

03 March 2020 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks

Despatched: 24.02.20



People & Places Advisory Committee

Membership:

Chairman, Cllr. Collins; Vice-Chairman, Cllr. Pett
Cllrs. Dr. Canet, Cheeseman, Perry Cole, Coleman, P. Darrington, Dyball, Foster, Hudson, Osborne-Jackson and Raikes

Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. Minutes	(Pages 1 - 4)	
To agree the minutes of the meeting of the Advisory Committee held on 10 December 2019, as a correct record.		
2. Declarations of interest		
Any interest not already registered.		
3. Actions from Previous Meeting (if any)		
4. Update from Portfolio Holder		
5. Referral from Cabinet or the Audit committee (if any)		
6. Community Grant Scheme Draft Allocations 2020/21	(Pages 5 - 26)	Kelly Webb Tel: 01732227474
7. 2020-2021 Community Safety Strategy & Action Plan	(Pages 27 - 60)	Kelly Webb Tel: 01732227474
8. Economic Development Strategy Delivery Plan Monitoring	(Pages 61 - 78)	Emily Haswell Tel: 01732227261
9. Work Plan	(Pages 79 - 80)	
10. White Oak Leisure Centre: New build and operator contract awards	(Pages 81 - 122)	Lesley Bowles Tel: 01732 227335

EXEMPT INFORMATION

Consideration of Exempt Information

Recommendation: That, under section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting when considering Appendices C and D of Agenda Item 10 above, on the grounds that likely disclosure of exempt information is involved as defined by Schedule 12A, paragraph 3 (Information relating to the financial or business affairs of any particular person (including the authority holding that information))

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 227000 or democratic.services@sevenoaks.gov.uk.

PEOPLE & PLACES ADVISORY COMMITTEE

Minutes of the meeting held on 10 December 2019 commencing at 7.00 pm

Present: Cllr. Collins (Chairman)

Cllr. Pett (Vice Chairman)

Cllrs. Dr. Canet, Cheeseman, Perry Cole, Coleman, P. Darrington, Dyball, Foster, Hudson, Osborne-Jackson and Raikes

Cllr. Penny Cole was also present.

23. Minutes

Resolved: That the Minutes of the meeting of the Advisory Committee held on 1 October 2019 be approved and signed by the Chairman as a correct record.

24. Declarations of interest

There were none.

25. Actions from Previous Meeting

There were none.

26. Update from Portfolio Holder

The Portfolio Holder, People & Places, advised that the new Chief Officer People & Places, Sarah Robson, was due to start at Sevenoaks District Council on 3 February 2020. She advised that the process of procuring an operator for the redevelopment of White Oak Leisure Centre was a lengthy process as it involved European procurement but was shortly coming to an end. The application for the redevelopment of White Oak Leisure Centre to the CIL Board had been successful. The Community Grants applications were being evaluated and many new organisations had applied. It was advised that there was a successful result in court against the Convent of Mercy.

The Portfolio Holder advised that the Big Sing would take place on 4 May 2020, and the event Run, Walk or Push against Dementia would take place on 10 May 2020 at Knole Park. It was advised that staff were looking into developing a new website to help promote smaller tourist attractions in the District.

27. Referral from Cabinet or the Audit committee

There were none.

28. Update from Chief Inspector Jon Kirby

The Chairman welcomed Chief Inspector Jon Kirby, who took over as District Commander in September 2019. He advised that he had looked at recent crime figures from the last three months and compared them to the previous year. Compared to 2018, there had been a decrease in burglaries, violence and vehicle crimes and an increase in criminal damage and shoplifting. He advised that burglary varied across the District. He advised that responding to reports of violent crimes quickly was a priority in order not to discourage victims to come forward. A common vehicle crime was the theft of catalytic converters. It was highlighted that usually individuals were responsible for multiple thefts of catalytic converters. In response to buses being targeted in West Kingsdown for criminal damage, improved CCTV in buses and patrols in the area had been introduced. Analytical work was taking place in order to determine the cause of the increase in shoplifting.

Responding to concerns over scams, the Chief Inspector advised that they aimed to help protect older and vulnerable residents from scams by educating them on recognising scams and how to set up their phones to prevent receiving scam phone calls.

The Chief Inspector advised that there was a campaign to increase public awareness about improving security of properties and vehicles. Previously, these had been advertised on buses, but more recently had been shared through social media.

In response to concerns over anti-social behaviour in New Ash Green, the Chief Inspector assured Members that there was a visible police presence in the area. He advised that he had listened to concerns at a recent residents' meeting.

The Chairman thanked Chief Inspector Jon Kirby on behalf of the Committee for the presentation and Members showed their appreciation.

Resolved: That the content of the presentation be noted.

29. Sevenoaks District Community Safety Strategy & Action Plan 2019-20

The Community Safety Manager presented the quarter 2 monitoring report which outlined the success measures and actions of the Sevenoaks District Community Safety Strategy & Action Plan 2019-20. She advised that of the success measures, 7 were green and 2 were amber. Of the actions, 44 were green, 4 were amber and 1 was red.

In response to queries, the Community Safety Manager advised that youth work to prevent drug misuse is conducted by Kenward Trust who are funded by the Community Safety Partnership via the Police Crime Commissioner funding who did bespoke detached work via the daily tasking held at the Community Safety Unit (CSU).

On a response to the Mental Health Drop in Service in Swanley, she advised that take up was low at the mental health drop-in, but she was working alongside partners to address this.

The Chairman thanked the Community Safety Manager for the presentation and Members showed their appreciation.

Resolved: That the report be noted.

30. Sevenoaks District Sports Council update

The Chairman welcomed Edward Oatley, the Chairman of Sevenoaks District Sports Council. He gave a presentation which updated Members on the activities, key achievements and future plans of the Sevenoaks District Sports Council.

In response to queries from Members, the Chairman of Sevenoaks District Sports Council advised that grants, usually up to £150, were given to individuals and sports clubs. Sports clubs are also given advice and support in seeking bids elsewhere.

The Chairman thanked the Chairman of Sevenoaks District Sports Council on behalf of Members for his presentation.

Resolved: That the information in the report be noted.

31. Work Plan

The work plan was noted with the deferral of the DAVVS presentation and Half-Yearly grants monitoring to 16 June 2020, the addition of the Community Safety Plan Annual Report and Tourism update in 16 June 2020, and the addition of Dunton Green End of Project Report on 6 October 2020.

THE MEETING WAS CONCLUDED AT 8.31 PM

CHAIRMAN

This page is intentionally left blank

COMMUNITY GRANT SCHEME DRAFT ALLOCATIONS 2020/21

People & Places Advisory Committee - 3 March 2020

Report of: Chief Officer - Communities & Business

Status: For Information

Also considered by: Cabinet - 5 March 2020

Key Decision: Yes

Executive Summary: This report sets out information about the Community Grant Scheme and summarises applications received by the Council from voluntary organisations for funding during 2020/21.

Details of the appraisal process are provided. This included a lengthy and detailed consultation with the Portfolio Holder for People & Places, Cllr Dyball and the Deputy Portfolio Holder for People & Places, Cllr Coleman. Recommended grants are set out in Appendix C.

Officers would be pleased to answer detailed questions about individual applications in advance of the meeting.

This report supports the Key Aim of Providing Value for Money and the Community Plan Vision for Safe & Caring Communities, a Green & Healthy Environment and a Dynamic & Sustainable Economy.

Portfolio Holder Cllr. Lesley Dyball

Contact Officers Jenny Godfrey, Ext. 7112 & Kathryn Bone, Ext. 7176

Recommendation to People & Places Advisory Committee: That Members note the report.

Recommendation to Cabinet: That the grants, as set out in Appendix C of this report be approved subject to the conditions set out in paragraph 15.

Reason for recommendation: Applications received have been appraised according to the Council's Guidelines and those recommended for funding support the aims of the scheme and represent value for money.

