Economy

Portfolio Holder Cllr. Hogarth

Contact Officer(s) Alan Whiting Ext. 7446

Recommendation to Cabinet: To recommend to Council to approve the final draft Community Plan and strategic level action plan for the period 2016-19.

Recommendation to Council: Members are asked to approve the final draft Community Plan and strategic level action plan for the period 2016-19.

Reason for recommendation:

The public consultation draft has been reviewed by Economic and Community Development Advisory Committee and Cabinet. Final changes noted by Cabinet will be incorporated before the document is submitted to Full Council for approval.

Agenda Item 6

Introduction and Background

- 1 The long-term Community Plan vision remains in place until 2028. However, the three year action plan will expire in March 2016. Whilst the District Council is responsible for co-ordinating this work, the Community Plan is a multi-agency strategy, delivered in partnership with many agencies and therefore covers a wide range of issues and services.
- 2 A thorough consultation programme took place during the second half of 2015 which helped to identify local priorities for action:
 - Over 350 people responded to the survey;
 - 200 people were offered the opportunity to answer Community Plan related questions in the Council's 2015 Residents Panel Survey;
 - Over 650 people were seen at 30 events, forums and partnership meetings
- 3 This included two workshops for Members on 25 August and 4 September together with further opportunities Portfolio Holders and their Deputies to comment at Portfolio Holder meetings. The consultation together with examination of local data has informed the public consultation document which sets out how we will deliver the priorities in the plan.
- 4 Comments received during the public consultation period are summarised at Appendix A.
- 5 The final draft of the Community Plan which takes into account comments received has been compiled and is attached at Appendix B.
- 6 The public consultation stage was used to produce a strategic level action plan setting out how priorities in the plan will be delivered. The action plan and the associated performance monitoring are the result of discussion with partner agencies and Heads of Service and Chief Officers within the Council about realistic delivery of the aspirations in the Community Plan. The key success measures for the plan are attached as Appendix C

Key Implications

Financial

Delivery of the Community Plan is through each agency's own resources. In some cases, work will be dependent upon external funding sources and appropriate funding bids will be made.

Legal Implications and Risk Assessment Statement.

There are no legal implications associated with this report. The Community Plan forms part of the Leader's Vision and is closely linked with the Local Plan. The Community Plan enables the District Council to work with partners in a structured and co-ordinated way. By improving coordinated action on shared priorities, the

Council is able to improve its efficiency, share resources, enhance its reputation and most importantly secure additional resources and commitments from partners that are based on the delivery of local community aspirations.

Whilst every effort has been made to identify realistic actions, outcomes rely on the continued input of a range of agencies working together, along with the goodwill of communities and voluntary organisations. Regular quarterly monitoring of the Community Plan will identify at an early stage outcomes that may not be delivered so that alternative strategies or revised actions can be agreed.

Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this paper directly impact on end users. The impact has been analysed and does not vary between groups of people. The results of this analysis are set out immediately below.

The Community Plan has been assessed as not having an adverse impact and is attached as Appendix D. It includes an Equalities and Inclusion statement which partners are expected to consider in all decision making and service delivery.

Community Impact and Outcomes

The Community Plan is based upon the results of consultation with the community, including its harder to reach groups, partner agencies and other stakeholders. It also reflects community needs identified through local data.

Sustainability Checklist

A sustainability checklist has been prepared at Appendix E and demonstrates a positive impact

Conclusions

Members are asked to approve the final draft of the Community for publication.

Appendices

Appendix A - Summary of consultation results

Appendix A1 - Letter from John Morrison to Dr Pav Ramewal and copy of response from Dr Ramewal

Appendix B - Community Plan 2016-19 Public

Agenda Item 6

Consultation Draft

Appendix C - Community Plan key success measures

Appendix D - Equality Impact Assessment (online only)

Appendix E - Sustainability Checklist (online only)

Background Papers:

[Sevenoaks District Community Plan - Our Vision for the next 15 years \(2013-2028\)](#)

Lesley Bowles

Chief Officer for Communities and Business

Appendix A - Summary of responses to public consultation draft of the Sevenoaks District Community Plan 2016-19

Name of Respondent	Organisation	Summary of response	Response
Cllr Horwood	Sevenoaks District Council	Would like new action added to Sustainable Economy addressing congestion issues as follows: "Seek to lobby and support partner agencies to reduce congestion in identified problem areas in the District". In addition would like to see addition on Priority 5, Safe Communities about Speedwatch "and continue to lobby for further administrative support from the Police"	Action added to Sustainable Economy. In addition, CIL and the production of a masterplan for Swanley will involve reviewing transport infrastructure and congestion issues in Swanley. The Community Safety Partnership Action Plan 2016-17 has detailed actions to improve road safety in the District which include working with the Police to deliver Speedwatch in the District.
Cllr Scott	Sevenoaks District Council	In support of comments from Cllr Michael Horwood	As above
Page 23		Need to include the cycling strategy and the introduction of 20mph zones within Safe Communities. Add "Seek to increase the amount of social rented and affordable housing in the District" within Caring Communities. No mention of air quality in Green Environment with more needing to be done to encourage people not to use cars, and promote pedestrian and cycle routes to cut pollution. Dynamic Economy - strongly disagrees with action to increase parking	Actions to "Work in partnership to improve safety outside schools" and Action to "Promote cycling by identifying new routes, highlighting locations for new cycle parking and improving promotion through the Sevenoaks District Cycling Strategy" added to Sustainable Economy, Priority 1 "Reduce the need to travel, promote and improve access to key local services and to public and community transport".

Appendix A - Summary of responses to public consultation draft of the Sevenoaks District Community Plan 2016-19

Name of Respondent	Organisation	Summary of response	Response
Mr J Morrison	Joint Coordinator, Sevenoaks Cycle Forum	Reply to response letter and further response from Dr Ramewal set out at Appendix A2	Action to support delivery of the Kent Environment Strategy and clarification that action in Community Plan will be to Support delivery and promote the Sevenoaks District Cycling Strategy. In addition, action regarding Speeding Vehicles in Safe Communities strengthened by the addition of "Working in Partnership to improve safety outside schools". This reflects prioritises action on speeding and traffic safety around schools through the new Community Safety Action Plan (2016-17)
Local Strategic Partnership	Multi-Agency Partnership coordinated by Sevenoaks District Council	Endorsement of the new plan at meeting on 23 February 2016 - particularly easy to read style and format. No comments or changes to content requested	Not applicable
Economic and Community Development Advisory Committee	Sevenoaks District Council	"Members' views were sought in order to inform the final draft of the Community Plan. It was agreed that the draft Community Plan was an excellent, easy-to-read document. One Member suggested that a shorter version also be made available"	Not applicable

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Appendix A - Summary of responses to public consultation draft of the Sevenoaks District Community Plan 2016-19

Name of Respondent	Organisation	Summary of response	Response
Resident	Sevenoaks Town	Concern about air pollution, support for public transport and help for cyclists and pedestrians	See Appendices A1 and A2
Janet Davies	KCC Libraries	"Attractively presented, and an accurate and informative overview of the District...In general I don't have any specific comments about the plan; it's very comprehensive and covers everything I expect it to, very clearly and concisely."	Not applicable
Cllr Clayton	Sevenoaks District Council	Comments relating to the need for the Community Plan to reflect the following issues: "air quality and children's health; active travel and obesity; walking promotion and implementing a cycling strategy; restraining growth in traffic to reduce gridlock; protecting Sevenoaks as a quality residential area by reducing congestion, noise and pollution; enabling affordable rented homes, and creating conditions in which Housing Associations can build closer than Ashford."	For comments related to active travel, children's health and obesity, walking and cycling and congestion see responses to Cllr Horwood and Cllr Scott and Appendices A1 and A2. Creating affordable rented homes and affordable social housing is already recognised in the Community Plan. The Housing Market Needs Assessment will inform the development of a Housing Strategy. This will seek to guide development of housing to address issues identified in the District.

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Appendix A - Summary of responses to public consultation draft of the Sevenoaks District Community Plan 2016-19

Name of Respondent	Organisation	Summary of response	Response
Cllr Canet	Sevenoaks District Council	Following issues identified: 20 mph limits near schools, better pavements and encouraging walking; more housing for people to move to suit changed needs; encourage numeracy and literacy; lifetime homes and more flexible homes; support testing of vehicles and electric recharging points; support older people with alcohol problems; SDC to lead by example in energy efficiency; keep grants to voluntary and community organisations	These issues are already identified as priorities in the Community Plan. See also Appendices A1 and A2. Electric recharging points are already included as an action in the Economic Development Strategy under Strategic Objective 4: Energy and Sustainability.
Resident	TN13	Concerns about increases in car parking and provision of medical /dental services when approving new housing. Pleased about retention of weekly refuse and overall pleased with Sevenoaks District Council. Would like to see stronger emphasis on walking cycling and more recycling	See Appendices A1 and A2 and response to Cllr Purves. The Community Plan takes into account the need to look at infrastructure and gaps in provision within the District.

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Appendix A1

FROM JOHN MORRISON
Joint Coordinator, Sevenoaks Cycle Forum



1 March 2016

Dr Pav Ramewal
Chief Executive
Sevenoaks District Council

Dear Dr Ramewal

I have been astonished this week to read the latest version of SDC's Community Plan, which abandons past commitments to improving air quality, cutting carbon emissions and reducing energy consumption. It also scraps promises in the 2013 plan to promote non-car travel, encourage cycling and walking and implement the 2012 district cycling strategy, on which you will recall our exchange of letters last year. I am surprised to see the difference between your assurances of support for cycling and the new plan.

I am very concerned at the environmental and health implications of this deeply flawed policy document. Are you aware that Public Health England estimates that poor air quality is causing an additional 57 adult deaths a year in Sevenoaks district? And that the levels of obesity and diabetes are rising? Most local authorities now recognise the need to redouble their efforts to improve air quality and active travel by promoting non-car modes of transport. Sevenoaks seems to be doing the opposite.

Instead, we have a promise to increase car parking in Sevenoaks town centre. It is clear to me that neither councillors nor SDC officers have learned the lessons of the failed Buckhurst 2 scheme, which was blocked by KCC on traffic grounds. New car parks are universally understood by transport planners to be 'trip generators' which, far from curing congestion, increase it. Congestion in Sevenoaks is already severe, with maximum NO2 emissions levels being exceeded on every main road. The idea that bringing more cars into the town while discouraging cycling and walking will make it more 'vibrant' is mistaken; all evidence shows that town centres flourish best when they discourage car use and encourage walking and cycling and other modes of transport. I would like you to explain to me how you think your policy, which is the opposite of that pursued by most local authorities, will improve the environment and public health for people in Sevenoaks. I cannot believe this will be supported by local GPs or by the NHS, or that it will be consistent with KCC's new Active Travel policy.

Yours sincerely



John Morrison

Appendix A1



Mr J Morrison
Joint Coordinator - Sevenoaks Cycle Forum



Tel No: 01732 227298
Ask for: Pav Ramewal
Email: pav.ramewal@sevenoaks.gov.uk
My Ref:
Your Ref:
Date: 17 March 2016

Dear Mr Morrison

Public consultation draft of the Sevenoaks District Community Plan 2016-19

Thank you for your letter dated 1 March 2016.

The Sevenoaks District Community Plan is currently within the public consultation stage which runs until 31 March 2016. I am sorry to hear that you feel we have not considered some very important issues which you have referred to in your letter within the consultation draft. We will ensure that these are tabled with other comments received during the consultation period.

I would like to reassure you that the public consultation draft seeks to respond to the priority concerns and issues raised by residents, businesses and partners.

I am pleased that you have taken the time to read the draft plan and note the concerns that you have raised relate to the following thematic areas:

- Air Quality, cutting carbon emissions and reducing energy consumption
- Improving the environment
- Promoting non-car travel, encouraging cycling and walking and implement 2012 District Cycling Strategy
- Improving public health
- Making town centres more vibrant

I have included a matrix (attached as Appendix A) which I hope you find useful, mapping the issues you raise against the themes and priorities that relate to them in the Community Plan.

Chief Executive: Dr. Pav Ramewal
Council Offices, Argyle Road, Sevenoaks, Kent TN13 1HG
Telephone: 01732 227000 DX 30006 Sevenoaks
Email: information@sevenoaks.gov.uk
www.sevenoaks.gov.uk



I thought it may be of further help to answer some of your specific concerns addressed to me in your letter:

Environment and Public Health

These are central concerns within the Community Plan draft document and in particular the Green Environment and Healthy Environment themes. I refer you to these themes in the document which set out how these issues are addressed and linked to the priority concerns raised during the consultation. This includes concerns and issues raised by health and social care professionals. I also refer you to Appendix A which sets out the wider context of environment and public health issues within the plan.

It should be noted that individual components of both the Sevenoaks Climate Local Action Plan and Sevenoaks District Cycling Strategy are reflected in some of the actions within the plan, for example promotion of safe cycling and continuing health activities which benefit health such as promotion of cycling, retrofitting homes and encouraging renewable energy.

I am happy to suggest that we strengthen the draft plan to include actions to support delivery of the Climate Local Action Plan with the Green Environment theme and the promotion of the Cycling Strategy within the Sustainable Economy themes.

Active travel

We recognise the importance of actions we can take to reduce congestion, improving the air we all breathe and enabling people to choose journeys via methods other than by car and supporting increase in levels of physical activity.

Across various themes the Community Plan includes actions to:

Safe Communities - Priority 5 “Tackle speeding vehicles and improve road safety for all road users, including pedestrians and cyclists”. Actions include:

- Deliver pedestrian and cycle safety education in schools
- Take enforcement action on dangerous and illegal parking
- Make roads/pavements safer for vulnerable people KCC

Green Environment - Priority 1 “Retain the Green Belt and conserve and enhance the value of our countryside and green spaces, particularly Areas of Outstanding Natural Beauty (AONB)”. Action:

- Review and update planning policies and manage development in accordance with them

Healthy Environment - Priority 1 “Reduce health inequalities and improve health and wellbeing for all”. Actions include:

- Target support and deliver activities for adults to increase physical activity and reduce obesity
- Complete an Open Space, Sports and Leisure study and deliver a Leisure Strategy

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- Support and extend community transport schemes

Dynamic Economy - Priority 1 “Identify a supply of employment land and premises to promote economic growth”. Action:

- Develop a masterplan for Swanley as a catalyst for regeneration and increase rented accommodation for young people wishing to access employment and address transport connectivity

Dynamic Economy - Priority 2 “Improve skills for employment”. Action:

- Retain the Young Person’s Travel Pass and explore other schemes and support the integration of public transport

Sustainable Economy - Priority 1 “Reduce the need to travel, promote and improve access to key local services and to public and community transport”. Actions include:

- Use development and regeneration opportunities to promote improvements in transport accessibility and connectivity
- Work in partnership to address gaps in infrastructure
- Support the Greater London Authority rail devolution of metro services and the extension of Oyster to Swanley and lobby for the extension of Oyster to Dunton Green and Sevenoaks Town
- Lobby to represent District transport concerns to the Local Transport Authority as part of the Kent Route Strategy
- Promote the number 8 bus route in Sevenoaks and look at the feasibility of using the model elsewhere in the District

Vibrant Town Centre and parking

I would like to address your concerns relating to the plan’s ambition to create vibrant town centres. This relates to priority 3 within the Dynamic Economy theme as **“Retain existing businesses, encourage new businesses and promote tourism”**.

There are many actions throughout the plan which directly or indirectly influence promotion of vibrant town centres. These relate to crime reduction, skills for young people, particular sector skills e.g. the rural economy, regeneration schemes, inward investment, business support and retention strategies.

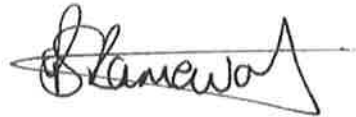
I refer to your explicit concern related to the action in this theme to increasing car parking capacity in the Sevenoaks Town. The current plans to increasing car parking at the Bradbourne and Sennocke car parks relates to wider plans to provide a new 80 bedroom hotel. They are intended to support the local economy, in particular the tourism sector, while easing pressure on residential roads where commuters park. Action linked to this in the Community Plan can also be found within Safe Communities which seeks to address concerns from local people about poor or illegal parking within the District and its impact.

Involvement of partners

In response to your concerns relating to partner responses, I would like to add that the draft plan was recently presented to a range of statutory, voluntary and community sector partners at the Local Strategic Partnership where it received a positive response. A wide range of health professionals were consulted about their priorities for action and have been offered the opportunity to comment on the draft plan together with all residents in the District.

I have tried to ensure I have provided you with a comprehensive response given the concerns you raise, however if I can be of further help and assistance, please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Dr Pav Ramewal', written over a horizontal line.

Dr Pav Ramewal
Chief Executive



Appendix A - Matrix of concerns related to Community Plan themes

Community Plan Theme	Community Plan Draft Priorities	Air Quality, cutting carbon emissions and reducing energy consumption & Improving the environment	Promoting non-car travel, encouraging cycling and walking	Improving public health	Making town centres more vibrant
Safe Communities	1 - Make the work of the Police and partners more visible in communities				
	2- Work to keep crime at a low level and respond to perception of crime			X	X
	3 - Support vulnerable and repeat victims of crime and anti-social behaviour			X	
	4 -Tackle anti-social behaviour			X	
	5 - Tackle speeding	X	X	X	

Chief Executive: Dr. Pav Ramewal

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Community Plan Theme	Community Plan Draft Priorities	Air Quality, cutting carbon emissions and reducing energy consumption & Improving the environment	Promoting non-car travel, encouraging cycling and walking	Improving public health	Making town centres more vibrant
	vehicles and improve road safety for all road users, including pedestrians and cyclists				
Caring Communities	1 -Provide the right support at the right time 2 -Improve outcomes for children and young people 3 - Reduce poverty and social exclusion	X		X X X	
Green Environment	1 - Retain the Green Belt and conserve and enhance the value of our countryside and green spaces, particularly Areas of Outstanding Natural Beauty (AONB) 2 - Maintain a clean local environment 3 - Ensure new development is designed to a high quality and takes into account local character and the impact on the	X X X	X	X	

Community Plan Theme	Community Plan Draft Priorities	Air Quality, cutting carbon emissions and reducing energy consumption & Improving the environment	Promoting non-car travel, encouraging cycling and walking	Improving public health	Making town centres more vibrant
Healthy Environment	environment				
	1 - Reduce health inequalities and improve health and wellbeing for all			X	
	2 - Reduce risk taking behaviour that affects health and wellbeing			X	
Dynamic Economy	3 - Encourage access to health services for all		X	X	X
	1 - Identify a supply of employment land and premises to promote economic growth	X	X		
	2 - Improve skills for employment	X	X		
	3 - Retain existing businesses, encourage new businesses and promote tourism				X
Sustainable Economy	4 - Improve broadband connectivity and promote digital inclusion			X	
	1 - Reduce the need to travel, promote and improve access to key local	X	X	X	X

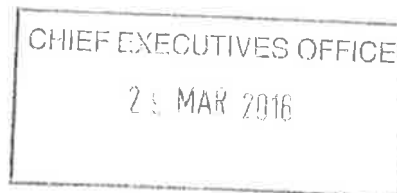
Community Plan Theme	Community Plan Draft Priorities	Air Quality, cutting carbon emissions and reducing energy consumption & Improving the environment	Promoting non-car travel, encouraging cycling and walking	Improving public health	Making town centres more vibrant
	services and to public and community transport				
	2 -Provide additional housing development including the right mix, types and tenures and to meet the needs of older people		X	X	
	3 -Work with local people to deliver strong, active and sustainable communities		X	X	X

Appendix A2

FROM JOHN MORRISON
Joint Coordinator, Sevenoaks Cycle Forum

Dr Pav Ramewal
Chief Executive
Sevenoaks District Council

23 March 2016



Dear Dr Ramewal

Thank you for your detailed response to my letter about the Community Plan. I welcome your assurance that the text can be revised to take account of the objections I have raised. I have taken part in the online consultation and filed my response. I hope you do not mind if I elaborate further on one or two points.

On air quality, it is not surprising that health professionals did not cite this as a priority if they were not specifically asked about it and presented with up-to-date information. May I remind you that until very recently SDC has done its best to avoid all public discussion of air quality and the AQMA monitoring records by not publishing them on its website and not discussing them at any council meetings. My interest in air quality issues let me to obtain the most recent figures from Dartford Borough Council on my own initiative and publicise them in the Chronicle. It should not be up to a member of the public to highlight this important public health issue.

It is clear to me that the reason for this omission, and for the failure to draw up an air quality assessment for the Buckhurst 2 car park project planning application in 2014, is that SDC's current policy of building more car parks is incompatible with an aspiration for better air quality through reducing road traffic. Public health gains from cleaner air will only be achieved through a policy of modal shift away from private car travel, as outlined in the district's 2010 transport strategy. I shall be looking very closely at the planning application for the new expanded Bradbourne car park to see if it includes a proper air quality assessment of the effects of the additional vehicle movements through the nearby AQMA. Expanded car parking in Sevenoaks Town Centre should not be in the Community Plan at all, as its likely effect on public health will be negative. It also contradicts KCC's commitment, endorsed by the district council in Growth Without Gridlock, to 'a rebalancing of the transport network in favour of non-car modes'.

I am pleased that you recognise the importance of the 2012 Cycling Strategy, but I would like you to ensure that the commitment is not just to 'promote' it but to support its speedy implementation. Four years after this document was approved, not a single safe route for cycling has been implemented, and this is largely because of a lack of support from SDC. Sevenoaks Cycle Forum is now involved in a working group chaired by Councillor Edwards-Winsor on cycling issues reporting to the Joint Transportation Board. To achieve results from this process, we need support from

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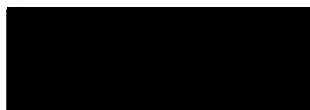
you and from the cabinet. A firm commitment in the Community Plan to early implementation of the Cycling Strategy is essential. Without it, KCC will continue to spend its reduced cycling funding on infrastructure elsewhere in Kent.

I would also like to see stronger wording on road safety and on speed enforcement, while recognising that this is an area where SDC does not have direct responsibility. It is vital that you recognise that pedestrian and cycle safety education in schools is not enough on its own. Surveys over the years have always shown that parents in Sevenoaks see speeding traffic as the biggest threat to their children's safety, and this was reflected in the 2013 Community Plan as 'the most consistently identified priority'. Road safety cannot be achieved merely by educating potential victims. This is also a serious public health issue, as high traffic speeds and the resultant safety concerns make parents reluctant to allow their children to walk to school. The link between the ubiquitous 'car run' in Sevenoaks and the rise in obesity can only be broken by better speed enforcement by Kent Police and by the KMSCP camera partnership. You should include a specific goal in the Community Plan to get more children walking to school.

Until recently I led the Hollybush Residents' Association Community Speed Watch group, which operated with the support of SDC and its Community Safety team. We have however discontinued our activities, having come to the conclusion that we were being used by Kent County Council and Kent Police as an alibi for the general failure to enforce the 30 mph limit in built up areas. If SDC is prepared to advocate enforcement action over dangerous and illegal parking, it is even more important to advocate action over dangerous and illegal speeding.

I look forward to seeing an improved version of the Community Plan, which I hope will not just restore some of the wording of the 2013 version but go further in addressing the transport, safety, environmental and public health issues I have highlighted.

Yours sincerely



John Morrison

Mr J Morrison
Joint Coordinator, Sevenoaks Cycle Forum



Tel No: 01732 227298
Ask for: Pav Ramewal
Email: pav.ramewal@sevenoaks.gov.uk
My Ref:
Your Ref:
Date: 7th April 2016

Dear Mr Morrison,

Thank you for your letter dated 23 March 2016.

In my previous letter dated 17 March 2016, I set out that the Community Plan reflected the priorities expressed by residents, businesses and partners within the Sevenoaks District following an extensive consultation period. The Community Plan is delivered by the Sevenoaks District Local Strategic Partnership. While this is led by Sevenoaks District Council, it involves a wide range of partner agencies including Kent County Council, Kent Police, Kent Fire and Rescue Service, West Kent and Dartford, Gravesham and Swanley Clinical Commissioning Groups, West Kent Extra, West Kent Housing, Moat Housing, Churches Together in Sevenoaks, Imago and Sencio Community Leisure.

I thought that you would be pleased to know that we will be recommending to Members on 21 April that they adopt the Kent Environment Strategy - a strategy for environment, economy and health. One of the key themes of the Kent Environment Strategy is to provide "evidenced understanding of risks and opportunities from environmental change, and the relationship to our communities, health and wellbeing, and economy." Support for delivery of this strategy will be reflected in the Community Plan together with actions previously set out.

With regard to your comments on the Bradbourne car park, you will appreciate that as this is a live planning application, any comments that you wish to make in respect of this application must be formally registered via the Planning Portal on the Council's website:

<http://www.sevenoaks.gov.uk/services/housing/planning/Comment-on-planning-applications>

.../..

Chief Executive: Dr. Pav Ramewal

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Agenda Item 6

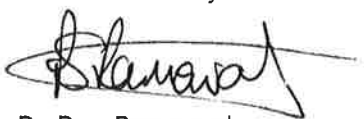
.../2

I am pleased that you welcome the inclusion of the Cycling Strategy in the Community Plan. While the Community Plan does seek to make it easier and safer for people to walk and cycle, it also needs to reflect the importance of the excellent road and rail networks to the creation of a Dynamic and Sustainable Economy. While responsibility for delivering the Cycling Strategy sits with Kent County Council as the lead Transport Authority, the Community Plan is a partnership document and therefore I am happy that the Community Plan can reflect supporting delivery of and promoting the Cycling Strategy.

Tackling speeding vehicles has been included in the Community Plan as we recognise that it remains a concern for local people. As such we have now strengthened this priority to include “working in partnership to improve safety outside schools”. This reflects partnership work at an operational level that will be undertaken through the new Community Safety Action Plan (2016-17) by the Sevenoaks District Community Safety Partnership. This prioritises action on speeding and traffic safety around schools. We will continue to support and facilitate further discussions about cycling issues through the Sevenoaks District Cycling Forum.

If you have any further queries, please do not hesitate to contact me.

Yours sincerely



Dr Pav Ramewal
Chief Executive

Sevenoaks District Community Plan 2016-2019



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Appendix B - -Sevenoaks District Community Plan 2016-19

Introduction

The Community Plan creates a long-term vision for the Sevenoaks District and sets out the community’s priorities for action.

We are pleased to present the priorities for the three years 2016-2019. This is based on widespread consultation with local people and our partners.

The Community Plan is delivered by the Sevenoaks District Local Strategic Partnership. This is made up of public sector organisations together with voluntary, community and faith sector representatives. It is co-ordinated by Sevenoaks District Council.

The priorities set out in this document help us to deliver our 15 year vision:

Safe Communities

A safer place to live, work and travel

Caring Communities

Children are enabled to have the best start and people can be supported to live independent lives

Green Environment

People can enjoy high quality urban and rural environments

Healthy Environment

People have healthy lifestyles, access to quality healthcare and health inequalities are reduced

Dynamic Economy

A thriving local economy where businesses flourish, where people have skills for employment and tourism is supported

Sustainable Economy

People can live, work and travel more easily and are empowered to shaped their community

About the Sevenoaks District



- **93%** of the District is designated Green Belt
- **60%** of the District is in the Kent Downs or High Weald Area of Outstanding Natural Beauty
- **6** main settlements - Sevenoaks, Swanley and Edenbridge, Westerham, New Ash Green and Otford
- **17** nationally designated historic parks and gardens

Appendix B - -Sevenoaks District Community Plan 2016-19

- According to the Office for National Statistics population projections, the population of Sevenoaks District is forecast to grow by **8.2% (9,500)** over the 10 year period from 2012 to 2022
- According to Kent County Council the number of people over 85 is forecast to rise by **22.1% (600)** from 3,100 in 2015 to 3,700 by 2020.
- The 2011 Census data shows that Sevenoaks District has a population of 114,893 residents, of which 95.8% are white (110,029) the next largest groups are, Asian/Asian British: 2085 or 1.8% of the population and mixed/multiple ethnic groups: 1675 or 1.5% of the population, the district has other ethnic groups all who fall below 1% of the population



- **25 minutes** by train from Sevenoaks to London
- **1 hour** by car to Dover port
- **40 minutes** by car to London airports
- **9 miles** from Swanley to Ebbsfleet International station

Sevenoaks District is perceived to be affluent but this masks local pockets of urban and rural deprivation.

The five most deprived wards in Sevenoaks District are:

- 1 - Swanley St Mary's, also within the 20% most deprived wards in Kent
- 2 - Swanley White Oak within 24% of the most deprived wards in Kent
- 3 - Edenbridge South and West
- 4 - Farningham, Horton Kirby and South Darenth
- 5 - Edenbridge North and East



Who have we consulted?

To help identify our priorities for the District over the next three years, we consulted a wide range of residents, community representatives, statutory groups and voluntary and community groups at events and forums across the District.

Insert Picture

- 350 people responded to the consultation survey
- 650+ people seen at forums and events
- 200 people asked additional questions through telephone interviews

Shape Your Local Services

Tell us your views to help shape your local services
Complete the survey for a chance to win £50 shopping vouchers at www.sevenoaks.gov.uk/communityplan
(Closing date 30th Sept 2015, terms and conditions apply)

making it happen together

Sevenoaks DISTRICT COUNCIL

Appendix B - -Sevenoaks District Community Plan 2016-19

Who have we consulted?

Insert picture

- All residents though District-wide survey and InShape magazine;
- Consultation with people visiting Swanley Gateway;
- Families at Dunton Green Family Summer Days of Fun event;
- Knitters and Natters, a social knitting group at Sevenoaks Library;
- Families at the Family Centre Fun Event in Seal;
- Families at the Penshurst Family Summer Days of Fun event;
- Families and young people at the West Kent Extra Edenbridge Sports Day;
- Residents at the Sevenoaks Wildlife Festival;
- Families at the Swanley Family Centre consultation event;
- Families at the Edenbridge Family Summer Days of Fun event;
- Young People at Imago's (Voluntary Group) Shadow Youth Board;
- Families at the Eynsford Family Fun Day;
- Sevenoaks District Council Members' Workshop;
- Young people, young carers and young people with disabilities at 'House in the Basement' 'drop-in in Sevenoaks Town Centre;
- People attending Age UK's Hollybush Day Centre;
- Workshops for elected Members of Sevenoaks District Council;
- Residents at the 'Village on the Hill Celebration' in New Ash Green
- Partners who attend the Sevenoaks District Community Safety Partnership;
- Partners at the Local Strategic Partnership Supporting Young People into Employment meeting;
- Partners at the Sevenoaks Health Action Team;
- Partners at the Local Strategic Partnership Older People Group
- Talk of the Town Event - Westerham;
- Mencap Hall Listening Event with Learning Disability Service Users;
- Members of the Edenbridge Rotary Club;
- GPs in West Kent;
- Head Teachers in the Sevenoaks District;
- Members of the Westerham Town Partnership;
- Residents who attend West Kent Extra's Emerald Forum;
- Staff and Service Managers at Sevenoaks District Council

The Sevenoaks District Local Strategic Partnership (LSP)

Who are we?

The Sevenoaks District Local Strategic Partnership co-ordinates the monitoring and delivery of the Action Plan. It is made up of representatives from the following organisations:



Dartford, Gravesham and Swanley
Clinical Commissioning Group



West Kent
Clinical Commissioning Group



Kent Fire &
Rescue Service



Appendix B - -Sevenoaks District Community Plan 2016-19

Equality and inclusion statement for the Local Strategic Partnership

We recognise that everyone has a contribution to make to our society and a right to access services without being discriminated against or disadvantaged because of their:

- Race
- Disability
- Gender
- Age
- Religion/ belief
- Sexual orientation
- Pregnancy or maternity
- Marital or civil partnership status
- Transgender
- Caring responsibility
- Employment status

We will work to ensure that all services provided by partners or funding offered will conform to these standards and expectations.



Safe Communities

A safer place to live, work and travel

Insert Picture

What you said

“Recognise the difference between actual crime/ASB and people’s perception”

Reducing victim-based recorded crimes should be about intervening early”

“More enforcement of poor parking and driving”



Safe Communities

The Sevenoaks District Community Safety Partnership brings together all the key agencies in the District who have an impact on crime, anti-social behaviour and perception of crime. The Community Safety Unit (CSU) is based in Sevenoaks District Council Offices and responds daily to anti-social behaviour and other community safety priorities in the District. The CSU have access to a local Community Policing Team which can be deployed to tackle local issues within the District.

What you said

Despite consistently being one of the safest Districts in Kent, from our consultations we know residents are most concerned about:

- More visible policing - seeing and being more aware of Police and Community Safety activity in local communities
- Reducing anti-social behaviour and supporting young people, particularly by providing activities and focusing on support and prevention
- Continuing to provide youth work and fun activities, and to support and develop youth facilities in the District
- Dealing with the threat of extremism and radicalisation -“it can happen anywhere!”
- Helping young people stay safe online and safe from bullying and cyber-bullying
- Using partnership data and information to focus on the District’s crime issues and deal with the fear of crime
- Making more links with health on key community safety issues, for example road safety, substance misuse and mental health
- Providing support for and take action to prevent people from becoming repeat victims of crime, including people who suffer domestic abuse
- Speeding vehicles, particularly in rural areas and dealing with poor parking and congestion in busy town/village centres and near schools
- People who responded to our 2015 Residents’ survey said their most perceived problems were:
 - Vandalism and graffiti: 22%
 - Groups hanging out: 19%
 - People using or dealing drugs: 12%
 - Noisy neighbours /loud parties: 11%

Safe Communities - Your Priorities

Priority

1

Make the work of the Police and partners more visible in communities

We will:

- Deliver targeted community safety campaigns and make more people aware of Police and community safety activity in their local communities
- Continue to facilitate Partners and Communities Together Panels (PACTs)
- Deliver “Prevent” training to partners, businesses and local groups

Priority

2

Work to keep crime at a low level and to respond to perception of crime

We will:

- Produce an annual assessment of crime and reduce all victim based crime
- Target particular concerns and take action to reduce vandalism and graffiti as issues of local concern
- Coordinate partnership work to tackle and prevent risk-taking behaviour relating to substance misuse and alcohol
- Maximise safety through “safer by design” principles in new developments

Priority

3

Support vulnerable and repeat victims of crime and anti-social behaviour

We will:

- Identify repeat criminal and anti-social behaviour and provide early intervention
- Review cases and take action through the Community Safety Unit
- Continue to fund and evaluate domestic abuse support projects
- Review domestic abuse support and partnership working arrangement

Did you know?

There were **2,066** incidents of anti-social behaviour recorded during 2014/15. This is the lowest level of anti-social incidents recorded in Kent during that period

Sevenoaks Community Safety Unit (CSU)

The Anti-Social Behaviour (ASB) Crime and Policing Act, 2014 introduces simpler, more effective powers to tackle ASB and better protection for victims and communities

Sevenoaks CSU
Page 56

During 2014/15, there was a **91%** growth in referrals to the Domestic Abuse Victim Support Service and other services

Sevenoaks CSU

Safe Communities - Your Priorities

Priority
4

Tackle anti-social behaviour

We will:

- Provide support through the anti-social behaviour task group
- Continue to commission and provide positive activities for children and young people, including Family Fun Days
- Promote and encourage existing youth facilities and identify improvements required in youth infrastructure
- Commission and provide youth work and youth outreach support and respond to service feedback from partners
- Influence voluntary and community provision through the Community Grant scheme
- Work with the Sevenoaks Children’s Partnership to promote online safety campaigns, target initiatives to prevent bullying and cyber-bullying and review mental health support available to victims
- Take action to deal with complaints about noise

Priority
5

Tackle speeding vehicles and improve road safety for all road users, including pedestrians and cyclists

We will:

- Continue to support the “Speedwatch” campaign
- Deliver pedestrian and cycle safety education in schools
- Take enforcement action on dangerous and illegal parking
- Work in partnership to improve safety outside schools
- Make roads/pavements safer for vulnerable people

Did you know?

During 2014/15 there was an **8.2%** increase in reports (1451) of Business Crime to the Police compared to 2013/14

Sevenoaks CSU

Sevenoaks CSU has **134** trained “Speedwatch” volunteers, the highest number of volunteers in Kent. The **6** speed boards are out on constant loan to proactive “Speedwatch” groups in the District

Sevenoaks CSU

Page 57

The Domestic Abuse Voluntary Support Service (DAVSS) was set up in the District in 2010 and supports any victim of domestic abuse who seeks help. During 2014/15, DAVSS supported **143 victims of domestic abuse** (59 more than during 2013/14) in the Sevenoaks District - *Sevenoaks CSU*



Caring Communities

We want Sevenoaks to be a place where people can be supported to lead independent, fulfilling lives and where children and young people have the best start

Insert Picture

What you said

“Suitable properties ... in appropriate areas to enable older people to remain independent, including those wishing to downsize”

“Continue to help and support people with debts and housing issues through the HERO Project” - HERO stands for Housing, Energy and Retraining Options

“Use the Local Children’s Partnership to support...social, emotional and health and care needs...”



Caring Communities

Over the next 10-15 years we expect an increase in the number of older people, particularly those aged over 85. This will have an impact on health, social care, housing and support services. We will plan for the housing support needs of older people and work in partnership to identify and provide for their support needs, particularly opportunities to reduce social isolation. We also need to address digital exclusion which is increasingly disadvantaging older people.

Kent and Medway's Growth and Infrastructure Framework identifies that the greatest demand for infra-structure development related to 'Caring Communities' themes over the next 15 years will come from adult social services (£69.4 million) and primary and secondary education (£34.7 million).

We know that in some areas of our District, a lack of available income available after paying rent is making it difficult for some families. We will work through the Sevenoaks Local Children's Partnership to meet the needs of children and young people and their families in the District.

What you said

From our consultations we know residents are most concerned about:

- Planning for the housing and support needs for older people and sustainable options for people wishing to remain independent/downsize/retire
- Mixed usage and dementia friendly needs should be considered as part of the design of new housing
- Accessibility to services when providing new housing in the main settlements in the District
- Recognising the links to health prevention work and public health initiatives which help to support older people, children and families
- How broadband and digital inclusion offer an opportunity to improve people's health and social care
- The rural nature of the District and providing more community or locally based support and services
- Providing more targeted support to areas in the District identified through data as being in higher need
- Providing more integrated services for children and families through the Sevenoaks Local Children's Partnership
- Supporting children in their move from Primary to Secondary education, particularly for vulnerable children
- Supporting families affected by low income
- Providing support to people in debt and improving access to work and training

Caring Communities - Your Priorities

Priority

1

Provide the right support at the right time

We will:

- Produce a Housing Market Needs Assessment with a detailed analysis of the needs of older people and people with physical disabilities to inform a new Housing Strategy for the District
- Continue to provide aids, adaptations and devices to enable people to live more independently
- Increase the numbers of carers assessments and respite placements offered
- Produce and implement a digital inclusion strategy focusing on the needs of vulnerable groups
- Implement a multi-agency service signposting scheme for older and vulnerable people
- Use planning policies and “building for life criteria” to ensure new homes can adapt to people’s changing needs
- Continue to support under-occupation strategies and increase downsizing opportunities for older people
- Use the Community Grant scheme to support groups who provide social opportunities and reduce social isolation of vulnerable people

Did you know?