Agenda Item 6

Introduction and Background

- 1 The Council's Community Grant Scheme supports local charities and voluntary sector organisations that, through their work, contribute to the priorities set out in the Community Plan 2013-28.
- 2 The grant guidelines were reviewed during 2013/14 and revised guidelines were agreed by Cabinet on 12 September 2013.
- 3 The grant scheme was publicised widely across the District within the voluntary sector, through town and parish councils, libraries and in the press in September 2019. The closing date was 22 November 2019. The total budget available for distribution in 2020/21 is £153,340, including £98,540 for Citizens' Advice in the District. Funding for Citizens' Advice is subject to a three-year Service Level Agreement (2018 - 2021).
- 4 The 2020/21 budget available for voluntary sector organisations is as follows:-

Funding for the Citizens' Advice SLA	£ 98,540
Amount available for grants	£ 54,800
Total Budget	£ 153,340

- 5 A total of 30 grant applications have been received, representing total grant requests of £126,951.72.
- 6 A copy of the Council's Corporate Code of Practice for making grants is attached at Appendix A.
- 7 A copy of the scheme guidelines is attached at Appendix B.
- 8 A full schedule of applications is attached at Appendix C. The Portfolio Holder for People & Places has copies of all of the applications and a full set is available in the Members' Room. Officers would be pleased to deal with any detailed queries in advance of the meeting.
- 9 In 2019/20, the grants awarded through the Community Grant Scheme enabled voluntary organisations to support 84,945 volunteer hours in the Sevenoaks District, which represented an economic benefit of £1.31 million.

Appraisal Process

- 10 Members will appreciate that the recommended grants in Appendix C have been put forward following an appraisal by Officers trained in grant appraisal and a detailed consultation with the Portfolio Holder for People & Places, Dyball and the Deputy Portfolio Holder for People & Places, Cllr Coleman.

Recommendations have been made in accordance with the Scheme Guidelines and the Council’s Corporate Code of Practice for grants and take into account various factors, including:

- i. the extent to which the application supports the District Council’s priorities;
- ii. the extent to which the application assists residents across the District and its impact;
- iii. the extent to which the application should be funded by other organisations;
- iv. whether performance indicators are relevant and appropriate;
- v. whether the applicant meets the eligibility criteria established in the Guidelines and the Corporate Code of Practice for grants;
- vi. the level of reserves held by the applicant.
- vii. whether the applicant has appropriate child protection and safeguarding arrangements in place.

Recommended Level of Grant

- 11 A summary of the total value of recommendations in this report and the total draft budget is set out below.

Total 2020/21 grant budget available to voluntary and community sector organisations (subject to approval of budget) comprising:	£153,340
Grants to Citizens Advice for 2020/21 under the terms of a three-year Service Level Agreement	£98,540
Recommended grants to all other voluntary and youth groups	£54,800

- 12 A full list of grants recommended to voluntary organisations is attached at Appendix C.
- 13 Unsuccessful applicants will be informed of the reason for this decision, and encouraged to contact the District Council’s Funding Officers and visit KCC’s online free, comprehensive grant search database for advice and support in seeking funding elsewhere if appropriate.

Agenda Item 6

Recommended Conditions

- 14 It is recommended that grants be made to voluntary organisations 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;
 - (v) that organisations funded either have or are working towards any quality accreditation.

Key Implications

Financial

- 15 The level of funding is in accordance with the draft 2020/21 budget of £153,340.

Resources (Non-financial)

- 16 The work connected with the Community Grant Scheme administration and monitoring is being undertaken through existing resources.

Legal Implications and Risk Assessment Statement.

- 17 There are no legal or human rights issues relating to this report. All organisations applying for funding are required to have an equalities policy and where appropriate child protection and/or adult protection policies.

Risk	Mitigation
Grants allocated are lower than requested	Application forms ask whether the project could continue if funding were reduced. Appraisal looks at realistic performance indicators for the amount of grant recommended. Performance indicators are agreed with Voluntary and Community Groups.
As a condition of the grant any organisation allocating onward funding on behalf of the Council to another organisation must check whether appropriate police checks and child or vulnerable adult protection policies are in place.	Condition of grant to ensure checks carried out and that application forms seek confirmation. Monitoring process to confirm an effective process is in place.
Grant allocations not approved in March.	A timetable is in place to ensure grants are considered by Cabinet in March and processes in place to ensure grant payments are made in the first week of the financial year.

Equality Assessment

- 18 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.

Agenda Item 6

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The community grants scheme assists with the provision of services to support Sevenoaks District residents, particularly those in the greatest need.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	Yes	The grant scheme provides funding for specific groups, such as older people, families, young people and people with disabilities. The grants scheme is widely publicised to ensure that groups serving a wide range of needs are able to apply.
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No negative impacts identified

Conclusions

- 19 The work of the voluntary sector across the Sevenoaks District is highly valued. The Council's grants programme supports the dedication and commitment of the many volunteers who help the most vulnerable people in the District. Members are asked to agree the draft grant allocations as set out in Appendix C.

Appendices

Appendix A - Council's Corporate Code of Practice for making grants

Appendix B - Community Grant Scheme guidelines

Appendix C - Full schedule of applications

Background documents

Copies of the applications received are available in the Members' Room.

Lesley Bowles

Chief Officer Communities & Business

Sevenoaks District Council Grants

Code of Practice September 2003

For this purpose, a grant is taken to mean:

'a cash award for a specified initiative, project or service not provided by the Council which benefits residents or those working in the district'

Each grant scheme should have:

1. Written criteria outlining:
 - Eligibility
 - Scheme objectives
 - How the grant decision will be made in relation to the extent to which the scheme criteria are met.
2. An application form
3. Guidelines for completing the application form.
4. Minimum and maximum grant level
5. Performance indicators
6. Monitoring arrangements

Principles

- The criteria must be in line with the Council's overall objectives
- All grant schemes and benefits in kind must support and complement the Council's Strategic Objectives.

Eligibility

- The applicant group must have a constitution (or at least be working towards adopting one). For most grants a constitution is essential.
- The applicant group should have a management committee.
- The applicant group must have a bank account with 2 signatories. If they do not have a bank account, they must nominate a voluntary organisation to take responsibility for the money on their behalf.
- The applicant must have, and enclose with the application, a set of audited or independently examined accounts for the latest year available
- The project should be for the benefit of people living or working in the Sevenoaks District.

The application form should:

- Identify how the application meets the scheme criteria
- Contain performance indicators by which the success of the project will be measured.
- Be targeted to the potential recipients. The degree of information required should be proportionate, reasonable and reflect how much money they are eligible to apply for.
- Identify if the applicant has applied to the Council before for funding or if they have an external bid outstanding. Identify how much they have applied for and when applicants are likely to know the outcome. Include details of any other funding applied for and whether bids have been successful.
- Make it clear that grants have to be paid back if the proposal does not go ahead and that if they do not notify the Council, this may jeopardise future applications.
- Make it clear at what stage the funding will be made available e.g. on receipt of invoices, 100% in advance, staged payment etc.
- Include a checklist for applicants to ensure everything has been filled in and all documents are enclosed etc.
- Include an outline of the project timetable.
- Identify whether the applicant group has policies which cover child protection/health and safety/equal opportunities etc.
- Identify if the organisation is working towards any form of accreditation.

The application process;

- Application forms must be accompanied by the scheme criteria guidelines for completing the application form and an explanation of the timescale, including deadlines, during which the application will be processed.
- Applicants need to be informed at the outset about the level and timing of monitoring, evaluation and annual reporting required
- Applications should be acknowledged within 10 days of receipt.
- A list must be kept of everyone who is sent a form so that reasons for not replying can be gained if necessary
- Applicants should be informed of the timescale for consideration and notification of decision at the outset.
- If the application has not been approved, reasons should be given.

Deadlines

- Dates for consideration of applications need to be publicised and deadlines set for receipt of applications.
- No applications will be considered after closing dates.

Grants application appraisal

- Grant appraisers should be trained.
- Appraisal must be against the given criteria and applicants must meet set criteria in order to receive the grant.
- The scheme/proposal must meet the main aim of the grant scheme.
- Applications should be assessed according to the extent to which the identified need is met. Applicants should therefore be asked to state the need.
- Audited accounts should be considered when the application is appraised.
- Applicants need to demonstrate financial need and financial viability.

Approval

- All grant applications should receive a response indicating that the grant has been approved held over or refused
- Approval letters should indicate clearly whether there are any conditions attached to the grant.

Payment

- Payment of money - timescale for payment should be included in the written notification of grant approval.
- Cheques should go out with a letter reiterating what the money will be spent on and the required monitoring of performance indicators. There should also be a receipt which the applicant signs, dates and sends back to confirm they have received the money and that it will be used for the purpose for which it was approved.
- As part of the monitoring/evaluation process, receipts to prove that the money has been spent on what it was intended for should be provided by the applicant where necessary. For example, where grants have been made for capital/equipment purchase. (*The financial threshold needs to be considered*).

Monitoring & Evaluation

- Monitoring has to be relevant and targeted to the applicant group, degree of detail reflecting the size of grant.

- Monitoring - must relate to key outputs/targets/milestones which should be part of the original application. Monitoring should assess achievements against agreed outputs/targets.
- A progress report must be provided - frequency determined by the level of grant.
- Recipients of grants must keep a record of user numbers, who has benefited from the grant and any feedback from users.
- PIs should be part of target setting. This should be proportionate to the size of grant.
- How often and by whom they will be monitored must be specified.
- Schemes must be evaluated using the monitoring information provided.
- The applicant group should have client evaluation - satisfaction survey e.g. play scheme - how did the parents find it, did the children enjoy it etc. proportionate to the size of grant.

Promotion

- Applicants need to make clear what publicity/promotion is being undertaken for the scheme/grant and must acknowledge the grant provided by the District Council in all publicity.

Review

- The grant process itself must be reviewed internally at regular intervals, at least every 3 years to ensure the system is still effective. This includes review of application forms, criteria, reporting etc. with feedback from applicants.

General

- There should be a SDC database which everyone can access which gives details of those groups who have applied for funding and the outcome.

Community Grants Scheme Guidelines 2020/21

Please read the following guidelines carefully before completing the application form. If you have any queries regarding the application process, please contact Jenny Godfrey at:

Sevenoaks District Council, Argyle Road, Sevenoaks, Kent TN13 1HG.

Tel: 01732 227000 Email: grants@sevenoaks.gov.uk

Our Community Grant scheme exists to help voluntary organisations which provide services, activities or projects that benefit Sevenoaks District residents, focusing on those in greatest need.

In particular, we wish to support services, activities or projects that are delivered with the help of volunteers and that support Sevenoaks District Community Plan priorities set out below:

Please note: We can only accept one application per organisation.

Please complete the application form electronically and either email or post your application to us.

What are the scheme's priorities?

Volunteering:

- Promote, encourage or support volunteers and volunteering as part of a project, service or activity.

Social Inclusion:

- Improve opportunities for vulnerable or elderly people;
- Encourage community participation of excluded or vulnerable groups;
- Improve the wellbeing of local residents.

Community Safety:

- Reduce crime or anti-social behaviour.

Information, Advice, Advocacy and Counselling:

- Provide information, advice, advocacy or counselling to residents when they are in particular need.

Young People:

- Projects, services and activities that encourage participation in local communities or provide positive activities or opportunities for young people.

Arts & Sports:

- Funding for the Sevenoaks District Arts and Sports Councils to support arts and sports projects that contribute to the overall wellbeing of residents and encourage the inclusion of groups with particular needs.

Who can apply?

You can apply if you deliver services to Sevenoaks District residents in two or more parishes and are one of the following:

- “Not for profit” registered charity;
- Youth organisation;
- Voluntary organisation;
- Community Interest Company.

If your organisation works with children, young people or vulnerable adults, you should have a Safeguarding Policy and staff and volunteers must have enhanced level Disclosure & Barring Service checks and appropriate training.

How much and what can I apply for?

The minimum you can apply for is **£100**

The most we will award for any one application is **£5,000**

The grant can be spent on project costs such as support for volunteers, equipment or premises hire. In addition, you can apply for core running costs that are commensurate with the project, service or activity applied for.

What are the main conditions?

By applying, you are confirming that you comply with the terms and conditions. The main conditions include:

- Your organisation has a constitution;
- Your organisation has a bank account with at least two authorised signatories;
- Your organisation has an equalities policy in place and is prepared to sign our Equalities Statement;
- All appropriate legal agreements, insurances and processes needed to deliver the project are in place, including safeguarding arrangements for children and vulnerable adults;
- Any grant you are awarded will be used only for the project set out in your application and will be ring-fenced to help Sevenoaks District residents. It must not be used for any other purpose;
- You will be required to submit monitoring for your project with supporting evidence;
- All publicity materials and annual reports must acknowledge our support;
- Your organisation can only submit one application in any financial year;
- Any grant unspent at the year end will be refunded to Sevenoaks District Council.

What we will not fund

We will not fund:

- Projects, services or activities that serve only one Parish;
- Costs for projects, services or activities that your organisation is already delivering in the District as part of an existing contract or service level agreement with another funder;
- Costs for projects that have already started or been delivered;
- Projects where the beneficiaries are not Sevenoaks District residents;
- Private concerns operated as a business;
- Organisations seeking to add capital to their reserves;
- Local organisations seeking funding for a central HQ;
- Religious or political organisations;
- Individuals;
- Work that should be provided by statutory, educational, health organisations or social services;
- Projects that are primarily the responsibility of another agency or funder, such as the Sevenoaks District Arts and Sports Councils.
- Schools or parent/teacher organisations.

How will we assess your project?

The appraisal process will look at:

- Your eligibility to apply;
- The extent to which your project meets the Scheme's priorities;
- How many people will benefit from your project;
- The level of need for the project;
- The level of benefit to Sevenoaks District residents;
- The level of reserves held by your organisation.

When will you know if your application is successful?

The deadline for submitting your completed application form is **Friday 22nd November 2019**. Applications received after this date will not be considered.

During March 2020, we will decide who will receive funding. We will write to you during April 2020 to let you know if your application has been successful.

If you require any assistance, please contact Jenny Godfrey, Community Projects & Funding Officer, on **01732 227000** or by email at **grants@sevenoaks.gov.uk**

Applications must be completed by the applicant on behalf of the organisation and returned by email or post to the address below:

Email: grants@sevenoaks.gov.uk

Post: Community Grant Scheme, People & Places, Sevenoaks District Council,
Council Offices, Argyle Road, Sevenoaks, Kent, TN13 1HG.

Deadline for completed applications 22nd November 2019

Ref No	Name of Organisation	Purpose	Previous Funding 2018 /19	Previous Funding 2019 /20	Grant Application 2020 / 21	Recommended Allocation 2020/21	Reason for refusal	Notes
2	D'Vine Singers	The D'Vine Singers are a wellbeing choir that meet weekly during term time. The funding will provide a term's running costs for the choir which offer places to people aged over 18. Currently they have members from day centres, people suffering with social isolation, residents with Parkinsons and members with mental health issues.	350	350	500	450	N/A	
3	North West Kent Volunteer Centre	The grant will support SDC in the recruitment and retainment of volunteers in the Northern Parishes of Sevenoaks District. This will support three services: befriending service; Community Transport Service; and a gardening service. These services support older people and local people who are experiencing loneliness and isolation.	4250	4250	5000	4500	N/A	
14	Eden Christian Trust	The grant will help fund their main activity which is the ECT Youth Club that meets weekly in Edenbridge. The club has a membership of 144 and regularly has 45 to 50 young people attend each week. Funding will cover core costs, craft materials, equipment, transport, volunteer expenses, rent / utilities and contribute towards the salary of their youth worker.	2000	2000	5000	1000	N/A	Condition to be attached requiring the Eden Christian Trust and Lead Youth Worker to link in and liaise with the KCC youth service (Led by Sarah Gaunt).
44	Sevenoaks Counselling	Sevenoaks Counselling provides confidential counselling to all on an equal opportunities basis. They continue to receive a high number of referrals from GP surgeries, Citizens Advice etc. Clients make a contribution towards the cost of their counselling but are only asked to pay what they can afford. The grant would fund the provision of professional counselling services to those unable to pay all or any of the associated costs.	800	900	1000	1000	N/A	Condition to be included requiring Sevenoaks Counselling to provide more information on the training provided for their volunteer counsellors.
66	Edenbridge Voluntary Transport Service	Help the service to provide transport for elderly and vulnerable residents to access medical and supportive services.	500	500	500	0	Reasons 1 & 5. Reason 1: Reserves greater than annual expenditure. Balances are growing. Surplus has increased over past year.	