“...every £1 spent adapting homes where a serious fall is likely to occur could save the NHS £69.37 over 10 years”

The District Council contribution to public health: a time of challenge and opportunity - The Kings Fund, 2015

In the District, approximately 24% of adults are considered overweight or obese, compared to the Kent average of 28%.

Sevenoaks District's Health Inequalities Action Plan, 2015-18

Page 60

There will be a 25% rise in the number of people aged 65+ diagnosed with dementia by 2020, particularly those with mild or moderate dementia. - *Kent Adult Mental Health JSNA*

Appendix B - -Sevenoaks District Community Plan 2016-19

Caring Communities - Your Priorities

**Priority
2**

Improve outcomes for children and young people

We will:

- Work with partners in the Sevenoaks Local Children’s Partnership to prioritise action and provide joined up social, emotional and health care support for children, young people and families
- Fund projects through the Sevenoaks Local Children’s Partnership that focus on barriers to outcomes and are targeted in areas of most need
- Continue to provide support for children moving from Primary to Secondary school, part of Kent County Council’s Early Help offer
- Provide enhanced support to families needing extra help

**Priority
3**

Reduce poverty and social exclusion

We will:

- Continue to provide free housing, energy and retraining advice
- Provide grant support to projects providing free debt advice and debt reduction
- Work with the Sevenoaks Children’s Local Partnership to produce a child poverty action plan for Sevenoaks District
- Reduce fuel poverty by promoting grants and helping homeowners/tenants and businesses to reduce energy costs, making energy savings through the Sevenoaks Switch and Save programme and improving energy efficiency
- Increase the thermal efficiency of existing housing stock and undertake retrofit measures

Did you know?

“Latest forecasts indicate the number of dementia patients in Kent and Medway will increase by 80% from 21,750 in 2011 to 39,400 in 2030”

Improve outcomes for people with Dementia - NHS Kent and Medway

“Older people continue to be more **digitally excluded** ...this prevents too many older people from using online services and mobile apps, putting them at significant social, financial and potentially healthcare disadvantages.”

Opportunity Knocks: Designing solutions for an ageing society - International Longevity Centre UK, 2015

606 people in the District were provided with specialist equipment and housing adaptations to support independent living during 2014/15

Kent County Council



Green Environment

We want Sevenoaks District to be a place where people can enjoy clean and high quality urban and rural environments

Insert picture

What you said

“Make sure new housing takes the environment into account”

“We must ensure we protect the Green Belt in our communities...Brown sites and empty industrial areas must be the priority...”

Page 62

“Greater pro-active concentration on work with local communities to reducing surface flooding”



Green Environment

Residents in our District want to keep open spaces and value a clean environment as well as heritage and tourist attractions. Our biggest 'Green Environment' challenge is to review the Local Plan which sets the spatial and planning policy for the District.

We have increased pressure from the government to build more homes and we need to think about economic growth. This means we need to provide land and infrastructure to accommodate growth while recognising pressure to restrict in the Green Belt. We also need to recognise the issues identified by the Sevenoaks Strategic Housing Market Assessment (SHMA) in providing more housing and catering for the needs of an ageing population. We need to think about making the homes we build more energy efficient and able to adapt to our changing needs as we get older.

What you said

From our consultations we know residents are most concerned about:

- Addressing the need for better enforcement action for fly tipping in the District, particularly in rural areas
- Maintaining a weekly refuse collection service
- Reviewing the Local Plan, taking into account the need to retain the Green Belt and balance the need for the economy to grow and create more homes
- Emphasising planning enforcement action and its role in keeping the District somewhere with high quality urban and rural environments
- Designing homes that can adapt to people's changing needs as they get older
- Concentrating new development in the major settlements in the District and closer to key local services
- Continuing to identify sites for development (commercial and residential)
- Planning for the impact of major developments outside the District, particularly Ebbsfleet and Paramount which have wide ranging risks and opportunities for infrastructure, economic development, jobs creation, business migration etc.
- Promoting access to and benefits of countryside and leisure spaces ('green infrastructure') in terms of benefits to health and tourism
- Helping people access open space and leisure services
- Reducing the impact of flooding and its impact on homes and businesses
- Considering environmental issues when building new houses e.g. solar energy and energy efficiency measures
- Homeowners/tenants and businesses and need help to reduce energy costs and improve efficiency
- Continuing "excellent recycling schemes"

Green Environment - Your Priorities

Priority

1

Retain the Green Belt and conserve and enhance the value of our countryside and green spaces, particularly Areas of Outstanding Natural Beauty (AONB)

We will:

- Review and update planning policies and manage development in accordance with them
- Take account of AONB guidance and management plans in planning decisions
- Work with communities, landowners and local groups to protect landscape, wildlife and heritage, e.g. Darent Valley Heritage Landscape Partnership
- Promote and develop the District's 'green infrastructure' , (i.e. the network of open space, woodlands, wildlife habitat, parks and other natural areas) and its benefits for health and mental health of residents

Priority

2

Maintain a clean local environment

We will:

- Protect our weekly refuse collection service
- Continue to tackle litter and detritus
- Take enforcement action on fly tipping
- Encourage and promote recycling and support national recycling targets and campaigns
- Use planning enforcement tools where possible to improve areas within the District

Did you know?

Sevenoaks District Council receives, decides and grants the **highest number** of planning applications in Kent

Sevenoaks District Council

During 2014/15, Sevenoaks District Council collected over **40,000 tonnes** of household waste, over a third of which was recycled with the bulk of the remainder turned into electricity

Sevenoaks District Council
Page 64

There were 1,161 incidents of fly tipping reported between December 2014 and November 2015, an increase of **23.37%** on the same period in 2013/14

Sevenoaks District Council

Appendix B - -Sevenoaks District Community Plan 2016-19

Green Environment - Your Priorities

Priority
3

Ensure new development is designed to a high quality and takes into account local character and the impact on the environment

We will:

- Use planning policies and “building for life” criteria to ensure new homes are well designed and can meet people’s changing needs as they grow older
- Consider policy better to safeguard areas at risk of flooding as part of the review of the Local Plan
- Work with partners to target initiatives to reduce surface flooding and its impact on residents and businesses
- Support delivery of the Kent Environment Strategy and the Sevenoaks District Climate Local Action Plan
- Promote renewable energy in new and existing developments and look at compliance with sustainability assessment standards for new development
- Produce a coordinated strategy to plan for the impact of major developments outside the District, particularly London Paramount and Ebbsfleet

Did you know?

“The value of green spaces equates to between £8 - £27 per person per year through improvements to healthy lifestyles”

The District Council contribution to public health: a time of challenge and opportunity - The Kings Fund, 2015

Spaces for leisure and sports facilities provide equivalent health and emotional wellbeing benefits of £112-£377 per person per year -

The District Council contribution to public health, The Kings Fund, 2015

Page 65

Kent and Growth and Infrastructure Plan (2015), identifies a need for £17 million of investment in ‘Green Infrastructure’ in the District between 2014-31 and £1.12 million for flood defences



Healthy Environment

We want Sevenoaks District to be a place where people have healthy lifestyles and where health inequalities are reduced

Insert Picture

What you said

“...people with mental health conditions often feel let down and inadequately helped especially during crisis situations...”

“...there’s a school nurse who only comes in on Mondays. If we have a problem there needs to be someone we can ask, whether that’s a school nurse or guidance counsellor”
Page 66

“Alcohol is a problem for people over 60 years, particularly for those experiencing social or rural isolation”



Healthy Environment

Our Health Inequalities Action Plan (2015-18) is delivered by partners in the Sevenoaks District Health Action Team. It identifies key health priorities for our District. Obesity can contribute to a range of health conditions and significantly affect people's long-term health. We have more work to do to reduce obesity levels. We also need to continue focusing on the links between health and social and economic factors such as poverty, access to housing, leisure, open spaces, housing conditions and social exclusion.

We are aware of the impact on health and care services of an ageing population, including the likelihood that this will increase the numbers of people suffering from dementia. The rural nature of our District means that many older people are socially isolated and find it difficult to access services by public transport. We want to help people stay healthy as they get older, to access health services facilities and to provide support to improve their physical and mental health and wellbeing. This also involves helping communities be more aware of the support they can provide to help vulnerable groups remain independent.

It is a particular concern that residents and partners feel that mental health is still an 'invisible illness'. Some groups, including young people, those over 65 years and people with learning disabilities find it particularly difficult to access support. We will work to support people and vulnerable groups with mental health and raise awareness of mental health issues.

What you said

From our consultations we know residents are most concerned about:

- Finding it difficult to access services for people with mental health difficulties
- Considering the links between mental health and alcohol misuse in older people
- Supporting vulnerable people to remain independent and helping them take more responsibility for their own health
- Encouraging support solutions delivered in community settings
- Promoting the benefits of active travel, e.g. everyday walking and cycling in support of health and mental health
- Promoting the healthy weight of children, targeting projects to promote healthy food/snacks and cooking
- Looking at breastfeeding support take up as linked to child weight and development and health
- Making services more accessible for young people, and increasing access to information, advice and support
- Joining up work on substance misuse programmes with Community Safety
- Providing suitable accommodation for older people, particularly support services and accommodation for people with dementia
- Continuing to provide health checks and promote them for older people
- 28% of respondents to Sevenoaks District Council's Residents Panel Survey, 2015 wanted to improve access to their local hospital

Healthy Environment - Your Priorities

Priority

1

Reduce health inequalities and improve health and wellbeing for all

We will:

- Work with healthy schools and partners in the Sevenoaks Health Action Team and Sevenoaks Local Children's Partnership to support children and young people identified as being overweight or obese
- Target support and deliver activities for adults to increase physical activity and reduce obesity
- Deliver preventative programmes help people to age well by staying healthier as they get older
- Work with residents and business partners to deliver dementia friendly communities and provide support for carers' families
- Produce a Housing Market Needs Assessment Strategy with a detailed analysis of the needs of older people and people with physical disabilities to inform a new Housing Strategy for the District
- Continue to provide aids, adaptations and devices to enable people to live more independently
- Reduce fuel poverty by promoting grants and training to help homeowners and businesses to reduce energy costs and improve efficiency

Priority

2

Reduce risk taking behaviour that affects health and wellbeing

We will:

- Use the Council's Planning and Licensing policy to reduce risk taking behaviours and improve healthy eating
- Join up work between health and community safety on providing targeted alcohol and substance misuse support and promote education programmes to residents in the District

Did you know?

Contact rates with mental health services for people over 65 years are significantly over the Kent average for several wards in the Sevenoaks District - *Health and Social Care Maps: Mental Health and Wellbeing. Kent and Medway Public Health Observatory (KMPHO)*

30.46% of all deaths in Sevenoaks District are caused by cancer while **26.57%** are from circulatory and respiratory diseases.

Sevenoaks District's Health Inequalities action Plan, 2015-18

Children in Reception Year and Year 6 in the north of the District are **more likely to be affected by obesity** with some areas particularly above the Kent average

Kent Public Health Observatory, Health and Social Care Maps, Children

Appendix B - -Sevenoaks District Community Plan 2016-19

Healthy Environment - Your Priorities

Priority3

Encourage access to health services for all

We will:

- Support people to manage long-term mental health conditions and improve signposting to services
- Work in partnership to support projects that help children and young people with mental health issues access support and education, training and work opportunities
- Encourage people with disabilities to take part in sport and volunteering
- Complete an Open Space, Sports and Leisure study and deliver a Leisure Strategy
- Support improvements to leisure and sports facilities and improve access to open spaces through the Local Plan
- Use planning policies and “building for life criteria” to ensure new homes can adapt to people’s changing needs
- Continue to provide health checks for residents in community settings
- Review and promote voluntary and community transport
- Support and extend community transport schemes

Did you know?

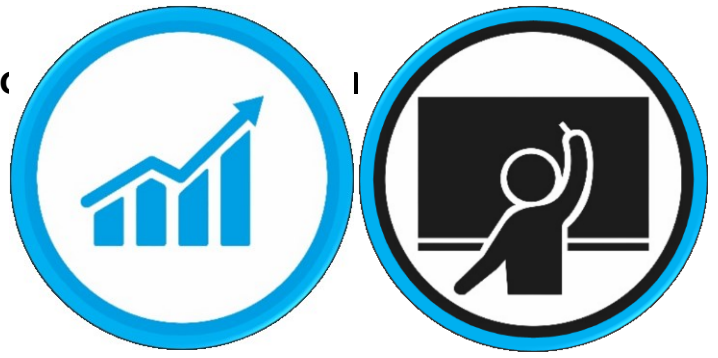
People with Learning Disabilities in Edenbridge South and West have more contact with mental services than other wards in the District. These are also significantly above the average contact levels for Kent - *Health and Social Care Maps: Mental Health and Wellbeing. Kent and Medway Public Health Observatory (KMPHO)*

The top injury for under 18s is **head injury**. For 15-17 year olds “**poisoning by drugs, medicaments & biological substances**” is the top injury and accounts for 42% of undetermined and deliberate injury

KMPHO, Health and Social Care Maps, Children Page 69

The highest rates of teenage pregnancy in the District are in Swanley White Oak, Hextable and Swanley St Mary’s wards. These all have levels considerably above the District average

KMPHO, Health and Social Care Maps, Children



Dynamic Economy

We want Sevenoaks District to be a place with a thriving local economy, where businesses flourish and people have skills for employment

Insert picture

What you said

“We need individualism to encourage visitors to our towns and villages - a unique selling point is needed!”

“More small business opportunities and support please”

Page 70

“There are too many ‘not spots’ for an area so close to London”

“Not spots” are areas with limited or no broadband or mobile phone signal



Dynamic Economy

Continuing to build a strong economy despite a loss in employment land in a District with significant constraints is one of our most significant challenges. This year, the government made changes relating to permanent permitted development rights which make it easier for offices to be converted into homes. In addition, the Strategic Housing Market Assessment highlights a need to significantly increase housing and affordable housing in the District. This is critical to the economy and affects employers' ability to recruit and retain staff.

The review of the Local Plan will need to consider these issues together with those highlighted in the Sevenoaks District Economic Development Plan, particularly actions to support areas highlighted for growth and generating inward investment into the District. It is also clear that we need to address the lack of overnight visitor accommodation in the District which is having an adverse impact on our tourist economy.

What you said

From our consultations we know residents are most concerned about:

- Affordable transport is a major issue for young people, particularly for a rural District like Sevenoaks
- Supporting young people to access apprenticeship opportunities
- Targeting areas for growth and development identified in the Economic Development Strategy, particularly the need to improve Swanley and New Ash Green town centres
- Parking is a key issue if town centres are to become more vibrant
- Marketing the unique offer of each town/village centre
- Planning for employment and training opportunities linked with new development or major development outside the District
- Infrastructure needs of land for employment
- Recognising changes in government policy, particularly “permitted rights to development” being made permanent
- Getting young people ready for work and supporting those with particular needs into employment, education or training
- Supporting the Weald of Kent Grammar Annex which can improve educational attainment and reduce migration to schools outside of the District
- Looking at how we can reduce barriers to attainment through the Local Children’s Partnerships
- Supporting small businesses with accommodation costs
- Improving the hotel provision in the District
- Supporting the rural economy through the Economic Development Action Plan, West Kent Leader and the West Kent Partnership
- Linking broader digital inclusion and health and social care issues

Dynamic Economy - Your Priorities

Priority 1

Identify a supply of employment land and premises to promote economic growth

We will:

- Identify a sufficient supply of land for employment use through the review of the Local Plan
- Participate in and inform the employment land study as part of the review of the Local Plan
- Develop a masterplan for Swanley as a catalyst for regeneration and increase rented accommodation for young people wishing to access employment and address transport connectivity
- Target areas for growth identified in the Sevenoaks District Economic Development Strategy
- Maximise opportunities for employment at Fort Halstead

Priority 2

Improve skills for employment

We will:

- Reduce young people not in employment education or training (NEET) through the work of the Sevenoaks District Local Children's Partnership and identify funding support for projects in NEET hotspots in the District
- Participate in regular skills fairs
- Work in partnership to reduce barriers to attainment and reduce identified gaps in educational attainment
- Retain the Young Person's Travel Pass and explore other schemes and support the integration of public transport
- Support efforts to develop a Weald of Kent grammar annex in Sevenoaks
- Increase the number of young people who are supported into apprenticeship opportunities

Did you know?

Tourism in the District generates £220 million for the local economy

Sevenoaks has the 2nd lowest level of overnight stays in Kent at 229,000. This can be linked to the shortage of hotel accommodation in the District - *Visit Kent, 2015*

GVA (Gross Value Added) is a measure used to monitor the performance of the national economy. Sevenoaks has a GVA of 2.3 billion and is the 6th largest in Kent -

Kent County Council, GVA Bulletin

The Business Location Index assesses the Sevenoaks District as being a **high quality and high cost area**, making it a challenge to provide land and infrastructure for growth balanced with competing pressure to protect the green belt - *Grant Thornton, 2015*

Appendix B - -Sevenoaks District Community Plan 2016-19

**Priority
3**

Retain existing businesses, encourage new businesses and promote tourism

We will:

- Encourage vibrant town centres and work with Visit Kent and Town Partnerships to promote and market our towns’ unique selling points
- Increase parking capacity in Sevenoaks Town
- Provide business with support programmes and support high growth businesses to access funding opportunities
- Support rural businesses through the delivery of a West Kent Leader programme
- Support tourism and develop a Tourism Destination Management Plan that seeks to increase the number of visitor stays
- Support businesses to improve existing tourist accommodation
- Identify and support tourism infrastructure through the review of the Local Plan
- Facilitate new hotel provision

**Priority
4**

Improve broadband connectivity and promote digital inclusion

We will:

- Support the delivery of national and county broadband targets and support rural communities
- Develop a digital inclusion strategy to support social and health care agendas and increase the ability of residents to access support and services

Did you know?

Average weekly earnings for residents in Sevenoaks District is **£628.10**. This is above the UK and Kent averages. Higher earning reflects a skilled workforce. Average workplace-based gross earnings in the District are lower at **£535.80** - *Kent County Council, 2015*

There is a gap in educational attainment at Key Stage 2 between those who receive free school meals and their peers, of **22.4%** in reading, writing and maths, which is above the county average of **21%**

Kent County Council

The District has a high proportion of residents with very low or no qualifications which is higher than the county and South East average at **11.1%** compared to **9.1%** in the South East *Sevenoaks District Economic Development Strategy*

Sustainable Economy



Where people can live, work and travel more easily
and are empowered to shape their communities

Insert Picture

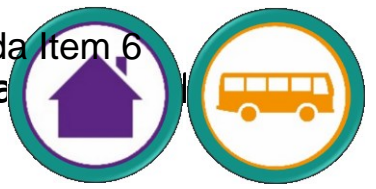
What you said

“Reflect the Planning Policy changes in the Housing and planning Bill 2015”

“Work in partnership with town and parish Councils. We have close links with our local communities”

Page 74

“Really support affordable housing don’t just say it!”



Sustainable Economy

Sevenoaks District provides excellent transport connectivity, particularly to London and the London airports. However, residents have told us that they continue to find it challenging travelling within the District, particularly to access key local services and facilities. We must plan the transport and infrastructure needs in the District through the Local Plan and make best use of the Community Infrastructure Levy to benefit residents. We will also think about how we can take advantage of our proximity to London, particularly through the inclusion of some wards in our District in the Transport for London Oyster zone.

With some of the most expensive housing in the UK and major constraints on development, residents remain concerned about the availability of affordable housing and different housing options in the District. The Sevenoaks and Tunbridge Wells Strategic Housing Market Assessment (2015) identifies a need to significantly expand our housing and affordable housing offer over the twenty year Local Plan period. This falls at a time of reducing funding from the Homes and Communities Agency and proposed government changes to reduce and cap rents and amend the right to buy. These are making business models difficult for housing associations. As part of the review of the Local Plan we need to set housing targets based on need that also take into account of our significant local constraints such as the Green Belt and Areas of Outstanding Natural Beauty.

What you said

From our consultations we know residents are most concerned about:

- Transport services across the District and the lack of access to some key local services, as well as:
 - Needing more frequent and timely services, more services at evening and weekends and improved transport connectivity
 - Concern about the lack of access to services in small villages and rural areas
 - New development taking into account transport/parking provision
- Respondents to the District Council's Residents Panel (2015) highlighted a need to improve access to hospitals, public transport and shopping centres/supermarkets
- Transport infrastructure and impact of major developments outside the District needs to be taken into account in the review of the Local Plan
- The lack of affordable housing and the types and mix of housing in the District:
 - Need a housing needs survey to really understand current and future demand and homes that are truly affordable
 - More private small bungalows and 2/3 bed houses
 - Concern about high rents and young people's ability to buy a first home
- Supporting voluntary and community activities including arts
- Making better use of community spaces and facilities and work in partnership with Town and Parish Councils

Sustainable Economy - Your Priorities

Priority
1

Reduce the need to travel, promote and improve access to key local services and to public and community transport

We will:

- Use development and regeneration opportunities to promote improvements in transport accessibility and connectivity
- Work in partnership to address gaps in infrastructure
- Support the Greater London Authority rail devolution of metro services and the extension of Oyster to Swanley and lobby for the extension of Oyster to Dunton Green and Sevenoaks Town
- Lobby to represent District transport concerns to the Local Transport Authority as part of the Kent Route Strategy
- Seek to lobby and support partner agencies to reduce congestion in identified problem areas in the District
- Promote the number 8 bus route in Sevenoaks and look at the feasibility of using the model elsewhere in the District
- Support delivery of the Sevenoaks District Cycling Strategy and promote cycling
- Support, review and promote voluntary and community transport schemes

Did you know?

Housing prices in the District are **11 times** the earning of younger households, compared to a ratio of 6:5 nationally. As a result home ownership levels have fallen with increasing numbers renting - **Sevenoaks and Tunbridge Wells Strategic Housing Market Assessment, 2015**

The average house price in Sevenoaks is **£302,000** which is above wider housing market areas and the Kent average which is **£210,000**

Sevenoaks and Tunbridge Wells Strategic Housing Market Assessment, 2015

67% of respondents to the Council's Residents' Panel Survey, 2015 said that they found it easy to access a local hospital with **28%** wanting to improve access. **80%** found it easy to access public transport with **19%** wanting to improve access

Appendix B - -Sevenoaks District Community Plan 2016-19

**Priority
2**

Provide additional housing development including the right mix, types and tenures and to meet the needs of older people

We will:

- Set housing targets based on need that also take into account of our significant local constraints such as the Green Belt and Areas of Outstanding Natural Beauty
- Produce a Housing Strategy which promotes District housing development to meet the needs of older people
- Continue to increase affordable housing options
- Continue innovative and partnership work to increase access to starter homes, shared ownership and help people to downsize
- Bring empty homes back into use and continue under-occupation work
- Deliver projects to create more social rented bungalows
- Expand rented accommodation and affordable entry level housing through regeneration opportunities

**Priority
3**

Work with local people to deliver strong, active and sustainable communities

We will:

- Make the best use of community spaces and facilities
- Promote volunteering and participation in community activities, including staff work-based schemes
- Enable local people and Town and Parish Councils to participate in issues that affect them or their local area
- Support inclusive arts and community projects that enable social, community and cultural activities to flourish for all groups

Did you know?

Total gross expenditure on supported bus services in Sevenoaks District is **£1,049,470** - In many cases KCC supports particular elements of predominantly commercial services

Kent County Council

Sevenoaks District Council and MOAT created “A Home of Your Own” bespoke shared-ownership scheme funded by developer contributions. So far **£1.2** million funding has helped **12** families buy a home in the District in Phase 1. **Sevenoaks District Council**

Based on the growth in the number of older persons, 11% of the overall housing need should be specialist housing. This includes housing that can be adapted, giving people the ability to downsize to remain in their own homes **Sevenoaks & Tunbridge Wells Strategic Housing**

Public consultation draft

Sevenoaks District Community Plan 2016-2019



Making it Happen - together

For more information or to get in contact

Telephone 01732 227000

Website www.sevenoaks.gov.uk/communityplan

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Safe Communities

1. 85% of actions in the Community Safety Partnership Strategy and action plan achieved each year
2. Reduce the total number of ‘victim-based’ crimes as recorded by Kent Police
3. Maintain the low number of ASB incidents (no higher than 3rd in the county)
4. Reduce the number of people killed or seriously injured by 2020 (in line with KCC Road Casualty Reduction Strategy)
5. 85% of actions in the Domestic Abuse Action Plan on target

Lead Agencies: Community Safety Partnership/Kent Police/Kent County Council

PH Responsibility: Cllr Hogarth (KSMs 1-5)

Caring Communities

1. Housing Strategy completed and promote housing development to meet the needs of older people
2. Sevenoaks Children’s Local Partnership dashboard of indicators produced and at least 75% of core indicators on target
3. The number of families with children under 5 receiving benefits receiving help
4. Percentage of people satisfied with the HERO project
5. Deliver at least 85% of targets in the Climate Local Plan

Lead Agency: Sevenoaks District Council and Sevenoaks Local Children Partnership Group

**PH Responsibility: Cllr Lowe (KSMs 1-5)
Cllr Searles (KSM 3)**

Green Environment

1. Planning policies used effectively as monitored through the Local Plan to conserve and enhance the value of our countryside and green spaces
2. Use and enforce Planning Policies set out in the Local Plan to ensure new development is designed to a high quality and takes into account local character and impact on the environment
3. Weekly refuse service collection maintained
4. Recycling campaigns delivered

Lead Agency: Sevenoaks District Council

**PH Responsibility: Cllr Piper (KSMs 1 &2)
Cllr Dickins (KSMs 3&4)**

Healthy Environment

1. Increase the number of older people living independently for longer
2. Programmes delivered to support people to better manage long term mental health conditions and improved signposting
3. Targeted interventions provided for children measured as or at risk of being overweight or obese
4. Targeted interventions provided for adults who are overweight and above
5. Health success measures in the District Deal developed and 50% on target initially, increasing over time to 85%
6. 85% of actions in the Health Inequalities Action Plan to be delivered each year
7. Complete an Open Space, Sports and Leisure study and deliver a Leisure Strategy with 85% of actions to be delivered

Lead Agency: Sevenoaks Health Action Team

PH Responsibility: Cllr Lowe (KSMs 1-7)

Dynamic Economy

1. Market Sevenoaks District as a place to invest and grow
2. Secure funding for business support programmes
3. Jobs and careers events delivered
4. Economic Needs considered as part of the Local Plan
5. Support rural businesses through the West Kent Leader fund
6. Support 16-24 year olds into employment, education or training
7. 85% of actions in the Sevenoaks District Economic Development Action Plan achieved
8. Tourist destination Management Plan delivered and visitor stays increased
9. Apprenticeship opportunities increased over the three year plan period (baseline to be provided by Kent County Council)

Lead Agencies: Sevenoaks District Council and Kent County Council

PH Responsibility: Cllr Hogarth (KSMs 1-9)

Sustainable Economy

1. Projects delivered and/or supported by the CIL infrastructure plan
2. Housing Strategy in place by 2017 and embedded in the emerging Local Plan
3. Deliver a range of affordable housing solutions across the District to meet identified need
4. Support delivery of the implementation plan in the Sevenoaks District Strategy for Transport
5. Potential new cycle routes identified
6. Increase number of people who are involved in decision making

Lead Agencies: Sevenoaks District Council, Kent County Council and the Local Strategic Partnership

**PH Responsibility: Cllr Piper (KSMs 1, 3&4)
Cllr Lowe (KSMs 2 &3)
Cllr Hogarth (KSM 6)**

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FUTURE OPERATION OF WILDERNESSE SPORTS CENTRE

Cabinet - 21 April 2016

Report of Chief Officer Communities & Business

Status: For Decision

Key Decision: No

Executive Summary: This report asks Members to consider the surrender of this Council's legal interests at the Wildernessee Sports Centre site

This report supports the Key Aim of improving health and wellbeing

Portfolio Holder Cllr. Lowe

Contact Officer(s) Hayley Brooks Ext. 7272

Recommendation to Cabinet:

- a) That Members agree to the surrender of this Council's legal interests at the Wildernessee Sports Centre site.
 - b) Members delegate powers to Officers to agree Heads of Terms for the surrender of leases/agreements at Wildernessee Sports Centre with Kent County Council and Sencio Community Leisure
 - c) Members agree for Officers to work with Kent County Council to ensure that the all weather pitch at Wildernessee will remain available for community use
-

Reason for recommendation: There are considerable practical and financial implications to remain in occupation at Wildernessee Sports Centre due to the substantial works proposed as part of the new Grammar School development by Kent County Council and the complexity of the future multiple use of the site.

Introduction and Background

- 1 This Council has had a perpetual Licence in place with Kent County Council (KCC) since 1974 to operate the Sports Centre at the Wildernessee School site as a leisure facility for community use outside school hours.
- 2 In addition, an Agreement is in place between this Council and Sencio Community Leisure to enable Sencio to operate this facility as a Sports Centre.

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- 3 Sencio Community Leisure has continued to operate this site as a Sports Centre since the closure of the Wildernesse Secondary School in 2014.

Reasons for Surrendering the Lease

- 4 There are considerable practical and financial implications for Sencio Community Leisure should they remain in occupation at the former Wildernesse School site because further substantial works are proposed to the existing sports hall building to accommodate the new Weald of Kent Grammar School annexe.
- 5 Kent County Council has confirmed that, as part of the scheduled programme of construction works on the site, there will be further closures to accommodate works to the roof, internal heating and lighting and improvements to the external façade. These works are likely to result in a closure from early 2017 through to the summer of 2017.
- 6 The County Council proposes that a site wide Users Agreement would need to be signed up in the summer of 2016 to ensure that all parties are clear as to their levels of responsibility, obligations and share of costs to maintain the site. Currently KCC proposes that such costs would include contributions towards landscaping, car park and lighting maintenance.
- 7 Upon completion, the whole site will be leased by KCC to Weald of Kent School, and they would in turn sub-let to this Council. Weald of Kent School would be responsible for day to day management and administration of the site. KCC have advised that the school wishes to use all of the space for appropriate curriculum activities. For example, it is thought that the school would want to use the squash courts as an activity studio. It is not yet clear which facilities will be fully operational when the annexe opens in September 2017.
- 8 KCC and Weald of Kent School would require the Council to renegotiate their current basis of occupation to ensure that there is a robust approach to recovering appropriate financial contributions to the maintenance and future upkeep of the sports hall.
- 9 In the future, maintenance of the sports hall is likely to lead to an increased financial contributions liability for this Council.
- 10 Because of future disruption at the site, increased financial contributions, liability and having five corporate entities involved in the same site, Sencio has made a decision that they would prefer no longer to operate the Wildernesse Sports Centre. It is proposed that the Council negotiates withdrawal from the operation of the site and dissolves its agreement with Sencio to operate the site at the same time.

Relocation of current activities at Wildernesse

- 11 All activities that Sencio offers indoors in the sports hall can be offered at Sevenoaks Leisure Centre, with the exception of squash, as there are no squash courts at Sevenoaks.
- 12 The all weather pitch at Wildernesse is used for football and hockey, both of which Sencio can offer at Edenbridge. The Wildernesse All Weather Pitch is likely to be available to the community during the interim building works. The continued availability to the community of the all weather pitch will be sought as part of this Council's negotiations with KCC. Early discussions with officers at Kent County Council indicate that the all weather pitch will continue to be available.
- 13 Relocation of sports clubs and customers from Wildernesse depends on clubs wishing to move from the site - for instance, some local clubs may wish to continue using the Wildernesse All Weather Pitch under new arrangements with Weald of Kent School. Sencio has indicated that some clubs have already elected to use the Sevenoaks Leisure Centre site.
- 14 In terms of community sports, a new Multi-Use Games Area (MUGA) is planned as part of the works to construct the Grammar School annexe.

Key Implications

Financial

- 15 The perpetual licence of 1974, subsequently varied by KCC by letter on 16 September 1975, says that the Council is liable for 52% of costs borne by KCC in maintaining Wildernesse Sports Centre. The sublease between this Council and Sencio of 2008 means that this Council passes these costs onto Sencio.
- 16 During 2015, KCC undertook repairs to Wildernesse Sports Hall at the same time as works to accommodate Trinity School and holds the Council liable for 52% of these repair works.
- 17 KCC have indicated that, if the Council surrenders its leases neither party will be liable for these costs.
- 18 There are considerable financial implications for the Council continuing to operate the site as further substantial works are planned by KCC to the existing sports hall building to accommodate the new Weald of Kent Grammar School annexe. In addition, the Council would be liable for repair costs as set out in paragraph 15 above.
- 19 KCC and Weald of Kent School would require the Council to renegotiate the current basis of occupation and this may require contribution into a sinking fund for future upkeep of the hall and potentially the All Weather Pitch.
- 20 Heads of Terms need to be agreed that ensure that this Council has no financial liabilities in the run up to or beyond the surrender date, other than usual running costs that this Council will pass onto Sencio as the sublease set out in paragraph 17.

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Legal Implications and Risk Assessment Statement

- 21 This Council's original licence from KCC was granted on 21 May 1974 and this purported to be perpetual in term and was effectively construed as a lease. This licence was varied by letter by KCC on 16 September 1975.
- 22 The Governing Body of the Wildernesse School on 23 October 2008 granted this Council a lease of the Sports Centre to expire on 9 February 2029. The terms and conditions of the perpetual licence are incorporated into this lease.
- 23 This Council then granted to Sevenoaks Leisure Limited (Sencio), also on 23 October 2008, a sublease to expire on 6 February 2029. This sublease passes any costs that the Council would incur, including running costs and any repair costs, onto Sencio.
- 24 KCC treats the perpetual licence and lease of 2008 to this Council as both still active. Under the terms of these, KCC could insist that certain repairs and works are carried out until either a new lease is granted or the existing arrangements are terminated.
- 25 KCC are looking to grant a lease of the whole site (apart from the Trinity School areas) to Weald of Kent Grammar School. Wildernesse Sports Hall and the All Weather Pitch will fall under this lease. Weald of Kent would expect this Council to agree a basis for their continued future occupation that would include contribution to a sinking fund.
- 26 A provisional agreement has been reached with KCC that this Council and Sencio will not be liable for costs of repairs to the sports hall as part of the works carried out to accommodate Trinity School if the Council wishes to surrender its interests in the sports hall.
- 27 Once KCC will accept the surrender of this Council's lease and 1974 licence, this Council will simultaneously dissolve the agreement in place with Sencio for the operation of the site.

Equality Assessment

- 28 Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this paper directly impact on end users. The impact has been analysed and varies between groups of people. The results of this analysis are set out immediately below.
- 29 The decision may impact on people who do not have access to transport to reach alternative facilities. However, groups that do not wish to leave the

Wildernessse will be able to negotiate continued access with KCC and Trinity School.

Conclusions

- 30 Due to the future disruption at Wildernessse Sports Centre, increased financial contributions and liability, Members are asked to consider the surrender of all leases and agreements between this Council, Kent County Council and Sencio Community Leisure for the future operation of Wildernessse Sports Centre.

Lesley Bowles
Chief Officer Communities & Business

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KENT ENVIRONMENT STRATEGY - A STRATEGY FOR ENVIRONMENT, ECONOMY AND HEALTH

Cabinet - 21 April 2016

Report of Chief Officer Environmental and Operational Services

Status: For decision

Key Decision: No

Executive Summary: The Kent Environment strategy - a strategy for environment, health and economy (KES) was subject to public consultation from 27 July to 25 September 2015. Following on from the consultation, the strategy was updated to reflect feedback and the final draft of the strategy was endorsed, for adoption, at the Kent Leaders Meeting on 24 November 2015. It has since been adopted by Kent County Council, on 25 January 2016. This report now seeks adoption at District Council level.

This report supports the Key Aim of a clean and healthy environment, and a sustainable economy.

Portfolio Holder Cabinet

Contact Officer Richard Wilson - Ext. 2762
Carolyn McKenzie - Head of Sustainable Business and Communities (KCC)

Recommendation to Cabinet:

Cabinet is requested to adopt the refreshed Kent Environment Strategy - a strategy for environment, health and economy

Reason for recommendation: As a Partnership strategy, to adopt, to align with and support District Council strategies and priorities, including the delivery of programmes and activities by a variety of organisations requiring associated frameworks, MoU's, projects and contracts to be developed and implemented as appropriate.

Introduction and Background

- 1 The previous Kent Environment Strategy ran from 2011 to 2015 and delivered multiple partnership projects and outcomes, which are detailed through the Kent Environment Strategy monitoring and Climate Local Kent reports on the KCC website . Highlights include:

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- £5.5m in savings to Kent residents through retrofitting of energy efficiency measures for the most vulnerable
 - The development of our Low Carbon Kent network, providing support to over 1,700 businesses in resource efficiency and business continuity
 - Grants provided to low carbon businesses to support growth and expansion, unlocking private sector investment
 - Public sector partners have undertaken a range of energy efficiency and generation schemes, with KCC alone investing £3.9m to realise £12.9m in lifetime savings through energy efficiency measures
 - Working in partnership, evidence and data have been strengthened around water management, energy efficiency and generation, the value of the natural environment and the financial impacts of severe weather, supporting commissioning, business planning and decision making.
- 2 In light of the strategy coming to an end and with significant changes in Central Government, both at Ministerial and policy level, a refresh has been undertaken with partners, resulting in the development of the ***Kent Environment Strategy: A strategy for environment, health and economy (Appendix 1)***. This iteration of the strategy has sought to strengthen links across sectors and partner strategies with a particular focus on the integration of environmental, health and economic outcomes. The strategy therefore looks to maximise opportunities in a time of decreasing resources, minimising duplication and identifying where partners can benefit from improved joined up approaches to delivery of positive outcomes for Kent and Medway.
- 3 Through the 10 strategic priorities identified by stakeholders and partners, the strategy seeks to support:
- A competitive and resilient economy, with business innovation in the rural economy and low carbon and environmental services sector driving economic growth.
 - Communities and businesses in saving money through resource efficiency, whilst preparing for severe weather and its impacts through an increased awareness of environmental risks and opportunities.
 - Residents to have a high quality of life, saving money in warmer, healthier homes and benefitting from the many services provided through natural and historic assets, both within communities and across the county.
 - Public sector partners in saving money through evidence-based commissioning, strong partnership working, resource efficiency and avoiding future costs through increased resilience to environmental change.
- 4 The wider partnership governance structure for the KES represents the wide variety of groups, networks and organisations that have a role to play in oversight, challenge, steer and delivery of the KES. The KES Steering Group, comprising representatives of the main delivery and oversight bodies,

will have responsibility for strategic direction and delivery. It is proposed that the main reporting line is to Kent Leaders and Kent Chief Executives to ensure that delivery of the strategy maintains the strong alignment to local authority priorities and outcomes, reflecting local circumstances. This was endorsed at Kent Leaders on 24th November 2015.

- 5 As a partnership strategy, programmes and activities will be delivered through a variety of organisations requiring associated frameworks, MoUs and contracts to be developed and implemented as appropriate.

Consultation on the Kent Environment Strategy

- 6 The draft strategy was open for public consultation between 27th July and 25th September. The consultation was promoted through a press release, social media accounts (KCC's corporate and Explore Kent's Twitter accounts) and targeted emails to key networks and stakeholders. Parallel to the consultation, the strategy has been presented to senior management teams across all Districts and Boroughs and many key stakeholder groups. All documents were made available through www.kent.gov.uk/kesconsultation
- 7 Just over 100 responses were received - 51 from individuals and the remainder from organisations representing public, private and voluntary sectors including the Environment Agency, National Farmers Union, Country Land and Business Association, NHS, Kent Wildlife Trust, Kent Nature Partnership and Kent Association of Local Councils (as well as seven Districts and Boroughs).
- 8 From those who completed the online questionnaire, the majority of respondents "strongly agreed" or "agreed" with the priorities identified for each theme (ranging from 78% to 81% of respondents).
- 9 The responses from the consultation have provided a wealth of further information that we had not previously had access to for integration into the strategy, evidence base and implementation plan. Feedback has been incorporated into this final draft of the strategy and a full report on the consultation was made available to all respondents and on the KCC website from January 2016. Some areas that were raised across respondents and requiring particular attention include
 - 9.1 ***Balance of priorities in relation to development:*** This is the most strongly and frequently made concern that was raised across respondent types, primarily in relation to the pressures of increased housing growth on infrastructure, and in particular, on transport networks, water and energy resources, natural environment and landscape. There was significant concern around the risk of "growth at any cost", which was perceived in light of current targets for growth and development, but at the same time, concerns were raised that the strategy "can't be a barrier to meeting housing targets". In the final draft of the strategy, challenges have been highlighted and greater emphasis has been given to how improved joint working and locally appropriate evidence and guidance can support healthy, resilient communities as places of choice for businesses and residents. The

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strategy seeks to provide mechanisms to support planning decisions, recognising the need for sustainable growth in Kent and Medway.

- 9.2 ***Influencing national Government and bodies:*** There is widespread concern that national policy is not providing sufficient incentives or resources for delivery of the priorities identified by the KES. Many respondents expressed concern that, in some cases, Government policy is moving away from effectively supporting energy efficiency and generation, low carbon development and long term resilience to severe weather and climate change, despite their benefits for the economy, health and resilience of communities and businesses. A priority for Theme 1 is to influence national and local policy and strategy and through the implementation plan we will seek to establish a mechanism for this.
- 9.3 ***Agriculture, forestry, viticulture and horticulture:*** Multiple respondents felt that the growing importance of these sectors and their role in our economy and the health and resilience of the county is not fully realised. We have received significant amounts of data and information to support the update of the strategy but in addition, through development of the implementation plan, Economic Development will play a major role in ensuring that opportunities and risks to the sector are addressed in shaping future work programmes. Development of activities for the implementation plan will also need to integrate, and work, with those of the Kent Rural Board who are providing input into the development of the implementation plan.
- 9.4 ***Sustainable Transport options:*** A conflict was seen by respondents between priorities to reduce car travel and what is perceived as a lack of investment in affordable public transport options, particularly in rural areas. It was also felt that the targets and indicators in this area are weak. We are working across the relevant teams in development of the KES implementation plan to ensure that activities are SMART; that the KES influences and link to other strategies such as the Local Transport Plan 4 and the emerging Active Travel Strategy; and that the targets and indicators for this area are strengthened through the activities included in the implementation plan.
- 9.5 ***Noise pollution:*** The issues and impacts surrounding noise pollution are an omission in the current draft of the strategy and this was raised by a number of respondents, with a particular focus from those in the area impacted by air traffic for Gatwick Airport. Further research on the impacts of noise pollution has been integrated into Theme 1 of the strategy with associated activities integrated into Themes 2 and 3. Links to Kent County Council (KCC) and District and Borough policy in this area will be more clearly defined in the strategy and implementation plan.
- 9.6 ***Links between strategies, plans and partner roles:*** There was significant feedback requesting clarification on how links will be made between strategies, local plans and where the Kent Environment Strategy fits into these. In addition, respondents were keen to see how they could play a role

in delivery of the priorities. To address this point, the strategy has been updated to further refine strategic links and governance building on discussions across partner organisations. Development of the implementation plan will be carried out in partnership with stakeholders to ensure clear roles, resourcing and timelines are identified.

Key Implications

Financial

There are no direct budget implications as resources will be project and activity specific. There will be some core staff time spent delivering against the priorities identified but no projects will be commissioned without a clear evidence base identifying need and strategic fit as per KCC's commissioning approach. Where a priority is clearly identified but resources for delivery do not already exist, external funding will be sought in partnership to ensure best use of resources and prevent duplication of effort. A key priority within Theme 1 of the strategy has been developed to support this approach.

Legal Implications and Risk Assessment Statement.

None

Equality Assessment

A full EqIA was carried out prior to consultation and is available on the consultation pages (www.kent.gov.uk/kesconsultation). EqIAs will also be needed as individual projects and activities are developed and this will be monitored through both the annual KES and the KCC Equalities monitoring processes.

Appendices

Appendix A - Kent Environment Strategy - A Strategy for Environment, Health and Economy - March 2016

Background Papers:

Appendix A - Kent Environment Strategy - A Strategy for Environment, Health and Economy - March 2016

Richard Wilson

Chief Officer Environmental and Operational Services

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KENT ENVIRONMENT STRATEGY

A STRATEGY FOR ENVIRONMENT, HEALTH & ECONOMY - MARCH 2016

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FOREWORD

The uniqueness and beauty of our county and its high quality landscapes, resources and assets are greatly valued by residents, businesses and visitors alike. In 2011, Kent partners agreed an ambitious and forward looking strategy to ensure that the county's many environmental and associated economic opportunities were recognised. There have been significant achievements to celebrate from the last four years, many of which are highlighted here. However, we are not complacent, and we are clear that there is still much to do.

Kent faces unprecedented growth and change over the coming decades. Kent Environment Strategy 2015: A strategy for environment, health and economy recognises and addresses the challenges and opportunities that this will bring. It is essential that growth is managed intelligently, providing much needed economic benefits, whilst still protecting and enhancing our natural and historic environment to create and sustain communities that are vibrant, healthy and resilient.

Working together, our task is to continue to harness the many opportunities to create positive environmental, health and economic outcomes, ensuring Kent remains a place of choice to live, work and visit.



A handwritten signature in black ink, appearing to read 'P. C. L.', with a horizontal line underneath the final letter.

Chair of Kent Leaders and Leader of Kent County Council

VISION

The county of Kent is benefitting from a competitive, innovative and resilient economy, with our natural and historic assets enhanced and protected for their unique value and positive impact on our society, economy, health and wellbeing.

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INTRODUCTION

Kent’s unique, rich and diverse environment provides significant benefits to the county’s economy and the health and wellbeing of its residents. It is one of the most wildlife-rich counties in the UK; a result of its varied geology, 350 mile coastline, landscape history, southerly location and proximity to the continent. Its high quality, diverse landscapes, seascapes, resources and assets are valued by residents, business and visitors alike. Protecting and enhancing these assets supports the visitor economy and attracts inward investment, supporting sustainable growth and developing new markets whilst improving the health and wellbeing of residents (and society as a whole).

Through the previous strategy our partners, businesses and communities have gone a long way to enhance and make the most of Kent’s environmental benefits. This strategy seeks to build on these successes and learn from our experiences; evaluating progress, bridging gaps in our knowledge and delivering activities that we know have positive benefits for our environment, our health and our economy. In times of tightening resources, by taking a robust, evidence-based approach we can ensure that we are prioritising and delivering the right activities for the county of Kent.

Over the coming decades Kent faces unprecedented levels of growth. The pressures this will bring as a result of new infrastructure, and the

decisions we make to address them, will directly impact our environment, economy and wellbeing. We will need to take an intelligent, sensitive and balanced approach, supporting healthy, resilient communities, protecting and enhancing the intrinsic value of our natural assets and continuing to grow and support the Kent economy. This strategy and associated implementation plan seeks to provide support to decision makers in ensuring that the county of Kent remains the highly desirable location of choice for visitors, residents and businesses.

Delivery of the strategy will support a competitive and resilient economy, with business innovation in low carbon and environmental services driving economic growth. Our communities and businesses will be resource efficient and prepared for severe weather and its impacts through an increased awareness of environmental risks and opportunities. Our residents will have a high quality of life, saving money in warmer, healthier homes and benefitting from the many services provided through natural and historic assets both within their communities and across the county.

Our businesses, residents and visitors already value Kent’s environment and this strategy seeks to ensure that it is enhanced and protected in its own right as well as for the services it provides for our economy, resilience, health and wellbeing.

ASSETS AND ACHIEVEMENTS

In a recent survey, 70% of residents rated the Kent countryside as very important to them, with almost four in five using the natural environment for leisure or recreational purposes at least once a fortnight

We have 116 sites of national and international importance for nature conservation and the Kent Downs and High Weald AONBs, cover about 32% of the county

Since 2005 Kent is estimated to have reduced its CO₂ emissions by 21%, equivalent to 2,831 kilotons CO₂, a significant step towards our target of 34% by 2020



The Low Carbon and Environmental Goods and Services (LCEGS) sector indirectly or directly employs more than 55,000 people in the county, around 10% of Kent's working population



Currently 18% of household waste goes to landfill across Kent which has reduced from 75% in 2005

Tourism contributes £2.5bn to the Kent economy and Kent's attractive countryside is a key motivator for people choosing to visit, with 47% of visitors stating it was one of the main reasons why they came



Kent and Medway generate over 640GWh of renewable energy annually (including offshore wind this figure increases to over 4,000GWh). There were 1,370 installations registered in 2013-14 alone

Severe weather events cost the county of Kent an average of around £4m per year. Kent now has nearly 56,000 people registered with Floodline Warnings Direct and volunteer flood warden training has been rolling out across the county

85% of land in Kent is classified as rural; it contains some of the UK's most productive agricultural land, accounting for two-thirds of national tree growing fruit production and about a third of strawberry production

Over the last two years through Warm Homes and Winter Warmth over 1,400 homes have been retrofitted with energy efficiency measures, saving money and delivering warmer homes for residents

Over 14,000 volunteer hours have been spent in Kent County Council's Country Parks and 6,000 volunteer days have supported Countryside Management Partnerships



OUR CHALLENGES

Despite the many successes and opportunities, the county of Kent faces significant challenges now and into the future, which will need to be addressed to deliver our vision. The State of the Environment report (2015) provides an evaluation of these and identifies a number of key issues:

- **Air quality:** It has been estimated that poor air quality contributes to approximately five percent of deaths per year and possibly contributes to more mortality and morbidity than passive smoking. Kent’s unique position between London and the continent brings significant challenges in relation to air pollution through cross-channel freight and traffic. In addition, easterly winds can bring pollution from the continent and westerly winds bring it from London. There are currently 40 air quality management areas in the county where air pollutants have been known to exceed objectives set by Government.
- **Transport:** The county of Kent is currently facing increased congestion on both road and rail, impacting Kent’s economy, health and environment. Major routes such as the M20 and A2/M2 form important local and strategic links for residents and businesses that when congested result in delay on the wider local network, with significant impacts on our economy. With increasing congestion in the major town centres such as Ashford, Canterbury and Maidstone, growth across the county will be constrained without investment in increasing capacity. Air traffic noise pollution, and associated risks for air quality, is a key concern for large areas of West Kent, particularly in relation to Gatwick Airport, resulting in this being a major issue for many of our residents.



A shift to active travel, such as walking and cycling, and an increase in use of public transport can help alleviate congestion pressures, improve air quality and extend the capacity of our transport infrastructure over a longer timeframe. An evidence based approach to decision making and how we influence strategy and policy will support the right decisions being made for the county for major transport infrastructure.

- **Water:** Kent is one of the driest regions in England and Wales and our water resources are under continued pressure requiring careful management and planning. In Kent 73% of our public water supply is taken from groundwater with the remainder from rivers or storage reservoirs. In Kent we are already using most of the capacity in the county and in some places already exceeding it. This water stress will be exacerbated by a growing population and climate change. In addition, the quality of our water affects our health, our economy and our natural environment but is under increasing pressure from pollution, reduced river flows and physical modifications to water bodies.

Despite these pressures, Kent's household water use is above the national average (154 litres per person per day compared with 141 litres nationally).

- **Severe weather, heat and flooding:** Severe weather events impact infrastructure, homes, communities and the delivery of services, to the detriment of Kent partners, residents and businesses across rural and urban areas. The winter flooding of 2013-14 resulted in direct costs to partners of over £4m with further investment, such as repairs to Highways, increasing this to over £11m. An Association of British Insurers study revealed that 80% of businesses do not recover from a major incident such as a flood. Kent has the highest risk of local flooding of all local authorities in England and surface water flooding is estimated to affect 76,000 properties in Kent, of which approximately 60,000 are residential. Kent is also currently estimated to have approximately 64,000 properties at risk of river and coastal flooding, of which approximately 46,000 are residential.

Our health is also impacted by severe weather. For example daily mortality in South East England increases at temperatures above 27°C and heat-related mortality is projected to increase steeply in the UK in the 21st century. This increase is estimated to be approximately 70% in the 2020s and 260% in the 2050s compared with a baseline of around 2,000 premature deaths in the 2000s.

- **Land-use change:** The county of Kent is expected to accommodate significant housing and economic growth over the 20 year period to 2031. 158,300 additional dwellings are expected with an associated population increase of 293,500 people (an increase of 17%). Our increasing population, housing development, transport links, industry and agriculture all require space and resources, putting pressure on the county's landscapes and changing how we use the land. This also has an impact on the quality of our soils and their ability to sustain life, reduce carbon emissions and support resilience to climate change and its impacts such as flooding. The way land is used in communities and development also has a significant impact on population health and wellbeing, affecting mortality and morbidity risk and leading to direct implications for health and social care services. Evidence shows that people living closest to parks are less likely to be overweight or obese and those with close access to green space live longer. The decisions we make in how growth is delivered for Kent will be vital to maintain the assets our residents value.



- **Biodiversity:** In Kent we have not met our Biodiversity 2010 targets and with biodiversity continuing to decline, it is likely that we will also fail to meet our Biodiversity 2020 targets without targeted interventions. A healthy natural environment, rich in biodiversity, provides more effective services; the economic impact that degraded habitats have on ecosystem services, for example through the decline in pollinators, is increasingly recognised. Although there have been real gains for wildlife in some areas, there is still a gradual loss of habitats and species in the county, for example of the Local Wildlife Sites monitored over the past five years, 30% have been damaged and 2% lost. This represents a significant threat to the intrinsic value of Kent's natural environment and to the economic and social benefit that it provides.

- **Energy consumption and generation:** Kent is committed to reducing greenhouse gas emissions by 34% by 2020 and 60% by 2030 from a 2005 baseline (our current progress is a 21% reduction since 2005). In the context of planned growth of our population and housing development across Kent, additional low carbon and appropriate renewable energy infrastructure, as well as an increase in uptake of energy efficiency initiatives will be needed to ensure we meet our targets and benefit from the opportunities for innovation in these sectors. Some 80% of the housing stock we will use over the next few decades is already in place and so opportunities to retrofit energy technologies and support a change to low carbon lifestyles will be key to supporting residents in reducing costs and improving energy security.
- **Resourcing activity:** Since the last strategy, environmental policies at both national and local levels have changed substantially, and are continuing to do so, requiring regular reviews and prioritisation of resources. Public sector finances continue to be constrained and across the county, we will need to work more efficiently with the resources that we have. This means identifying opportunities to deliver across outcomes, working in partnership and accessing external funding wherever possible to deliver our priorities. Supporting and delivering the environment strategy will require input and drive at all levels and across individuals and organisations, from residents and voluntary groups to government and businesses.



image c/o Bloomsbury's Biddenden

Development of the strategy provides a framework to ensure that resources are utilised to greatest impact

Our challenges, learning and opportunities together underpin the priorities we have identified in the themes of the strategy.

THEME ONE: Building the Foundations for Delivery

Outcome: Our policies, actions and decisions are based on a clear evidence base and resources are in place for delivery.

THEME TWO: Making best use of existing resources, avoiding or minimising negative impacts

Outcome: All sectors are aware of their impact on the environment and how to avoid or reduce this through evidence based decision making, reducing resource usage and wasting less.

THEME THREE: Toward a sustainable future

Outcome: Kent is actively addressing the risks, impacts and opportunities from environmental and climate change, whilst delivering wider economic and health opportunities.

REFRESHING THE KENT ENVIRONMENT STRATEGY

Although many priorities remain from the previous strategy, we have seen significant change nationally and locally and so a full review has been undertaken. Underpinning this review was the Kent State of the Environment report, which provides an evidence base and baseline in terms of Kent's environment and related economic, social and health performance indicators.

Central to this evaluation phase has been stakeholder engagement through workshops and consultations, including a public perception survey to ensure that our priorities address the interests and concerns of Kent's residents. A summary of the review process is shown in Figure 2.

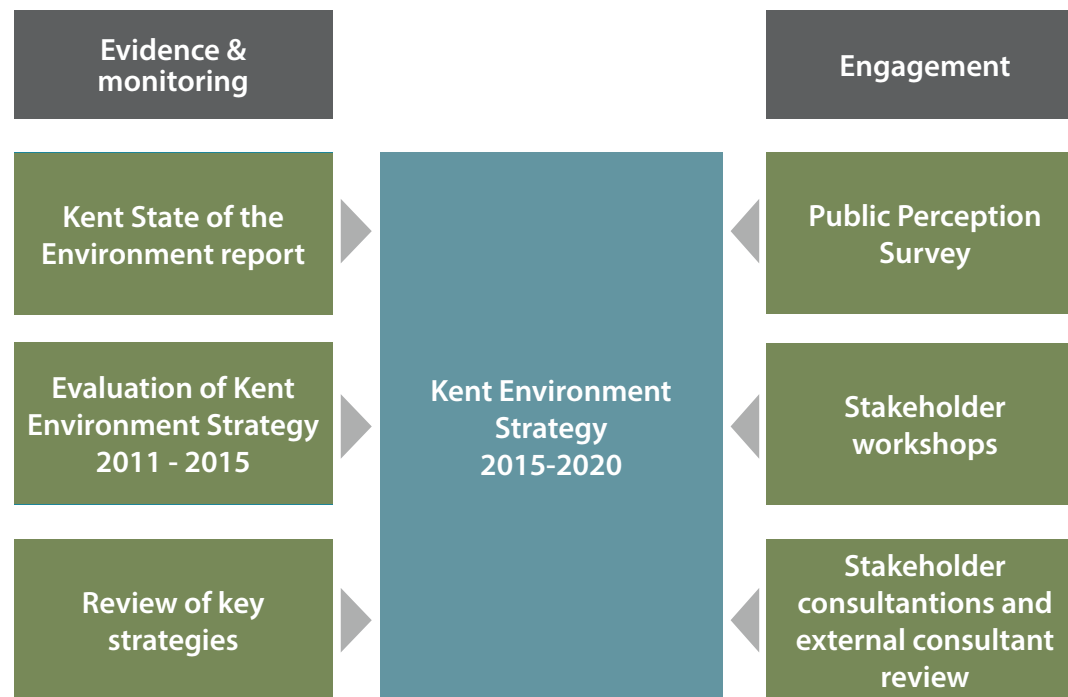


Figure 2: The review process of the Kent Environment Strategy

HOW WE WILL DELIVER THE STRATEGY

The strategy represents the high level priorities for Kent in terms of environment and related health and economic outcomes. The delivery of those priorities will be met through the implementation plan and the actions and activities detailed within it. Monitoring of the implementation plan through associated indicators will take place annually.

The Kent Environment Strategy does not stand alone, it is one of a suite of documents detailing priorities for the county of Kent, a number of which are highlighted below (although this by no means represents the breadth of activity across partner organisations). These strategies are interlinking and delivery of the Environment Strategy will link to these, plans and organisations as appropriate to prevent duplication and maximise use of resources.

In addition, the data and information gathered through the work of the strategy and the priorities will provide support to decision makers in development of on-going evidence-based local strategy, policy and plan development.

Planning and Infrastructure:

- District and Borough Local Plans
- Growth and Infrastructure Framework
- Kent Housing Strategy
- Minerals and Waste Development Plan

Economic:

- Growth strategies at Local Enterprise Partnership (LEP) and local level

Health:

- Joint Strategic Needs Assessment (JSNA)
- Health and Wellbeing Strategy
- Living Well

Transport and Accessibility:

- Local Transport Plan 4
- Active Travel Strategy
- Countryside Access and Improvement Plan

Social:

- Child Poverty Strategy
- Fuel Poverty Strategy

Natural Environment:

- Kent Nature Partnership Action Plan
- AONB Management Plans

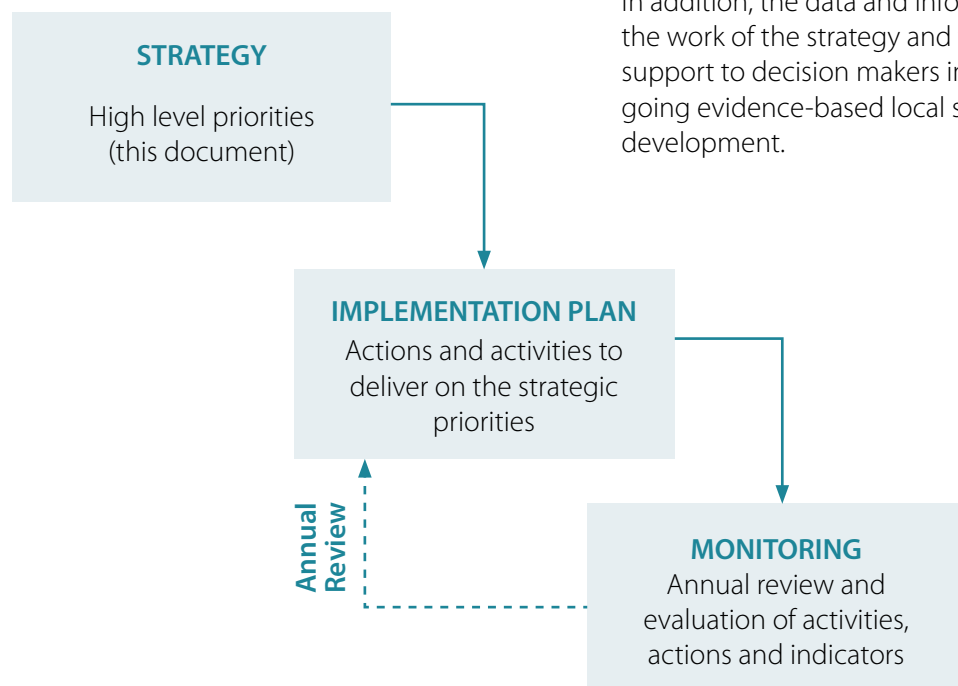
Rural:

- SE LEP Rural Strategy

Resilience:

- Local Flood Risk Strategy
- Kent Resilience Forum

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There are multiple organisations and partners involved in delivery of the KES who are represented on the following groups and networks. These include, amongst others, all Local Authorities in Kent, Defra, Natural England, the Environment Agency, Kent Wildlife Trust, Kent Downs AONB, High Weald AONB, Kent and Medway Sustainable Energy Partnership, Kent Rural Board, Kent Fire and Rescue Service, Kent Police, NHS, Clinical Commissioning Groups, Local Health and Wellbeing Boards, Chamber of Commerce and other business networks and voluntary groups.

Coordination of the strategy and implementation plan is directly through the Kent Environment Strategy Steering Group, with strategic direction through a number of partnerships. These groups provide specific expertise and delivery. Through this approach we will ensure that broad representation is brought to the delivery of the strategy, championing success and raising awareness across sectors and with our residents.

The roles of the groups and networks are further detailed in the implementation plan that sits alongside this strategy.

Kent Leaders is a high-level strategic group made up of the democratic Leaders of Kent County Council, the 12 District Councils in Kent and Medway Council.

The **Joint Kent Chiefs** focus on many of the same strategic themes as the Kent Council Leaders but also looks more into the core business of the public agencies present, overseeing joint pieces of work, and identifying tangible opportunities to work more closely together and raising and tackling issues significant to Kent.

The **Kent and Medway Economic Partnership** (KMEP) is an economic partnership which aims to drive forward growth and prosperity throughout the region. It was set up in 2013 and is one of the four federated partnerships which comprise the South East Local Enterprise Partnership. KMEP is governed by a Board and chaired by the private sector, with membership drawn from business, local government, further and higher education.

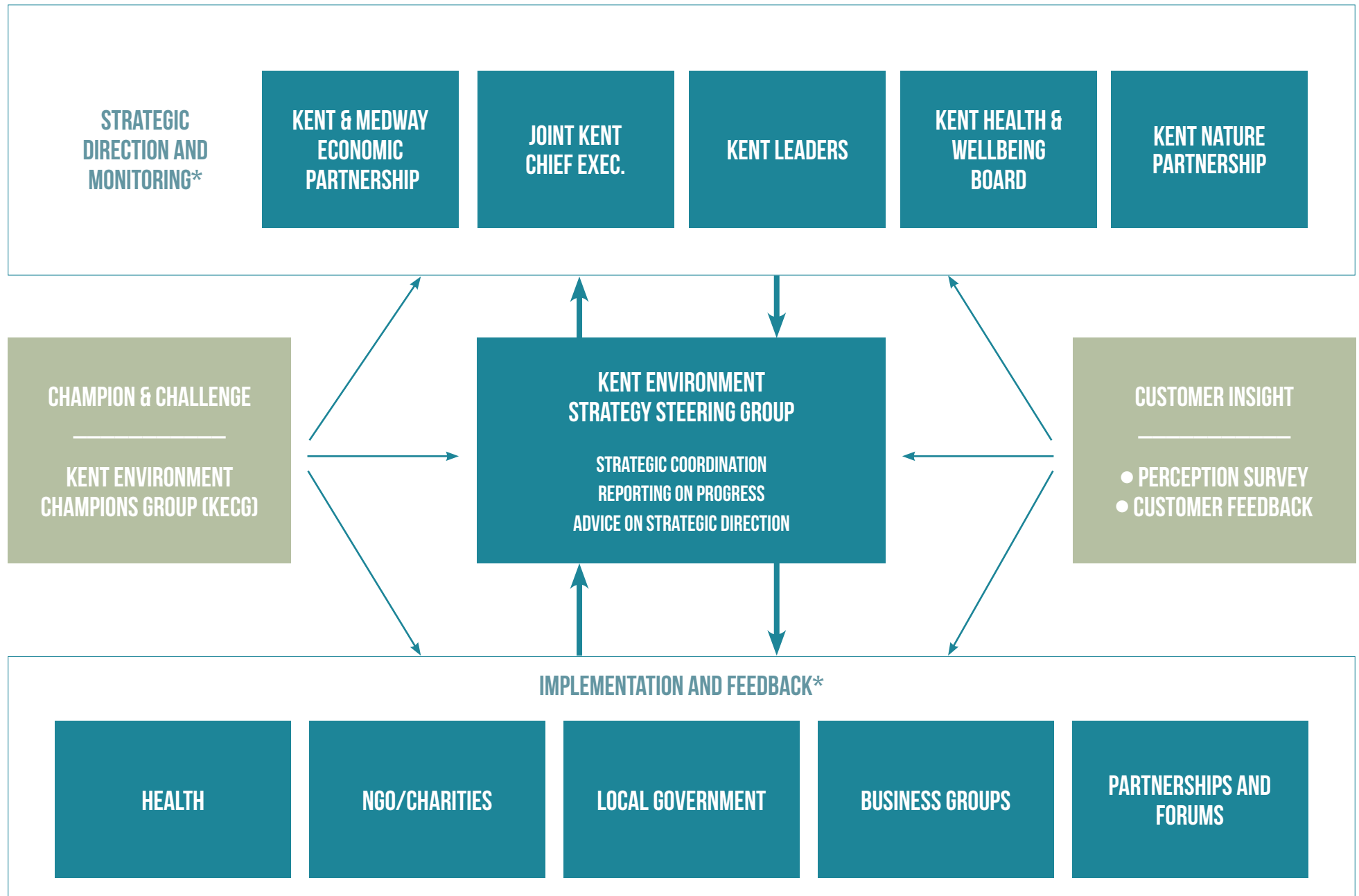
The **Kent Health and Wellbeing Board** was established by the Health and Social Care Act 2012. The Board leads and advises on work to improve the health and wellbeing of the people of Kent through joined up commissioning across the NHS, social care, public health and other services.

The **Kent Nature Partnership** was awarded Local Nature Partnership (LNP) status by the government in July 2012 to drive positive change in the local natural environment. The Partnership is led by a Project Board, supported by a Management Working Group and three delivery groups focussed on the priorities of the Partnership; Habitat Improvement, Health & Wellbeing and Rural & Green Economy.

The **Kent Environment Champions' Group** (KECG) provides a championing role for the environment with strategic membership from statutory and third sector organisations, business, Kent Leaders and Chief Executives.

The **KES Steering Group** (KES SG) consists of representation from across the strategic and delivery groups identified, ensuring the strategy is delivered and evaluated effectively and maximising opportunities to deliver across outcomes.

Figure 3: Relationships of partner groups in the delivery of the Kent Environment Strategy



*Representatives sit on the Kent Environment Strategy Steering Group
The main reporting line will be to Kent Leaders and Joint Chief Execs

OUR PRIORITIES

The priorities presented in this revised strategy reflect that whilst some challenges remain the same for the county of Kent, there are new opportunities for innovation, jobs, growth and partnership working. The way partners respond to those opportunities must be through an evidence-based approach, developing credible and pragmatic actions that enable the county to manage current and future risks and opportunities for our environment and the services it provides. A key message from the review has been that partnership co-delivery of priorities is fundamental to the success of the strategy, maximising our resources and increasing capabilities.

The 2015 draft strategy has adopted an integrated approach where it is informed by, but does not duplicate, priorities and actions from other strategies in key areas of environment, growth, economy and health across partner organisations. The focus of this strategy is to draw together priorities which we need to address in partnership and not in isolation. Underpinning the strategy is the Kent Environment Strategy Implementation Plan, which provides the detailed actions for delivering on our priorities. These actions have been identified through stakeholder engagement, workshops and reviews.

The strategy is split into three themes; the overall structure of the strategy is shown in Figure 4.

THEME ONE: Building the foundations for delivery establishes priorities that provide an evidenced understanding of risks and opportunities from environmental change, and the relationship to our communities, health and wellbeing, and economy. It also includes priorities that establish how we can develop actions, as a partnership, to respond to those changes now and into the future.

THEME TWO: Making best use of existing resources and minimising negative impacts focuses on minimising the impacts of current activities through reducing resource usage across all sectors.

THEME THREE: Toward a sustainable future is about ensuring that the county's communities, businesses, environment and services are resilient to environmental change, managing future risks and acting on opportunities.

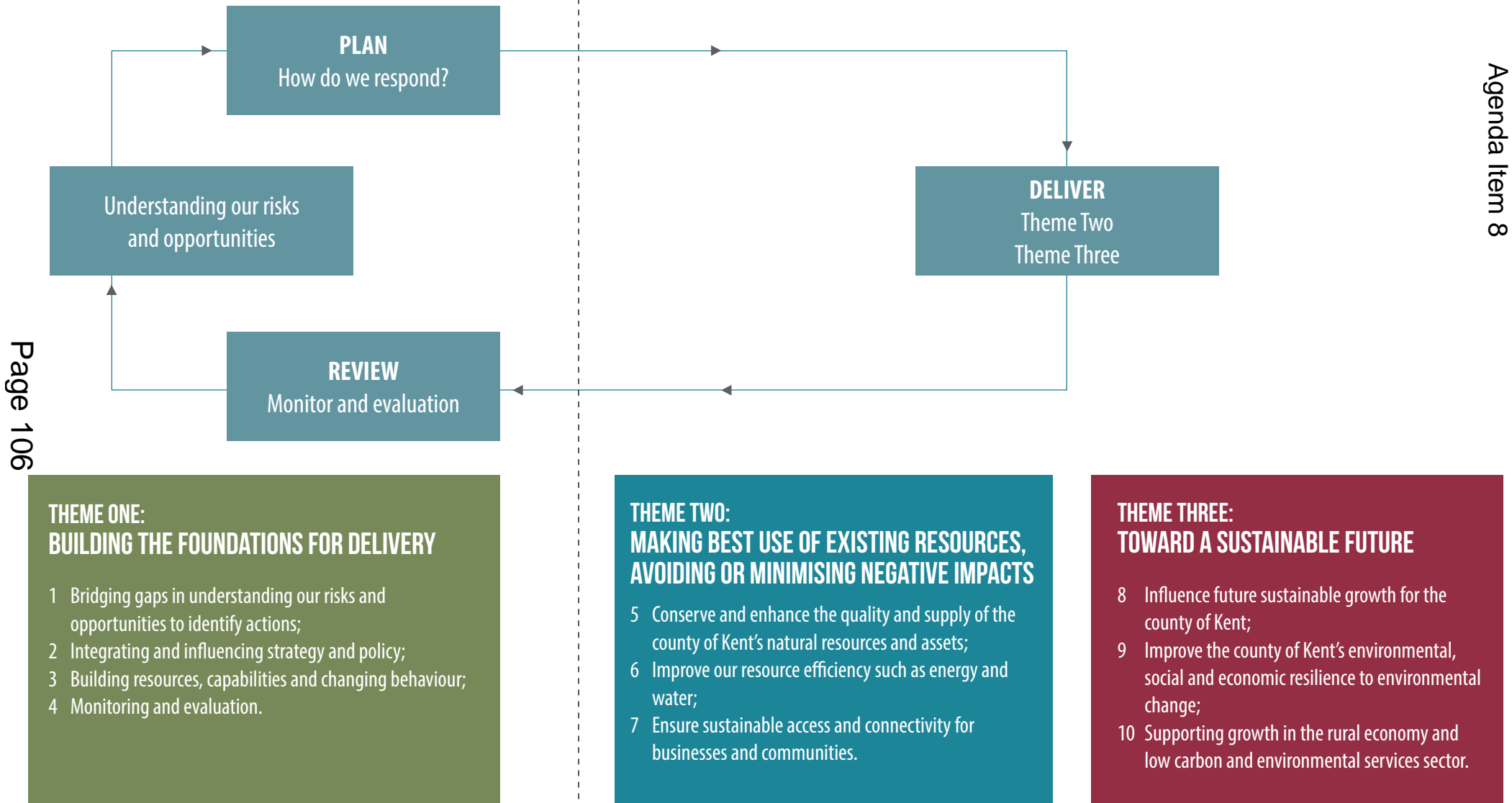


Figure 4: The overall structure of the 2015 Kent Environment Strategy and the relation of the themes.

1

THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

AIM: Decision makers will have an evidence-based understanding of our risks and opportunities and are incorporating these into appropriate strategies, plans and actions. The intrinsic value of our environment is understood and the benefits to our economy, health and wellbeing are widely communicated with partners building resources and capabilities to support action on the ground.

OUTCOME: Our policies, actions and decisions are based on a clear evidence base and resources are in place for delivery.

RATIONALE: Theme One addresses our challenges and opportunities through building the foundations for delivery of activities. Priorities in this theme seek to strengthen our understanding of how we can support sustainable, good growth and address the changes we anticipate over the coming decades. The priorities look to maintain and develop local and national networks and partnerships, identifying opportunities for the co-delivery of outcomes and influencing local and national policy to support and drive delivery.

To ensure that our priorities and actions are focussed and pragmatic, we need to ensure that we take an evidenced based approach and engage with a range of stakeholders across the public, private and community sectors. Through delivery of the Kent Environment Strategy 2011-2015, we have taken this forward through studies and assessments in a number of priority areas, such as water scarcity, flood risk, biodiversity and economic opportunities in the Low Carbon and Environmental Goods and Services sector (LCEGS). However, there remain gaps in our knowledge where we need to do more to support evidence-based decisions and influencing, such as valuing our natural assets, understanding our energy and water resources, identifying the financial and social implications of severe weather and climate change, and developing our understanding of air and noise quality impacts on health, particularly in relation to major transport infrastructure. These provide the focus for **priority 1: Bridging gaps in understanding our risks and opportunities to identify actions.**

Kent's natural environment is our primary infrastructure. The ability for it to perform well and be of high quality is important in helping to support biodiversity, improve water quality, reduce air pollution quality, reduce air pollution and protect against severe weather and flooding. The way in which Kent's natural and historic assets feature across the landscape creates an attractive, characterful identity that draws in residents, employers and visitors. It is also important in provision of goods and services such as food, timber and space for recreation. These all have direct impacts on health and wellbeing and

the economy of the county.

The risks and opportunities for Kent from environmental changes and the impacts those have on our wider economic and social wellbeing are not always addressed in our current processes and decision making. To successfully manage these risks and realise opportunities, the public sector, policy makers, businesses and residents need to continue work together to influence policy, deliver activity and change behaviour across all sectors, age and socio-economic groups, tailoring and targeting communications as appropriate. These provide the focus for **priority 2 and priority 3: Influencing strategy and policy, and Building resources, capabilities and changing behaviour.**

To ensure that the activities we deliver remain effective, it is essential that we monitor and evaluate progress, learning from our mistakes and our successes to remain on track for delivery of our priorities. In order to do this, we need clearly defined and measurable indicators, many of which will need further development over the lifetime of this strategy as data is currently unavailable. National monitoring has reduced substantially, along with the associated resource, and so we will need to establish locally measurable alternatives wherever possible. Risks and opportunities will continue to develop, for example on-going changes in our political landscape and policies, which will directly impact delivery. This on-going assessment forms the focus of **priority 4: Monitoring and evaluation.**



THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

PRIORITIES

1	2	3	4
BRIDGING GAPS IN UNDERSTANDING OUR RISKS AND OPPORTUNITIES TO IDENTIFY ACTIONS	INFLUENCING STRATEGY AND POLICY	BUILDING RESOURCES, CAPABILITIES AND CHANGING BEHAVIOUR	MONITORING AND EVALUATION

SUB-PRIORITIES

<p>1.1</p> <p>Strengthen our understanding of the health, social and economic value of our natural and historical assets</p>	<p>2.1</p> <p>To support decision makers, work with partners to establish a central evidence base addressing Kent Environment Strategy priorities</p>	<p>3.1</p> <p>Develop knowledge networks, sharing best practice and training to build capacity for informed decision making</p>	<p>4.1</p> <p>Establish and monitor key performance indicators</p>
<p>1.2</p> <p>Continue to assess the economic, health and social impacts of climate change on our businesses, services and residents and take action as appropriate.</p>	<p>2.2</p> <p>Use our evidence bases to influence local, national and EU strategy and policy as appropriate</p>	<p>3.2</p> <p>Establish a coordinated approach to identifying and maximising funding opportunities, establishing mechanisms for co-delivery as appropriate</p>	<p>4.2</p> <p>Evaluate progress and identify future risks, opportunities and actions aligned to the Kent Environment Strategy priorities to inform current and future actions</p>
<p>1.3</p> <p>Identify economic sectors with significant opportunities in relation to environmental change</p>	<p>2.3</p> <p>Review national and local strategic priorities to identify local policy gaps and implications on delivery of our priorities</p>	<p>3.3</p> <p>Develop an environmental communications and engagement strategy, improving awareness of priorities and supporting behaviour change</p>	
<p>1.4</p> <p>Improve our understanding of risks and opportunities related to specific resource constraints such as water, energy and land</p>			
<p>1.5</p> <p>Build our understanding of local air and noise pollution and associated health outcomes to determine targeted actions</p>			

Delivery of activity against these priorities along with associated leads and timelines will be detailed in the Implementation Plan

SUPPORTING OUTCOMES AND INDICATORS:





EVIDENCE TO ACTION: THEME ONE CASE STUDIES

EVIDENCE BASE

CASE STUDY

KENT HEALTH AND WELLBEING STRATEGY

The combined effects of a growing and ageing population, and a changing society and climate change, are placing new challenges on our health and social care needs.