Ref No	Name of Organisation	Purpose	Previous Funding 2018 /19	Previous Funding 2019 /20	Grant Application 2020 / 21	Recommended Allocation 2020/21	Reason for refusal	Notes
85	Imago	Imago will provide support to other charities and community groups in West Kent; operate a volunteer development service that supports local volunteers and support local organisations and projects that need volunteers. They will also operate a Dial 2 Drive service that addresses the social isolation of older people. They aim to expand this transport service in the Sevenoaks area. Imago also offer infrastructure support to provide voluntary and community groups to access information, support and advice.	9000	8000	13000	4000	N/A	
116	Age UK Sevenoaks & Tonbridge	Support the cost of providing 'Pop Up Pop Ins' to encourage social interaction and reduce social isolation in rural settings. Sessions include sign posting to essential services alongside individually tailored falls prevention exercises. Sessions also include talks from organisations such as Kent Fire & Rescue.	2000	2000	5000	4250	N/A	
173	COMPAID	Help meet the running costs of the service which takes disabled, elderly and other vulnerable residents within the Sevenoaks District to medical appointments and other bespoke destinations.	4000	4000	4500	4500	N/A	
196	Sevenoaks PHAB	PHAB provides a weekly meeting on a Tuesday evening for adults with either a learning disability and or / a physical disability. Circa 45 people attend each session. Participants come from Tonbridge, Tunbridge Wells, Edenbridge & Sevenoaks. A range of activities are on offer including music, singing, drama, Boccia, Arts / Crafts & bingo.	400	400	500	500	N/A	
264	West Kent Mediation	The grant would be spent on the continuing provision and development of a free, professional, impartial and confidential mediation service for all SDC residents. WKM are the only service within the district providing a free mediation service to neighbours and families in need.	4800	4800	5000	5000	N/A	
394	BRIDGES	The grant is requested to fund the art therapists fees for the Creative Café, expenses to run the Creative Café for a year and new kitchen equipment.	2250	1870	3238	1450	N/A	Condition to be attached that grant held until satisfactory Safeguarding training undertaken and Policy in place. SDC can assist with this.

Ref No	Name of Organisation	Purpose	Previous Funding 2018 /19	Previous Funding 2019 /20	Grant Application 2020 / 21	Recommended Allocation 2020/21	Reason for refusal	Notes
436	West Kent Extra	The grant would be a contribution towards a summer residential trip project for vulnerable children aged 8-12 years living in the Sevenoaks District. West Kent Extra will run three trips at Grosvenor Hall Activity Centre in Ashford. The children will experience staying away from home from their families (many for the first time) and take part in challenging activities, such as zip wire, archery and outdoor team activities which will develop self-confidence and social skills. Thirty children will attend each trip (90 across the three trips). A team leader and three youth workers will supervise and support the children throughout each residential trip.	1800	1200	4265	3550	N/A	
439	Kenward Trust	The grant would be used to deliver two Active Archery and Alpaca Sessions per month to groups of vulnerable adults and young people in the Sevenoaks District to help reduce loneliness, social isolation, get people active and increase participation in outdoor activities. The groups they would be looking to work with are: older adults, adults with Dementia and Alzheimer's and their Partners, adults with learning disabilities, the homeless, adult and young carers, victims of domestic abuse, adults in recovery from substance and alcohol addiction and single parents on low income.	2800	No application	4401	4400	N/A	
446	DAVSS	This grant is requested as a contribution towards core-costs of providing vital support services for women and men experiencing domestic abuse, assisting them and their children to break the cycle of abuse and live safe and fulfilling lives again. This funding will contribute to: a cost-effective helpline, face-to-face and telephone support offering bespoke options for all risk levels; risk assessments to national standards; personal/family safety planning; referral to MARAC and Social Services for Child Protection as required; signposting to other agencies/voluntary groups. It would also support DAVSS' Support to Court project; free legal advice by appointment with DAVSS pro bono Lawyer and pro bono Barristers available. It would also help support co-ordinating the Freedom Programme and Recovery Toolkit.	5000	5000	5000	5000	N/A	

Ref No	Name of Organisation	Purpose	Previous Funding 2018 /19	Previous Funding 2019 /20	Grant Application 2020 / 21	Recommended Allocation 2020/21	Reason for refusal	Notes
462	Salus	'Safety in Action' is an interactive multi agency event that invites Year 6 children to learn about some of the dangers they may face as they become more independent and prepare for transition to secondary school. The event is designed to develop citizenship and safety skills and to increase awareness of dangers. This grant will be used to support the staging of a 2 week event between April and May 2020 for up to 1500 year 6 pupils from schools in the West Kent area. All the primary schools in the Sevenoaks district are invited to take part, (19 schools / 401 pupils attended in 2017).	1250	1250	1500	1500	N/A	
486	The Lewis Project	The funding would help us in the following ways: (1) due to an increase in memberships, either rent more space within the existing facility or find an alternative venue; (2) provide more workshop sessions to members hosted by both amateur and professional musicians; (3) purchase a number of items of musical equipment for members use at the music centre and for outside gigs (4) employ an extra sessional staff member to supervise members and run the music centre; (5) provide mental health training for sessional staff members and volunteers; (6) Fund recording sessions and promotional videos; (7) Fund gigs and events; (8) Promote project both via social media / website and through posters and leaflets.	No application	1000	5000	1150	N/A	Condition to be attached that grant held until satisfactory Safeguarding training undertaken and Policy in place. SDC can assist with this.
488	PSB Breastfeeding	To run a specialist breastfeeding group and sling libraries. To offer support to all parents with young children across the Sevenoaks District with help from 8 trained volunteers. As the service grows, to recruit local parents to train as breastfeeding and babywearing sling peer supporters using their university accredited training programme.	No application	0	4495	750	N/A	
494	CRIBS	Funding would help the Boys Noise and 'b:you' projects bring positive social, emotional, personal and behavioural outcomes to primary children in Crockenhill and Swanley Village	No application	0	5000	0	Reason 3.	

Ref No	Name of Organisation	Purpose	Previous Funding 2018 /19	Previous Funding 2019 /20	Grant Application 2020 / 21	Recommended Allocation 2020/21	Reason for refusal	Notes
497	Edenbridge Cricket Club	The grant will be used to further improve & upgrade the playing surface & also to provide further training for our Groundsman. 3 to 5 year project to renew the club's ground keeping equipment. A square that is cut & prepared by suitably up to date equipment to enable the club to provide a playing surface of appropriate quality so that it can continue to offer good facilities for its members, particularly the fast developing junior & ladies sections. We also aim to develop our offering to include those with disabilities & social difficulties, creating a safe & fun learning environment for all. Specifically we are looking to upgrade & replace some of our existing ground keeping equipment, much of which is out of date & is therefore becoming increasingly difficult to maintain & repair.	No application	0	4000	0	Reasons 2, 7 & 8.	
498	The Hygiene Bank	The Hygiene Bank is equivalent to the Food Bank but for hygiene products. The funding will pay for 5 project toolkits which will support volunteers who are unable to fund the purchase of their own toolkits. Toolkits include all the vital things that a volunteer needs to set up i.e. collection bins, posters, leaflets, promotional assets (T-Shirts), banners, etc.	No application	No application	5000	3000	N/A	
499	Fegans	Fegans Parents Supporting Parents programme aims to train parents from the local community in a transformative model of volunteer community regeneration. The ethos is for the community to be given tools to heal itself, particularly around the area of Parenting. We would love to offer this programme to the community of Sevenoaks.	No application	No application	5000	2500	N/A	
500	Samaritans (Sevenoaks)	The grant will support the recruitment and training of 20 volunteers as well as provide outreach talks.	No application	No application	5000	0	Reasons 1 & 4.	