As part of a Joint Strategic Needs Assessment (JSNA), the impacts to health and wellbeing across planning, housing, transport, air quality, climate, workplace and natural environment were considered. It is a cross-partnership assessment in Kent including: public health, Planning and Environment Division, NHS, Kent and Medway Air Quality Partnership, Local Nature Partnership and Kent Environment Strategy Executive Officers Group.

The JSNA highlighted a number of gaps, risks, and recommendations. These have informed the outcomes for a Joint Health and Wellbeing Strategy for Kent partners.

The strategy set out the direction for the NHS, social care and public health services across the county. It is informed by the JSNA and the strategic direction of partners, and is produced by the Health and Wellbeing Board on behalf of all local authorities and NHS Clinical Commissioning Groups in Kent.

Reference: <http://www.kpho.org.uk/joint-strategic-needs-assessment/jsna-service-provision/jsna-sustainability>

ACTIONS/ACTIVITIES

CASE STUDY

LOCAL FLOOD RISK

Surface water flooding is estimated to affect 76,000 properties across Kent, 60,000 of which are residential. The risk of flooding is likely to rise with the increased frequency of severe weather events.



A Local Flood Risk Management Strategy has been developed from a collaboration of Kent County Council, district and borough authorities, Internal Drainage Board members, and the Kent Flood Partnership.

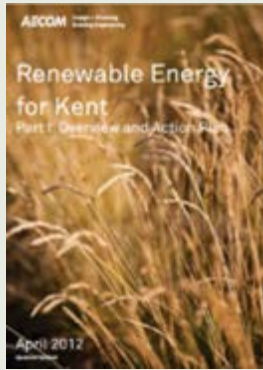
The strategy sets out a county-wide framework for managing the risk of local flooding; it supports authorities and communities in working together to manage flood risk.

Reference: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/flooding-and-drainage-policies/kent-flood-risk-management-plan>

CASE STUDY

RENEWABLE ENERGY OPPORTUNITIES

AECOM was commissioned to undertake a study into the current and future capacity of renewable energy in Kent. This supports our commitment to reduce CO₂ emissions and an ambition to develop a resilient and secure energy mix for all sectors.



The AECOM study was used to underpin the development of the Kent Renewable Energy Action Plan along with partners and key stakeholders across Kent.



The plan sets out key activities for the delivery of low carbon and renewable energy across: public sector, skills and training, planning and development, communities and business, and innovation.

Reference: <http://www.kpho.org.uk/joint-strategic-needs-assessment/jsna-service-provision/jsna-sustainability>

CASE STUDY

BUILDING RESOURCES AND CAPABILITIES

The Water Framework Directive (WFD) sets out priorities for managing the quality of our rivers, lakes, coastal waters and ground water. A Catchment Based Approach has been adopted in Kent and Medway where collaborative working is taking place at a river catchment level. This approach is delivering practical and cost effective delivery with multiple benefits; these include not only water quality but also enhanced biodiversity, reduced flood risk, resilience to climate change and greater community engagement with our local rivers. Partnerships provide a catalyst to attract additional funds, raise awareness and champion the water environment.

The organisations engaged in this work include the Environment Agency, NGOs, Water Companies, Local Authorities and businesses, Government Agencies and rural interest groups, academia and community partnerships.



2

THEME 2

MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

AIM: Existing infrastructure, assets and resources across public, private and domestic sectors are being managed to improve efficiency and deliver net benefits, build resilience and provide best value for our organisations and residents.



OUTCOME: All sectors are aware of their impact on the environment and how to avoid or reduce this through evidence based decision making, reducing resource usage and wasting less.

RATIONALE: Kent's infrastructure, resources and assets work to support and benefit 1.5 million residents and 59,500 businesses. This includes facilities for education, health, housing, food production, utilities and highways and railways as well as the resources provided through our natural environment. How these assets are managed impacts our environment, economy, health and wellbeing. The priorities within theme two have been identified to make best use of our resources through efficient, resilient and innovative use, saving money whilst reducing negative impacts on our environment and health. Theme two focusses on our **current** assets, whilst theme three looks to future use.

Our natural resources and assets

Kent's rural economy employs more than 46,000 people and is a rich mix of arable farming, animal husbandry, horticulture, viticulture, forestry, top and soft fruit production, and diversification initiatives (open farms and holiday accommodation etc.). In addition, our rural areas make up 85% of the county, with more than a third of Kent businesses having a rural location. As such, a quality natural environment is important to Kent's economy either directly or through attractiveness of location drawing business to the county

The natural environment as a whole is highly valued by Kent's residents, as is its role in ensuring the quality of water, air and land spaces. As evidenced in the Joint Strategic Needs Assessment (JSNA) for Kent and Medway, access to quality outdoor spaces is important to mental and physical health, through both physical exercise and improved social wellbeing, such as through volunteering or active leisure. On a much broader scale, Kent's natural environment is an important factor in regulating air and water quality and reducing risks from climate change. Ensuring that green infrastructure is maintained and enhanced can therefore deliver across multiple outcomes

Kent's marine habitats are nationally important for their biodiversity and have significant economic importance, as a tourism resource and for the fishing

FUTURE WATER RISKS

The Kent Spatial Risk Assessment for Water looked at risks and opportunities to the water environment across Kent and Medway. It highlighted concerns over availability of water for agriculture and horticulture; primarily a result of the projected decreases in summer rainfall.

The outputs of the work are informing the activities of the Kent Rural Board Water Task Group, which is working with the irrigation sector and water companies on water efficiency and new technologies.

industry. Activities are needed to ensure healthy seas, and the long term success of the fishing industry with the establishment of a coherent network of Marine Conservation Zones.

Kent's water resources comprise coastal, estuarine, freshwater (rivers and lakes) and groundwater sources that stretch across the county's coastal and inland areas. The quality and quantity of those water resources influence the way they are used for recreational purposes and commercial activities such as fishing, irrigation of crops and supply of drinking water as well as the health of the wide variety of habitats that they support. Compared to the rest of England and Wales, there are already significant stresses on our water resources from land use practices and population. As evidenced in the Kent Spatial Risk Assessment for Water, without considerable improvements in water use efficiency, water storage and wastewater treatment, climate change is likely to add to these stresses, ultimately impacting on the availability and cost of water to residents and businesses and the quality of our water environment and resources. The study highlighted that some of the key concerns for the county relate to availability of non-mains water during summer, impacts on agricultural and industrial users, and costs of mains water.

2015 marks the International Year of Soils. Functional and healthy soils are vital to our biodiversity, food security and sustainable growth. They play a key role in supply of clean water, resilience to flood and droughts, carbon cycle and consequently adaption to climate change, and form the basis for our food

production. It is crucial that we promote sustainable soil and land management practices that enhance and preserve good quality soils.

The county of Kent's natural and historical resources and assets provides focus for **priority 5: Conserve and enhance the quality and supply of the county of Kent's natural and historical resources and assets.**

Energy use and emissions

To address national and local drivers and legislation, Kent has committed to reducing county wide CO₂ emissions by 34% from a 2005 baseline by 2020. Reducing our carbon emissions can be tackled through reducing the demand for energy from non-renewable sources and using what we do need more efficiently e.g. through insulating buildings and using energy efficient equipment.

The domestic sector comprises a third of Kent's carbon emissions. Retrofitting homes with energy efficiency measures and changing behaviours can therefore help reduce the emissions associated with wasted heat. These measures also help to lower household energy bills, support our drive to help those in fuel poverty, and can have health benefits. The work of the Kent and Medway Sustainable Energy Partnership and the Warm Homes and Winter Warmth programmes have supported the reduction in the number of homes in fuel poverty from 13% to 10% since 2010.

However, funding for retrofitting measures is complex and has recently been significantly reduced. This uncertainty has led to a marked decrease in

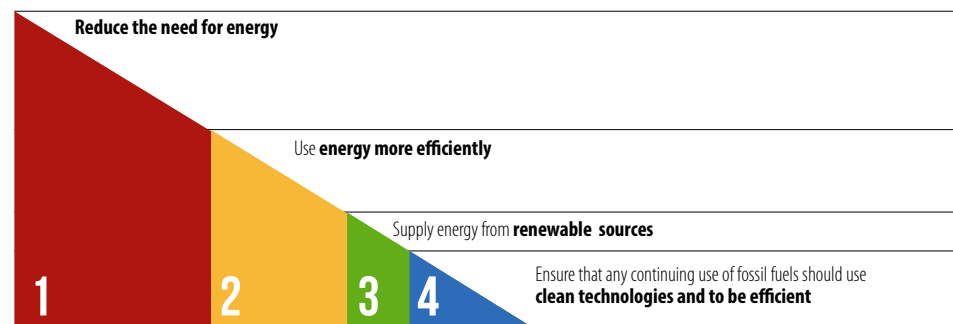


Figure 5: The energy hierarchy highlights the need to first reduce the need for energy and to then implement resource efficiency measures

retrofitting with subsequent impacts on residents and local businesses supplying energy efficiency measures. Future programmes developed through this strategy will need to investigate opportunities to improve consistency in policy and funding and in 2016, a Fuel Poverty Strategy will be launched to address some of the key issues and steps to address them.

The public sector has already been investing in energy and water efficiencies, putting in place renewable energy solutions, and transforming the way services are delivered to make better use of resources. Through this programme of sustainable investment, valuable costs savings have been made alongside contributions towards reducing the county's CO₂ emissions. Reducing utility costs and minimising the environmental impacts of estates and travel are two ongoing focus areas for the Kent public sector.

36% of Kent's CO₂ emissions are attributable to the industrial and commercial sector. There continue to be opportunities to work with Kent and Medway businesses to help them save money whilst reducing CO₂ emissions. Work is already underway through the Steps to Environmental Management scheme (STEM) for example, to date 525 businesses have been supported to reduce costs through better energy and resource use. The STEM accreditation is recognised across Kent from working toward Kent Healthy Business Awards to providing the basis for going for further environmental accreditations such as ISO14001 and BS8555.

Reducing the usage of resources and wasting less provides the focus for **priority 6: Improve our resource efficiency such as energy and water.**

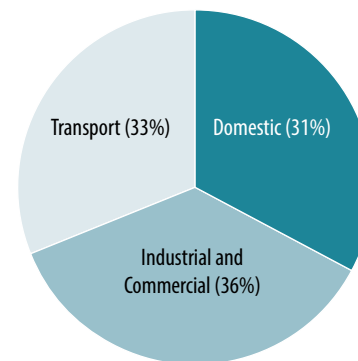


Figure 6: Proportion of CO₂ emissions per sector across the county; source: the Department of Energy and Climate Change (DECC)

Transport and accessibility

Transport has both positive and negative impacts on people's health and the environment. It is vital for providing access to facilities and services, connecting businesses and communities and reducing social isolation. However, road transport contributes to a third of Kent's CO₂ emissions and pollutants have negative effects on air quality in addition to noise, and consequently on human health and the natural environment.

Kent and Medway are facing increased congestion on both rail and road links that could have impacts on the wider transport network. To address these

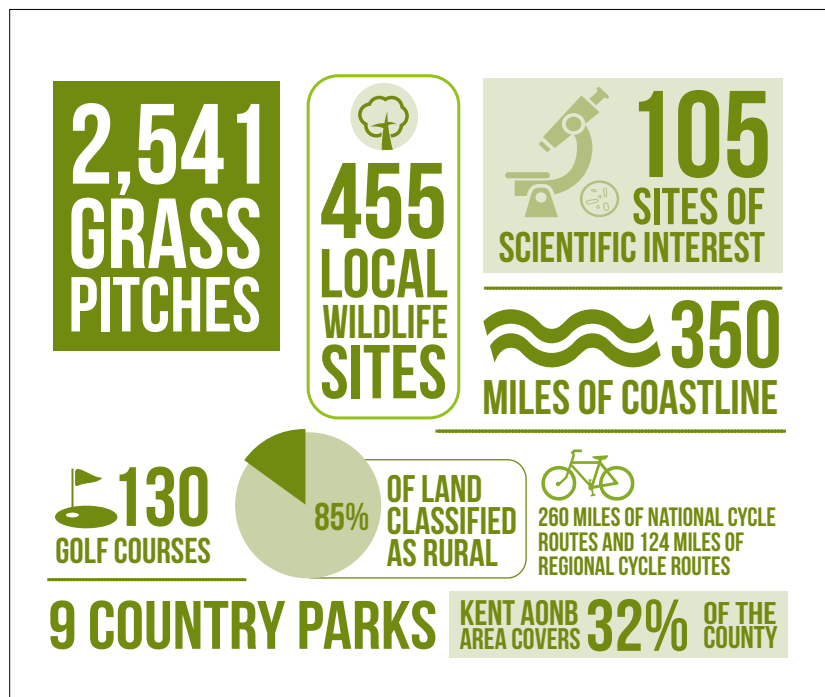
issues, the statutory Local Transport Plan (LTP4 due 2016) and other plans and strategies, such as the Countryside and Access Improvement Plan and the emerging Active Travel Strategy include a number of options for reducing congestion and the negative impacts of traffic through sustainable and active travel options. Explore Kent for example is one initiative that aims to increase active recreation in Kent's natural environment.

Kent is fortunate to have a vast network of Public Rights of Way and open green space, including an array of country parks, open access land, Kent Downs Area of Outstanding Natural Beauty (AONB) as well as some of the High Weald AONB. The

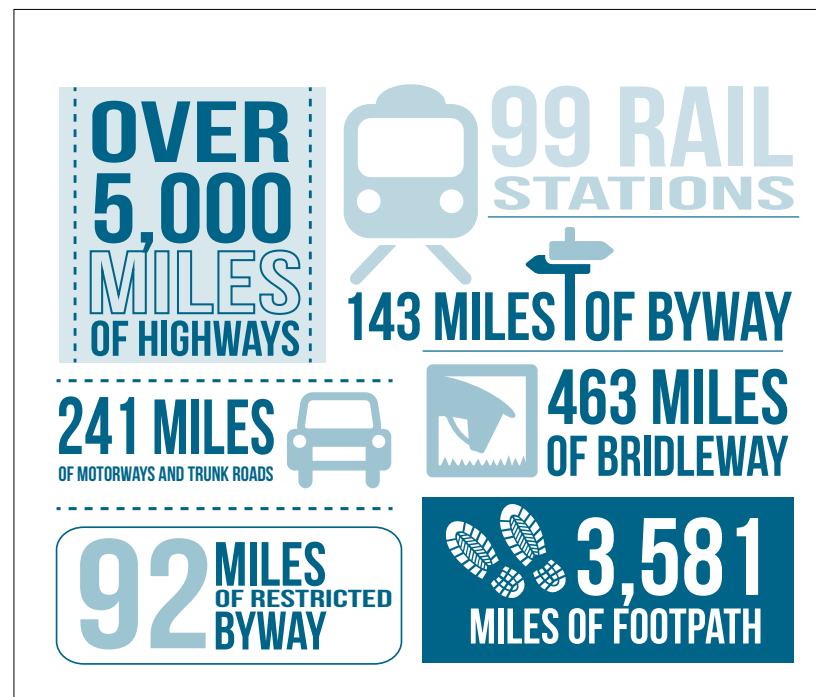
continued protection and enhancement of these assets and supporting plans, such as the statutory AONB Management Plans, ensures our communities and businesses continue to benefit from the many resources and opportunities provided. There is also a network of national and regional cycle routes across Kent, some 270 miles of which is promoted through Explore Kent. These networks are in addition to those along roadsides.

The way residents, business and public sector of Kent travel to, provide and access services forms the focus for **priority 7: Ensure sustainable access and connectivity for businesses and communities**

GREEN INFRASTRUCTURE ACROSS THE COUNTY



TRANSPORT ROUTES ACROSS THE COUNTY



THEME 2 MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

PRIORITIES

5 CONSERVE AND ENHANCE THE QUALITY AND SUPPLY OF THE COUNTY OF KENT'S NATURAL AND HISTORICAL RESOURCES AND ASSETS	6 IMPROVE OUR RESOURCE EFFICIENCY SUCH AS ENERGY, WATER AND LAND	7 SUPPORT SUSTAINABLE ACCESS AND CONNECTIVITY FOR BUSINESSES AND COMMUNITIES
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5.1 Establish a coherent, landscape-led approach to decision making through identification of the natural and historic features that underpin landscape character and a strategic approach to assessment of character and trends in landscape condition	6.1 Reduce negative impacts and maximise the resource efficiency of public sector services, setting out our public commitments for energy, waste and water use reduction	7.1 Develop an integrated approach to sustainable access to our countryside, heritage and coast, supporting Kent's economy and improving health outcomes through outdoor sport and leisure opportunities
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5.2 Improve and increase functional habitat networks on land and in the sea, identifying opportunities and protecting and enhancing our natural and historic environment and landscape character through planning and decision making	6.2 Improve the resource efficiency of our homes, reducing costs, tackling fuel poverty and improving health outcomes	7.2 Support our residents, businesses and communities in being well connected to services, with sustainable and active travel options
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5.3 Identify and take forward opportunities for sustainable water management to improve quality and quantity of our water environment and resources	6.3 Work with businesses to reduce costs and negative impacts through improving compliance, efficiency, resilience and innovation in the use of resources	7.3 Promote smarter working practices to improve efficiency and deliver health and economic benefits through reduced travel
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5.4
Establish land-use management approaches that create, preserve and enhance healthy, viable soils and respect landscape character

5.5
Develop heritage strategies to improve understanding and management of the historic environment

Delivery of activity against these priorities along with associated leads and timelines will be detailed in the Implementation Plan

SUPPORTING OUTCOMES AND INDICATORS:



SUB-PRIORITIES

EVIDENCE TO ACTION: THEME TWO CASE STUDIES

CASE STUDY

ADDRESSING FUEL POVERTY

Being unable to afford to adequately heat a home increases the risk of ill health for families and children and is a contributing factor of some excess winter deaths. Wasted heat from homes contributes to a third of the county's domestic CO₂ emissions. An estimated 8.8% and 9.8% of households in Kent and Medway are in fuel poverty. An estimated 8.8% of households in Kent and 9.8% of those in Medway are in fuel poverty. Both areas have rising levels of fuel poverty meaning those residents will find it difficult to afford to heat their homes*.

The Kent and Medway Sustainable Energy Partnership is a countywide strategic group composed of local authorities and housing providers. Their objective is to drive the retrofitting agenda: lower household bills and tackling fuel poverty; reduce CO₂ emissions through energy efficiency; and supporting businesses to make the most of this sector.

The partnership is delivering the Warm Homes programme using Energy Company Obligation funds to make retrofitting measures available to those most vulnerable residents. Since 2013 1,458 insulation measures have been installed in over 1,400 homes.

Reference:

www.kent.gov.uk/warmhomes



These estimates are based on the Low Income High Cost (LIHC) model
* These estimates are based on the Low Income High Cost (LIHC) model

CASE STUDY

JAMBUSTERS

There are almost 600 schools and 60,000 businesses in Kent; contributing to peak hour congestion, increasing emissions and negatively impacting on health, and on Kent's growth.

Travel plan management, and promotion of alternative modes of travel can help reduce congestion and associated impacts. It can however be staff intensive to support every school and business with travel plans and encourage sustainable travel use.



Jambusters has been developed to provide support to schools through a one-stop-shop for access to online travel plan templates, annual review forms, grants and further guidance and advice to help achieve their targets. Schools are able to apply for capital grants which are used to deliver infrastructure linked to encouraging sustainable travel to their site.

Registration has been increasing annually and in 2014 capital grants were offered to 37 schools to introduce measures which reduce car use and improve uptake of active travel, such as walking and cycling. The service is now being rolled out to include businesses.

Reference: <http://jambusterstpms.co.uk/x.jsp?ano=1>

EVIDENCE BASE

ACTIONS/ACTIVITIES

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CASE STUDY

OUR LAND

Kent's natural and heritage assets are a key attraction for visitors to the county. It is therefore important to ensure that tourism is developed sensitively, to conserve and enhance the landscape and generate local economic benefit, while integrating sustainable tourism activity into daily business practices.

Our Land is a sustainable tourism initiative. It is collaboration between protected landscapes and the private sector, providing a national platform for marketing and for protected landscapes to contribute, share best practice, collaborate and come together on responsible tourism issues, now and into the future.

Reference: <http://www.our-land.co.uk/>



CASE STUDY

BUSINESS SAVING MONEY, SAVING CARBON

There are more than 60,000 registered businesses in Kent, the vast majority being SMEs. With a growing low carbon and environmental services sector, there are many opportunities for these businesses to make the most of identified opportunities in innovative business practices, new markets and to improve their credentials and competitiveness.

Supporting businesses to be more energy and resource efficient means they are saving money and reducing their CO₂ emissions. However, official accreditation schemes can be costly and staff intensive for businesses.

Steps to Environmental Management (STEM) is a Kent and Medway recognised accreditation. The free workshops bring SMEs together and provide the knowledge on how they can save money by saving energy, reducing waste and resources. STEM also helps businesses comply with environmental legislation and support them in achieving standards like ISO14001.

Over 500 SMEs have achieved accreditation. On average annual savings are over £2,000 and 3.9 tonnes of CO₂ per business. STEM is Kent-wide and has been run by many local authorities to share the benefits of environmental management with their supply chains and local SMEs.

Reference: <https://www.lowcarbonkent.com/>



3

THEME 3 TOWARD A SUSTAINABLE FUTURE

AIM: Kent's communities, businesses, environment and services are resilient to environmental change whilst making the most of the economic and health opportunities this brings. Our communities are well designed and sustainable, improving prosperity, health outcomes and social wellbeing. Innovation in low carbon, resource and environmental business sectors is delivering economic growth in the county.



OUTCOME: Kent is actively addressing the risks, impacts and opportunities from environmental and climate change, whilst delivering wider economic and health opportunities.

RATIONALE: Where theme two focussed on the resource efficiency and resilience of our current resources and assets, theme three seeks to ensure that the decisions and plans we make for the future, support residents, businesses and communities in addressing the challenges and opportunities we are likely to face.

Sustainable growth

In the context of planned growth across the county, as set out in the ‘Kent and Medway Growth and Infrastructure Framework’, there is a need and an opportunity to integrate measures that will ensure that infrastructure and asset development will be more sustainable without significant detrimental economic, social and environmental impacts. We have commitments to carbon reduction and renewable energy generation, and incentives and legislation to manage air quality; this will require additional low carbon and renewable energy infrastructure, smarter business and travel choices along with the increased uptake of energy demand reduction initiatives. Noise pollution is a key concern for many residents and businesses in relation to major transport infrastructure, along with the impacts of growth on our natural and cultural assets. Decisions on development and infrastructure need to consider and integrate such requirements and concerns.

The natural environment has an important role to play in those cross-cutting priorities and while the enhancement of existing green spaces will be required (as described in Theme Two), new multifunctional green infrastructure will also be required. Green infrastructure encompasses the range of Kent’s high quality natural and semi-natural spaces such as parks, amenity spaces, verges and rivers. Benefits of green infrastructure include regulating air and water quality; reducing the impact of development on the landscape character; and delivering natural approaches to managing environmental risks, such as flooding.

Growth will need to be met with careful management of our resources, which also includes farmland and local food production, in order to ensure the quantity and quality of supply of water, energy and other raw materials. The risks to the future water environment have been identified through the Kent Water Spatial

Risk assessment as being excess surface water during increased downpours and drought during hotter temperatures.

Ensuring that future decisions on services, development and planning are integrating understanding of environmental change and wider health and economic benefits forms the focus of **priority 8: Influence future sustainable growth for the county of Kent and priority 9: Improve the county of Kent’s environmental, social and economic resilience to environmental change.**

Economic growth and circular economy

The Low Carbon and Environmental Goods and Services (LCEGS) sector forms an important element of Kent’s economy. It is estimated to employ more than 55,000 people and is an important resource for skills and expertise that can support the county’s sustainable growth requirements. The sector incorporates a range of businesses that either directly or indirectly support the decarbonising of the energy sector; improving resource efficiency; or preserving and enhancing the natural environment. Sectors in retrofitting, low carbon new builds, offshore wind, waste management and recycling are highlighted as particular growth areas, but support will need to continue through funding, business advice and guidance. Similarly, there is a need and opportunity to support the development of a low carbon and sustainable rural economy through building resilience to environmental change, sustainable intensification of food production, and supporting the diversification of our sources of energy. It is an important sector for the county not only in terms of employment, with an estimated 14,000 people directly employed in agriculture and horticulture, but in the positive benefits it affords to the health of Kent’s residents, communities and environment through production and supply of food and natural resources and recreational access.

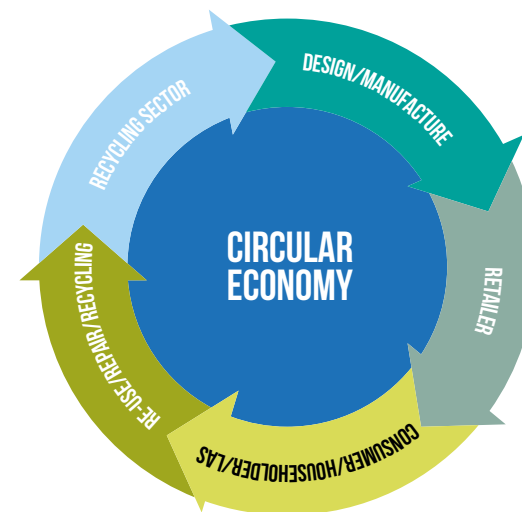
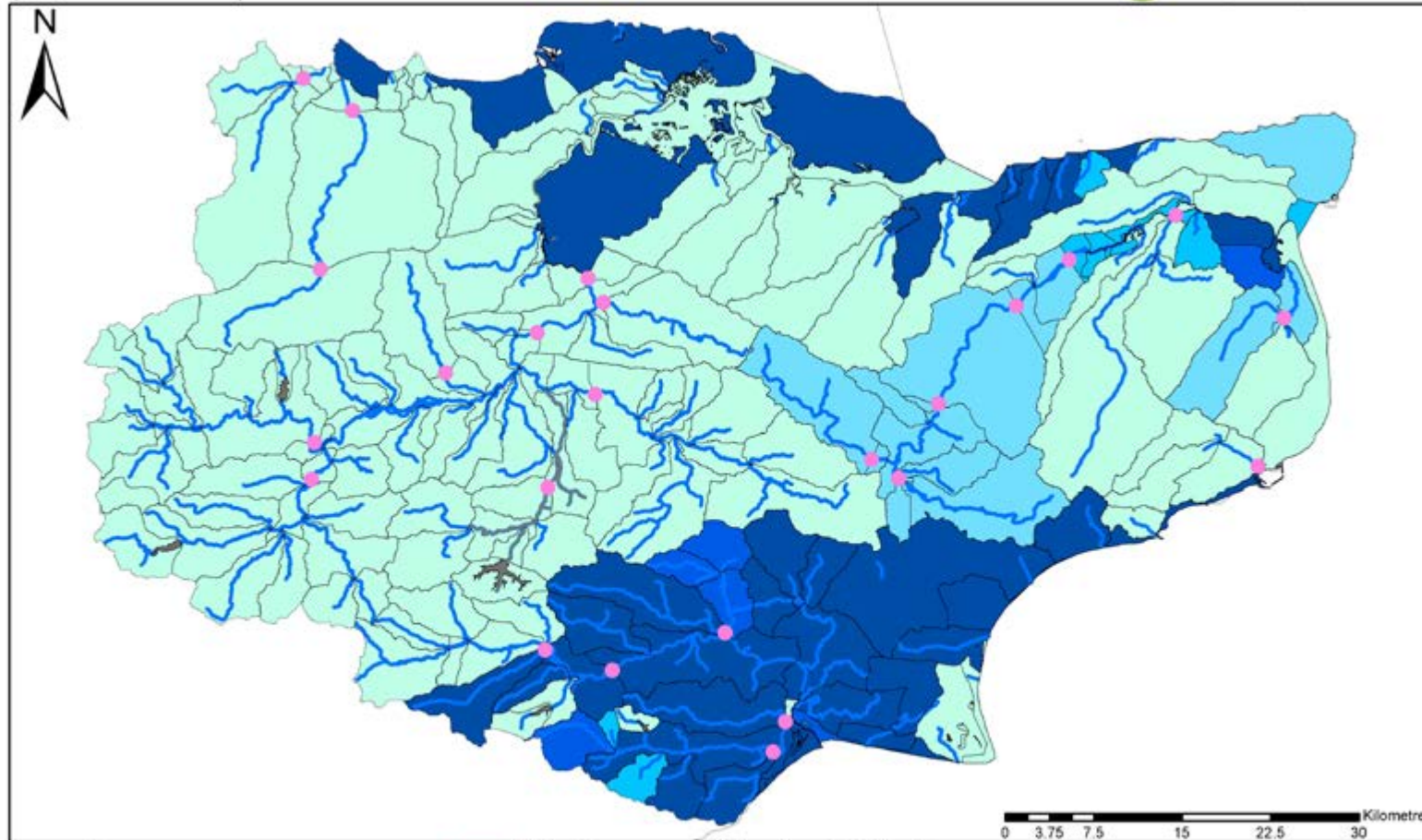


Figure 7: Water resource availability across the county as derived from Catchment Abstraction Management Strategies (CAMS)

Kent CAMS Resource Reliability
(% of the time)



Legend

- CAMS APs
- Heavily Modified and Artificial Rivers
- Heavily Modified and Artificial Lakes
- CAMS Rivers
- CAMS Water Bodies

- - Water Resource available less than 30% of the time
- - Water Resource available at least 30% of the time
- - Water Resource available at least 50% of the time
- - Water Resource available at least 70% of the time
- - Water Resource available at least 95% of the time

0 3.75 7.5 15 22.5 30 Kilometres

Creation date November 2011

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Environment Agency 100026380, 2011.

Some features of this map are based
on digital spatial data licensed from the
Centre for Ecology and Hydrology, © CEH.

Competition for resources like water is increasing due to population growth, changing consumer habits and technology trends. Concentration of some resources outside of the UK and Europe, particularly critical raw materials, makes our industries and society dependent on imports and increasingly vulnerable to high prices, market volatility, and the political situation in supplying countries. At the same time, this demand for raw materials is causing environmental degradation which threatens to damage ecosystems and the valuable services they provide. Through adoption of circular economic principles those challenges can be met by keeping the value of the materials and energy used in products for as long as possible, minimising waste and resource use. At the same time, this promotes competitiveness, contributes to growth and job creation, and protects our environment. It can also provide consumers with longer-lasting and innovative products that save them money and improve their quality of life. These opportunities and benefits have been recognised by the UK Central Government³ and the European Commission's roadmap toward a resource efficient Europe⁴. Supporting growth of this sector and development of the circular economy form the focus of **priority 10: Supporting growth in the rural economy and low carbon and environmental services sector.**

Building resilience to the impacts of environmental change

Kent's geographical location and long coastline means that it is likely to suffer from some of the severest impacts of climate change in the UK. This will have repercussions for our communities, businesses, services, agriculture and infrastructure but preparing for these changes can drive innovation and support growth as well as improving the health and wellbeing of our residents and businesses. Through the Joint Strategic Needs Assessment, a review of the impacts of climate change and severe weather on health and social care was undertaken. This highlighted the implications on mortality and morbidity and impacts on health and social care service delivery. With an ageing population, vulnerability to severe weather increases leading to a greater demand for services at a time of decreasing resources. Ensuring we plan accordingly will reduce risks and identify opportunities for improved working across organisations. Kent's Adaptation Action Plan took a risk based approach to identifying those risks and developing appropriate actions. To ensure we are prepared for environmental changes now and into the future priorities have been reviewed and integrated into this strategy. These aspects form the focus of **priority 9: Improve the county of Kent's environmental, social and economic resilience to environmental change.**

MONITORING THE IMPACTS OF SEVERE WEATHER ON KENT

The Severe Weather Impacts Monitoring System (SWIMS) provides a system of data collection on how services provided by Kent partners are affected during severe weather events. The data is important for future planning for these events.

Over the winter of 2013/14 Kent was impacted by five severe weather events which impacted over 3,000 properties and over 150 services, costing services providers over £4million.

A survey of 984 Kent businesses revealed that 68% have been affected by severe weather events causing a range of disruption to day-to-day operations.

³www.gov.uk/government/uploads/system/uploads/attachment_data/file/265022/pb14091-waste-prevention-20131211.pdf

⁴http://ec.europa.eu/environment/circular-economy/index_en.htm

Figure 9: illustrating the possible effects of temperature changes across sectors; using the latest UK Climate Projections by 2050 Kent and Medway are likely to see winter temperatures to be warmer by 2.0°C, summers by 2.8°C; winter rainfall is likely to increase by 14% and summer rainfall likely to decrease by 24%.



THEME 3 TOWARD A SUSTAINABLE FUTURE

PRIORITIES

<p>8</p> <p>INFLUENCE FUTURE SUSTAINABLE GROWTH FOR THE COUNTY OF KENT</p>	<p>9</p> <p>IMPROVE THE COUNTY OF KENT'S ENVIRONMENTAL, SOCIAL AND ECONOMIC RESILIENCE TO ENVIRONMENTAL CHANGE</p>	<p>10</p> <p>SUPPORTING GROWTH IN THE ECONOMY WITH A FOCUS ON LOW CARBON, ENVIRONMENTAL SERVICES AND RURAL SECTORS</p>
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SUB-PRIORITIES

<p>8.1</p> <p>Ensure that key environmental risks such as flooding, water scarcity and heat are informing policy decisions and development</p>	<p>9.1</p> <p>Increase awareness of the impacts of severe weather and environmental change and empower businesses and communities to build resilience</p>	<p>10.1</p> <p>Support business innovation, smart technologies and development of the circular economy to deliver economic growth</p>
<p>8.2</p> <p>Mitigate the impacts and address the ambitions identified through the Growth and Infrastructure Framework and local plans, such as sustainable and alternative transport options, green infrastructure, energy, water and flooding</p>	<p>9.2</p> <p>Ensure that public sector services have assessed key environment and severe weather risks and opportunities and are taking action accordingly</p>	<p>10.2</p> <p>Support rural sector businesses to grow and develop sustainably, promoting low carbon technologies and practices, supporting products benefitting landscape quality and building resilience to environmental change</p>
<p>8.3</p> <p>Develop guidance and support to enable sustainable growth protecting the county of Kent's environmental and historic assets, and supporting healthy, prosperous communities</p>	<p>9.3</p> <p>Improve water management and build flood resilience, maximising opportunities to deliver multiple benefits for our environment and residents into the future</p>	<p>10.3</p> <p>Support skills development to facilitate growth</p>
	<p>9.4</p> <p>Build resilience to the impacts of environmental change, disease and invasive species on plant and animal health</p>	<p>10.4</p> <p>Widely promote the county of Kent as the place for low carbon and environmental businesses</p>

Delivery of activity against these priorities along with associated leads and timelines will be detailed in the Implementation Plan

SUPPORTING OUTCOMES AND INDICATORS:



EVIDENCE TO ACTION: THEME THREE CASE STUDIES

EVIDENCE BASE

CASE STUDY

HEALTH AND SUSTAINABILITY IN PLANNING DECISIONS

As part of a Joint Strategic Needs Assessment (JSNA), the impacts to health and wellbeing across planning, housing, transport, air quality, climate, workplace and natural environment were considered. It is a cross partnership assessment in Kent including: public health, Planning and Environment Division, NHS, Kent and Medway Air Quality Partnership, Local Nature Partnership and Kent Environment Strategy Executive Officers Group.

As part of that assessment a key recommendation was to integrate sustainability and health into the planning system with partners through an online toolkit.

An online resource has been developed to help planners make informed decisions in support of healthcare and sustainability, while working within the National Planning Policy Framework in a locally appropriate way. It also facilitates and supports joined up working between planning, health and sustainability officers across the county in order to deliver across multiple outcomes more efficiently.

Reference: <http://healthsustainabilityplanning.co.uk/>

CASE STUDY

MASTER PLANNING GUIDE FOR SUSTAINABLE DRAINAGE

New development has the potential to significantly impact its surrounding environment, given the changes which occur with increased impermeable surfaces, increased population and traffic management. More impermeable surfaces result in increased surface water flows from a development site. This may contribute to increased flood risk, reduced water quality and adverse impacts on the environment.

Authorities from across Kent and the Southeast have produced guidance which outlines the process for integrating sustainable drainage systems (SuDs) into the master planning of large and small developments.

Sustainable drainage which seeks to mimic natural processes through an integrated drainage network can be designed to mitigate some or all of these impacts.

Reference: <http://www.kent.gov.uk/waste-planning-and-land/flooding-and-drainage/sustainable-drainage-systems>



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CASE STUDY

CHALARA ASH DIEBACK IN KENT

Kent is among one of the first areas of England to be badly affected by Chalara Ash Dieback. Ash is the most common tree in Kent and this significant disease has negative impacts on the unique landscape and habitats of the county.



In response to the threat to Kent from this disease, an Ash Outbreak Strategic Co-ordination Group was established, led by the Kent Resilience Forum and bringing together partners such as Kent Downs AONB, the Arboriculture Association, Forestry Commission and Kent County Council to produce information offering practical advice on slowing its spread through the county. This has been distributed to local authorities, highway authorities, private tree and woodland owners, and contractors in Kent.

Reference: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/countryside-policies-and-reports/managing-ash-dieback-in-kent>

CASE STUDY

A GROWING LOW CARBON SECTOR AND ECONOMY

The low carbon sector is the most rapidly growing sector nationally; it is estimated to contribute £1 billion to the Kent economy, employing directly or indirectly up to 55,000 people. It includes businesses that either operate in a sustainable way or are delivering low carbon/green products or services.

Areas of particular growth have been highlighted for the housing retrofitting, low carbon new build, offshore wind, waste management and recycling sectors. There are also many opportunities for services that operate with the natural environment and resources sector.

Kent County Council works through Low Carbon Kent to support the growth of this sector by providing help, guidance, referrals and grants. The work is in partnership with local councils, SMEs, Locate in Kent, BSK-CiC, universities and business support organisations.

Through ERDF funding, the Low Carbon Kent partnership has been able to provide 86 grants totalling £1 million to businesses across a range of sectors including: construction, energy, retrofit and renewable energy.

ENERGY



TARGETS

- We will reduce our emissions across the county by 34% by 2020 from a 2012 baseline (2.6% per year)
- More than 15% of energy generated in Kent will be from renewable sources by 2020 from a 2012 baseline

INDICATORS

- Electricity generated through renewable sources
- GHG emissions reporting for the county and sectors

WATER



TARGETS

- We will reduce water use from 160 to 140 litres per person per day
 - Reduce the number of properties at risk from flooding
 - 28 Kent and Medway water bodies will be at good status by 2021.
- These targets are under review, for example revised Water Framework Directive (WFD) targets are being considered and will likely reflect the revised River Basement Management Plan due later in 2015.

INDICATORS

- Household water use
- Number of properties protected from new flooding schemes
- River flows and ground water levels
- Water Framework Directive
- Bathing and shellfish water quality
- Number of properties at risk from flooding
- Number of people signed up to Floodline Direct

NATURAL AND HERITAGE ASSETS



TARGETS

- A minimum of 65% of local wildlife sites will be in positive management and 95% of SSSIs will be in favourable recovery by 2020
- 60% of local wildlife sites will be in positive management and 95% of SSSIs will be in favourable or recovering status by 2020
- Status of bird and butterfly species in Kent and Medway are quantified
- We will have completed a natural capital assessment for Kent by 2017
- Heritage assets at risk quantified and identified

INDICATORS

- Percentage wildlife sites in positive conservation management
- Extent of priority habitats
- Status of butterfly species in Kent
- Number of people volunteering in the natural and historic environment and hours spent
- Monitoring Engagement with the Natural Environment (MENE) – Natural England
- Overall visits to the Natural Environment
- Volume of visits to the natural environment by activity

SUSTAINABLE TRANSPORT AND ACCESSIBILITY



TARGETS

Targets are under review, they will initially focus on monitoring modal shift to sustainable and active travel options.

INDICATORS

- School and business travel survey data
- Rail station footfall
- Traffic counts
- Bus usage and smarter challenge survey

RESILIENCE



TARGETS

- Public sector services will have reviewed climate risk assessments and have developed actions as appropriate by 2018
- Emergency plans reviewed and guidance developed for key animal and plant health risks e.g. Ash Dieback

Further targets are under review and will incorporate business and community resilience.

INDICATORS

- Resilience plans in place (cross-sector)
- Risk assessments completed (cross-sector)
- Severe Weather Impacts Monitoring System (SWIMS) reporting

SKILLS



TARGETS

- We will work to increase the number of jobs in the Low Carbon and Environmental Goods and Services sector by 10% by 2020
- We will support 500 businesses to increase resilience and build innovation in LCEGS by 2020

These targets are currently under review and will form part of the Kent Environment Strategy Implementation Plan

INDICATORS

- How many people are employed in the LCEGS sector
- Increasing resilience of businesses

HEALTH AND WELLBEING



TARGETS

- Decrease the number of days of moderate or higher air pollution and the concentration of pollutants (align with the Kent and Medway Air Quality Partnership and national monitoring standards)
- We will work to reduce the noise exposure from road, rail and other transport

Targets are under review and will take into consideration recommendations made through the Joint Strategic Needs Assessment

INDICATORS

- Road, rail and transport exposure during day and night time
- Utilisation of outdoor space for health reasons
- Fuel poverty – percentage number of households
- Social isolation
- Air pollution
- Public Health Outcomes

WASTE



TARGETS

- We will send no more than 5% waste to landfill by 2020
- We will reduce household waste by 10% by 2020

INDICATORS

- Household recycling
- Landfill reduction
- Municipal waste arising's and treatment

Targets and indicators are currently under review and might also consider litter.

Some of the targets adopted for the 2015 Kent Environment Strategy were developed and agreed as part of Climate Local Kent in 2012. A number of these targets are under review whilst others are being developed which will form activity under the KES Implementation Plan.

GLOSSARY

Term	Definition
Active travel	Travel and transport by physically active modes of transport such as cycling and walking.
Air quality	The composition of the air in terms of how much pollution it contains, see http://www.kentair.org.uk/ for further details
AONB	Area of Outstanding Natural Beauty
Biodiversity	As defined in the Defra Biodiversity Strategy 2020, biodiversity is the diversity, or variety, of plants, animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity
Catchment area	The area drained by a river or body of water
Circular economy	A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.
Climate change	Climate change refers to a large-scale, long-term shift in the planet's weather patterns or average temperatures. See the UK Met Office's climate guide (http://www.metoffice.gov.uk/climate-guide) for further information.
Energy Company Obligation (ECO)	The Energy Company Obligation (ECO) is a government scheme to obligate larger suppliers to deliver energy efficiency measures to domestic premises in Britain. See https://www.ofgem.gov.uk/ for further information.

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Term	Definition
Fuel poverty	Fuel poverty in England is measured by the Low Income High Costs definition, which considers a household to be in fuel poverty if: <ul style="list-style-type: none"> • they have required fuel costs that are above average (the national median level) • were they to spend that amount they would be left with a residual income below the official poverty line <p>See the UK Gov website for further details: https://www.gov.uk/government/collections/fuel-poverty-statistics</p>
Green infrastructure	Green infrastructure is a network of multi-functional green space, both new and existing, both rural and urban, which supports the natural and ecological processes and is integral to the health and quality of life of sustainable communities (PPS12)
Greenhouse gases	As defined under the Kyoto Protocol, these include: <ul style="list-style-type: none"> • Carbon dioxide (CO₂); • Methane (CH₄); • Nitrous oxide (N₂O); • Hydrofluorocarbons (HFCs); • Perfluorocarbons (PFC_s); and • Sulphur hexafluoride (SF₆).
Horticulture	The science, technology and business of cultivation of flowers, fruits, vegetables and ornamental plants. It can also include plant conservation, landscape restoration and landscape and garden design.
ISO 14001	International Organization for Standardization (ISO) 14001 is a core set of standards used by organizations globally for designing and implementing an effective Environmental Management System (EMS). There are many other standards under ISO which include: ISO 9001 for quality management and ISO 50001 for energy management.

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Term	Definition
Joint Strategic Needs Assessment (JSNA)	The Local Government and Public Involvement in Health Act 2007 requires PCTs and local authorities to produce a Joint Strategic Needs Assessment (JSNA) of the health and wellbeing of their local community. They identify the key issues affecting health and wellbeing of local people, both now and into the future.
Landscape	Landscape means an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors. (European Landscape Convention, 2000)
Morbidity	Morbidity is a diseased condition or state, as opposed to mortality rate which is a measure of number of deaths
National Planning Policy Framework (NPPF)	The National Planning Policy Framework sets out government's planning policies for England and how these are expected to be applied. It provides guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.
Natural Environment	The Defra Natural Environment White Paper (NEWP) <i>The Natural Choice: securing the value of nature</i> (2011) provides the following definition. The natural environment covers living things in all their diversity: wildlife, rivers and streams, lakes and seas, urban green space and open countryside, forests and farmed land. It includes the fundamentals of human survival: our food, fuel, air and water, together with the natural systems that cycle our water, clean out pollutants, produce healthy soil, protect us from floods and regulate our climate. And it embraces our landscapes and our natural heritage, the many types of contact we have with nature in both town and country.
Resilience	This is defined as the capacity to recover quickly from difficulties
Small and medium enterprises (SMEs)	The category of SMEs is defined by the European Commission as including micro, small and medium-sized enterprises who employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.

Term	Definition
Surface water flooding	Surface water flooding occurs when heavy rainfall exceeds the capacity of the ground and local drainage network to absorb it. This can lead to water flowing across the ground and ponding in low-lying areas, which may be a long way downstream and it may not be obvious that one area is contributing to flooding elsewhere. This sort of flooding is typically caused by short, intense rainfall.
Sustainable agricultural intensification	This relates to sustainable increased food production which would include use and application of new technologies, systems and integrated management practices. A more in depth definition can be found through <i>Feeding the Future: Innovation Requirements for Primary Food Production in the UK to 2030</i> : http://feedingthefuture.info/report-launch/
Sustainable development	The National Planning Policy Framework definition of sustainable development is: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is central to the economic, environmental and social success of the country and is the core principle underpinning planning.
Sustainable drainage systems (SuDS)	Sustainable drainage systems (SuDS) are a material consideration requirement in planning decisions as documented in the NPPF. SuDS aim to manage rain water runoff in a natural way by replicating natural processes. Examples include: green roofs; soakaways; ponds; wetlands; shallow ditches or swales, and permeable pavement and underground storage.
Viticulture	The science, production and study of grapes.

KENT ENVIRONMENT STRATEGY

This document is available in alternative formats and can be explained in a range of languages. Please contact alternativeformats@kent.gov.uk



DATACTION



Co-funded by the Intelligent Energy Europe
Programme of the European Union

SEVENOAKS FIRST

Cabinet - 21 April 2016

Report of Chief Officer Communities and Business

Status: For decision

Key Decision: No

Executive Summary: The report informs Cabinet about a proposal to produce an inward investment magazine for Sevenoaks aiming for publication in October/ November 2016.

This report supports the Key Aim of: Value for money and supporting the local economy.

Portfolio Holder Cllr. Fleming

Contact Officer Robin Cooper Ext. 7099

Recommendation to Cabinet:

That Cabinet endorse the production of an inward investment magazine for Sevenoaks District and put forward a growth item for future years of £4,950.

Reason for recommendation: The production of the investment magazine will help to raise the profile of the district to outside developers and investors, show that we are open for business and explain about the business opportunities for developing and living in the district.

Introduction and Background

- 1 The Council already produces a magazine 'In Shape' which is delivered to every household in the district. A recent resident's survey showed that the magazine is well liked, well read and highly regarded. The proposal here is for a totally different magazine which is not aimed at residents at all (or even sent to them) but aimed at investors, developers and those looking for business opportunities who perhaps have not considered Sevenoaks at all, or do not feel it is right for them - usually because of their perceptions of the place.
- 2 Cabinet is of course aware of the great location of Sevenoaks for doing business but we have not always been best at telling people in the wider business community and one of the main aims of the magazine is to take that

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message far and wide and to help to change the business image of Sevenoaks.

- 3 The company which produces the magazine only produce magazines for the public sector and understand the market well. They have been producing the magazines since 2004. They currently produce the magazine for Medway and also for London Boroughs such as Croydon, Southwark and Bromley and further afield in places such as Belfast, Edinburgh. Bradford and Newcastle.
- 4 In the immediate future the Council will increasingly need to rely on income from Council Tax, Business Rates and the income from its investments and the magazine, by promoting the area, will help to raise the profile and encourage businesses to locate or continue to trade in the district.
- 5 The proposal is for one magazine per year dedicated to inward investment and regeneration. An investment event will also be organised to coincide with the launch of the magazine. These are usually held in London to attract maximum attention and attendance by the development and finance sector. The event is sponsored by the publisher at no cost to the Council. An invitation is also extended to be part of a national public sector marketing event (last year at the top of The Shard) where we can promote our business opportunities directly to decision makers. The event is called Site Match and the idea is to match development sites with potential investors. The event is high profile (it normally attracts the likes of the DCLG Secretary of State to give the opening address) and is paid for by the publisher. An e-newsletter is published 4 times a year and this is paid for by the publisher.
- 6 There is also the scope to produce investment videos and children's material which is helpful for the inevitable requests Council's frequently receive to have student based information on the district ready for download. There is also an updated inward investment website promoting the magazine articles and news services and this is updated weekly.
- 7 The 6 main objectives of the magazine are to:
 - create a positive impression of the Council engaging with the private sector and keen for growth;
 - influence the development community perceptions of Sevenoaks as a good place to invest;
 - attract attention to specific investment opportunities such as Swanley;
 - inject a sense of aspiration, excitement and ambition into placemaking;
 - help attract the attention of funders (eg KCC, LEP);
 - work with other Councils such as the West Kent Partnership where appropriate to create a more compelling message about West Kent and Kent.
- 8 The magazine is normally 48 – 56 pages with independent business to business content written by trained in-house journalists. Sevenoaks is not required to write

any of the articles or supply photographs or sell advertising which is all undertaken by the publisher. An editorial plan is developed with two Council checking stages as copy is produced. Nothing is produced in the final edition which the Council is unhappy with. The content list is agreed with the Council before commissioning. Advertising by firms associated with or developing in the district pays for the magazine and the firm does not believe they will have any problem selling space for the magazine. Approaches are not made to any firm the Council does not want to be associated with (e.g. a firm we are currently pursuing for non payment of business rates or where we are taking enforcement action).

- 9 A print run of 5000 magazines is produced and 3500 of those are mailed out directly from a carefully targeted database of 40,000 regeneration and development senior decision makers plus 1000 copies delivered to us and 500 directly to advertisers. The Council's copies are used for business events, exhibitions, mail outs and for job packs as they help to promote the Council as a good place to work.

- 10 Suggestions for copy in the first edition aiming for distribution in October/ November would be:

Setting the Sevenoaks scene – growth plans. Local Plan search for sites; economy; lifestyle; advantages and attractions but commitment to protecting what is good about the district;

Welcome by the Leader;

Portfolio Holder for Economic and Community Development – our economic priorities for the district

Council support – how we help business; Council development company; plans for financial independence;

Infrastructure requirements to support jobs growth and promotion of our connectivity;

Skillset – quality and range of schools and our international dimension (proximity of airports, ports and HS1);

Homes – range of opportunities, types of building and housing requirements;

Projects such as REEF, Countryside, Fort Halstead, U and I in Swanley;

Culture and Leisure – what Sevenoaks has to offer;

More car parks for Sevenoaks;

New hotels;

What Oyster means for the district.

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Key Implications

Financial

The Council pays for one advert to promote its own services at a cost of £9,950 for edition one and £4,950 for subsequent editions. The remainder of the costs are all paid for externally. For the coming year the finance can be found from existing budgets but it is recommended that the magazine is put forward as a growth item for future years.

Legal Implications and Risk Assessment Statement.

There are no legal implications arising from the recommendations.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Conclusions

Agreement of Cabinet is sought to proceed with an inward investment magazine for Sevenoaks with a publication date of October/ November 2016 and a launch event before the Christmas close down.

Lesley Bowles
Chief Officer for Communities and Business

Item 10 - Residents Survey

The attached report was considered by the Policy & Performance Advisory Committee relevant Minute extract below

Policy & Performance Advisory Committee - 1 March 2016 (Minute 35)

The Communications Manager gave a [presentation](#) on, and presented a report which, set out the results of the 2015 Residents' Survey carried out from 24 October to 2 November 2015 by an independent research company on behalf of the Council. The purpose of the survey was to evaluate the level of satisfaction with the Council and its services, the effectiveness of the Council's communications activities and to establish where local people obtain information about the Council. The data was collected by way of a telephone survey of 201 Sevenoaks District residents, who collectively formed a broadly representative sample of the District population.

The research had been conducted under the Code of Practice of the UK Market Research Society, which meant that all of the answers residents gave remained strictly confidential and anonymous. Satisfaction with the Council stood at 79%, 59% of residents thought the Council provided Value for Money, and 70% said they were well informed about Council services. In all cases the scores were significantly higher than the national benchmark.. In Shape magazine continued to be the communication that was most seen by residents in the 6 months prior to the survey and overall satisfaction with In Shape magazine was high with 85% of respondents agreeing it provides good value for money,.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the results of the 2015 Residents Survey, be noted.

RESIDENTS SURVEY 2015

Cabinet - 21 April 2016

Report of: Chief Executive

Status: For Consideration

Also considered by: Policy and performance Advisory Committee - 1 March 2015

Key Decision: No

This report supports the Council's promise to provide value for money

Portfolio Holder Cllr. Fleming

Contact Officer Daniel Whitmarsh Ext. 7414

Recommendation to Policy and Performance Advisory Committee:

To note the results of the 2015 Residents Survey

Recommendation to Cabinet:

To note the results of the 2015 Residents Survey

Reason for recommendation: To ensure that Members are aware of the views and opinions of residents as collected from the 2015 Residents Survey.

Introduction and Background

- 1 During October 2015 Lake Market Research Ltd, an independent research company, carried out a resident survey on behalf of the Council. The purpose of the survey was to evaluate the level of satisfaction with the Council and its services, the effectiveness of the Council's communications activities and to establish where local people obtain information about the Council.
- 2 A number of the core questions were taken from the Local Government Associations (LGA) 'LG Inform' database, a tool which has been developed by the LGA as a data benchmarking service for local authorities.
- 3 The data was collected by way of a telephone survey of 201 Sevenoaks District residents. Collectively they formed a broadly representative sample of the District population.

Agenda Item 10

- 4 Research took place from 24 October to 2 November 2015. Some telephone calls took place during evenings and at weekends to ensure the Council heard the views of a representative, cross-section of the District population. All the telephone numbers were randomly generated.
- 5 The research was conducted under the Code of Practice of the UK Market Research Society, which means that all of the answers residents gave remain strictly confidential and anonymous.

Residents Survey Results

- 6 Officers will provide a presentation for Members at the meeting of the Committee to set out in more detail the results of the Residents Survey. The views of residents in relation to satisfaction, trust and value for money are important measures for the Council and are summarised as:
 - Overall satisfaction with the way the council runs things remains exceptionally high at 79%. Nationally 67% of residents are satisfied with their local council.
 - 59% of residents believe the council provides value for money; this is a small increase from 2013 (58%) and again higher than the national benchmark of 51%.
 - Trust in the Council currently runs at 74%, considerably higher than the national benchmark of 58%.
- 7 Although there is some disappointment that the Council has seen some fall in ratings since the last survey in 2013, overall the outcome of the survey is positive for the Council, particularly when placed in the context of the continued reduction in available resources for local government and the general reform of public services that has taken place in recent years.
- 8 It has been a challenging time for local government to retain its reputation and the trust of its residents. However, when compared to recent national data published by the LGA the Council continues to be one of the strongest performers nationally for important measures such as overall satisfaction, trust and value for money.

Communications

- 9 An important element of the Resident Survey is to find out information about how residents wish to access our services, how they keep informed about what the Council does and how the Council can best communicate with them.
- 10 Overall, 70% of those surveyed feel the Council keeps residents well informed about services; this is a 1% fall from 2013 but once again higher than the national benchmark. In Shape continues to be the communication that was most seen by residents in the 6 months prior to the survey, as opposed to the Council website or other forms of social media. Overall

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Item 11 - Communications Strategy

The attached report was considered by the Policy & Performance Advisory Committee relevant Minute extract below

Policy & Performance Advisory Committee - 1 March 2016 (Minute 36)

The Head of Transformation & Strategy presented a report which asked Members to consider and comment on the current strategy and proposed work plan that would support officers to deliver the aims and objectives set out in the strategy.

The Council's Communication Strategy had been reviewed in recent years, with significant support from a Members Working Group, to reflect the changing priorities for the Council and had been improved to clearly reflect the purpose of all communications activity for the Council and set a clear framework for the remit of the Communications team. The work plan would reflect the significant projects the Council would undertake during the next year and highlight work required within Council services to ensure strong communications with customers.

Members asked some questions concerning the work plan. There was some discussion on advertising and sponsorship. At the moment no 'off brand' advertisers were used in InShape. Sponsorship was a difficult area and as things moved forward it would be a future discussion for Members to explore. Rather than creating email lists for newsletters, it was hoped the new website could be used to offer customers a more personalised experience.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That Cabinet be recommended to adopt the Communications Strategy.

COMMUNICATIONS STRATEGY

Cabinet - 21 April 2016

Report of: Chief Executive

Status: For Consideration

Also considered by: Policy & Performance Advisory Committee - 1 March 2016

Key Decision: No

This report supports the Council's promise to provide value for money

Portfolio Holder Cllr. Fleming

Contact Officer Lee Banks Ext. 7161

Recommendation to Policy & Performance Advisory Committee:

Cabinet are recommended to adopt the Communications Strategy.

Recommendation to Cabinet:

The Council's Communications Strategy is adopted.

Reason for recommendation: To ensure that the Council's Communication Strategy is in accordance with Members priorities and is making the most effective use of the Council's resources.

Introduction and Background

- 1 Communications activity across local government has seen a significant rise in profile in recent years as Councils continue to manage the impact of funding cuts. As a result local authorities have sought to increase dialogue with their residents, local businesses and other stakeholders to prioritise savings and efficiencies that reflect community wants and needs, and also ensuring the community is well informed about services and the value provided by the local authority.
- 2 The Council's Communication Strategy has been reviewed in recent years, with the significant support of a Members Working Group, to reflect the changing priorities for the Council and has been improved to clearly reflect the purpose of all communications activity for the Council and set a clear framework for the remit of the Communications team.

Agenda Item 11

- 3 In response to this changing environment for local authority communications it is considered important that Members consider and comment on the current strategy (provided as Appendix A).
- 4 Members may also wish to consider the proposed work plan (provided at Appendix B) that will support officers to deliver the aims and objectives set out in the strategy. The work plan should reflect the significant projects the Council will undertake during the coming year and highlight work required within Council services to ensure strong communications with customers.

Other Options Considered and/or Rejected

- 5 None.

Key Implications

Financial

- 6 None. Delivery of the Communications Strategy and work plan as set out are within the existing financial resources allocated to the communications function.

Legal Implications and Risk Assessment Statement

- 7 There are no legal implications arising from this report. The risk of not having a properly considered and documented strategy and work plan for communications activity may result in resources being directed at areas that are not a priority for the Council.

Equality Assessment

- 8 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Conclusions

- 9 The Communications Strategy and Work Plan are reported to Members for their consideration and to ensure that the focus of the Communications team is appropriate and in priority areas for the Council.

Appendices

Appendix A - Communications Strategy

Appendix B - Communications Work Plan

Background Papers:

None

Dr Pav Ramewal
Chief Executive

Sevenoaks District Council

DRAFT Communications Strategy



Communications Strategy

This strategy sets out how the Council will communicate effectively with its residents, local businesses, stakeholders, staff and Councillors, especially during a time of budget reductions and a drive towards financial self-sufficiency.

The strategy is updated as necessary to reflect emerging issues, shifting priorities and developments in best practice.

We are always interested in ways to improve our approach to communications and welcome your suggestions.

Contact us

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Publication details

Purpose of the
Communications Strategy

To ensure that the Council communicates the right information to its customers, its staff and its Councillors at the right time and in an effective and cost-efficient manner.

Publication date
April 2016

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1. Background & Introduction

Introduction

The Communications Strategy sets out Sevenoaks District Council's approach to communications.

This strategy and the Communications Team's work plan builds on the achievements of previous corporate communications objectives and work plans, which introduced improved ways of working.

First and foremost, this plan has the aim of maintaining the current high levels of satisfaction and trust with the Council.

But this is a time of change in the communication landscape with electronic and social media becoming a powerful, cost effective medium at the Council's disposal. This strategy will help ensure the Council better utilises these technologies.

A greater emphasis will also be put on visual identity to ensure output is consistent and conforms to the Council's Brand Guidelines.

Council Vision & Promises

The Council's Communications service has one common goal - to maintain the reputation of the Council by implicitly and explicitly communicating the Council's vision and promises – its corporate narrative.

The Council's vision can be summarised as:

“Pride in the District of Sevenoaks by working with the community as a whole, to sustain and develop a fair, safe and thriving local economy.”

The Council's promises are to:

- Provide value for money
- Work in partnership to keep the district of Sevenoaks safe
- Protect the Green Belt
- Provide the high quality services residents want
- Support and grow the economy

The principal aim of this strategy is to set a clear framework that enables the Council to effectively communicate activity against these promises and work undertaken to deliver the vision for the District.

In a time of unprecedented financial pressure and change, it is important to build trust with local people, local businesses and community leaders. The Communications Team is there to support the Council in being transparent and explain what service changes are taking place and why; the reasons why and benefits to the community of achieving financial self-sufficiency; that statutory and high priorities are being defended and delivered well in a period of financial austerity.

2. Communications at Sevenoaks District Council

The Communications Team

Responsibility for Communications falls within the Portfolio for Policy & Performance. Cllr Peter Fleming, the Leader of the Council, is the current Portfolio Holder.

The Communications Team is one of the smallest teams in the County for the responsibilities it holds.

Communications is part of the Transformation & Strategy Team and the team comprises of:

- 1 FTE Communications Manager
- 1 FTE Communications Officer
- 0.2FTE Policy and Communications Assistant and
- Graduate Interns on an ad-hoc basis.

The Communications Team is supported by a Corporate Communications Group. The Group meets throughout the year, acting in a planned and proactive way to deal with communication issues and to advise and support Strategic Management Team and other staff about relevant matters.

Task and finish groups are formed to support individual projects or to review and improve communications activity across the Council.

Our Responsibilities

Main responsibilities of the team include:

- Oversight of the Council's website
- Production and editing of In Shape, the Council's resident and business magazine
- Management of the Council's social media presence on Twitter, Facebook, Streetlife, Pinterest and LinkedIn
- Media relations
- Campaigns and marketing and
- Internal communications, including the intranet.

Value for money services

The Communications Team is determined to deliver a low cost, high quality communications service to the Council.

The team is committed to:

- Working smarter
- Maximising capacity
- Sharing resources
- Shared working across organisations
- Partnership working and
- Raising income

2. Communications at Sevenoaks District Council

(continued)

Working with Councillors

All roles within the Communications Team are apolitical.

The team will only advise Councillors on media relations and will not suggest content for media releases.

The democratic mandate (elected Councillors) is what makes Local Government different among public services. The Communications Team tells the Council's story to the media and acts as an advocate for the local community.

The Communications Team has clear objectives when determining its strategy for working with Councillors. These are:

- Officers must be apolitical
- To provide support to Councillors in their role as community leaders and as advocates for the Council
- To provide support to both the decision making and scrutiny functions
- To support and advise all Councillors regarding the media
- To always inform and be transparent with Councillors, demonstrating to the local community that they have a strong voice in important decisions.

Within the Council's governance arrangements it has been agreed that Councillors will have an active role in the Council's communications. These are as follows.

■ Cabinet – Leader & Portfolio Holders

These Councillors are accountable for many day-to-day Council decisions. Some decisions will be taken collectively by the Cabinet and others by the Leader of the Council or by individual Cabinet Portfolio Holders. In all cases, decisions will need to be recorded and published on a regular basis. The Leader and Portfolio Holders will be the 'public face' of the Council and will be the first point of reference for comments on key decisions.

■ Advisory Committees, Scrutiny, Standard & other committees

From time-to-time, issues can arise when these committees, other than Cabinet, make recommendations or take decisions which require a formal Council comment. In these circumstances it will fall to the relevant chairman to make such comment either orally or within a news release prepared by officers.

Further information and detail is available within the Council's 'Public and media relations guidelines'.

3. Reaching our audience

Our audience

The Communications Team's primary audiences are local residents, local businesses, Councillors and staff.

External communications and effective media relations help to promote the Council's value for money credentials and advertise the breadth of services it provides.

Effective internal communications assist with retaining staff as advocates during a time of change in public service funding.

In addition, the Government audience is essential because a good reputation of a Council or an individual service can aid opportunities to secure external funding and enable the Council's voice to be more clearly heard on the national stage.

Reaching our audience

■ Residents

The 2011 census recorded Sevenoaks District Council as having a population of 114,893, occupying 47,020 homes.

- 51.5% of the population are female;
- The average age in the District is 41;
- 19% of the population are aged over 65; and
- The BME population makes up 4.2% of the District.

It is the Communications Team's objective to communicate the Council's Vision and Promises and its ambition to become financially self-sufficient. In doing so it will explain the services the Council provides and underline the level and quality of services provided.

The Communications Team will approach this through campaigning and a balanced mix of media and marketing using the following communications methods:

- Effective branding;
- Effective media relations;
- Campaigning through multiple media channels;
- Using In Shape, the Council's magazine;
- Direct marketing; and
- Social media.
- Businesses and landlords

At 1 April 2015 a total of 3,788 business properties were listed for Sevenoaks District.

The District has a diverse mix of businesses and it is a priority to help them grow as well as looking to bring new ones into the area.

The Communications Team's objective is to communicate the Council's promise to 'support and develop the local economy'. In doing so the team will seek to encourage businesses and landlords to invest in the District, be supportive of economic development and growth in the right areas and promote sustainable employment for local people.

The Communications Team will approach this through targeted media and marketing events and seeking to create new opportunities for dialogue with businesses. To do this the Team will work in partnership with the Council's Economic Development and Property Team, and use the following communications methods:

- Effective media relations
- Email newsletter for businesses
- Campaigning through multiple media channels
- Publicising Council involvement in local business meetings and events and
- Marketing and publishing.

■ Stakeholders

Services are provided across the Sevenoaks District by a wide range of service providers including town and parish councils, Kent County Council, Police, Fire, Health services and numerous third sector and charity organisations. The Council wants its stakeholders, including Councillors, partners and the local media, to be advocates for the Council.

The Communications Team's objective is to communicate the Council's vision and promises, but also to empower and engage people in supporting the Council's Communications Strategy.

This will be achieved by direct communication, by seeking participation in council communications activity and providing media style briefings on important issues through traditional communications routes.

■ Staff

The Council employs around 350 full-time equivalent staff. It is critical to the Council's performance that staff are engaged in the overall direction of the Council and are highly satisfied in their work.

It is the Communications Team's objective to communicate the Council's Vision and Promises.

In doing so the Team will make it clear how services and individuals make a contribution to achieving the Vision and Promises.

Through our communication with staff the Council aims to empower staff to promote the quality of services and uphold the Council's reputation. Our last Staff Survey told us that 82% of staff talk positively of the Council to people outside of the organisation, with the remaining 18% saying they talk neither positively or negatively.

The Communications Team's will approach this through sustaining excellent communications, delivering the Council's key messages and providing positive examples of achievements towards the Council's vision and promises.

The Communications Team will use the following communications methods:

- grapeVine email bulletin for all staff
- Direct News bulletin for staff working at the Dunbrik depot
- Using In Shape, the Council's magazine
- inSite, the Council's intranet
- Staff Briefings and meetings and
- Notes from Strategic Management Team meetings.

4. Measuring our results

Maintaining the Council's reputation

A telephone survey is undertaken every two years by an independent research company asking a range of questions, including some formulated by the Local Government Association.

The survey found that resident satisfaction with the Council was 79%. This is believed to be one of the highest scores, if not the highest, of any council. The most recent national figure for satisfaction with the local Council from research conducted by the LGA is 67%.

Trust in the Council currently measures 74% (set against a national figure of 58%)

The same survey also found that 59% of residents believe that the Council delivers Value for Money. Nationally the value for money score for local Councils is 51%.

The challenge for the Council and the work of the Communications Team is to sustain high levels of satisfaction with the Council and sustain the proportion of residents who feel the Council delivers value for money.

Targets and outcomes

In assessing the performance of the Council's Communications Team the following targets and outcomes will be measured against the life of this strategy.

- 1) Maintain the reputation of Sevenoaks District Council as an organisation that has integrity, provides good value quality services and improves local residents' lives.
- 2) A focus on media relations that is targeted and supports two/three campaigns per year.
- 3) A target of 90% balanced or favourable coverage in the local print media.
- 4) Greater adoption of electronic communication channels to engage better with residents, Councillors and staff.
- 5) Targeted consultation, which empowers residents and the business community to inform and influence Council policies and services.

5. Additional Information

Links to plans and strategies

The Council's Communications Strategy is closely aligned to the commitments in the Council's vision and promises. It is also designed to compliment and support a number of other Council plans and strategies. These include the:

- Corporate & Service Plans
- Human Resources Strategy
- Equality Commitments and
- IT Strategy.

Guidance for officers

Further communications guidance is available on inSite, the Council's intranet. This information includes:

- The Communications Team's current work plan
- Publicity and media guidelines; and
- Advertising Policy.

Guidance for Councillors

Further communications guidance is available to Councillors from the Council's Communications Team. This information includes:

- The Communications Team's current work plan
- Publicity and media guidelines; and
- From the Council's Constitution (Appendix W) 'Guidance on the Disclosure of Confidential Information by Councillors'.

Sevenoaks District Council

DRAFT Communications Strategy

If you have any comments about this document or require further copies, please contact:

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April 2016



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Communications Team work plan

Action	Milestones	Due Date	Portfolio Holder(s) & Lead Officer(s)
Provide communications planning and support for the delivery of Council projects (including increased parking capacity, hotel development and Swanley & Hextable Masterplan)	<ul style="list-style-type: none"> ■ Develop communications plans as a contribution to the Council's project plans ■ Provide ongoing communications support and act as single point of contact for media enquiries 	March 2017	Policy & Performance, Planning, Economic & Community Development Communications Manager & Project Lead Officers
Support the development of the new Council website	<ul style="list-style-type: none"> ■ Review content, develop the new site, train and support staff ■ Work with teams to identify and produce transactional services 	September 2016	Policy & Performance Customer Services Manager & Communications Manager
Communicate the developing local plan and successes in the planning team	<ul style="list-style-type: none"> ■ Explain the challenges and issues facing the District as the Local Plan develops, in particular around the need for new homes ■ Communicate successful planning enforcement cases 	Ongoing	Planning Chief Planning Officer & Communications Manager

Action	Milestones	Due Date	Portfolio Holder(s) & Lead Officer(s)
Review accessibility of In Shape and the Council website for people with learning difficulties	<ul style="list-style-type: none"> Work with representative groups to establish if any changes should be made and, if so, implement them 	September 2016	Legal & Democratic Services and Policy & Performance Communications Manager, Customer Services Manager & Equalities Officer
Maximise opportunities for generating income from communications activities	<ul style="list-style-type: none"> Introduce an advertising plan, which covers In Shape magazine and other Council assets 	June 2016	Policy & Performance Communications Manager
Promote services that generate income, including pest control and MOTs, supporting the Council's financial self-sufficiency	<ul style="list-style-type: none"> Produce new marketing plans for services 	March 2017	Relevant Portfolio Holders Communications Manager & Relevant service areas
Improve communication with Councillors	<ul style="list-style-type: none"> Contribute and support the development of a new intranet or portal for Members 	December 2016	Policy & Performance and Legal & Democratic Services Communications Manager & Democratic and IT Services

Action	Milestones	Due Date	Portfolio Holder(s) & Lead Officer(s)
Media relations	<ul style="list-style-type: none"> Continue to work proactively with the local media to promote Council news and activities and to respond to media enquiries in a timely manner 	On-going	Policy & Performance Communications Manager
Greater integration of social media platforms across the Council	<ul style="list-style-type: none"> Support the Customer Services Team as it takes over responsibility for responding to customer service requests via social media channels 	June 2016	Policy & Performance Communications Manager & Customer Services Manager
Enhance the Council's social media and online presence with the use of short videos	<ul style="list-style-type: none"> Purchase suitable filming equipment and upskill the Communications Team to produce videos for a web-based audience Work with the corporate group producing videos to help customers use and apply for our services 	March 2017	Policy & Performance Communications Manager
Run campaigns to support the delivery of Council and service objectives.	<ul style="list-style-type: none"> Develop campaign templates, deliver campaigns and evaluate outcomes 	On-going	Relevant Portfolio Holders Communications Manager & relevant service areas

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Item 12 - Community Safety Strategy & Action Plan 2016-17

The attached report was considered by the Economic & Community Development Advisory Committee relevant Minute extract below

Economic & Community Development Advisory Committee - 17 March 2016
(Minute 37)

The Community Safety Manager presented a report which sought approval for the 2016-17 Community Safety Strategy and Action Plan. The plan responded to the community safety priorities identified in the most recent Strategic Assessment.

Members discussed the recent tabloid stories of misunderstanding of PREVENT, for example in schools. The Community Safety Manager advised that there is some misunderstanding out there and that there is an opportunity to develop more work around listening to young people. Support has been offered to local schools. She also confirmed in response to a question that she attended cross border meetings with neighbouring local authorities in relation to gangs.

In response to comments on parking around schools, she is happy to liaise with local head teachers and write to parents if necessary. The Council has limited duty around this, but a letter to remind people of their responsibilities etc could help.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the Community Safety Strategy & Action Plan for 2016-17, be recommended to Cabinet for approval.

COMMUNITY SAFETY STRATEGY & ACTION PLAN 2016-17

Economic & Community Development Advisory Board - 17 March 2016

Report of Chief Officer Communities and Business

Status: For Consideration

Also considered by: Cabinet - 21 April 2016

Key Decision: Yes

Executive Summary:

This report seeks approval for the 2016-17 Community Safety Strategy and Action Plan. The plan responds to the community safety priorities identified in the most recent Strategic Assessment.

This report supports the Key Aims of delivering a low crime rate in the District and supporting vulnerable and repeat victims of crime and anti-social behaviour

Portfolio Holder Cllr. Roddy Hogarth

Contact Officer Kelly Webb Ext. 7474

Recommendation to Economic & Community Development Advisory Committee: Members views are sought.

Recommendation to Cabinet: That the Community Safety Strategy & Action Plan for 2016-17 is approved.

Reason for recommendation: This Action Plan will determine multi-agency work undertaken in the District to reduce crime and anti-social behaviour and increase feelings of safety.

Introduction and Background

- 1 The Crime & Disorder Act 1998 places a statutory responsibility on Sevenoaks District Council, Kent County Council, Kent Fire & Rescue Service, Health, Probation and Kent Police, together with other key partners, to undertake an audit of crime and disorder in the District and co-operate in the development and implementation of a strategy and action plan for tackling local crime and disorder.

Agenda Item 12

- 2 The Strategic Assessment undertaken in December 2015 identified seven Community Safety priorities for the District, in no particular order, as follows:
- Anti-Social Behaviour incl Environmental Crime
 - Acquisitive Crime (incl Burglary & Vehicle Crime)
 - Safeguarding (incl Prevent, Gangs, Human Trafficking, Modern Slavery, CSE (Child Sexual Exploitation, Vulnerable Adults and Protecting Children)
 - Road Safety
 - Substance Misuse
 - Young People (incl Online Safety, Bullying, Cyber Bullying and Positive Promotion of young people)
 - Domestic Abuse

The Action Plan is monitored on a quarterly basis by the Community Safety Partnership, to ensure that actions are on target and are helping to meet the identified success measures.

- 3 The draft 2016-17 Sevenoaks District Community Safety Strategy and Action Plan sets out Partnership activity aimed at addressing the above priorities.

Key Implications

Financial

The funding required to deliver the Action Plan comes from the Police and Crime Commissioner and SDC Core Budgets and core budgets of participating agencies and other external funding sources as they become available. No additional District Council funding is required to deliver the plan.

Legal Implications and Risk Assessment Statement.

There are no legal issues for the Council arising from this action plan.

Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. The decisions recommended through this report directly impact on end users. The impact has been analysed and does not vary between groups of people. The results of this analysis are set out immediately below.

There are no negative impacts - the action plan applies to all. The action plan seeks to reduce crime and anti-social behaviour and improve feelings of safety. The action plan looks at 7 priorities that have been highlighted through the strategic assessment completed in December 2015. All victims of crime and anti-

social behaviour are treated equally and fairly regardless of disability, age, sexual orientation, gender reassignment, marital or civil partnership, race, gender, carer status or religion and belief.

Safeguarding Children and Vulnerable Adults.

The Action Plan makes a positive contribute to the safeguarding of children and vulnerable adults in the District.

Resource (non financial)

The Action Plan will be delivered by the Council's Community Safety Team with partner agencies.

Sustainability Checklist

A sustainability checklist has been completed and a positive impact is anticipated.

Conclusions

The Community Safety Action Plan for 2016-17 sets out Community Safety priorities for the District based on an assessment of crime and disorder and a multi-agency action plan aimed at tackling those priorities. Partner agencies are accountable for their own actions within the Action Plan and are monitored by the Community Safety Partnership.

Appendices

Draft Sevenoaks District 2016-17 Community Safety Strategy and Action Plan

Background Papers:

[Sevenoaks District CSP Strategic Assessment 2015](#)

Lesley Bowles
Chief Officer Communities & Business

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**Sevenoaks District
Community Safety Partnership
Annual Action Plan
2016 - 2017**



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Action Plan 2016-17

Introduction

The Sevenoaks District Community Safety Partnership brings together all of the agencies in the District who can have an impact on crime, anti-social behaviour and the fear of crime. A list of partners is set out on page 26. The Partnership has 3 key aims. They are to:

- Reduce and detect crime
- Reduce anti-social behaviour and the fear of crime
- Strengthen community involvement

Each year the Partnership, in common with all of the Community Safety Partnerships in Kent, undertakes an assessment of crime and disorder in the District, using data provided by partners and feedback from residents. The assessment identifies the priority issues for the next year using the following rationale for each community safety type:

- Whether there is significant community concern
- Whether there is an increasing trend
- Whether it contributes to a high volume of crime
- The level of harm it causes
- How well it is performing compared with other parts of Kent and similar partnerships nationally
- Whether the Partnership can add value to the work

This Action Plan identifies where we can best work together to achieve results.