Ref No	Name of Organisation	Purpose	Previous Funding 2018 /19	Previous Funding 2019 /20	Grant Application 2020 / 21	Recommended Allocation 2020/21	Reason for refusal	Notes
501	Sadeh	The grant will specifically go towards the funding of experts who will support our volunteers in learning how to survey for species and how to collect soil samples. One of our experts is a Permaculture specialist highly knowledgeable in biodiversity and species collection and the other is a Professor of cell and molecular biology who will oversee the soil sample collection and sequencing. The grant will specifically fund 12 days of work split between the professor and permaculture specialist as well as some tools for our volunteers and marketing materials.	No application	No application	5000	0	Reason 2.	
502	Westerham Sea Cadets	To provide Junior Sea Cadets with online training about cyber security, network cabling, Microsoft Office applications and some basic server administration, web site design and build in Joomla and WordPress.	No application	No application	4552.72	0	Reasons 7 & 9.	
206	Sevenoaks Volunteer Transport Group	The grant will be used to support the Charity to provide low cost transport for the elderly, infirm and disabled residents. Volunteer drivers help vulnerable residents of Sevenoaks District to attend Hospital appointments, GP appointments and other clinics or appointments that are vital to their health and wellbeing.	500	500	500	500	N/A	Condition to be included for SVTG to evidence that all drivers have adequate safeguarding training.
503	New Ash Green Allotments	The grant will fund a central shed for community use and to recreate a safe community space by replacing the boundaries securely.	No application	No application	5000	0	Reasons 7, 8 & 9.	
504	St Paulinus Pre School	To provide a honeycomb style rubber matting on their grass surface play area. This will keep the outside play area safe for the children to play in over winter and allow the Pre-School to be able to use the outside space all year round.	No application	No application	5000	0	Reason 7.	
8	Sevenoaks District Arts Council	The grant will enable SDAC to provide support, by way of grants and underwriting, to affiliated groups seeking the help or comfort of SDAC. With very limited funds, underwriting is the preferred mode of support, providing a 'safety net' where the production or other venture may not achieve financial viability.	2500	2500	5000	2500	N/A	Condition to be included about receiving guidance from SDC about how this grant is allocated.

Ref No	Name of Organisation	Purpose	Previous Funding 2018 /19	Previous Funding 2019 /20	Grant Application 2020 / 21	Recommended Allocation 2020/21	Reason for refusal	Notes
30	Sevenoaks District Sports Council	Provide: group coaching and/or training in all sports, individual coaching, organised training/coaching courses, helping new clubs set up, helping clubs provide for disabled sport, social sport for the elderly, grants for talented youth sports stars, helping in certain area of school sports, helping Sencio with some of their activities in the 3 sports centres.	2500	2500	5000	2500	N/A	
58	CVSNWK	To deliver an electronic news bulletin monthly for disseminating information to organisations for local networking, funding and training events. To provide DBS checks, payroll and accounts service and Funds Held service.	1000	1000	5000	800	N/A	
TOTAL						54800		

<u>Reasons for Refusal</u>
1 The organisation's reserves are considered to be too high to enable a grant to be recommended.
2 The application has not demonstrated that the project for which funding is sought sufficiently meets the priorities of the grant scheme.
3 The available level of funding is not sufficient for the Council to be able to prioritise this project.
4 This service is primarily the responsibility of another agency or funder.
5 This is a service that does not have quality accreditation and the organisation is not working towards any.
6 This application is for work taking place in a different financial year.
7 Application is ineligible under the Community Grant Guidelines.
8 This application cannot be supported as priority has been given to applications demonstrating that they support a wider area of the District.
9 This is a retrospective application.

This page is intentionally left blank

SEVENOAKS DISTRICT COMMUNITY SAFETY STRATEGY & ACTION PLAN 2020-21

People & Places Advisory Committee - 3 March 2020

Report of : Chief Officer People and Places

Status: For Information

Also considered by: Cabinet - 5 March 2020

Key Decision: Yes

Executive Summary: The 2020-21 Sevenoaks District Community Safety Strategy and Action Plan is set out. The plan responds to the community safety priorities identified in the most recent Strategic Assessment.

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

Portfolio Holder Cllr. Lesley Dyball

Contact Officer Kelly Webb, Ext. 7474

Recommendation to People and Places Advisory Committee: That Members note the report.

Recommendation to Cabinet: that the Community Safety Strategy & Action Plan for 2020-21 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. The audit is known as the Strategic Assessment.

The Strategic Assessment was undertaken in December 2019. The six priorities, as ranked in the Strategic Assessment, are:

Agenda Item 7

- Domestic Abuse
 - Serious and Acquisitive Crime including Organised Crime Groups, emerging trends and County Lines
 - Anti-Social Behaviour including Environmental Crime
 - Safeguarding (including Prevent, Mental Health, Human Trafficking, Modern Slavery, CSE (Child Sexual Exploitation), Vulnerable Adults and Protecting Children
 - Substance Misuse
 - Doorstep Crime including Scams and Cyber Crime
- 2 The draft 2020-21 Sevenoaks District Community Safety Strategy and Action Plan is attached as the Appendix. It sets out Partnership activity aimed at addressing the above priorities. The Action Plan is a multi-agency document and 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.

Key Implications

Financial

- 3 The funding required to deliver the Action Plan comes from the Police and Crime Commissioner and existing SDC core Budgets, 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.

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

Equality Assessment

- 5 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.

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage	No	The Community Safety Strategy & Action Plan assists with the provision of services to support

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
or discriminate against different groups in the community?		District residents, including victims of crime.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	Yes	The Community Safety Strategy & Action Plan addresses issues that affect the whole community including specific groups, such as older people, families, young people and people with disabilities
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No negative impacts identified

Conclusions

The Community Safety Strategy & Action Plan has been prepared following a strategic assessment of crime and disorder issues and provides a multi-agency approach to those issues.

Appendices

Appendix A - The draft Sevenoaks District Community Safety & Action Plan 2020-21

Background Papers:

The 2019 Strategic Assessment

<https://cds.sevenoaks.gov.uk/ieListDocuments.aspx?CId=358&MId=2489&Ver=4&J=2>

Sarah Robson
Chief Officer for People and Places

This page is intentionally left blank

Sevenoaks District Community Safety Partnership Annual Action Plan 2020-21 DRAFT



Introduction	Page 3
Priority issues 2020-21	Page 4
Success measures	Page 6
Serious & Acquisitive Crime incl OCG, Emerging Trends and County Lines	Page 7
Domestic Abuse	Page 9
Anti-Social Behaviour incl Environmental Crime	Page 12
Safeguarding including Young People, Vulnerable Adults, CSE, Modern Slavery, Human Trafficking, Prevent, Care Act and Mental Health	Page 16
Doorstep Crime incl Scams and Cyber Crime	Page 18
Substance Misuse	Page 20
Glossary	Page 23
Members of the Partnership	Page 24
Terms of reference	Page 25
Partnership structure	Page 26
Map of Sevenoaks District	Page 27

This publication is available in large print. For a copy call (01732 227414).

www.sevenoaks.gov.uk

If you need help communicating with us or understanding this document, we can arrange for an interpreter to help you.

Please contact us on 01732 227000 stating your language and telephone number arranged

Action Plan 2020-21

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 24. 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
- 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 2020-2021

The Strategic Assessment was undertaken during the winter of 2019 and identified six priorities for the Partnership to tackle during 2020-21. The data referred to in this Action Plan is based on the Strategic Assessment, and uses data between 1 October 2018 - 30 September 2019, 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 2020.

The six priorities, as ranked in the Strategic Assessment, are:

- Serious and Acquisitive Crime including Organised Crime Groups, Emerging Trends and County Lines¹
- Domestic Abuse
- Anti-Social Behaviour incl Environmental Crime
- Safeguarding (including Prevent, Mental Health, Human Trafficking, Modern Slavery, CSE (Child Sexual Exploitation, Vulnerable Adults and Protecting Children)

¹ County Lines refer to organised ways of dealing drugs

- Doorstep Crime including Scams and Cyber Crime
- Substance Misuse

Although the Partnership's main focus will be the six 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.

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 2020-2021

SUCCESS MEASURES

All recorded crime

All Victim Based Crime - Maintain position in the lowest 3 District/Borough in the County.

Serious & Acquisitive Crime including Organised Crime Groups, Emerging Trends and County Lines

Improve the position of Vehicle Crime and Burglary within the County

Domestic Abuse

Reduction in the percentage of repeat victims

Anti-Social Behaviour

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

Safeguarding (including Prevent, Mental Health, Human Trafficking, Modern Slavery, CSE (Child Sexual Exploitation), Vulnerable Adults and Protecting Children)

All partners taking part in training in each of the safeguarding strands

Doorstep Crime incl Scams and Cyber Crime

Proactive initiatives on Door Step Crime and Cyber Crime delivered in partnership with County Analyst

Serious & Acquisitive Crime incl Organised Crime Groups, Emerging Trends and County Lines

Criminals behind serious and tactical crime often intimidate and create fear, which is intended to prevent the local community reporting what they see. Often the criminals behind this do not even have to try hard to do this - instead relying on word of mouth and reputation. Over the past year, Organised Crime Groups and County Lines have seen a more targeted approach by Partnerships. There are two OCGs within the Sevenoaks District. A monthly meeting started in October 2017 to address OCGs and serious crime. The most common crime types associated with these groups is organised theft.

The number of issues, which require a holistic approach around young people and perceived County Lines and Gang activity, has increased. Locations where this type of activity has been raised and individuals reported as involved have been addressed via the CSU and Partnership. Task and Finish Groups have been successfully established and used to deliver action plans tackling such community issues.

Acquisitive crime consists of Burglary (Residential and Commercial and Business) and Vehicle Crime (Theft of and Theft from - TOMV and TFMV). 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 comparisons. These types of crime have a high impact on the local community. There was a slight increase in Burglary Residential from previous year (Oct 2017- Sept 2018) of 67

reported crimes 676 to 743 and a decrease of 39 reported crimes in Burglary Business & Commercial from 265 to 226. Theft from motor vehicle saw a decrease of 19 reported crimes from 567 to 548 and Theft of Motor Vehicle an increase from 208 to 276, an increase of 68 reported crimes.

Please note that in April 2017, Burglary was changed to Burglary Residential and Burglary Business and Community.

Serious and Acquisitive Crime including Organised Crime Groups, Emerging Trends and County Lines

Priority Action		Lead Agency	Other Partners	By When
1.1	Development of key partners to ensure better information sharing at Serious Crime & Tactical Group.	CSU	Kent Police YOT Housing Associations	May 2020
1.2	Through media campaigns and use of social media address perception of crime across the District as well as events and arrests. Work with residents and Town and Parish Councils	CSU	All Partners	March 2021

1.3	Work in Partnership to disrupt recognised OCGs, emerging trends and county lines	Serious Crime & Tactical Group	CSU All	On Going
1.4	Ensure information sharing from other Police Forces and YOT is passed onto relevant agencies in recognised and potential County Lines	Police YOT	All	May 2020
1.5	Police to liaise with CSU regarding acquisitive crime to reduce repeat victims. CSU to follow up by making reassurance visits and providing crime reduction devices	Kent Police CSU	KCC Wardens PCSOs Housing Assoc CCTV	March 2021
1.6	Deliver professional training and education to parents on addressing signs of County Lines	Kent Police	CSU - All Partners	October 2020
1.7	North West Kent Crime Prevention Panel to attend village days/fetes across the District	CSU	Police KCC Wardens	March 2021

Domestic Abuse

Domestic abuse is not a crime category within its own right, nor is it only a subset of Violence against the Person.

The Home Office definition is any incident or pattern of incidents of stalking, harassment, controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members, regardless of gender or sexuality. The abuse can encompass, but is not limited to, psychological, physical, sexual, financial and emotional abuse.

Domestic abuse incidents in the Sevenoaks District have increased by 77 crimes (3.7%). The District has the lowest number of Domestic Abuse incidents in the County (2161).

Please note: Domestic Abuse incidents are not reported as violence against the person. If there has been no violence recorded. For example, if there was 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.

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 there is a figure of domestic abuse, which remains unreported. Kent figures for October 2018 - Sept 2018 rank Sevenoaks District as having the lowest numbers of reported domestic abuse in the County. Kent Police figures indicate the number of domestic abuse incidents for Sevenoaks District has been the lowest in Kent for the past three years.

There have been no offences under the Female Genital Mutilation Act 2003 in the Sevenoaks District and none in the West division as a whole during the time period.

Domestic Abuse				
	Priority Action	Lead Agency	Other Partners	By When
2.1	<p>Raise public and professional awareness of Domestic Abuse by updating County websites, articles for Housing Association and T&PC Newsletters.</p> <p>Make sure internal policies are joined up on services to promote</p>	<p>DAVSS WK Domestic Abuse Forum KCC Commissioned Service</p>	All Partners	On Going
2.2	<p>Deliver a minimum of 3 of young people’s programmes through schools and youth groups across the District. Link in with Youth Services</p>	<p>DAVSS YOT KCC Youth Services</p>	WK Domestic Abuse Forum	March 2021

Domestic Abuse

Priority Action	Lead Agency	Other Partners	By When
including YOT			
2.3 Deliver a minimum of 3 multi-agency and public training sessions to include:- Financial Abuse Stalking & Harassment Cohesion & Control MARAC Training Make sure health professionals are involved, health visitors, CCGs and Primary Care Networks	WK Domestic Abuse Forum CCGs SDC	DAVSS Protection Against Stalking	March 2021
2.4 Include standard and medium risk and repeat domestic abuse referrals in the Community Multi Agency Risk Assessment Conference	All Partners KCC Services Housing Associations	All Partners	On Going

Domestic Abuse

Priority Action	Lead Agency	Other Partners	By When
2.5	Housing Associations to work with local food banks to refer DA victims attending the banks due to financial support	Moat Housing West Kent Housing	Churches June 2020
2.6	Work with Revenues and Benefits Team to address financial abuse via Housing Associations and SDC Homeless Team	Moat Housing West Kent Housing SDC Homeless Team	March 2021
2.7	Continue with Op Encompass on Police working with schools and linking into MARAC process	Kent Police	WK Domestic Abuse Forum June 2020
2.8	Continue with funded services Freedom Programme, Community Domestic Abuse Perpetrators Programme, Recovery Tool Kit and investigate Adverse Children's Experience programme	SDC/CSP	DAVSS PAS March 2021
2.9	Investigate match funding opportunities to promote Domestic Abuse services to victims and repeat victims	CSP	All Partners March 2021

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 16% of the total recorded figures when included in crime statistics. Figures show 1511 recorded incidents of ASB occurring within the District were reported to Kent Police. The District had the second lowest number of ASB reports in Kent and saw an increase of 6% (86 reports).

The CSU Daily tasking's meetings dealt with 538 ASB/Community Safety calls from October 2018 - September 2019. All actions were followed up and residents were kept updated in all actions unless they had been reported anonymously. SDC, Police, Community Wardens, West Kent Housing and SDC Environmental Heath attend the CSU daily tasking on a daily basis.

The top wards reporting incidents were Swanley, Edenbridge and Sevenoaks. The top categories were intimidation and harassment via neighbour nuisance. This is followed by reports of Noise and then Nuisance Behaviour. Calls by type are always higher than reports received, as residents can report more than one type at a time.

The total number of calls received by SDC between October 2018 and September 2019 was 122 calls. This is an increase of 23 calls (23%) compared to the same period last year, where 99 calls were received. During the same period, 30 Anti-Social Behaviour warning letters and 15 Acceptable Behaviour Agreement contracts were issued to named individuals responsible for incidents of Anti-Social Behaviour, through the Community Multi Agency Risk Assessment Conference process.

SDC CCTV

From 1 October 2018 to 30 September 2019 the CCTV Control Room at Sevenoaks District Council assisted the police with 97 arrests; this is an increase from 86 the previous year.

West Kent Housing

West Kent Housing Association received 404 complaints of antisocial behaviour for the period 1 October 2018 to 30 September 2019. This is a decrease of 71 reports over the same period for the previous year.

SDC Environmental Health

Between 1 October 2018 and 30 September 2019, the Environmental Protection Team received 2506 service requests relating to issues within Sevenoaks District.