Priority Issues for 2016-17

The Strategic Assessment undertaken during the winter of 2014 has identified 8 priorities for the Partnership to tackle during 2016-17. The data referred to in this Action Plan is based on the Strategic Assessment, and uses data between October 2015 - September 2016, unless otherwise stated. Trends in the identified priorities continue to be monitored on a quarterly basis and the first monitoring will be available in July 2016. Crime types are compared with their “Most Similar Groups” a bench marking group set up by the Home Office, of partnerships thought to have similar characteristics.

The 7 priorities, in no particular order, are:

- Anti-Social Behaviour including Environmental Crime
- Acquisitive Crime including Vehicle and Burglary Crime
- Substance Misuse
- Young People’s Issues
- Safeguarding including Child Sexual Exploitation (CSE), Vulnerable Adults and Children, Gangs, Modern Slavery and Human Trafficking and Prevent
- Domestic Abuse
- Road Safety

Although the Partnership’s main focus will be the 7 priorities, it will continue to monitor and plan for trends in crime and other community safety issues and address them through the Community Safety Unit’s daily briefings and other tasking arrangements in order to reduce recorded crime.

The Action Plan

The following pages set out the overall targets for the Community Safety Partnership. The Action Plan does not include details of the numerous activities already undertaken by partners, town and parish councils, the voluntary sector and others as part of their day to day work, but highlights activities in addition to core work, which partners will undertake throughout the forthcoming year. All priorities include actions around public perception and reducing repeat offenders/victims.

Funding and monitoring

Funding for the actions included within the Action Plan is available from a number of sources, including partners' own budgets, Police & Crime Commissioner's (PCC) funding which is allocated to district Community Safety Partnerships, Choosing Health funding and other small amounts of funding from a variety of sources, for example the Kent People's Trust.

Regular monitoring will take place to ensure that individual projects continue to deliver positive results as well as value for money and that this Action Plan is on target.

Equalities

In preparing the action plan, issues such as equality and diversity were considered to ensure that everybody feels safe in the District.

SEVENOAKS DISTRICT COMMUNITY SAFETY PARTNERSHIP – ACTION PLAN 2016-17

SUCCESS MEASURES

All recorded crime

All Victim Based Crime reduced compared with the previous year.

Anti-Social Behaviour

An improvement in behaviour achieved in 80% of cases accepted by the Anti-Social Behaviour Task Group.

75% of Anti-Social Behaviour victims satisfied with action taken.

Young People’s issues

Intervention projects and positive media for young people to be maintained.

Acquisitive Crime

Number of dwelling & non dwelling (shed, commercial/retail premises) burglaries to be reduced compared with the previous year.

Number of Vehicle Crimes (Theft of vehicles and Theft from vehicles) to be reduced compared with the previous year.

Safeguarding

Deliver a minimum of four training packages on Prevent

Determine a baseline figure for CSE, Prevent, Gangs, Human Trafficking and Modern Slavery cases in the District

Speeding incl Road Safety

Maintain the number of voluntary speed watches and Police enforcement

Substance Misuse

Substance Misuse Action Plan to be 85% on target

Domestic Abuse

DOMESTIC ABUSE

The District has the lowest number of Domestic Abuse incidents (1184)¹, and repeat victims (302), in Kent over this period. **Please note:** Domestic Abuse incidents are not always reported as violence against the person, if there has been no violence recorded. For example if there were a verbal altercation this would be recorded as a Domestic Abuse Incident and not Violence against the Person and that is why the numbers are different.

Domestic abuse in the Sevenoaks District has risen by 7.6%. Domestic Abuse historically is thought to have been considerably under reported. An increase in reporting is therefore to be welcomed and does not necessarily represent an increase in the actual number of incidents.

It is important to remember that these figures are only representative of domestic abuse that was reported to the Police and it is widely recognised that domestic abuse is often unreported. Kent police figures indicate the rates of domestic abuse for Sevenoaks District have been the lowest in Kent for the past three years.

¹ Apparent inconsistency in annual figures arises from the classification of 'incident'. Domestic abuse 'incidents' are not necessarily violent and can refer to verbal disputes which have been reported to Kent Police; as such, not all incidents make it into statistics for violence against the person .

Priority Action		Lead Agency	Other Partners	By When	Funding
DOMESTIC ABUSE					
1.1	Raise awareness and sign posting to local and county wide services and resources including refuges, particularly targeting repeat victims	CSP Domestic ASB Group	All Partners KCC Youth Services GPs Health Visiting Service	On going	Existing Budgets
1.2	Support young people to form positive and healthy relationships (to reduce onset of abusive behaviours and break the cycle of abuse.	DAVSS DA Working Group	Imago Early Help (incl Troubled Families)	March 2017	Existing Budgets
1.3	Commissioning of support for Perpetrators of Domestic Abuse	Police	Probation CSU	March 2017	Existing Budgets
1.4	Commissioning of support for young people abusing parents	DAVSS	CSU	March 2017	Existing Budgets
1.5	Raise awareness of Domestic Abuse in key groups (LGBT, Traveler Groups, Ethnic Minorities & Elderly)	CSU	DA Working Group	March 2017	Existing Budgets
1.6	Extend work in Partnership with GPs and A&E Departments	KCC Public Health	DA Working Group	March 2017	Existing Budgets
1.7	Reinforcement of positive relationships for young people	SDC	Schools Youth Groups DAVSS	March 2017	Existing Budgets

1.8	Address awareness of Honour Based Violence, Forced Marriages and FGM	CSU	DA Working Group	March 2017	Existing Budgets
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ACQUISITIVE CRIME - INCLUDING BURGLARY & VEHICLE CRIME

Acquisitive crime consists of Burglary (Dwelling and Burglary Other Than Dwelling) and Vehicle Crime (Theft Of Motor Vehicles and Theft From Motor Vehicles). Although there have been rises and falls throughout the time period, the number of reported crimes are relatively low, but they do sit high in County and MSG comparisons. These types of crime have a high impact on the local community.

Burglary

This period has seen a total of 946 burglary offences - a decrease of 13% (144 offences) compared with figures for same period last year. Burglary is divided into burglary dwelling and burglary other than dwelling (BOTD). Although individually these offences account for a relatively small percentage of total crime in the District (5% and 9% respectively), they are the second highest in our MSG despite the reduction in crimes. The Sevenoaks District ranks much better in County comparisons compared to previous years for Burglary Dwelling as 4th lowest but are still very high for BOTD being 3rd highest in the County. The District has the second highest number of burglary offences in its Most Similar Group.

Vehicle Crime

Vehicle crime has increased slightly by 2% (14 offences), with the District recording 702 reported crimes, but still ranking high, 5th highest in the County and 2nd highest in its Most Similar Group.

Kent Police categorise vehicle crime as Theft from a Motor Vehicle (TFMV) and Theft of a Motor Vehicle (TOMV). The figure for TFMV stands at 521 this period, this is a reduction of 0.76% (4 offences) on same period last year and the District is the 3rd highest in Kent, 2nd worst in MSG. There was an increase of 11% (18 offences) bringing the total number of TOMV to 181 this period, the District still ranks very poorly and comes 5th highest in the County and 3rd highest MSG.

Priority Action		Lead Agency	Other Partners	By When	Funding
ACQUISITIVE CRIME(VEHICLE & BURGLARY)					
2.1	Police to liaise with CSU on Vehicle and Burglary crime on reducing repeat victims. CSU to extend daily every Thursday to address this crimes including reassurance visits and provide crime reduction devices	Police	CSU KCC Wardens PCSOs Housing Assoc	March 2017	Existing Budgets
2.2	Work with the IOM Hub to reduce the number of repeat offenders for Burglary and Vehicle Crime ensuring that support is offered for offenders just released from prison.	Police	CSU	March 2017	Existing Budgets
2.3	Work with Youth Offending Service and IOM on deterring young offenders from re-offending in burglary and vehicle crime	Police YOS	CSU	March 2017	Existing Budgets
2.4	Use Pred Pol for Vehicle and Burglary crimes on a daily basis for PCs, PCSO and Wardens to visit to help reduce potential crimes	Police	CSU incl KCC Wardens	March 2017	Existing Budgets
2.5	Promote good arrests through Social Media including Twitter and Street Life	Police	CSU	March 2017	Existing Budgets

Anti-Social Behaviour including Environmental Crime

ASB accounts for the second largest recorded issue when compared to individual crime types in the District and makes up 17% of the total recorded figures when included in crime statistics. Figures show 1,122 recorded incidents of ASB occurring within the District and reported to Kent Police; this is the 2nd lowest number of ASB reports in Kent saw a decrease of 7.8% (96 offences).

The total number of calls received by the Council during October 2014 and September 2015 equals 158. This is 12 less calls than the same period last year. ASB is most prominent community safety issue in the Sevenoaks District, (including environmental issues) and will continue to be a priority for the CSP.

The Community Safety Unit (CSU) Daily tasking's meetings dealt with 956 ASB/Community Safety calls from October 2014 - September 2015 as well as 63 risk assessments. All actions were followed up and residents were kept updated in all actions unless they had reported anonymously.

The top wards reporting were Swanley, Edenbridge and Sevenoaks. The top categories were Neighbour Nuisance/Harassment, Nuisance Bikes, Abandoned Vehicles and Fly Tipping.

SDC CCTV

During this last year October 1st 2014 to 30th September 2015 the CCTV control room at Sevenoaks District Council assisted the police with 115 reports for this period; this is the same figure for the same period the previous year. Anti-social behaviour continues to be the highest crime recorded within the CCTV service. The CCTV team saw an increase in Swanley and in Westerham.

West Kent Housing

West Kent received 342 complaints of anti social behaviour for the period 1 October 2014 to 30 September 2015. Increases in reported anti social behaviour for the same period were identified in alcohol related, criminal behaviour, drugs and Hate Related incidents.

SDC Environmental Health

Noise reports to Environmental Protection team October 2014 to September 2015 decreased from 619 to 588 (approx. 5% decrease).

Statistics show that the summer months of June, July and August remain Environmental Health's busiest months. The largest numbers of complaints are concerning loud music and barking dogs (although both have decreased by 3 cases each compared to the previous year).

The largest increase in complaint type is noise from people which may include shouting/arguing, football and children playing. This type of noise report rose by approximately 47%. However this equates to just an additional 16 cases compared to the previous year.

SDC Direct Services

Flytipping has seen a slight rise this year and remains one of the most prominent issues. The Sevenoaks District Direct Services team at SDC saw for the period October 2014- September 2015 1,125 reports of fly tipping (20.7% increase, 193 more reports). It is worth noting that an increase in reports does not necessarily indicate an increase in incidents, with often more than one report per incident.

Abandoned vehicles have increased over the last year, with 178 reports (69 more than same period last year, or an increase of 63.3%) being made to SDC and approx. 10 vehicles being removed. The low proportion of vehicles removed is in the most part due to the vast majority of those vehicles reported either being driven or declared SORN (Statutory off Road Notice) and parked off-road.

Graffiti

Graffiti reports to the Council have decreased by 26% (7 reports) this year with 20 recorded incidents (including offensive graffiti). There were 11 offensive graffiti reports between October 2014 and September 2015 all of which were removed within the 48 hour deadline set by Sevenoaks District Council.

Priority Action		Lead Agency	Other Partners	By When	Funding
ANTI-SOCIAL BEHAVIOUR Incl ENVIRONMENTAL CRIME					
3.1	Increase number of prosecutions for fly tipping through camera deployment. Awareness campaigns through local Charters (modelled on Keep Britain Tidy pilots) and prioritise hotspots	KCC Clean Kent CSU	KCC Wardens PCSOs Housing Assoc	March 2017	Existing Budgets
3.2	Good Neighbour campaign around noise, harassment. Encourage resident responsibility in speaking with their neighbours to resolve low levels issues, referrals into mediation and managing expectations for agencies in responding to clashes of lifestyles. Take joint proactive action in response to more serious cases of noise nuisance and harassment reported.	Moat Housing WKHA CSU	SDC Housing Team KCC Community Wardens	March 2017	Existing Budgets
3.3	Continue joint partnership working on the new ASB legislation and develop strategies on promoting positive working, strength and partnership	CSU	Housing Assoc Legal Teams	March 2017	Existing Budgets
3.4	Use a targeted approach to ASB concerns with KCC Community Wardens and Police Community Support Officers and respond to ASB issues through the Daily Tasking and report back in 100% of cases	CSU Police KCC Community Wardens	Housing Assoc	March 2017	Existing Budgets
3.5	Use Social Media sites to promote successes (Twitter, Facebook, Streetlife)	CSU Moat	All	March 2017	Existing Budgets
3.6	Look at the tools and powers that housing associations are able to use to reduce ASB	Moat WKHA	CSU	March 2017	Existing Budgets

	Priority Action	Lead Agency	Other Partners	By When	Funding
3.7	County wide Case Management System. Consider whether Sevenoaks/Housing Associations wish to use	CSU	CSP	March 2017	Existing Budgets
3.8	Use ASB Tools to put in place positive interventions	CSU	All	March 2017	Existing Budgets
3.9	Consider pilot with 3 or 4 individuals and look at mental health solutions	CSU	All	March 2017	Existing Budgets

SAFEGUARDING including Child Sexual Exploitation (CSE), Vulnerable Adults and Children, Gangs, Modern Slavery and Human Trafficking and Prevent

Safeguarding includes Young People, Vulnerable Adults, CSE, Modern Slavery, Human Trafficking, Prevent and Gangs.

This issue fell within the other priorities in previous years. This year it has been treated as a separate priority due to new legislation which places a statutory duty on local councils as well as some of the other partner agencies to protect the vulnerable under these crimes. It is also a major contributor to the Kent Police Strategy. These issues are also a community concern especially in recent media coverage.

The only data that has been made available is Counter Terrorism. Levels of threat are very low in the District. There have been 2 referrals made between April 2014 - March 2015 and the District has the 7th lowest number of referrals across Kent.

Priority Action		Lead Agency	Other Partners	By When	Funding
SAFEGUARDING (incl Prevent, Modern Slavery, Human Trafficking, Gangs, Vulnerable Adults and Children)					
4.1	Deliver multi-agency Prevent training. Lead on promotion of Prevent to communities	CSU	CSP	March 2017	Existing Budgets
4.2	Deliver training to front line workers on Gangs. Link in with County groups and cross border working	CSU	All	May 2016	Existing Budgets
4.3	Communications package for staff and partner agencies on how to report safeguarding concerns	CSU	All Partners	June 2016	Existing Budgets
4.4	Develop a consistent training package and deliver 3 training sessions on Safeguarding issues. Develop a database of contacts so that information is delivered through organisations	CSP KCC Safeguarding Team	All Partners	March 2017	Existing Budgets
4.5	Work with GPs and attend their Practice Learning Time sessions to update them on Safeguarding concerns	CSP	All Partners	March 2017	Existing Budgets
4.6	Work with Housing Associations to develop a leaflet with referral form for services for residents especially vulnerable residents	Housing Assoc	CSU	June 2016	Existing Budgets
4.7	Work with Police on their Control Strategy especially working with car washes and nail salons within the District	Police	CSU	March 2017	Existing Budgets
4.8	Work with families who have been identified as vulnerable, edge of care, seeking asylum to help provide support	KCC Social Care	CSP	March 2017	Existing Budgets
4.9	Work with Local Children's Partnership Group on delivering projects to meet local needs	LCPG CSU	CSP	March 2017	Existing Budgets

	Priority Action	Lead Agency	Other Partners	By When	Funding
4.10	Link in with organisations that deliver education packages	KCC Safeguarding Team	CSU	June 2016	Existing Budgets
4.11	Promote Op Willow around Children Sexual Exploitation	CSU	CSP	April 2016	Existing Budgets
4.12	Work with schools and voluntary groups on awareness training. Consider a Community Safety app to assist Safeguarding	CSU	CSP	Sept 2016	Existing Budgets

Drugs

Since April 2013, drug offences are no longer recorded in the Victim Based Crime figures released by Kent Police. However, figures collated in iQuanta show total drug offences are down 8.1% (11 offences) with 125 recorded this year.

Kent Police has provided rolling data on Drug Offences and this has also seen a decrease of 3.3% (5 offences from 153 to 148).

1 September 2014 - 31 August 2015 there were a total of 321 hospital admissions from 238 individuals for mental and behavioural disorders due to psychoactive substance use (including alcohol and drugs) in the District. This is the second lowest figure in Kent, but an increase from last year.

Legal Highs

Legal highs are substances that have similar effects to illegal drugs like cocaine or cannabis. They are sometimes called club drugs or new psychoactive substances (NPS).

Many of these drugs are now controlled, but some are still legal to possess. This does not mean they are safe or approved for people to use. Some drugs marketed as legal highs actually contain ingredients that are illegal to possess. Currently there is no baseline data for the Sevenoaks District.

Alcohol

Until recently, alcohol misuse was measured using alcohol attributable hospital admission rates which have been increasing year on year on a District and County level². It is generally felt that these rates no longer accurately reflect alcohol admission trends as some 'attributable' conditions have undergone massive rises in admission rates over recent years.

² Kent has seen a steady increase of alcohol related hospital admissions over the past ten years and alcohol remains the most common substance for those seeking treatment; this year (June 2012 to May 2013) hospital admissions for evidence of alcohol involvement by Blood Alcohol has seen a Countywide increase of 76 (8.2%). Sevenoaks has seen the sharpest rise in numbers during this period (45.5%, 25 additional residents), making a total of 80 alcohol related hospital admissions this year.

Commissioned Services

CRI work closely with a range of partner agencies to improve outcomes for substance misusers. Greensands, a supported housing project in Sevenoaks, is assisted by CRI through the provision of group work and peer support to residents for their substance misuse. A joint working programme has also been developed with Sevenoaks area MIND, to deliver CRI programmes on a weekly basis to Greensands residents and a bi-weekly drop in and referral service for MIND service users. This will facilitate better access to drug and alcohol services for these clients.

Addaction are commissioned by Public Health to deliver services to young people.

The CSP also funds Kenward Trust to deliver Substance Misuse Youth Services Tier 1 and 2. October 14 - September 25 they have engaged with over 350 young people, visited over 20 hotspots that have been a community concern and engaged with schools to deliver substance misuse projects

Priority Action		Lead Agency	Other Partners	By When	Funding
SUBSTANCE MISUSE					
5.1	Preventative and early intervention youth work to address identified local needs and improve well-being of young people. Link with other services including Mental Health Services. Early intervention outreach to be targeted and responsive	KCA Substance Misuse TG Kenward Trust	EARLY HELP KCC Youth Services Early Intervention Team CCG	On going	Choosing Health CSP Alternative funding
5.2	Frequent attenders at A&E to do engagement and follow up visits	CCG Kenward Trust	CRI Schools Early Help WKHA Social Care	Sept 2016	Existing budgets
5.3	Structured interventions around NPS (Legal Highs) for all ages and to include offenders coming out of prison	CRI Police	KCA	March 2017	Existing Budgets
5.4	Mapping and evaluation of Substance Misuse services	CSU	CRI KCA Kenward Trust	March 2017	Existing Budgets
5.5	Local response to national campaigns including vulnerable adults, older people and public health campaigns	Substance Misuse Task Group	All Partners	March 2017	Existing Budgets

YOUNG PEOPLE including Cyber Bullying, Online Safety and Positive Projects

There has been a slight increase in the number of youth offenders (under 18 years) within the Youth Offending Service (YOS) for the first time in two years, This District has the 2nd lowest rate in the County and is significantly below the Kent average.

The data provided for bullying incidents across Kent is not consistently recorded so any analysis would be inaccurate. Whilst bullying is undoubtedly an issue for some young people, data is not included in the Assessment due to inconsistent reporting and recording methods.

The Kent Police Safer Schools Officer District posts were ended in May 2014 and a Police Divisional post was set up, with PCSOs attending primary schools and focusing on e-safety.

Sevenoaks District Council has been visiting schools with partner agencies to deliver e-safety and did an e-safety campaign in February 2015 with a poster campaign of which there were over 100 entries from young people.

Priority Action		Lead Agency	Other Partners	By When	Funding
YOUNG PEOPLE incl cyber bullying, online safety and positive projects					
6.1	Collaborate to identify repeat offending/vulnerability and put in place appropriate interventions	YOS LCPG CSU Police	Health Partners Housing	March 2017	Existing resources
6.2	Operationally understand the single point of access for mental health services	CSU	All Partners	June 2016	Existing resources
6.3	Raise awareness around speech and language difficulties	CSU	YOS Early Help	March 2017	Existing Budgets
6.4	Work with newly commissioned youth service to ensure best outcome for young people	KCC/SDC Early help	Town & Parish Councils Commissioned Bodies	Sept 2016	Existing Budgets
6.5	Continued promotion of online safety (train the trainer, own staff awareness and for young people)	CSU KSCB	All	March 2017	Existing Budgets
6.6	Youth Offending Service to work with young people on community payback projects	YOS	CSU	March 2017	Existing Budgets
6.7	Promote Women's Aid website for young people experiencing Domestic Abuse	Moat	CSU	June 2016	N/A
6.8	Identify repeat behavior in individuals (pre-offending) and work with Early Help to provide early intervention	YOS Early Help	CSU	March 2017	Existing Budgets

ROAD SAFETY

Road Traffic Accidents

Throughout Sevenoaks there are major trunk roads i.e. M25/A21 which facilitate the majority of traffic through the District. Unfortunately the figures for major trunk roads and local roads are not available separately and therefore include both local roads and major roads.

The number of KSI casualties recorded in Sevenoaks has increased year on year since 2012 and the figure for 2014 (73) is now above the 2004 to 2008 baseline average (70). Sevenoaks recorded the highest number of fatalities in the county (7), the majority of which were on roads under the responsibility of Highways England.

There were 6 serious and 42 slight child casualties recorded in Sevenoaks in 2014, both of which were higher than the previous 3 years and the 2004 to 2008 baseline average. Sevenoaks and Dartford recorded the highest proportion of car occupant casualties in the county (73%). Sevenoaks and Ashford are the only districts to record a higher proportion of pedal cycle casualties compared to pedestrian casualties.

Speed Watch

Speeding and perception of speed is a high concern for residents across the District and has featured in PACT Panel's action plans.

Speed Watch training has worked well in the District with residents being trained by Kent Police to monitor the speed of vehicles passing through their community

Priority Action		Lead Agency	Other Partners	By When	Funding
ROAD SAFETY					
7.1	Education, Restorative Justice and campaigns aimed at drivers, young people and other road users. Especially focus on the increase of accidents and incidents involving older people.	KFRS Police	CSP	March 2017	Existing Budgets
7.2	Address key areas such as speed, seat belts, drink/drug driving, mobile phones and 17-24 yr old drivers through local and national campaigns	Police KCC Road Safety Team	CSU KFRS	Sept 2016	Existing Budgets
7.3	Enforcement in key areas such as speeding, drink/drug driving, mobile phones	Police	CSU	Sept 2016	Existing Budgets
7.4	Work with KCC Highways on engineering especially around speed and risk areas	KCC Highways Police	CSU	Sept 2016	Existing Budgets
7.5	Minimum of 4 Multi-Agency events to address speed enforcement	Police KFRS	CSU All Partners	March 2017	Existing resources
7.6	Continue to deliver Speed Watch across the District	CSU	Police	March 2017	Existing resources KFRS
7.7	Work with KFRS on delivering their Road Safety Action Plan across the District	KFRS	CSU	March 2017	KFRS

GLOSSARY:

ASB - Anti-Social Behaviour

CCTV - Closed Circuit Television

CDAP - Community Domestic Abuse Perpetrators Programme

CSE - Child Sexual Exploitation

CSP - Community Safety Partnership

CSU - Community Safety Unit

DAVSS - Domestic Abuse Volunteer Support Services

EVA - Environmental Visual Audit

KCC - Kent County Council

KFRS - Kent Fire & Rescue Service

MSG - A Group of Partnerships thought by the Home Office to have similar characteristics and used for benchmarking purposes

NEET - Not in Education, Employment or Training

PACT - Partners and Communities Together

PCC - Police & Crime Commissioner

SDC - Sevenoaks District Council

YOS - Youth Offending Service

Membership of the Community Safety Partnership and contact details

<p>Sevenoaks District Council Argyle Road Sevenoaks Kent TN13 1GP Tel: 01732 227000 Web: www.sevenoaks.gov.uk</p>	<p>Kent Police 1 Pembury Road Tonbridge Kent TN9 2HS Tel:01622 690690 Web: www.kent.police.uk</p>	<p>Kent Fire & Rescue Service West Group HQ Sevenoaks Fire Station London Road, Sevenoaks Tel: 01622 692121 Web: www.kent.fire-uk.org</p>	<p>Police & Crime Commissioner Kent Police Headquarters Sutton Road Maidstone ME15 9BZ Tel: 01622 677055 Web: www.kentpa.kent.police.uk</p>
<p>NHS West Kent CCG Wharf House, Medway Wharf Road Tonbridge Kent TN9 1RE Tel: 01732 375200 Web: www.westkentpct.nhs.uk</p>	<p>Kent Surrey and Sussex CRC Ltd 56 - 58 College Road Maidstone Kent ME15 6SJ Tel: 03000 473216 Web: www.kentprobation.org</p>	<p>KCC Social Services Worrall House 30 Kings Hill Avenue, Kings Hill, West Malling Tel: 0300 041 1400 Web: www.kent.gov.uk</p>	<p>KCC Children, Families and Education The Willows Hilda May Avenue, Swanley, Kent, BR8 7BT Tel: 0300 041 1400 Web: www.kent.gov.uk</p>
<p>KCC Youth Offending Service Kent County Council Invicta House 2nd Floor Sessions Square Maidstone ME14 1XX Tel: 03000 421407 Web: www.kent.gov.uk</p>	<p>KCC Youth Service Area Youth Officer C/o Swanley Youth Centre St. Mary's Road Swanley Kent BR8 7BU Tel 01322 615275 Web: www.kent.gov.uk</p>	<p>KCC Trading Standards PO Box 286 West Malling Kent ME19 4HW Tel: 03454 040506 Web: www.kent.gov.uk</p>	<p>KCC Community Safety Sessions House County Hall Maidstone ME14 1XQ Tel: 01622 696575 Web: www.kentpartnership.org.uk</p>
<p>West Kent Housing Association 101 London Road Sevenoaks Kent TN13 1AX Tel: 01732 749400 Web: www.westkent.org</p>	<p>Kenward Trust Kenward Road Yalding Maidstone Kent ME18 6AH Tel: 01622 814187 Web: www.kenwardtrust.org.uk</p>	<p>MOAT Homes Galleon Boulevard Crossways Dartford Kent DA2 6QE Tel: 0845 600 1006 Web: www.moat.co.uk</p>	<p>West Kent Extra 101 London Road Sevenoaks Kent TN13 1AX Tel: 01732 749400 Web: www.westkent.org</p>

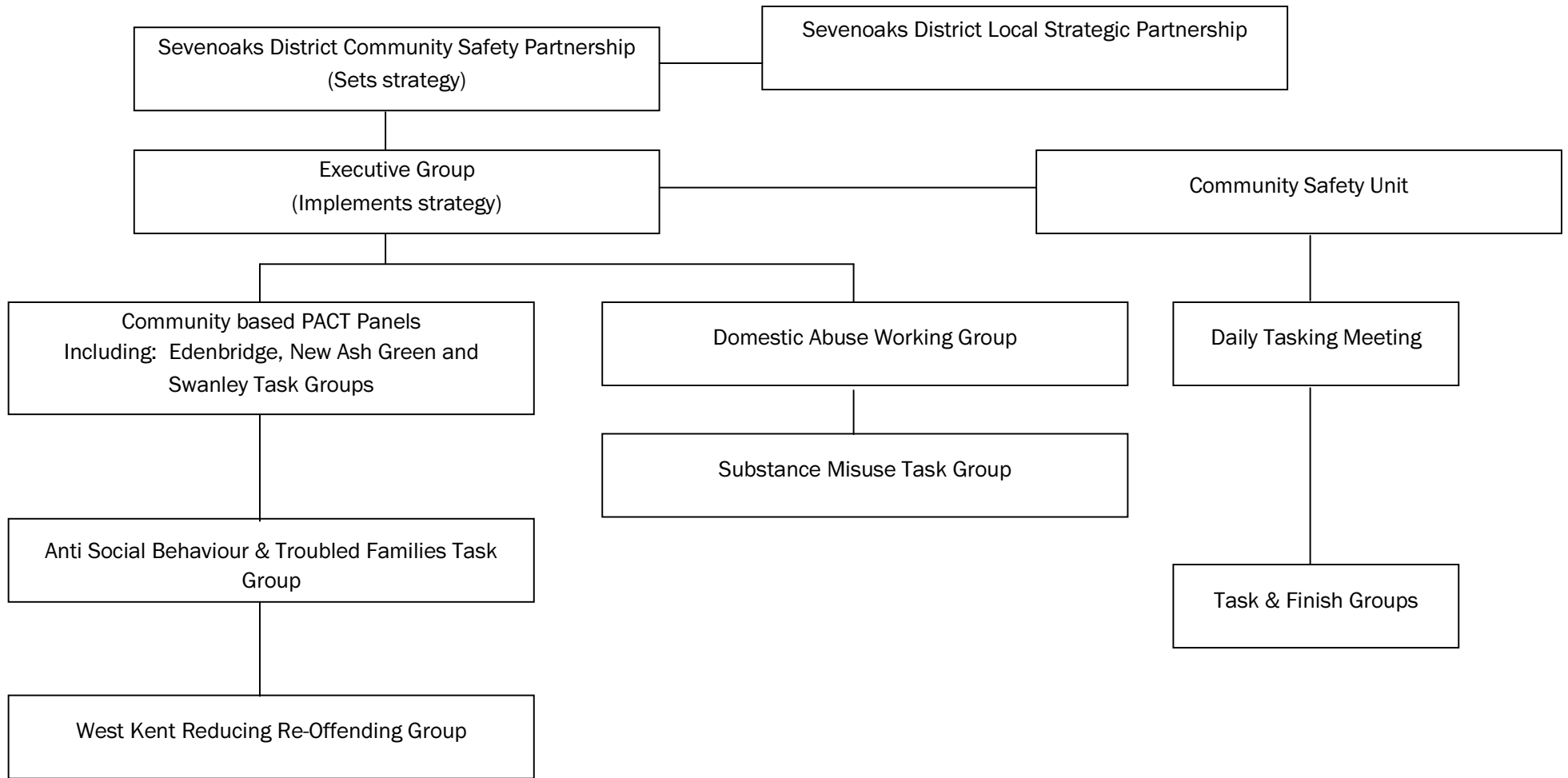
Imago 17-19 Monson Road Tunbridge Wells Kent TN1 1LS Tel: 01892 530330 Web: www.imago.org.uk			
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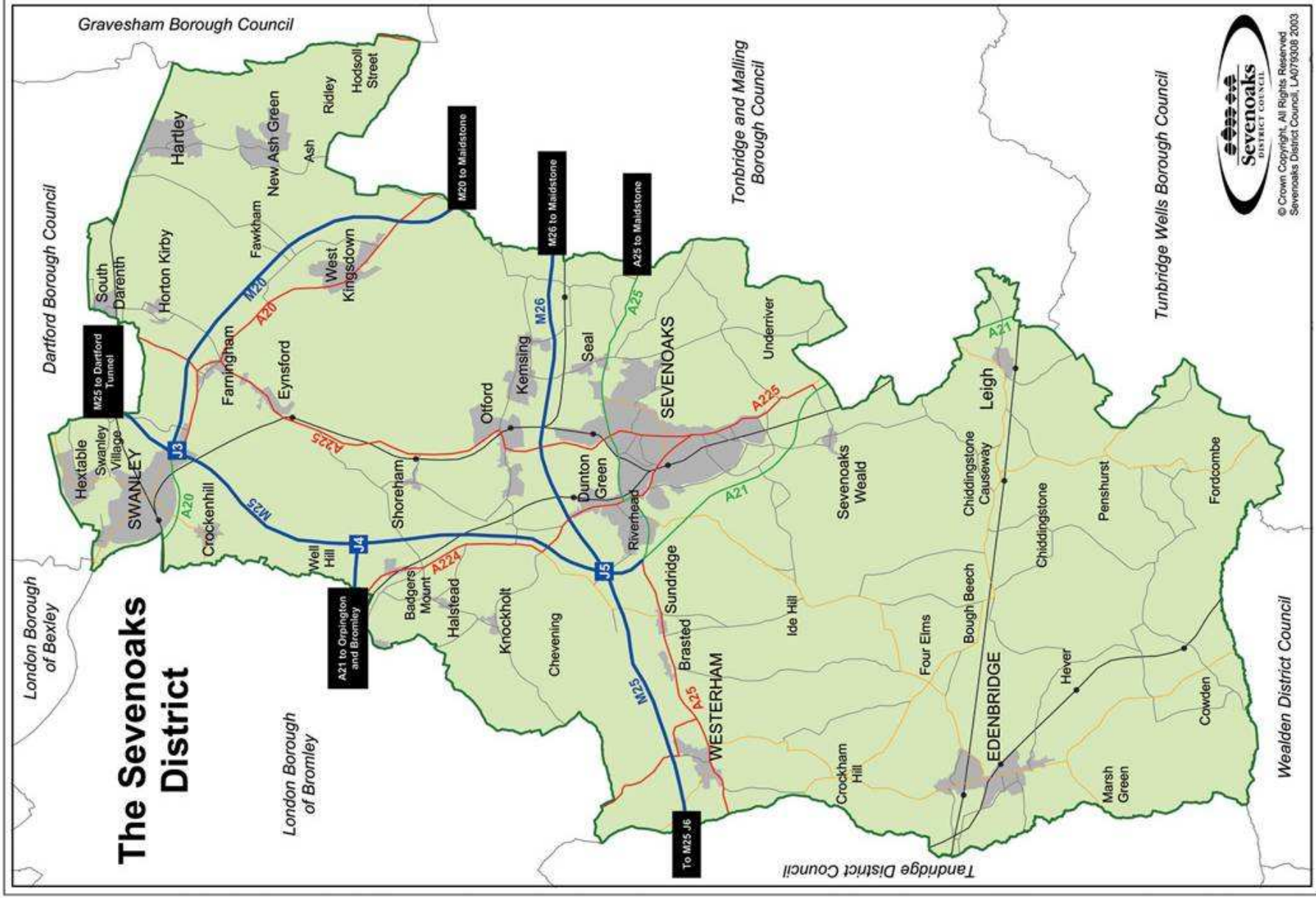
Terms of Reference

The Partnership's terms of reference are to:

- Undertake periodic reviews of community safety in the District and disseminate the findings to the public
- Develop a yearly strategy and action plan to tackle community safety
- Monitor and report progress in meeting the agreed targets and actions
- Secure resources and funding from parent organisations and others for projects to address agreed shared priorities in the Community Safety Action Plan
- Act as a forum for discussion of topical local community safety issues and agree follow up actions if appropriate
- Promote community safety in the District in conjunction with other local organisations and bodies
- Co-ordinate and maintain an overview of all activities relevant to community safety in the District.

Structure of Sevenoaks District Community Safety Partnership





Enquiries to:

Community Safety Manager
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Item 13 - Proposal for joint CCTV Control Room

The attached report was considered by the Direct & Trading Advisory Committee on 12 April 2016, and the relevant Minute extract was not available prior to the printing of this agenda.

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PROPOSAL FOR JOINT CCTV CONTROL ROOM

Direct and Trading Services Advisory Committee - 12 April 2016

Report of Chief Officer Environmental and Operational Services

Status: For recommendation to Cabinet

Also considered by: Cabinet - 21 April 2016
Legal and Democratic Services Advisory Committee (for Information re: shared service) 14 April 2016

Key Decision: No

Executive Summary: This report provides an update on the feasibility of merging the Sevenoaks District Council (SDC) and the Tunbridge Wells Borough Council (TWBC) CCTV Control Rooms and proposes to establish a West Kent CCTV hub, based at the Sevenoaks Office.

This proposal, depending upon the monitoring option taken forward, could provide a return to 24/7 manned monitoring whilst achieving identified savings on monitoring costs and increasing resilience in the control room, particularly for the out of hours service.

This report supports the Key Aim of a safe community and supports the Community Safety action plan.

Portfolio Holder Cllr. Dickins

Contact Officer Ian Finch, Ext. 7407

Recommendation to Direct and Trading Services Advisory Committee: That it be recommended to Cabinet, that

- (a) in principle, a joint agreement be entered into with TWBC and T&MBC to establish a West Kent CCTV hub, based at the Sevenoaks offices.
- (b) the preferred monitoring arrangements be as outlined in option A
- (c) a one-off Capital budget of £37,300 be approved, representing 50% of the cost of enlarging the existing Sevenoaks CCTV control room.

Recommendation to Cabinet: That

- (a) in principle, a joint agreement be entered into with TWBC and T&MBC to establish a West Kent CCTV hub, based at the Sevenoaks offices.

-
- (b) the preferred monitoring arrangements be as outlined in option A
- (c) a one-off Capital budget of £37,300 be approved, representing 50% of the cost of enlarging the existing Sevenoaks CCTV control room.
-

Reason for recommendation: The recommendations outlined in this report, provide an opportunity to create a West Kent CCTV hub for SDC, TWBC & T&MBC, based at Sevenoaks, providing annual cost savings, increasing resilience of the existing CCTV and out of hours service, and allowing a return to 24/7 manned monitoring.

Introduction and Background

- 1 SDC; TWBC and Tonbridge and Malling Borough Council (T&MBC) have been investigating the feasibility of merging their CCTV control rooms to establish a West Kent CCTV hub.
- 2 The Control room at TWBC currently provides the monitoring arrangements for TWBC cameras and for the majority of T&MBC's CCTV cameras and due to a legal agreement TWBC is currently contractually bound to meet all costs in providing a CCTV control room for itself and T&MBC.
- 3 TWBC need to provide an alternative control room location for both TWBC and T&MBC cameras prior to the sale and development of its existing Town Hall location.
- 4 TWBC and SDC currently share the salary cost of the CCTV Manager post (SDC post) which effectively manages the CCTV monitoring arrangements for SDC, TWBC and T&MBC.
- 5 This report provides an update on this work and an overview of the following aspects:-
 - Control room merge
 - Transmission costs of merge
 - Monitoring options for the proposed control room and out of hours service.
- 6 It also examines two further related issues:-
 - CCTV Partnership Manager
 - CCTV Maintenance
- 7 If the three Councils agree to enter into a new partnership, these latter two issues will be examined in more detail.

Control Room Merge

- 8 A CCTV Specialist (Chroma Vision) was engaged to examine the feasibility of a CCTV control room merge for the three Councils completed in two stages:
 - Stage 1 - looked at options for a CCTV control room merge and associated costs

- Stage 2 - focussed on the preferred option to provide a fully merged CCTV control room at the Sevenoaks Office.

- 9 The cost of enlarging the existing control room at Sevenoaks is estimated to be £74,620. This would be shared between SDC and TWBC.
- 10 The cost of 'moving' the existing TWBC control room equipment is £157,500. This cost would be met by TWBC.