Of the 2506 service requests in the Sevenoaks District, 1112 relate to matters associated with anti-social behaviour (accumulations of rubbish, animal welfare, dog fouling, noise and nuisance) within Sevenoaks District. This is 125 fewer complaints than during the same period in 2017/2018.

The greatest proportion of complaints received (44% of the total) continue to relate to noise nuisance. Numbers of noise related complaints has dropped significantly when compared to the previous year (491 in 2018/2019 vs 580 in 2017/2018). It is unclear what has caused this reduction in complaints but it may be the case that the adoption of the NoiseApp is allowing the District to make noise assessments more quickly and accurately reducing the number of repeat complaints.

SDC Direct Services

Flytipping reports for the period October 2018 to September 2019, numbered a total of 1119, which is a decrease of 5% from the previous period. Where evidence was available, 71 investigations were undertaken.

Prosecutions continue where evidence passes the CPS threshold test. Intelligence continues to be shared with Kent County Council Intelligence Unit and Kent Police. There were 5 Cautions issued for Section 34 EPA (Environmental Protection Act) 1990 (duty of care). 3 FPN's issued Section.5 Control of Pollution Act 1980 and 2 Section.34 EPA 1990. SDC led on 5 Prosecutions and assisted on 2 operations with Police and other agencies.

Abandoned vehicles there were 239 reports for the period October 2018 - September 2019. Of these, 20 vehicles were genuinely abandoned and removed, compared with 26 vehicles for the same period the previous year. The low proportion of vehicles removed is primarily due to the majority of those reported still either being driven or declared SORN (Statutory off Road Notice) and parked off-road.

The average time taken to remove abandoned vehicles up to 30 September 2019 was 4.33 days.

Graffiti reports to the Council have increased by 2 reports to 33 recorded incidents (incl offensive). There were 12 offensive graffiti reports between October 2018 and September 2019 all of which were removed within the 48 hour working day hour deadline set by Sevenoaks District Council.

KCC Community Wardens

A valued element of the Community Warden role remains the uniformed presence which helps build community confidence and reassurance by reducing crime, the fear of crime, deterring ASB, improving access to local authorities and fostering social inclusion.

Whilst the role of the Community Warden is ever evolving, their over-riding objective remains *‘to create safer and stronger communities’*. They work closely with/on behalf of other operational units within KCC and Community Safety Partners to address a wide range of issues

ASB incl Environmental Crime

	Priority Action	Lead Agency	Other Partners	By When
3.1	Increase number of prosecutions for fly tipping using all actionable evidence. Increase more Partnership, Cross Border working and community action in repeat locations.	SDC Direct Services CSU	KCC Wardens PCSOs Housing Assoc	March 2021
3.2	Identify and support young adults where behaviour has the potential to escalate	YOT KCC Youth Services	All Partners	March 2021
3.3	Increase number of partners and referrals to Community MARAC	CSU	Social Landlords Mental Health Service	March 2021
3.4	Continue to set up Task and Finish Groups to deliver a focused approach to reducing repeat ASB and use ASB Powers where appropriate such as Closure Orders, Community Protection Notices and Criminal Behaviour Orders	CSU	All	March 2021
3.5	Deliver work within primary schools to address ASB, to include impact on local residents and community effect and consequences	CSU (ASB Officer, Community Wardens - SDC & PCSO Youth Officer)	Schools	March 2021
3.6	Deliver a new process for overt cameras to deter ASB across the District	CSU (Police Sgt & Community Safety Officer)		June 2021

Safeguarding including Young People, Vulnerable Adults, Child Sexual Exploitation, Modern Slavery, Human Trafficking, Prevent, Care Act and Mental Health

Counter Terrorism - Prevent Strategy

The number of calls/ incidents recorded post terrorists attacks in London and Manchester has risen, reflecting an increased trust and confidence in the Police, increased alertness of communities and improved access to Police partners. Levels of threat are very low in the District. There were three cases dealt with under Prevent Case Management (PCM) between 1 October 2018 - 30 September 2019. All were found to have no identifiable extremism concerns, but did have other vulnerabilities that needed action so were referred onwards to the relevant partners.

Human Trafficking and Modern Slavery

There were five offences reported to Police for Sevenoaks District between 1 October 2018 - 30 September 2019.

Reports have been made to the CSU, joint visits with partner agencies have been made and individuals have been spoken to. Action has been taken where appropriate.

Child Sexual Exploitation (CSE)

According to Kent Police there have been eight reports of CSE in the Sevenoaks District. This is low compared to other areas of the County. The Community Safety Manager continues to be a CSE Champion for the CSP and District Council.

Within Kent, the predominant type of CSE experienced is the 'Inappropriate Relationship'. However, other types include, 'Gangs', 'Peer to Peer' and 'Trafficking', but to a much lesser extent. There have been occasions in Kent where females who have initially been highlighted as potential victims have later come to notice as facilitators and potential perpetrators of CSE.

Young People and Vulnerable Adults

From 14 September 2017, Kent Police changed their policing structure and with that incorporated dedicated PCSOs within the CSU to address Domestic Abuse, vulnerable young people and vulnerable adults.

SAFEGUARDING (including Prevent, Modern Slavery, Human Trafficking, Gangs, Vulnerable Adults and Children)

	Priority Action	Lead Agency	Other Partners	By When
4.1	Targeted delivery to prevent or deter Child Sexual Exploitation from Police data	Kent Police CSU	All Partners	March 2021
4.2	Work with Police to address Modern Slavery and Human Trafficking eg car washes, nail bars, and pop up brothels. Address evidence based issues.	Police SCD	CSU All	March 2021
4.3	Identify training needs for all safeguarding types and deliver on this training	CSU KCC	All Partners	March 2021
4.4	Reassess Mental Health Support Groups across the District. Look at providers and method of delivery	SDC Health Team	CSU	Sept 2020
4.5	Deliver a scoping exercise on current numbers on the safeguarding topics to deliver a proactive local plan	Kent Police CSU	All Partners	May 2020
4.6	Continue to develop Mental Health Crisis Drop In Service in Swanley	SDC	CSU	Mach 2020
4.7	Share good practice and models around safeguarding, link into local stakeholders including voluntary and community groups. Develop Mental Health support and first aid champions	CSU	Voluntary and Community Groups (Mind and Citizens Advice)	Dec 2020

Doorstep Crime including Scams and Cyber Crime

Doorstep Crime consists of Rogue Traders, Bogus Callers, Scams, Online Fraud (Cyber crime). This crime type affects many vulnerable residents and it can be detrimental to their mental health. Many people feel too embarrassed to report it and therefore this crime type is under reported until potentially a friend, relative or carer is made aware.

The KCC Community Wardens are working with a high number of vulnerable residents of all ages regarding scams. Through the CSU Daily Briefing, an increase in the number of these crimes reported has been recorded and examined. Incidents of Doorstep Crime have increased in from 2017 across the District. There were also increases in vulnerable victims, as well as increases in incidents. Data from KCC is only currently for 2016-17.

Doorstep Crimes incl Scams and Cyber Crime

Priority Action	Lead Agency	Other Partners	By When	
5.1	Communicate effective messages on how to report scams/doorstep crimes and raise awareness to remove stigma of embarrassment. Lobby upwards to promote national level response	KCC Trading Standards	CSU	March 2021
5.2	Map Agency resources and initiatives and deliver on targeted actions. Include Businesses and IT Media to help on resilience for residents	KCC Trading Standards CSU	County Group Police	Dec 2020
5.3	Deliver Cyber Stalking Training to professionals and community groups	PAS	CSU	March 2021
5.4	Deliver a minimum of 3 training sessions on scams for community and older people groups across the District	KCC Community Wardens Kent Police (PCSO Role)	Voluntary and community groups NatWest Bank	March 2021
5.5	Work in Secondary Schools and Youth Groups to incorporate into curriculum to stop cyber crimes for young people	CSU (Wardens and PCSO)	KCC Youth Services	March 2021
5.6	Link in with National Citizenship Service “No We Can”	CSU	All Partners	March 2021

Substance Misuse

Drugs

Drug offences are no longer recorded in the Victim Based Crime figures released by Kent Police. Drug offences have reduced from 151 to 133 a reduction of 18 reports (11.9%) and the District moved from 5th to 2nd lowest reported drug offences across Kent.