Transmission Costs

- 11 The costs associated with bringing the TWBC and T&MBC images to the SDC control room, will result in a small net saving of £4,100 to T&MBC and a small net increase of £588 to TWBC. SDC existing transmission costs are not affected.

Monitoring and Out of Hours Service Options

- 12 At present TWBC and T&MBC budget £100,000 each for the annual CCTV Monitoring Cost. A contractor employs and manages qualified operators to monitor images transmitted to the TWBC control room. Monitoring is currently 365 days/year but with unmanned monitoring of 39 hours/week (overnight). Two operators are required at all times.
- 13 At present SDC monitor 365 days/year but with unmanned monitoring for 16 hours/week (4 hours between 09.00 and 13.00 hours each Tuesday-Friday).
- 14 Operators are also required to monitor and operate installed radio systems. Monitoring at the SDC control room is often single manned due to leave or sickness absence.
- 15 The manned out of hours operation at SDC currently provides the emergency contact service for both SDC and T&MBC. T&MBC pay an annual fee of around £13,000 for this service. TWBC's out of hours service is currently provided by Medway Council at an annual cost of £6,000.

Options for Monitoring Arrangements (N.B. Estimated costs based on in-house service provision)

- 16.1 (A) 24 hour CCTV coverage and out of hours service for all 3 Councils. This model includes a dedicated Supervisor and 12 operators. This provides, mainly for three operators to be on duty, but at certain less busy times this will be reduced to 2 operators. Estimated Cost: £104,933 per Council.
- 16.2 (B) No manned monitoring for 16 hours per week (SDC's current arrangements) and out of hours service for all three Councils. This model includes 12 operators and no dedicated Supervisor. Unmanned monitoring would be between 09:00-13:00 hours Tuesday to Friday. Estimated Cost: £97,600 per Council.

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- 16.3 (C) No manned monitoring for 39 hours week (overnight) (TWBC's existing operation). Does not provide for an out of hours service. Includes 12 operators and no dedicated Supervisor. Estimated Cost: £93,267 per Council.
- 16.4 (D) 24 hour CCTV coverage and out of hours service for all three Councils with a minimum number of operators. Cost: £82,933 per Council
- 17 Option B does not provide TWBC and T&MBC the coverage they require during the day (covering shopping hours).
- 18 Option C does not deliver an out of hours service. If this option was chosen the out of hours service would have to be separately contracted out.
- 19 Option D provides two operators mainly on duty only for the Three Councils (reduced to single manning for some out of hours periods). SDC do not consider this option viable for an in-house service when clashes in leave and unexpected sickness absence have the potential to reduce the number of operators in the control room to one, and therefore greatly reduces resilience and significantly increases the risk of service failure.
- 20 Option D could be considered if the monitoring arrangements were contracted out to an external provider, where they would be contractually required to provide two operators at all times (irrespective of leave and sickness). However, it is considered this service requirement will be reflected in a high tender price and will not result in the savings identified. With a maximum of two operators even at times of high demand for all three councils there would also be reduced resilience and a risk of service failure.
- 21 Currently the ratio of operators to cameras for TWBC and T&MBC is 1:52. For SDC the current ratio is mainly 1:96. If option D was considered this would reduce the ratio of operators to cameras to 1:100, which is not considered acceptable, particularly when the operators are also covering out of hours service for all three Authorities. Option A provides a ratio of operators to cameras of 1:66.
- 22 SDC have a preference to retain the monitoring and out of hours delivery in-house, and to deliver this for the three Councils.
- 23 TWBC and T&MBC have initially indicated they would prefer to pursue option D, due to the potential additional savings on monitoring arrangements (subject to tender prices).

Summary of Costs/Savings to Council for Options A & D

	SDC	T&MBC	TWBC
Option A Monitoring Out of Hours Transmission Costs	£21,500 saving £13,000 cost No change	£4,900 additional cost £13,000 saving £4,100 saving	£4,900 additional cost £6,000 saving £560 increase
Total for option A	£8,500 saving pa	£12,200 saving pa	£540 saving pa
Option D Monitoring Out of Hours Transmission Costs	£43,400 saving £13,000 cost No change	£17,000 saving £13,000 saving £4,100 saving	£17,000 saving £6,000 saving £560 increase
Total for option D	£30,400 saving pa	£34,100 saving pa	£22,500 saving pa
Capital Costs	£37,310	N/A	£194,500

24 For the reasons outlined above options B and C should be discounted. From an SDC perspective, option D, although potentially delivering the greatest annual savings to all three Councils, should only be considered if the monitoring and out of hours service is contracted out and these savings are realised in a tendering exercise. SDC would prefer to continue to keep the service delivery in-house.

25 This leaves option A as the preferred option for SDC.

26 The Capital costs of £74,620, shared 50:50 with TWBC and SDC relate to the enlargement of the existing CCTV control room at Sevenoaks to accommodate the additional equipment and Personnel that bringing in TWBC and T&MBC's camera images would require. This would be achieved by building out the existing CCTV room into the Ishihara Room. With the savings identified in option A this would be a payback period of just over four years.

CCTV Partnership Manager

27 At present the SDC CCTV Manager manages the control rooms at SDC and TWBC and the two Councils share the salary cost. TWBC currently pay SDC £27,600 for this shared management arrangement.

28 T&MBC currently have an Officer to manage the maintenance contract for TWBC and T&MBC. If an agreement was reached between the three Councils the CCTV Manager post could be identified as managing the entire CCTV

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operation, including the maintenance arrangements for all three Councils, offering further savings.

CCTV Maintenance Contract

- 29 Currently there are two separate CCTV system maintenance contracts that have been extended to allow coincidence of termination dates. One is for SDC equipment and a second for TWBC and T&MBC equipment. Prior to the expiration date of these extended contracts (possibly April 2017) there would be an opportunity to invite tenders for a combined maintenance contract serving all three Councils. This has the potential to attract discounts in comparison with existing tendered maintenance prices.

Key Implications

Financial

There is a one off capital cost (estimated £37,300) for enlarging the CCTV control room offset by an annual saving of £8,500 assuming monitoring option A is agreed. If option D, for monitoring arrangements is agreed, the estimated annual savings are increased.

Legal Implications and Risk Assessment Statement

If the proposal is agreed by all three Councils, a Partnership legal agreement will be entered into between all three Partners.

If option A monitoring arrangements are agreed for in-house delivery, the existing staff employed by the TWBC & T&MBC monitoring contractor would be eligible to transfer to SDC under TUPE requirements. (Transfer of Undertakings, Protection of Employment Regulations).

Option D monitoring arrangements would only be acceptable to SDC if the monitoring provision is contracted out as, with such limited in-house resources, the risk to service delivery is high and the likelihood of service failure significant. It is considered that although it will be contractually required, if the monitoring arrangements are contracted out, there is still a serious risk of service failure, due to the minimum number of operators required to be on duty (two), and the savings identified may not be achieved through a tendering process.

Equality Assessment

The recommendations outlined in this report have a remote or low relevance to the substance of the Equalities Act. There is no perceived impact on end users.

Conclusions

- A key driver for TWBC is the need to provide an alternative control room location for both TWBC and TMBC cameras prior to the sale and development of its valuable Town Hall site.

- TWBC is currently contractually bound to meet all costs in providing a control room for itself and TMBC.
- SDC's present basement control room would need to be enlarged to accommodate the additional equipment and personnel. It is proposed that part of the Ishihara Room would be incorporated into the control room. The capital cost of the necessary building works will be shared between TWBC and SDC.
- TWBC will meet the capital costs associated with moving the CCTV control equipment to Sevenoaks.
- There will be no change in SDC's camera transmission costs. TWBC & TMBC will meet the cost of their own CCTV camera transmissions to the new Sevenoaks location.
- SDC control room is unmanned for a total of 16 hours - 4 hours each Tuesday to Friday morning. TWBC/TMBC control room is unmanned for 39 hours per week overnight. Neither partner considers the others alternative hours suitable to deliver its CCTV/out of hours priorities. Therefore 24/7 control room operation is preferable subject to cost and adequate resourcing.
- Option A is preferred by SDC officers as it provides the best combination for resource deployment and resilience to meet all three Council's CCTV monitoring and out of hours' requirements while allowing SDC to make savings.
- Option D allows 24/7 control room operation on paper but SDC officers do not consider this option viable for in-house provision particularly when clashes in leave and unexpected sickness absence have the potential to reduce resilience and increase risk of service failure.
- Should the proposal for a West Kent Hub go forward there may be opportunities to make further savings by sharing the CCTV Partnership Manager and having a single CCTV systems maintenance contract for all three Councils.

Appendices

Background Papers: Feasibility study undertaken by Chroma Vision - stages 1 & 2

Richard Wilson
Chief Officer Environmental and Operational Services

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Item 14 - Equality Objectives 2016 - 2020

The attached report will be considered by the Legal & Democratic Services Advisory Committee on 14 April 2016, and therefore the relevant Minute extract was not available prior to the printing of this agenda.

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EQUALITY POLICY STATEMENT AND OBJECTIVES 2016-2020

Cabinet - 21 April 2016

Report of Chief Executive

Status: For Decision

Also considered by: Legal & Democratic Services Advisory Committee - 14 April 2016

Key Decision: No

Executive Summary: A document setting out our equality policy statement and objectives for 2016-2020 has been prepared and is being presented for approval. Public authorities are required to prepare and publish equality objectives at least every four years. Our equality policy statement and objectives document reflects priorities identified from a Members' Equality Action Plan workshop.

This report supports the Council's promise to provide value for money.

Portfolio Holder Cllr. Anna Firth

Contact Officers Lee Banks, Ext 7161 and Sarah Lavallie Ext 7201.

Recommendation to Legal and Democratic Advisory Committee:

To recommend to Cabinet that the Equality Policy Statement and Objectives for 2016-2020 are adopted.

Recommendation to Cabinet:

The Equality Policy Statement and Objectives for 2016-2020 are adopted.

Reason for recommendation: To comply with our obligations under the Equality Act (2010), based on Members' priorities.

Introduction and Background

- 1 The approval of an equality policy statement and objectives is within the Council's policy framework and is a matter for Cabinet. We have a strong record of ensuring our services are responsive to the needs of our residents and customers, whilst taking a proportionate response to implementing equalities legislation.

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- 2 The Equality Act (2010) sets out a 'Public Sector Equality Duty' which requires public authorities to have 'due regard' to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their day to day work - in shaping policy, in delivering services and in relation to their own employees.
- 3 As part of the duty, public authorities are required to prepare and publish one or more objectives and review these at least every four years. Public authorities are also required to publish information to demonstrate how they are complying with the duty.

Progress 2012-2016

- 4 In response to the introduction of the Public Sector Equality Duty, in 2012 we published the West Kent Equality Partnership Aims and Commitments for 2012-16. These were developed in partnership with Tonbridge and Malling Borough Council and Tunbridge Wells Borough Council. Examples of progress, since 2012, are provided below.
- 5 As a community leader we have:
 - Supported Dementia Friendly Communities, training more than 150 staff to be dementia friends;
 - Renewed the Sevenoaks Armed Forces Community Covenant; and
 - Provided family fun days with almost 2,000 attendances by young people.
- 6 As a service provider we have:
 - Carried out reviews of our polling places and made changes to improve access; and
 - We have designed easy read guidance for housing options and for Sevenoaks Switch and Save to allow residents to compare energy tariffs.
- 7 As an employer we have maintained a low gender pay gap between male and female employees and regularly reviewed and assessed our policies to ensure they are implemented fairly.

Equality Policy Statement and Objectives 2016-2020

- 8 We continue to take a proportionate approach to responding to our duties under the Equality Act (2010), reflecting the demographics of our communities and within current resource constraints. It has become clear that the West Kent Equality Partnership Aims and Commitments no longer support robust reporting of outcomes for each individual authority. Each authority is now preparing their own objectives, to replace the West Kent Equality Aims and Commitments.
- 9 Public authorities are required to consider what they can do to eliminate discrimination, advance equality of opportunity, and foster good relations.

The Equality Act (2010) sets out the nine protected characteristics of age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sex (gender) and sexual orientation. In setting our objectives, we are permitted to adopt a proportionate approach and as such, a workshop with Members' was held to consider priorities in relation to each of the protected characteristics

- 10 There are five proposed equality objectives relating to our roles as a community leader, service provider and employer. The objectives relate to the protected characteristics of disability, age and sex (gender) to reflect the priorities identified in the Member workshop and broadly focus on catering for the needs an ageing population. Information gathered through the Community Plan consultation and Member workshop did not identify any specific measurable outcomes relating to the protected characteristics of gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion or belief or sexual orientation. However, the Community Plan includes an equality and inclusion statement in relation to all protected characteristics and we will continue to consider the impact of our decisions on all relevant protected characteristics.
- 11 In addition to the proposed objectives, we will continue to monitor the services we provide and keep projects we take under review to determine if further equality objectives need to be set. This will be done through the Council's Equalities Monitoring Group and as part of annual progress reviews.
- 12 Members are asked to approve the Equality Policy Statement and Objectives document at Appendix A which sets out the objectives proposed for 2016-2020.

Other Options Considered and/or Rejected

- 13 All public authorities are required to comply with the Equality Act 2010. If we do not publish equality objectives we will not be able to demonstrate what steps we are taking to tackle the inequalities faced by our residents and action may be taken against the Council by the Equality and Human Rights Commission.
- 14 Adoption of a policy statement and objectives will ensure we focus our resources on tackling inequalities within the context of our local priorities and demographics of our population. The Equality Policy Statement and Objectives document can be reviewed annually, in line with annual performance reporting, to amend or add any objectives as required and to reflect any changes in local priorities.

Key Implications

Financial

- 15 Understanding the needs of people with protected characteristics under the Equality Act (2010) will assist the Council in allocating resources to areas or services where it is considered to be a greater priority.

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Legal Implications and Risk Assessment Statement

- 16 The Council is required to comply with the Equality Act 2010. Failure to do so may result in the Council not being able to demonstrate what steps it is taking to tackle inequalities and action being taken by the Equality and Human Rights Commission.

Equality Assessment

- 17 Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups. This report sets our objectives for addressing key areas of discrimination and disadvantage over the next four years.

Community Impact and Outcomes

- 18 The equality objectives are intended to have a positive impact on our communities and people who use our services. Outcomes will be reported on annually.

Conclusions

- 19 This report sets out our priorities for addressing key areas of discrimination and disadvantage over the next four years and demonstrates our compliance with the Equality Act (2010).

Appendices

Appendix A - Equality Policy Statement and Objectives 2016-2020.

Background Papers:

None.

Dr. Pav Ramewal
Chief Executive

Closing the Gap

Working towards greater
equality for all



Public sector equality duty

The Council is subject to the public sector equality duty (the equality duty). The equality duty is made up of a general equality duty which is supported by specific duties. The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it; and
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

Rights and responsibilities

- This policy statement is developed in partnership with Members and adopted by Cabinet.
- The Chief Executive has overall responsibility for implementing this policy statement.
- Senior managers will make sure their service areas comply with this document.
- Each member of staff has responsibility to read, understand and implement this policy statement and to take responsibility for their own behaviour.
- Each Councillor has responsibility to read, understand and make sure their behaviour has regard for this policy statement.
- Implementation of this policy statement will be monitored by the Corporate Equalities Monitoring Group and Senior Management Team and progress will be reported to Cabinet.

Policy statement

We want people to reach their potential and be able to use our services in a way that meets their needs. We aim to take an inclusive approach in our roles as a community leader, service provider and employer. The commitments in this document apply to Councillors and staff and set standards for others who deliver services on our behalf.

As a community leader we will:

- Seek to understand the needs of all our residents by listening and responding to the views of our communities;
- Seek to make good decisions by taking in to account a range of views and information and being accountable for them; and
- Seek to help people to take part in community life and exercise their democratic rights.

As a service provider we will:

- Seek to help everyone to use the services which are there for them;
- Seek to give information and advice in clear and suitable ways; and
- Review services to identify whether they are meeting people's needs.

As an employer we will:

- Select, appoint and promote individuals on the basis of merit;
- Encourage all staff to develop and reach their potential;
- Provide a safe and accessible workplace;
- Provide fair and open pay and reward systems; and
- Ensure people work in a place where everyone treats each other with dignity and respect.

To deliver our commitments we will:

- Update our equality information and make progress against our equality objectives;
- Use equality impact assessments when we take important decisions or make changes to our services; and
- Not put up with inappropriate or offensive language or behaviour to Councillors, staff or customers.

Equality information

Under the Equality Act (2010) we must publish information to show how we comply with the Public Sector Equality Duty. This must include information about people, who share a protected characteristic, who are our employees and people affected by what we do.

Information about our population is provided below. We collect information about the protected characteristics of people that use our services and our employees, only where this is relevant to what we do and the decisions we take.

Our population

Sevenoaks District has a population of 117,800 living in 47,020 households. The Office for National Statistics says that the districts population will increase by 13,000 more people by 2026.

Disability

The 2011 Census recorded that 13,404 households (28.5 per cent) in the District include people with a long-term health problem or disability. Of these, 2,651 households (5.6 per cent) include two or more people with a long-term health problem or disability.

17,091 people (14.9 per cent) in the District have their day to day activities limited a little or a lot by a long-term illness or disability. This is lower than the Kent average of 17.6 per cent and lower than the national average of 17.9 per cent.

The percentage of people with a disability remains similar to that recorded in the 2001 Census.

Age

The average age of the District's population is 41.7. This is slightly higher than the Kent average of 40.7 years and the national average of 39.6 years.

20.6 per cent of the District's population was aged over 65. This has increased from 17.2% in 2001.

Population forecasts suggest that 28 per cent of the District's population will be aged over 65 by 2033. This is in line with population forecasts for the Kent area.

Sex (gender)

51.6 per cent of the population is female and 48.4 per cent is male. There has been little change in these proportions since the 2001 Census.

Race

The 2011 Census said that 4,864 people (4.2 per cent) in the District are from a Black and Minority Ethnic background. This is lower than the Kent average of 6.9 per cent and the national average of 14.6 per cent. The largest ethnic minority group is 'other white' representing 3.6% of the population in the District.

The percentage of people in the District from a Black and Minority Ethnic Background has increased by 2.8% (2,957 people) since 2001.

Religion or belief

The 2011 Census said that 65.4 per cent of the population is Christian. This has decreased by 10.7% since 2001 but is the highest amount of any district in Kent and higher than the national average of 59.4 per cent. 25.2 per cent of the population have no religion. Small proportions of the remainder of the population are Muslim, Buddhist, Hindu, Sikh and Jewish.

Sexual orientation

Data from the Integrated Household Survey estimates that 1.6 per cent of adults in the UK identified their sexual identity as lesbian, gay or bisexual.

Pregnancy or maternity

There are 64.3 births per 1,000 of the population. This is higher than the Kent average of 62.4 and the national average of 62.1. There has been an average of 1,271 births in the district, per year, over the past 34 years. In 2014, there were 1,298 births.

Marital or civil partnership status

The 2011 Census recorded that 54.5 per cent of the District's population are married. This is higher than the Kent average of 48.9 per cent and the national average of 46.6 per cent.

Gender reassignment

At present, there is no official estimate of the trans population. Gender reassignment data is not captured by the Census.

Equality objectives

Under the Equality Act (2010) we must prepare and publish one or more objectives to show how we will achieve any of the things mentioned in the aims of the general equality duty.

The Council's Community Plan sets out a long-term vision for Sevenoaks District and sets out the community's priorities for action. It was developed after consultation with Members, residents, town and parish councils, a wide range of voluntary and community organisations and partner agencies.

A workshop with Councillors was also held to determine our equality priorities as a community leader, service provider and employer.

The information gathered through these consultations has been used to determine our equality objectives for 2016-2020 which are set out below.

Equality objective one

As a community leader, we will advance equality of opportunity by seeking to remove barriers to people with disabilities, and their carers, to participate in community life.

Why we have chosen this objective:

Our Councillors said that these things need improving:

- Access in and around Sevenoaks District by walking, cycling and public transport;
- Transport links for rural communities;
- Enabling people with learning disabilities to participate in community life;
- Understanding the support needs of carers; and
- Physical accessibility for people with disabilities.

Councillors' priorities are reflected in the Sevenoaks District Community Plan which includes the following priorities for action:

- Review and promote voluntary and community transport and lobby to represent District transport concerns;
- Increase parking capacity in Sevenoaks Town;
- Use the community grant scheme to support groups who provide social opportunities and reduce social isolation of vulnerable people; and
- Increase the numbers of carers assessments and respite placements offered.

Our planning service will be considering rural isolation and transport as well as access to the town by cycling and walking as part of the emerging evidence base for the new Local Plan.

Our housing service will be carrying out a detailed analysis of the needs of older people and people with physical disabilities to inform a new Housing Strategy for the District.

The Council's Grant Scheme will continue to be used to support organisations that support the aims of the Community Plan, including supporting access to community services.



Equality objective two

As a community leader, we will foster good relations by promoting understanding of issues affecting people with disabilities and older people.

Why we have chosen this objective:

Our Councillors said that understanding the whole community is a priority and that our work to deliver dementia friendly communities was working well. Councillors also said that improving disability awareness is a priority.

Councillors' priorities are reflected in the Sevenoaks District Community Plan which includes the following priorities for action:

- Work with residents and business partners to deliver dementia friendly communities and provide support for carer's families;
- Support people and vulnerable groups with mental health and raise awareness of mental health issues; and
- Implement a multi-agency service signposting scheme for older and vulnerable people.

In terms of disability awareness, our Health Inequalities Action Plan places a focus on raising awareness of mental health issues.



Equality objective three

As a service provider, we will advance equality of opportunity by improving access to leisure facilities, health activities and other services for people with disabilities, younger and older age groups and men and women.

Why we have chosen this objective:

Our Councillors said that we could do more to promote health activities that are already available. Councillors also said that access to parks, open spaces and leisure facilities could be improved.

Councillors' priorities are reflected in the Sevenoaks District Community Plan which includes the following priorities for action:

- Improve access to leisure, parks and open spaces.
- Complete an Open Space, Sports and Leisure study and deliver a Leisure Strategy.
- Encourage people with disabilities to take part in sport and volunteering.

Our communities and business team have funding in place to provide sports activities for people with disabilities and are looking at doing more. They are also looking to increase the number of health walks and other healthy activities on offer.

Our planning service will be considering 'access for all' to leisure facilities as part of the emerging evidence base for the new Local Plan.

Our elections team will carry out a further review our polling places to ensure that wherever possible they continue to be suitable for the communities needs.

Equality objective four

As a service provider, we will advance equality of opportunity by investigating whether we can improve access to information about our services for people with disabilities and across different age groups.

Why we have chosen this objective:

Our Councillors said that our services are not digital enough but also that we need to consider the needs of people who do not use technology and provide information in different formats.

The Sevenoaks District Access Group have told us that they would like the Council to do more to help people get the information they need in the format that is right for them.

Councillors' priorities are reflected in the Sevenoaks District Community Plan which includes the following priorities for action:

- Produce and implement a digital inclusion strategy focusing on the needs of vulnerable groups.
- Improve broadband connectivity and promote digital inclusion.

The Council will deliver a new website in 2016 and Council services are committed to providing more transactions on line. As the website is developed an option for people to register online to receive the information they need will be considered.

The Council will seek to put in place a policy in the coming year to set out the standards of service that customers can expect.



Equality objective five

As an employer, we will advance equality of opportunity by encouraging a broader range of people to apply for Council vacancies including apprenticeships and increase transparency around pay, including the living wage and gender pay gap.

Why we have chosen this objective:

Our Councillors said that proactive and open recruitment policies are a priority and that we need to continue to make sure that we demonstrate that discrimination does not take place.

They also said that gender pay gap reporting is working well and that we need to continue to show our good practice as an employer which should also include demonstrating our compliance with the Government's Living Wage requirements.

Councillors' priorities are reflected in the council's human resources policies and the commitments the council makes as an Investors in People employer accredited at gold level.

To deliver on our objectives we will:

- Monitor and publish information on the Council's recruitment practices, including information about older people and those with caring responsibilities;
- Review our approach to apprenticeships including how and where opportunities are advertised;
- Enhance the Council's equal pay reporting, demonstrating how lowest and average hourly rates compare to the national living wage.

Item 15 - Proposal to extend Licensing Partnership

The attached report will be considered by the Legal & Democratic Services Advisory Committee on 14 April 2016, and therefore the relevant Minute extract was not available prior to the printing of this agenda.

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LICENSING PARTNERSHIP - LONDON BOROUGH OF BEXLEY

Cabinet - 21 April 2016

Report of Chief Officer Environmental and Operational Services

Status: For Decision

Also considered by: Legal and Democratic Services Advisory Committee - 14 April 2016

Key Decision: No

This report supports the Key Aim of sustainable economy.

Portfolio Holder Cllr. Anna Firth (Legal and Democratic Services)

Contact Officer(s) Richard Wilson Et. 7067
Claire Perry Ext. 7325 / 07970 731616

Recommendation to Legal and Democratic Services Committee

That Cabinet be recommended to approve the London Borough of Bexley's Licensing Team functions joining the Licensing Partnership as a fourth and equal partner.

Recommendation to Cabinet

That, subject to the comments of the Legal and Democratic Services Advisory Committee, the London Borough of Bexley's Licensing team functions joining the Licensing Partnership as a fourth and equal partner is approved.

Reason for recommendation: To ensure further savings are realised for the running of Licensing service and additional resilience is achieved.

Introduction and Background

- 1 The Licensing Partnership is now in its seventh year of running a successful partnership carrying out the management of three Licensing Teams and the administration of all processes and issuing of licences, permits and notices for Maidstone Borough Council, Sevenoaks District Council and Tunbridge Wells Borough Council.
- 2 One of the Partnership's service plan objectives has been to expand the Partnership by bringing another partner on board to share costs and reduce our individual contributions to its operation.

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- 3 Towards the end of 2015 Officers from the London Borough of Bexley approached the Chief Officer Environmental and Operational Services and Licensing Partnership Manager to hold an exploratory meeting regarding the future of Bexley's Licensing functions.
- 1 The London Borough of Bexley are undertaking a procurement exercise of Regulatory and associated services as part of the Council's Strategic Commissioning agenda. As part of this exercise report, Officers at Bexley were asked to explore the Licensing Partnership as an alternative to outsourcing the Council's Licensing service.
- 2 Following meetings to explore the extent of the services currently undertaken by the London Borough of Bexley and their team structure a proposal was submitted to the London Borough of Bexley, attached as Appendix A.

The Proposal

- 5 The current structure of the Licensing Partnership would continue in that the Licensing Partnership Manager would manage the four teams of Licensing Officers based at the partner authorities and the single Administration Team which is based at the Sevenoaks offices.
- 6 The staff within the Administration Team would process applications, permits and notices on behalf of all the Licensing Authorities. The posts of the Administration Team, the Licensing Partnership Manager and half of the post of the Senior Licensing Officer and Administration Team Leader are directly employed by Sevenoaks District Council but their salaries are paid for by the partners of the Licensing Partnership.
- 7 The Licensing Officers at each authority are responsible for their own policies, interaction regarding compliance with the legislation, compliance and enforcement, validation of new and variation applications for premises licences, hearings and direct reports.
- 8 The Licensing Partnership Manager has responsibility for the direct reports, management of the Licensing Partnership as a whole, budget setting, performance indicator setting and monitoring, co-ordination of Licensing Policies, FOI request responses, reporting to the Licensing Partnership Board and the individual Licensing Committees, service planning, liaison with Finance, HR, IT, Legal, Democratic Services and process engineering.
- 9 Each authority's data is held on a central database which is administered and maintained by the IT staff at Sevenoaks District Council. Officers at the partners' offices access the database via a portal and have access to their records and all the documentation for that application. All documentation is scanned in to a document management system (IDOX) on receipt in the post and is therefore available to all officers.

- 10 The Licensing Partnership has been through a Digital First programme that has seen significant increases in online applications and streamlining of processes. We expect the existing Hub resources to be able to handle the additional workload created by an extra partner, but during the first year an additional 1 fte admin support will be provided to assist the London Borough of Bexley with administrative support and the transfer of documentation onto the Licensing Partnership's central database and document management system it is proposed to ring fence the three administrative officer posts at Bexley and interview them with a view to TUPE transfer the successful applicant.
- 11 The London Borough of Bexley would retain the equivalent of two Licensing Officers to carry out the licensing functions with customers such as complaint investigation, visiting premises, hearing report preparation, mediation with applicants, policy preparation etc.
- 12 The existing performance indicators would remain as they are as it is recognised that the work involved in welcoming a new partner will be substantial. The key focus for the whole team will be to maintain the existing excellent performance, carefully monitor and manage the performance to ensure that it continues to provide first class service to the customer.
- 13 The Licensing Partnership team are an experienced team who have the knowledge and skills to re-engineer London Borough of Bexley procedures in to the Partnership's processes whilst keeping the customer at the focus of what they achieve.
- 14 At the heart of the Partnership is a financial model that is used to calculate individual partner's annual contributions based on the weighted throughput of licence transactions, averaged over a three year period.
- 15 The model used to calculate each existing partner's contribution to the cost of the Licensing Partnership was employed to calculate the cost for the London Borough of Bexley to join.
- 16 Using the data supplied by the London Borough of Bexley it is calculated that Bexley's work will amount to 17.3% of the Licensing Partnership work. This equates to a cost to the London Borough of Bexley of £75,221 per annum.

Key Implications

Financial

- 17 There are some one off costs to cover IT set up and importing the address gazetteer. These are yet to be finalised but are thought to be just under £5,000 and will be borne by the London Borough of Bexley.
- 18 As a result of the London Borough of Bexley joining the Licensing Partnership each of the existing partners are calculated to save at least £15,000 each per annum in their contributions to the Licensing Partnership.

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Legal Implications and Risk Assessment Statement.

- 19 There is no requirement for a procurement exercise before entering into such an arrangement. Should such an arrangement proceed, the existing legal agreement will be revised to recognise the addition of a fourth partner to formalise the arrangements.

Equality Assessment

- 20 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Appendices

Appendix A - Proposal for the London Borough of Bexley - v3

Background Papers:

None

Mr Richard Wilson

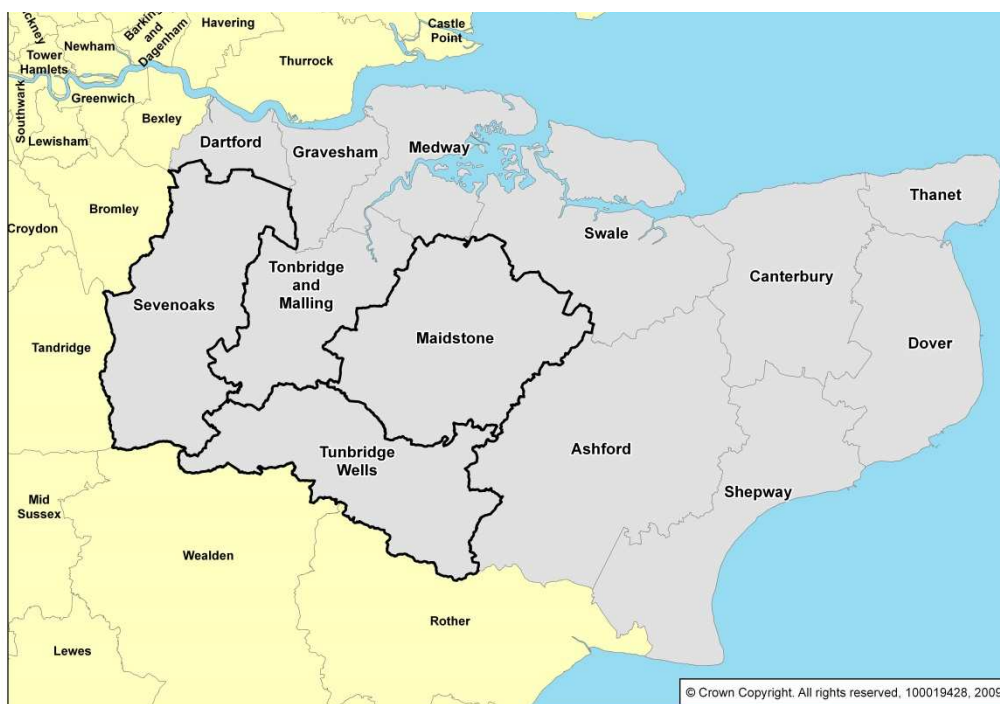
Chief Officer Environmental and Operational Services

Proposal for Licensing Partnership Working with London Borough of Bexley

Introduction and background

The Licensing Partnership is enjoying its sixth year of running a successful partnership carrying out the management of three Licensing Teams and the administration of all processes and issuing of licences, permits and notices for Maidstone Borough Council, Sevenoaks District Council and Tunbridge Wells Borough Council.

Current partners within the Licensing Partnership



How it works

Licensing Officers are located at each local licensing authority, together with some administration support to assist customers visiting the Gateways and Tunbridge Wells Town Hall. This is supplemented with our Digital First project where we are assisting and encouraging our customers to self serve where this is their preference.

The Partnership has a single Administration Team which is based at the Sevenoaks offices. The Administration team process applications, permits and notices on behalf of the three Licensing Authorities.

All invoicing for annual fees is carried out via the Administration Team and suspension notices are issued from the Administration Team on behalf of the Licensing Partnership. We have agreed service level agreements to process applications depending on the statutory timeframes or agreements with the trade.

The Licensing Officers at each authority are responsible for their own policies, interaction regarding compliance with the legislation, compliance and enforcement, validation of new and variation applications for premises licences, hearings and direct reports.

The Licensing Partnership Manager has responsibility for the direct reports, management of the Licensing Partnership as a whole, budget setting, performance indicator setting and monitoring, co-ordination of Licensing Policies, FOI request responses, reporting to the Licensing Partnership Board and the individual Licensing Committees, service planning, liaison with Finance, HR, IT, Legal, Democratic Services and process engineering.

Each authority's data is held on a central database which is administered and maintained by the IT staff at Sevenoaks District Council. Officers at the partners' offices access the database via a portal and have access to their records and all the documentation for that application. All documentation is scanned in to a document management system (IDOX) on receipt in the post and is therefore available to all officers.

Update following the meeting on 11th February 2016 - the cost of joining the Licensing Partnership to London Borough of Bexley

At this meeting it was identified that Bexley will require administration support in the form of a full time administration officer.

- The proposal is that the London Borough of Bexley would interview the three potential employees for the post with Claire Perry involved in the interviews.
- The Licensing Partnership would TUPE the successful candidate to join the Administration Team of the Licensing Partnership. Initially, at least for the first year they would be based at the Bexley offices. However, time would need to be spent at Sevenoaks training on the new systems and there may be a requirement to work permanently at the Sevenoaks offices in the future.
- The role would be to support the Licensing Officers at Bexley, assist with the transference of the documentation from Bexley's system to that of the Licensing Partnership, carry out some of the processes and tasks on behalf of the Licensing Partnership and would be managed by the Licensing Partnership.

- This would leave the London Borough of Bexley to resolve the future of the remaining two Licensing Assistants.
- The cost has been adjusted to include the additional processes and licences which were excluded from the initial proposal. For example, Regulated Stands, Explosives, Firework and Special Treatment Licences.
- It was also learnt at the meeting that the finance team send out invoices for annual fees for Licensing Act 2003 premises, Gambling Act 2005 premises, Gambling Act 2005 permits and Gambling Act 2005 lottery registrations. Therefore the transactional log spread sheet has been adjusted to only include the sending out of suspension notices for Licensing Act 2003 and chase up calls/contact with the other annual fees.

Therefore based on the above amendments the proportion of the work carried out on behalf of the London Borough of Bexley would be 17.3%.

The total cost of the Licensing Partnership for 2016/17 is £408,506 + £26,398 (cost of Licensing Administration Officer plus on costs). This equates to a cost for Bexley of **£75,221** however Bexley will also have the income for these additional processes.

There would be an additional cost of **£1,500** to migrate the address gazetteer into the partnership module and an estimated cost of **£3,000**.

Please note that the cost for each partner is calculated annually based on the number of transactions undertaken on average over the previous 3 full years. This current cost may go up as well as down. The calculations are outlined on a separate spreadsheet.

This cost would include:

- ▶ Managing of the Licensing Partnership and line management responsibilities of the staff at Bexley
- ▶ Administration (not inspection) of all Licensing Act 2003 applications
- ▶ Administration (not inspection) of all Gambling Act 2005 applications
- ▶ Administration (not inspection) of all Animal Establishment applications
- ▶ Administration (not inspection) of all Scrap Metal Dealer applications
- ▶ Administration (not inspection) of all Animal establishment applications
- ▶ Administration (not inspection) of all Sexual Entertainment Venue applications
- ▶ Administration (not inspection) of all Regulated Stands applications
- ▶ Administration (not inspection) of all Explosive applications
- ▶ Administration (not inspection) of all Firework applications
- ▶ Administration (not inspection) of all Special Treatment applications
- ▶ Sending out suspension notices for annual fees that have not been received after 21 days. - The Licensing Officers at each authority are sent an updated

list each month of those premises where suspension notices have been served and the payment is still outstanding. Officers then carry out visits and take the appropriate action. Further debt recovery then falls to the authority to which the debt is owed.

- ▶ Processing of all income and reconciliation to ensure income is correctly attributed to the authority.
- ▶ Public Access via link for residents
- ▶ Consultee Access via link for consultees
- ▶ Weekly Excel spreadsheet sent to Councillors and interested parties
- ▶ Weekly Excel spreadsheets sent to Licensing Officers with updates of applications received in the past week
- ▶ FOI requests where data is required from the records
- ▶ Transferring data from the existing system to FRED UNI-form
- ▶ Online forms - access for customers to our bespoke online forms via web links and the annual retention fee and additional cost for adding a 4th partner
- ▶ Retention of documentation electronically
- ▶ Any upgrade and annual licence cost for IDOX UNI-form system - this year the Licensing Partnership will be paying approximately £5,000 for the latest upgrade
- ▶ Any upgrade and annual licence cost for Public/Consultee Access
- ▶ Any upgrades and annual licence cost for Victoria Forms (online forms)

The current services provided to existing partners

- ▶ All applications for Licensing Act 2003
- ▶ All applications for Gambling Act 2005
- ▶ All Hackney Carriage and Private Hire applications
- ▶ All Charity applications
- ▶ All Sexual Entertainment Venue applications
- ▶ All Scrap Metal Dealer applications
- ▶ All Animal Establishment applications for Maidstone Borough Council and we are developing a similar process for Sevenoaks District Council
- ▶ All Special Treatment applications for Maidstone Borough Council (moving in April 2016)
- ▶ All Boatman/Pleasure Boat applications for Maidstone Borough Council
- ▶ All Street Trading applications for Maidstone Borough Council and Tunbridge Wells Borough Council

IT

All authorities use the IDOX UNIFORM 9.1 (we will be upgrading to 10.1 in 2016) and IDOX DMS and Public and Consultee Access. The system is managed, on behalf of the Licensing Partnership, by the IT team at Sevenoaks and they maintain the security of the data. The UNIFORM module used (FRED) is a stand alone package that only the members of the Licensing Partnership can access. However, all of our

consultees (internal and external) have access to the documentation and can view this electronically.

Our Consultees respond to consultations via the Consultee portal and their responses insert directly into the back office system without the need for duplicate keystroke entry. It doesn't matter if the consultees are internal or external they have the ability to make their responses and view all the documentation concerning an application.

The vast majority of the letters, licences, permits and notices are created using templates within UNiform which reduces error levels and also allows for this documentation to be inserted into the Documentation Management System electronically without the need for the operator to save the document.

During the past 5 years we have put in place

- a Legal Agreement between the existing partners,
- an IT System Support and Maintenance Agreement for Members of the Licensing Partnership,
- a Document Retention Policy to reduce the amount of paper in the office,
- the ability for Consultees e.g. Police, Fire Service, Environmental Health etc. to respond electronically via Consultee Access negating the need for Officers to double key in this information,
- Public Access which allows residents and any other persons to view applications open for consultation online and make a comment should they wish to do so (Public Access will also be upgraded in 2016)
- Online forms which allow the customer 24/7 access to the Licensing Service, improving our levels of customer service and providing service efficiencies as the customer entered information is downloaded directly to the back office database, thereby reducing the need for double key entry which is required with the gov.uk online forms. The following forms are currently available online:
 - TENS
 - Personal licence - new
 - Personal licence - change of details - this one is a pdf and doesn't drop info into Uniform
 - Personal licence - renewal (now obsolete)
 - Scrap Metal dealers - site & collector
 - Premises licence - change of details - this one is a pdf and doesn't drop info into Uniform
 - Variation of DPS - this one is a pdf and doesn't drop info into Uniform
 - Taxi driver (HC & PH)
 - Taxi vehicle (HC & PH)
 - Taxi operator (PH)
 - Transfer of premises licence form

- New lottery form
- Lottery returns form (new lottery form has already been used)
- Premises licence (new)
- Animal establishment forms - boarding,
- Animal establishment forms - breeding,
- Animal establishment forms - riding establishments,
- Animal establishment forms - pet shops,
- Animal establishment forms - dangerous wild animals
- Notification of gaming permit

Future developments and projects

Online forms

We are continuing to implement online forms until all of our forms are available online.

Sending invoices via email

During the next 12 months we will seek to implement the sending out of invoices electronically realising further savings to the Licensing Partnership.

Key Benefits of the Licensing Partnership

- ▶ Five years of experience running a high performing Licensing Partnership.
- ▶ A proven, flexible model that is adaptable to the needs of individual partners.
- ▶ Consultee Access which allows Consultees anywhere to respond online - would not be a barrier to cross County working.
- ▶ Best working practice for processing applications.
- ▶ Greater resilience and flexibility.
- ▶ Greater purchasing power for all commodities e.g. external vehicle plates where we saved more than £7,000 across the Partnership.
- ▶ Efficiency - one Licensing Officer/Senior Licensing Officer will do the first draft of new/revised policies or consultation responses which are then used as written by the other authorities or are tailored to achieve the sovereignty for that authority.

- ▶ Proven ability to constantly review and improve processes to meet customer need and deliver efficiencies and savings e.g. electronic invoicing across the partnership for annual fee payments.
- ▶ Innovative use of online forms that increases the availability of the service outside of normal working hours, provides increased options for customers and creates efficiency, enhances accuracy and improves processing times.

Current service plan objectives (due to be reviewed in the New Year for 2016/17)

Objective 1	To manage the Licensing Partnership to deliver efficiency savings and achieve performance targets
Objective 2	Investigate further undertaking of licensing functions for other local authorities.
Objective 3	Utilise customer insight and bench marking information to inform service improvements as appropriate
Objective 4	Ensure all online forms are implemented and in use by customers
Objective 5	Undertake a programme of training for Members and officers, especially in light of the legislative changes and elections taking place in 2015
Objective 6	Transfer remaining licences that are being processed by MBC and TWBC so that they can be managed on FRED Uniform e.g. street trading, special treatments
Objective 7	Officers and Licensing Committees to consider opportunities for greater harmonisation of policies

Measuring our Performance

Performance Indicators and Target Setting

It has been agreed by the Licensing Partnership Board that for 2016 - 17 these targets will not change as it is anticipated that our performance may dip as we integrate the London Borough of Bexley in the Licensing Partnership.

It is part of this proposal that the London Borough of Bexley will accept these indicators and that they will not be review until 2017 - 18.

Code	Description	Collection period	2014 - 15 Target	2015 -16 Target
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LPI LIC 001	Percentage of all applications outstanding for more than one month	Monthly	<10%	<10%
LPI LIC 002	The percentage of valid personal licences processed within 2 weeks	Monthly	95%	95%
LPI LIC 003	Percentage of applications for new and variation of premises licences processed within 2 calendar months (from date of validation to issue date)	Monthly	95%	95%
LPI LIC 004	The percentage of valid temporary event notices processed within 72 hours	Monthly	90%	95%
LPI LIC 005	The percentage of driver and operator licenses issued within 10 days of validation	Monthly	90%	90%
MPI LIC 05a	Percentage of Hackney Carriage driver licenses issued within 10 days of validation	Monthly	90%	90%
MPI LIC 05b	Percentage of Private Hire driver licenses issued within 10 days of validations	Monthly	90%	90%
MPI LIC 05c	Percentage of Private Hire Operator licenses issued within 10 days of validations	Monthly	90%	90%
MPI LIC 012	Length of time from validation to issue of HC vehicle licence (MPI) - target 5 working days	Monthly	90%	90%
MPI LIC 013	Length of time from validation to issue of PH vehicle licence (MPI) - target 5 working days	Monthly	90%	90%
MPI LIC 017	The number of taxi enforcement checks completed (one per taxi vehicle)	Monthly	Maidstone 180 Sevenoaks 84 Tunbridge Wells 120	Maidstone 180 Sevenoaks 120 Tunbridge Wells 120

Data LIC 001	Total number of Hackney Carriage vehicle licences issued	Monthly		
Data LIC 002	Total number of Private Hire vehicle licences issued	Monthly		
Data LIC 003	Number of monthly premises licensing enforcement visits due that were undertaken	Monthly	Maidstone 180 Sevenoaks 238 Tunbridge Wells 120	Maidstone 180 Sevenoaks 230 Tunbridge Wells 180

Next steps:

- ▶ Arrange a meeting to include all relevant Members from the four Licensing Authorities and members of the Licensing Partnership Board.
- ▶ Submit reports to the relevant committees at each Local Authority seeking agreement to proceed with the partnership.
- ▶ Agree a Communication Plan for Bexley’s licensees and manage the flow of correspondence.
- ▶ Set up meetings with Officers from the authorities to re-engineer the processes for the Licensing Partnership and the London Borough of Bexley.

Work to be covered by the Officers: -

Processes

- Annual fees - licensed premises, gambling annual fees, gaming permit annual fees & lottery annual fees.
- Confirming of Performance indicators
- Processes and documentation for Licensing Act 2003:
 - New premises licences
 - Variation premises licence
 - Personal licence
 - Temporary Event Notices
 - Change of details for premises licence
 - Change of details for personal licence
 - New Club Premises Certificate
 - Variation Club Premises Certificate

- Review of Premises licence
- Transfer of premises licence
- DPS for premises licence
- Interim authority notice
- Section 178 notification
- Minor variation of premises licence/club premises certificate

Processes and documentation for Gambling Act 2005:

- New Premises licence
- Gaming machine permits
- Occasional use notice
- Lottery - new
- Lottery - return

Processes and documentation for

- Sexual Entertainment Venues
- Street collections
- House to house collections
- Street trading
- Animal boarding
- Dog breeding
- Pet Shops
- Riding Establishments
- Performing animals
- Dangerous Wild Animals
- Scrap metal dealer - site
- Scrap metal dealer - collectors
- Special treatments
- Explosives Storage Licence
- Fireworks Licence - sale all year
- Regulated Stands

Training officers at Bexley and within the Licensing Partnership.

Purchases of consumables etc.

Item 16 - Asset maintenance - White Oak Leisure Centre, Swanley

The attached report will be considered by the Finance Advisory Committee on 18 April 2016, and therefore the relevant Minute extract was not available prior to the printing of this agenda.

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ASSET MAINTENANCE - WHITE OAK LEISURE CENTRE, SWANLEY

Cabinet - 21 April 2016

Report of Chief Officer Environmental and Operational Services

Status: For decision

Also considered by: Finance Advisory Committee - 18 April 2016
Council - 26 April 2016

Key Decision: Yes

Executive Summary: This report highlights maintenance works required to the White Oak Leisure Centre (WOLC), Swanley for continued, safe operation in the short to medium term.

This report supports the Key Aim of a safe and healthy environment.

Portfolio Holder Cllr. Searles

Contact Officer Kevin Tomsett Ext. 7368

Recommendation to Finance Advisory Committee:

It be recommended to Cabinet that:-

- (a) The works identified in the report, at an estimated cost of £90,000, be undertaken, and this expenditure be funded by a combination of asset maintenance budgets (£25,860) and by a supplementary estimate (£64,140).
- (b) That any underspend in the 2015/16 leisure asset maintenance budget be carried forward into 2016/17.
- (c) That authority be granted to the Finance Portfolio Holder to authorise any expenditure above the approved asset maintenance budget to secure the continued safe operation of the WOLC for the short to medium term.

Recommendation to Cabinet:

- (a) That the works identified in the report, at an estimated cost of £90,000, be undertaken and it be recommended to Council, that £64,140 of expenditure be funded by a supplementary estimate.
- (b) That any underspend in the 2015/16 leisure asset maintenance budget be carried forward into 2016/17.

-
- (c) That authority be granted to the Finance Portfolio Holder to authorise any expenditure above the approved asset maintenance budget to secure the continued safe operation of the WOLC for the short to medium term.

Recommendation to Council:

- (a) That works identified to be carried out at White Oak Leisure Centre, at an estimated cost of £64,140, be funded by a supplementary estimate.

Reason for recommendation: The maintenance works identified in the report are required to the White Oak Leisure Centre, Swanley, to ensure the continued, safe operation in the short to medium term.

Introduction and Background

- 1 White Oak Leisure Centre in Swanley was constructed in the mid 1960s. The flumes were added in the 1980s and the main reception and café areas were refurbished in 2000 at a cost of £3m.
- 2 The centre provides a 33 metre pool with diving pit, teaching pool, gym & exercise studio, 6 court sports hall, martial arts rooms, practice hall, 3 squash courts, soft play area, crèche, cafeteria and a 3-ride flume.
- 3 The centre is leased to Sencio Community Leisure for a period of 25 years from 2004 to 2029 with the District Council remaining responsible for maintaining the structure and main plant; all other maintenance and improvement is the responsibility of Sencio.
- 4 Members asked Officers to undertake a feasibility study for the replacement of the leisure centre on one of two sites, the Olympic site and the existing Whiteoak site. The feasibility study has commenced and is nearing completion. However, following the decision to commission a masterplan for Swanley, Officers were asked to pause the feasibility study in order to consider any further options that might become available. Work into the feasibility of the provision of a new facility will re-commence once this is complete.

Proposed Works

- 5 It is essential, in order to keep the Leisure Centre, particularly the pool, operational in the short to medium term, and until its future is determined, that the following works are undertaken with some urgency. Failure to undertake these works would require closure of parts or all of the pool operation. Certain works, namely the pool ceiling, have health and safety implications if not carried out. This work and the work to the flume housing and repair of roof leaks will be funded by approved asset maintenance budgets.
- 6 Closure of parts, or all of the pool would have income implications for Sencio Leisure.

Work element	Description	Potential impact and source of funding	Cost
Flume housing	Deterioration of cladding to flume tower led to the structure being scaffolded and inspected which identified severe rust to cladding and supporting structure. Leak identified to head of flumes.	Closure of flumes and flume pool (Asset maintenance)	£8,860
Diving boards	Steps and rails leading to diving boards have deteriorated over time due to use and corrosive environment	Closure of diving boards (Supplementary estimate)	£3,780
Leaks to roof	The roof covering to the entire centre is beyond design age and therefore regular repairs are required. Three leaks have appeared January -March 2016	Restricted use of some areas until water ingress is resolved (Asset maintenance)	£2,500
Pool ceiling	Ceiling finish consisting of slim line aluminium slats, corrosive atmosphere combined with highly complex access had led to a number of failures.	Potential for ceiling slats to fall into the pool (Asset maintenance)	£14,500
Main pool & flume pool filters	General maintenance schedule for filter medium replacement is 5-10 years. Current filters have been in operation for over 10 years. Filters require replacement, filter material (sand) and upgrade works to access hatches for Health & Safety. Internal cleaning and possible replacement of internal components required.	Closure of both main and flume pools (Supplementary estimate)	£45,656 to £60,158

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- 7 It is possible that, to ensure continued operation, further works are required, which, hopefully can be met from the approved 2016/17 asset maintenance budget for Leisure (£170,603) but if expenditure above this budget is required authority be granted to the Finance Portfolio Holder to authorise any necessary expenditure above the approved budget to secure the continued safe operation of the centre for the short to medium term. This possibility also extends to the other leisure facilities, operated by Sencio.
- 8 The 2015/16 asset maintenance budget for leisure centres is £167,145. Spend at mid March is £130,308. It is recommended that any underspend in this budget is carried forward into 2016/17 to provide additional funds to the 2016/17 asset maintenance budget to assist with further essential works if required.

Key Implications

Financial

The works currently identified are estimated at £90,000. The recommendation is that, in order to preserve the approved 2016/17 budget for WOLC routine asset maintenance, the cost relating to the pool filters and diving board repairs be met from a supplementary estimate. It is also recommended, to support any further essential maintenance expenditure, that any underspend in Leisure asset maintenance in 2015/16 be carried forward into 2016/17, and that if further essential maintenance is required, the Finance Portfolio Holder be authorised to approve expenditure above the 2016/17 approved asset maintenance budget.

Legal Implications and Risk Assessment Statement.

Under the terms of agreement with Sencio Leisure, the Council has responsibility for structural maintenance and replacement of plant and equipment.

Failure to undertake the works identified will result in closure, of all, or parts of the pool, for operational and health and safety reasons.

Any closure of all or part of the pool, would have income implications for Sencio Leisure.

Equality Assessment

The recommendations in the report have significant impact on end users, if not implemented.

Appendices None

Background Papers: None

Richard Wilson
Chief Officer Environmental and Operational Services

Item 17 - Financial Results to the end of February 2016

The attached report will be considered by the Finance Advisory Committee on 18 April 2016, and therefore the relevant Minute extract was not available prior to the printing of this agenda.

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FINANCIAL RESULTS 2015/16 - TO THE END OF FEBRUARY 2016

Cabinet - 21 April 2016

Report of Chief Finance Officer

Status: For consideration

Also considered by: Finance Advisory Committee - 18 April 2016

Key Decision: No

This report supports the Key Aim of Effective Management of Council Resources

Portfolio Holder Cllr. Searles

Contact Officer(s) Helen Martin Ext. 7483

Recommendation to Finance Advisory Committee: That the report be noted, and any comments forwarded to Cabinet.

Recommendation to Cabinet: Cabinet considers any comments from Finance Advisory Committee and notes the report

Reason for recommendation: sound financial governance of the Council.

Overall Financial Position

1. Eleven months into the year the results to date show an overall favourable variance of £185,000.
2. The year-end position is now forecast to be £144,000 better than budget; just under 1.0 % of the net budget for the year.
3. Both the results to date and forecasts include any significant accruals.

Key Issues for the year to date

4. Property Investment Strategy Income - this is a new income source and represents income derived from the acquisitions of commercial property in Sevenoaks and Swanley. As at the end of February we had received £383,000 in rental income and this will be transferred to the Budget Stabilisation Reserve.
5. Revenues and Benefits Partnership - Within Finance, additional resources have been used to help address the Benefits workload and to be proactive in

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contacting Council Tax Support customers. The funding of this additional cost will be shared with Dartford BC with the SDC element funded from the agreed carry forward and contributions from KCC, Fire and Police.

6. Income from Car Parks, On Street parking, Land Charges and Development Management is ahead of budget at the end of February.
7. Pay costs - the actual expenditure to date on staff costs, (including agency staff but excluding those who are externally funded) is £40,000 less than budget. There are variances in individual areas and the larger variances are explained in the Chief Officer commentaries.
8. Corporate Savings - there is a budget of £100,000 from vacancy savings and these savings are currently £20,000 ahead of schedule.

Year End Forecast

9. The year-end position is forecast to be £144,000 better than budget.

Property Investment Strategy

10. Forecast net income of £383,000 from commercial letting of the Property Investment Strategy acquisitions is excluded from the forecast as it will be transferred to the Budget Stabilisation Reserve.

Unforeseen pressures on 2015-16 Budget

11. There were unforeseen pressures on the 15-16 budget which gave rise to some significant unforeseen costs:
 - Farningham Woods £40,000; the Forestry Commission has agreed to cover expenditure above £40,000.
 - Individual Electoral Registration Canvass £56,000 - there is a growth item in 2016-17 relating to the ongoing costs.
 - Tandridge District Council / asset maintenance staff support 13,000.
 - Asset Maintenance work at Hever Road site £27,000.

Other forecasts for 2015-16

12. External Print Income is most significant reason for Support - General Administrative costs having a favourable forecast of £51,000.
13. Budgeted income of £36,000 from a Building Control shared management arrangement with Tonbridge and Malling Council will not be received this year as full shared working commenced in October 2014. Fee income is also forecast to be below budget by £38,000.
14. The adverse variance for car parks expenditure includes £30,000 relating to the rent for the leased area of Bligh's car park.

15. Income from sale of recycled glass is forecast to be £60,000 below budget following adverse market fluctuations in the price of cullet.
16. Within Finance, support work to non-finance partnerships is mainly contained within existing resources and this gives rise to a favourable forecast of £57,000.
17. Development Management income is forecast to be £44,000 better than budget due to a small number of high fee applications.
18. An ongoing vacancy in Planning Enforcement will result in a forecast favourable variance of £30,000.
19. The budgeted surplus for the Direct Services Trading account increased by £20,000 following a reallocation of savings required by SCIA21 (Back Office Savings). In addition to that, a further favourable variance of £132,000 is forecast. Expenditure for the year is forecast to be below £95,000 budget whilst income is forecast to be £37,000 better than original budget
20. This Council is entitled to retain 50% of extra income arising from increases in the business rate tax base, however this figure is subject to great volatility as it is affected by the results of outstanding appeals and therefore an estimated assessment of £150,000 additional income has now been included.

Future Issues and Risk areas

21. Chief Officers have considered the future issues and risk areas for their services and the impacts these may have on the Council's finances as follows:
 - Asset Maintenance costs for Hever Road are currently under review;
 - There is potential that asset maintenance on leisure centres will exceed current budgets due to ageing assets.
 - Benefit Fraud moved to the DCLG in February 2016. A corporate fraud function is now in place;
 - There remains the risk that planning decisions will be challenged, either at appeal or through the Courts;
 - Planning fee income remains uncertain and is being closely monitored;
 - Some significant appeals on sites in Swanley are scheduled and these could result in costly public inquiries.
 - There was an expectation that CIL and planning obligation software would be operational this year, however issues around legislative changes suggest that there may be a need to carry this budget forward.

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22. Planned savings for 2015/16 totalled £533,000, including efficiency savings, particularly from partnership working, and from additional income generation, and these will be risk areas for the current and for future years.

Key Implications

Financial

The financial implications are set out elsewhere in this report.

Legal Implications and Risk Assessment Statement.

Under section 151 of the Local Government Act 1972, the Section 151 officer has statutory duties in relation to the financial administration and stewardship of the authority.

Detailed budget monitoring is completed on a monthly basis where all variances are explained. Future risk items are also identified.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Appendices: Appendix - February Budget Monitoring - Summary

Background Papers: None

Adrian Rowbotham

Chief Finance Officer

2. Overall Summary

February 2016 - Final

	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	2014/15
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
Communities and Business	82	68	14	17	1,041	950	91	9	1,036	1,036	-	839
Corporate Support	226	235	-9	-4	2,978	2,866	112	4	3,314	3,258	56	3,247
Environmental and Operational Services	172	181	-9	-6	2,314	2,311	4	0	2,464	2,735	-271	2,536
Financial Services	422	401	21	5	3,981	4,257	-276	-7	5,113	5,044	69	4,847
Housing	52	46	6	12	789	785	4	1	730	739	-8	725
Legal and Governance	34	112	-78	-227	594	663	-69	-12	629	677	-48	541
Planning Services	108	114	-6	-5	1,174	952	222	19	1,284	1,185	99	1,060
NET EXPENDITURE (1)	1,096	1,156	-60	-5	12,871	12,783	88	1	14,569	14,672	-103	13,795
<i>Adjustments to reconcile to amount to be met from Reserves</i>												
Direct Services Trading Accounts	19	13	6	34	-84	-245	162	193	-84	-216	132	-192
Capital charges outside General Fund	-5	-5	-0	-0	-58	-58	-0	-0	-63	-63	-	-60
Support Services outside General Fund	-14	-14	0	1	-153	-154	1	1	-168	-168	-	-168
Redundancy Costs - all	-	-	-	-	-	24	-24	-	-	-	-	31
NET EXPENDITURE (2)	1,096	1,150	-54	-5	12,577	12,351	226	2	14,254	14,225	29	13,406
Revenue Support Grant (incl. CT Support)	-126	-126	-	0	-1,390	-1,390	-	0	-1,516	-1,516	-	-2,232
Retained Business Rates	-161	-161	-	0	-1,773	-1,773	-	0	-1,934	-2,084	150	-1,898
New Homes Bonus	-152	-152	-	0	-1,667	-1,667	-	0	-1,818	-1,825	7	-1,396
Council Tax Requirement - SDC	-775	-775	-	0	-8,523	-8,523	-	0	-9,298	-9,298	-	-9,010
Property Investment Strategy Income	-	15	-15	-	-	-420	420	-	-	-383	383	-
NET EXPENDITURE (3)	-118	-49	-68	58	-775	-1,421	646	-83	-312	-881	569	-1,129
<i>Summary including investment income</i>												
Net Expenditure	-118	-49	-68	58	-775	-1,421	646	-83	-312	-881	569	-1,129
Investment Impairment	-	-	-	0	-	-	-	0	-	-	-	-
Interest and Investment Income	-27	-25	-2	7	-302	-260	-42	-14	-301	-259	-42	-227
OVERALL TOTAL	-144	-74	-70	-49	-1,077	-1,681	604	-56	-614	-1,140	527	-1,357
Planned appropriation (from)/to Reserves	-	-	-	-	-	-	-	-	614	614	-	-
Additional Appropriation to Budget Stabilisation Reserve	-	-	-	-	-	420	-420	-	-	383	-383	-
(Surplus)/Deficit	-	-	-	-	-	-	-	-	-	-	144	-1,357

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Item 18 - Provisional Outturn 2015/6 and carry forward requests

The attached report will be considered by the Finance Advisory Committee on 18 April 2016, and therefore the relevant Minute extract was not available prior to the printing of this agenda.

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PROVISIONAL OUTTURN 2015/16 AND CARRY FORWARD REQUESTS

Cabinet - 21 April 2016

Report of: Chief Finance Officer

Status: For recommendation to Cabinet

Also considered by: Finance Advisory Committee - 18 April 2016

Key Decision: No

This report supports the Key Aim of Effective Management of Council Resources

Portfolio Holder Cllr. Searles

Contact Officer Head of Finance - Helen Martin ext 7483

Recommendation to Finance Advisory Committee that the recommendations below to Cabinet, be endorsed

Recommendation to Cabinet: That

- (a) the Revenue 'carry forward' requests totalling £138,652 plus the unspent budget allowed for Asset Maintenance for Leisure buildings as set out in paragraph 7 of the report be approved, subject to any amendments suggested by the Finance Advisory Committee;
- (b) the Capital carry forward request totalling £117,000 as set out in paragraph 8 of the report be approved, subject to any amendments suggested by the Finance Advisory Committee; and
- (c) the amount of business rates retained in excess of the budgeted sum for 2016/17 be transferred to a reserve to enable previously identified corporate projects to proceed.
- (d) A sum of £32,000 be set aside to provide for an additional levy in respect of Municipal Mutual.

Introduction

- 1 Provisional Financial Outturn figures for 2015/16 were provided as an Appendix to Item 9. The latest forecast outturn is a favourable variance of £144,000 but that figure is still subject to change.
- 2 A major area of uncertainty on the financial outturn arises from retained business rates. This figure is subject to volatility depending on the level of

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appeals submitted to the Valuation Office. The precise amount will not be known until final accounts are completed and there is clarity on the amount of appeals lodged and professional advice has been taken on the likely success of those appeals. At the end of February a prudent amount of £150,000 was included in the calculation of the forecast year end position.

- 3 In previous years Members have been asked to consider requests for specific unspent budgets to be placed in an earmarked reserve for spending in a subsequent year (the 'carry forward' reserve) at a meeting in May towards the end of the final accounts process. In preparation for a shorter final accounts process these requests have been brought forward to this meeting.
- 4 It was approved by Cabinet on 5th February 2016 that any favourable variance achieved on the 2015/16 budget be put to the Budget Stabilisation Reserve.
- 5 There are five requests totalling £138,652 plus a further request for the unspent balance on Leisure Asset maintenance, to transfer unspent revenue budgets to earmarked reserves.
- 6 Several corporate projects were identified in 2015/16 and expenditure on those projects would put pressure on the 2016/17 budget and put at risk the potential for meeting the savings target in that year.

Revenue Carry Forward Items

- 7 There are six specific Revenue carry forward requests. Further details including the implications of not carrying forward these budgets are set out in the Appendix at the end of this report.

No.	ITEM	CHIEF OFFICER	AMOUNT £
A1	Development Management	Planning	£36,250
A2	Leisure Contract	Communities & Business	£20,706
A3	Licensing Partnership Hub Support	Corporate	£12,735
A4	Asset Maintenance - Direct Services	Environment & Operations	£11,000
A5	Revenues and Benefits	Finance	c.£57,961
	SUB TOTAL		£138,652
A6	Asset Maintenance - Leisure	Environment & Operations	Unspent Balance

Capital Programme

- 8 The following capital scheme was underspent at the year end and the unspent budget is recommended for carry forward.

No.	SCHEME	CHIEF OFFICER	AMOUNT £
C1	Dunbrik Depot Vehicle Workshop	Environment & Operations	c.£117,000
	Total		c.£117,000

Other Transfers to Reserves

- 9 Corporate projects were identified in 2015/16 and will provide future savings or benefits to the Council. They could not all be completed in that financial year:

- Senior Management saving - This will now come into effect after the PCC election in May; the full saving therefore will not be achieved in 16/17;
- Scanning Initiatives - the potential for removing further paper storage from the offices and so improving appearance and releasing space, and also giving customers better access to planning records. Access to further funding would facilitate purchase of scanning equipment and staff to index records;
- Individual Electoral Registration - the need for additional canvassers was identified and the need to achieve a comprehensive canvas is unlikely to be achieved without additional resources above those already identified in the budget
- Asset maintenance- needs have been identified and members previously advised that the current asset maintenance budget only provides for 35% of potential needs; the needs are increasing as our assets age and this is particularly the case for leisure buildings.

- 10 It is recommended that the additional retained business rates that were not included in the original budget are set aside in an earmarked reserve to fund the corporate projects identified above, plus other minor projects, in order to allow the projects to proceed without impacting on the 2016/17 budget.

Transfers to Provisions - Municipal Mutual

- 11 A provision of £257,000 is currently held for possible costs relating to Municipal Mutual Insurance Ltd (MMI), as a solvent run-off of the company is unlikely to be achieved. An initial levy of 15% of was made in 2014/15 and we have recently been informed that a further levy of 10% (£32,278) will be

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applied during 2016/17. It is recommended that a further amount of £32,000 is transferred to the MMI provision at the end of 2015/16.

Key Implications

Financial

There are no financial implications arising from this report

Legal Implications and Risk Assessment Statement.

Under section 151 of the Local Government Act 1972, the section 151 officer has statutory duties in relation to the financial administration and stewardship of the authority.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Conclusions

- 12 The 2016/17 budget includes savings totalling £0.487m. Achieving this continuing level of savings whilst managing the financial risks will require continued close and proactive financial management during 2016/17.

Risk Assessment Statement

- 13 The approval of these carry forward requests should reduce the risk of the Council exceeding its planned expenditure in 2016/17.
- 14 These results are provisional and may change due to issues arising from the closure of the Council's accounts, which will be completed by 30 June 2016.

Appendices Appendix A - Budget Carry Forward Requests

Background Papers: See appendices

Contact Officer(s): Helen Martin Ext. 7483

Adrian Rowbotham Ext. 7153

Adrian Rowbotham

Chief Finance Officer

Carry Forward Requests Appendix**Budget Carry Forward Request 2015/16**

Chief Officer : Richard Morris

Budget description : Planning - Development Management

Type of expenditure: Revenue

Cost Centre code : DVDEVCT

Budget unspent at 31/3/16: £ 82,000 (forecast underspend @ 30/3/16)

Amount requested for carry forward: **£ 36,250**

Reason for request, including the benefits of this expenditure, why the budget was not spent in 2015/16 and timescales for expenditure in 2016/17 :

The monies relate to the procurement of a software system to administer both CIL and S106 monies (income and expenditure). The intention was to have the system installed thus incurring the expenditure in 2015/16.

Rules with regard to IT security (covering ISO 27001 certification) changed during 2015/16 and the supplier had to provide updated documentation to satisfy the Council's Information Assurance process. This took longer than anticipated and the software installation has not yet occurred. The Information Assurance process has now been completed and the installation is in-progress - it is anticipated that the install will be completed within the first month of the 2016/17 financial year.

Implications of not carrying forward this budget (e.g. impact on achievement of performance targets, etc):

Funds have been allocated to accommodate the procurement of the software package from 2015/16. If the carry forward is not supported further pressures will be placed on the restricted 2016/17 budget as the procurement has already occurred.

Budget Carry Forward Request 2015/16

Chief Officer : Lesley Bowles

Budget description : Leisure Contract

Type of expenditure: Revenue

Cost Centre code : LSLSCONT

Budget unspent at 31/3/16: £20,706

Amount requested for carry forward: **£20,706**

Reason for request, including the benefits of this expenditure, why the budget was not spent in 2015/16 and timescales for expenditure in 2016/17 :

This money is to enable this Council to commission a comprehensive Leisure, Open Space & Sports Strategy to map existing facilities and identify evidence based needs for future developments and improvements, as requested by Members. This work will also contribute to the new 20 year Local Plan to demonstrate the need for future leisure and open space facilities across the District.

This money has not yet been spent as the tender brief was issued in January 2016, tenders submitted were evaluated in March 2016 with interviews being held in April 2016. This work will commence with the appointed consultant company at the beginning of May 2016. As such this money is requested to be carried forward into 2016/17 to enable this work to be completed.

Implications of not carrying forward this budget (e.g. impact on achievement of performance targets, etc):

If this money is not carried forward to complete this work, the 2016/17 budget would be overspent, alternatively the Strategy work could not be completed as we could be unable to commission this work.

Budget Carry Forward Request 2015/16

Chief Officer:	Richard Wilson
Budget description:	Licensing Partnership Hub Costs (IT Specific)
Type of expenditure:	Revenue
Cost Centre code:	XAXJHUB 56900 9999
Budget unspent at 31/3/16:	£12,735
Amount requested for carry forward:	£12,735

Reason for request, including the benefits of this expenditure, why the budget was not spent in 2015/16 and timescales for expenditure in 2016/17:

Spend was expected in the financial year 2015/16 as follows:

‘Knowledge Test’ Project - £2,485

- The Licensing Partnership intended to modernise the method that Taxi drivers are assessed for local knowledge, this included the introduction of a mobile theory testing capability through the use of secure Tablet devices, cloud based customisable exam software and a wireless network hotspot. Unfortunately, the Licensing officer tasked with this project stepped down from their position at the end of 2015, the vacancy has now been filled with someone new in post from late March 2016. This person, together with another Partnership Licensing Officer will be tasked with implementing the new innovative service in 2016.

Partnership Oracle Database Environment Upgrade - £6,000

- The Partnerships Oracle environment was scheduled to be upgraded in late 2015 / early 2016. Unfortunately owing to workloads within the IT Team who were delivering the final components of the Building Control Partnership the upgrade to Oracle was not started. This work must still be completed and the finance allocated to the project should be carried forward into the new financial year, it is anticipated that this expenditure will be completed by September 2016.

Uniform Enterprise for Licensing - £4,250

- Following on from the successful implementation of the Uniform Enterprise software in both Development Control and Building Control the Licensing Partnership intended to implement the management reporting and performance management software within their module of the Uniform system. IT resource would have been required with the installation and configuration of the environment, the IT service would then work with the Licensing Officers

and the Partnership manager to identify tasks, reports and charts that would enable the service to better manage workloads, monitor performance and set targets.

Implications of not carrying forward this budget (e.g. impact on achievement of performance targets, etc):

'Knowledge Test' Project

- The Licensing Partnership are renowned for implementing innovative processes and services, implementing this new method of ensuring that our Taxi trade are knowledgeable in the Highway Code, safety and the local area will continue to keep our citizens safe, continue to put us one step ahead of other Local Authorities and potentially encourage other Councils into this successful partnership.

Partnership Oracle Database Environment Upgrade

- To continue to remain on a support software platform we are required to update the software. Failure to do so will mean that we fall out of our support contract with our supplier, putting the Partnership at risk of experiencing non-fixable software faults and errors.

Uniform Enterprise for Licensing

- The Licensing Partnership have wished to harness the power of this software, something that is already successfully embedded into Development Control and Building Control. Both Development Control and Building Control have been able to develop their processes to work more efficiently, distribute workload and for managers more easily review officer performance.

Budget Carry Forward Request 2015/16

Chief Officer: Richard Wilson

Budget description: Asset Maintenance Direct Services

Type of expenditure: Revenue

Cost Centre code: YMBCS

Budget unspent at 31/3/16: £12,349

Amount requested for carry forward: £11,000

Reason for request, including the benefits of this expenditure, why the budget was not spent in 2015/16 and timescales for expenditure in 2016/17 :

Two asset maintenance projects due to be funded within the 2015/16 financial year have not been undertaken due to circumstances outside of Council officers control.

The Portacabin used by parking enforcement and grounds maintenance employees at Hollybush requires replacement. A used cabin is available but due to delays in the power company disconnecting the power supply before transport to Hollybush it has not been possible to complete this work by year end. The cost of disconnection, transport, reconnection and disposal of the old cabin amounts to £6,000. It is planned to complete this work within two months subject to further delay in disconnection by the utility company.

One of the vehicle wash tanks at Dunbrik depot requires replacement due to corrosion. An order was raised in December for the contractor appointed to undertake replacement. The company was slow in scheduling the work, but eventually manufactured and delivered a replacement tank which its installers found to be the wrong dimensions. Despite substantial officer pressure to deliver the correct sized tank the installation has not been completed. The cost of the works is expected to be £5,000 and needs to be completed during April.

Implications of not carrying forward this budget (e.g. impact on achievement of performance targets, etc):

If it is not possible to carry forward the majority of the unspent balance of the depot asset maintenance budget payment for these essential works will have to be met from the 2016/17 budget allocation. This will impact upon the 2016/17 programme for asset maintenance works at Dunbrik, Hollybush and Otford Road depots. Where there is no risk Health and safety planned works could be deferred. However planned or reactive works to eliminate hazards that pose health and safety risks to employees and visitors to the depots will have to be addressed and could result in an overspend of this budget line.

Budget Carry Forward Request 2015/16

Chief Officer : Adrian Rowbotham

Budget description : Revenues and Benefits

Type of expenditure: Revenue

Cost Centre code : FSLTHSB

Budget unspent at 31/3/16: £57,961

Amount requested for carry forward: £57,961 (up to)

Reason for request, including the benefits of this expenditure, why the budget was not spent in 2015/16 and timescales for expenditure in 2016/17:

The following grants were received in 2015/16:

- DCLG Local Council Tax Support Admin Grant £18,950
- Implementing welfare reform changes £11,931
- New Burdens £3,139
- DWP Fraud & Error Reduction Incentive Scheme (FERIS) £23,941

With welfare reform changes continuing to occur following the Local Council Tax Support Scheme replacing Council Tax Benefit from 2013/14, several grants have been received.

A service review of Revenues and Benefits is currently taking place to see how improvements and efficiencies can be made. This may result in one off items of expenditure that will help to facilitate these changes and the grants received could be used to fund these items.

As mentioned during the year in the Budget Monitoring reports additional resources have been used in the year to help address the Benefits workload and be proactive in contacting Council Tax Support customers. The costs of both services are shared with Dartford BC. When the partnership accounts for the year are confirmed between the two partners, some of the grant funding listed above may be required to fund part of the additional expenditure.

It is requested that any remaining grant funding is carried forward to 2016/17.

Implications of not carrying forward this budget (e.g. impact on achievement of performance targets, etc):

It will reduce the funding available to deliver the improvements and efficiencies recommended by the service review.

Budget Carry Forward Request 2015/16

Chief Officer : Richard Wilson

Budget description : Asset Maintenance - Leisure

Type of expenditure: Revenue

Cost Centre code : YMDZZD

Budget unspent at 31/3/16: £ TBC

Amount requested for carry forward: £ Any unspent balance

Reason for request, including the benefits of this expenditure, why the budget was not spent in 2015/16 and timescales for expenditure in 2016/17 :

Please refer to separate report to Finance Advisory Committee 18th April, entitled Asset Maintenance, White Oak Leisure Centre, Swanley

Implications of not carrying forward this budget (e.g. impact on achievement of performance targets, etc):

To keep the centre in an operational safe condition until its future is determined and to support the 2016/17 approved asset maintenance budget as it is anticipated additional works will be required in 2016/17.

Budget Carry Forward Request 2015/16

Chief Officer: Richard Wilson

Budget description: Building works - Dunbrik Depot Vehicle Workshop

Type of expenditure: Capital

Cost Centre code: YLLQ

Budget unspent at 31/3/16: £117,000

Amount requested for carry forward: £117,000 or unspent balance of £234,000.

Reason for request, including the benefits of this expenditure, why the budget was not spent in 2015/16 and timescales for expenditure in 2016/17:

Council agreed a capital budget sum of £234,000 to undertake building alterations and MOT test centre improvement works during 2015/16. The MOT improvements and required upgrade of the workshop electrical installation have been completed.

Unfortunately the tender opportunity to undertake roof height alterations and other minor building works, advertised at the end of 2015, did not attract any tender returns. Enquiries as to the reason for the limited interest at the time indicated that the tender release was too close to Christmas and many contractors had full order books taking them through to Spring 2016.

Although the opportunity has now been re-advertised, and has attracted sufficient interest to expect submission of competitive tenders, the tender evaluation and appointment of a contractor can't be achieved before early in the new financial year.

Approval is sought to carry forward the unspent capital into the 2016/17 financial year. Timescale for expenditure of the carried forward sum will be phased contract payments during the Summer with completion expected early Autumn 2016.

Implications of not carrying forward this budget (e.g. impact on achievement of performance targets, etc):

These roof alteration works are essential to provide sufficient door opening height for all current refuse freighter designs and other similarly high sided vehicles to access the vehicle maintenance workshop. If the works are not undertaken the Council's vehicle procurement options will continue to be restricted to only one or two suppliers who can manufacture freighters to fit the current opening height. This limits competition resulting in higher vehicle purchase prices and denies the Council best value.

In addition it will increase annual expenditure as essential inspections, servicing and repairs to vehicles that cannot be purchased to meet the workshop height restriction, will have to be outsourced to the private sector in order to comply with the Council's vehicle operator roadworthiness obligations.