1 September 2018 - 31 August 2019 there were 308 admissions relating to 234 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, and a decrease from last year.

Alcohol

Until recently, alcohol misuse was measured using alcohol attributable hospital admission rates, which have been increasing year on year at a District and County level. 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 and the data is now only partly attributable to alcohol.

Commissioned Services

Substance misuse treatment services in Sevenoaks District are provided by CGL, who are commissioned by Kent Public Health to deliver an integrated community drug and alcohol recovery service, offering integrated support to individuals across West Kent.

CGL work closely with a range of partner agencies to improve outcomes for substance misusers. Greensands, a supported housing project in Sevenoaks, is assisted by CGL 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 CGL 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. During this last year from 1st October 2018 - 30 September 2017, Kenward in the community have delivered youth and community outreach. The work involves connecting with young people in communities where ASB has risen due to substance misuse.

The youth outreach works well with the CSU model and will support reported incidents within days or a couple of weeks depending on the level of other areas of concern.

The teams have focused on areas known as hotspots where ASB and substance misuse are identified. Main areas that were causes of concern were Bat and Ball train station, Greatness Park and West Kingsdown. These other areas where drug dealing has been an issue include the Vine, Dunton Green, Westerham and Swanley. The team have just started work in Hartley and New Ash Green. Cannabis is the biggest issue and has the potential to lead into dealing and even county lines issues.

The team has also worked with schools in the District using education and intervention, parent's talks and youth projects, together with activities Kenward has supported.

Safety in Action works with over 1000 young people aged 10-11 and on outreach session the teams work with groups of 5 to 40 young people, aged 13 to early 20s.

Most areas they work in have a core group who cause the most issues, this is normally groups of 10 but can go up to 30 young people, and sometimes certain families cause issues. With education, they reach over a 1000 young people aged 10 to early 20s and work with many adults at events giving education and advice.

Substance Misuse

Priority Action	Lead Agency	Other Partners	By When
6.1 Deliver outreach work to designated areas to address substance misuse using CSU reports via the Daily Tasking	Kenward Trust	CSU Schools Youth Groups	March 2021
6.2 Investigate how to get referrals from Troubled Families and YISP into Community MARAC for all 6 priorities. Adopt a robust referral process	YOT KCC CSU	All Partners	Sept 2020
6.3 Develop a package around substance misuse for primary schools around positive choices to go alongside a parental package	Kenward Trust Addaction	CSU	Sept 2020
6.4 Educate pharmacists around over counter misuse (prescribed drug abuse). Investigate disposable areas	CCGs Kenward Trust	CSU	March 2021
6.5 More joint up working around our District - what is the drug of choice, how we tackle this together	Kenward Trust Police Pubwatch	CSU	March 2021
6.6 Deliver Multi-Agency Road Shows or attend existing community events to deliver on all 6 priorities	CSU	All Partners	March 2021
6.7 Promote Service Directory especially around health services including GPs	CCGs CSU	All Partners	March 2021

GLOSSARY:

ASB - Anti-Social Behaviour

CDAP - Community Domestic Abuse Perpetrators Programme

CSE - Child Sexual Exploitation

CSP - Community Safety Partnership

CSU - Community Safety Unit

DAVSS - Domestic Abuse Volunteer Support Services

KCC - Kent County Council

KSCB - Kent Safeguarding Children's Board

KFRS - Kent Fire & Rescue Service

LCPB - Local Children's Partnership Board

MARAC - Multi Agency Risk Assessment

PAS - Protection against Stalking

PCC - Police & Crime Commissioner

PCSO - Police Community Support Officer

SCS - Specialist Children's Services

SDC - Sevenoaks District Council

YOT - Youth Offending Team

Membership of the Community Safety Partnership and contact details

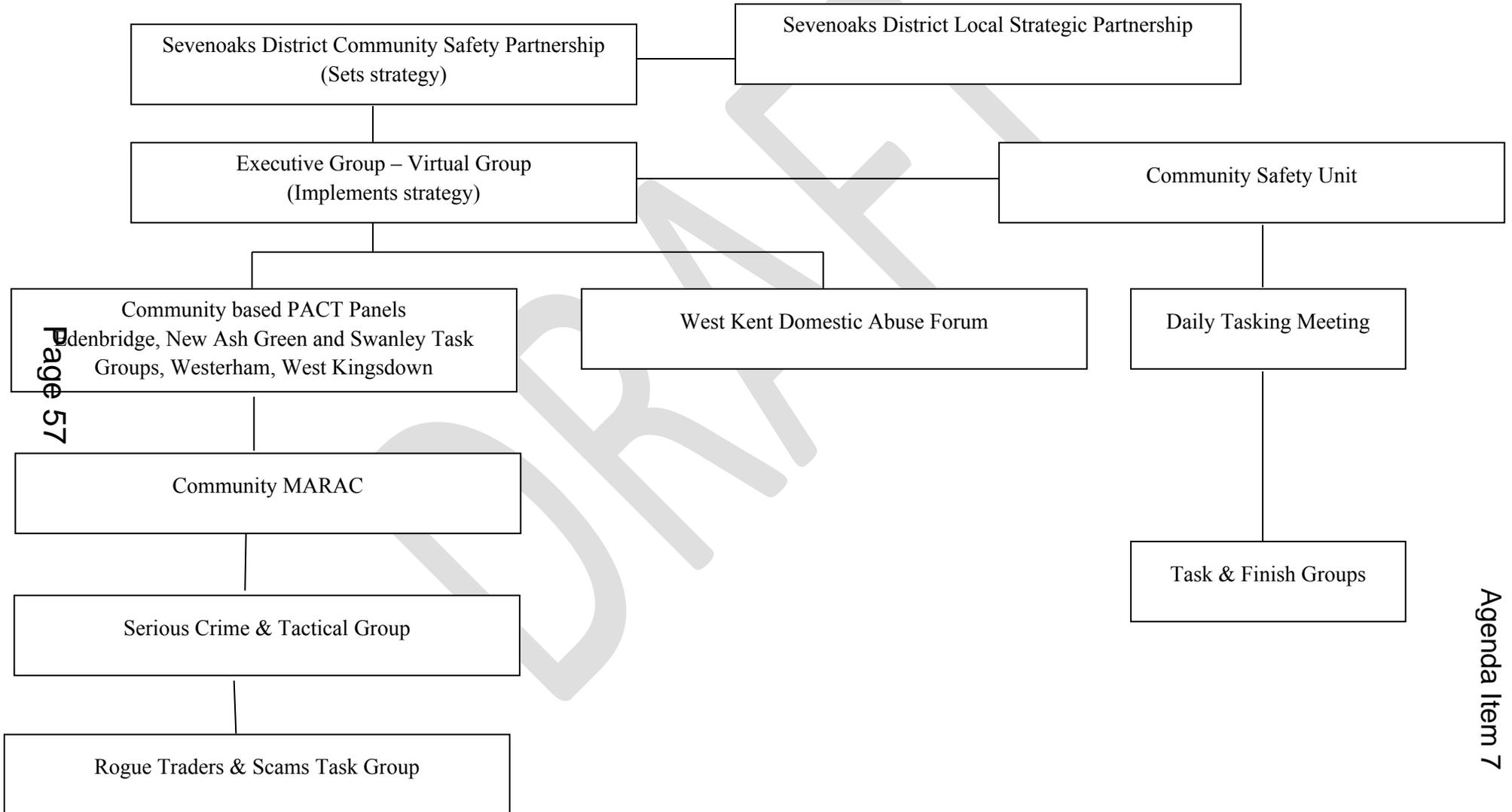
<p>Sevenoaks District Council Argyle Road Sevenoaks Kent TN13 1GP Tel: 01732 227000 Web: www.sevenoaks.gov.uk</p>	<p>Kent Police 1 Pembury Road Tonbridge Kent TN9 2HS Tel: 01622 690690 Web: www.kent.police.uk</p>	<p>Kent Fire & Rescue Service West Group HQ Sevenoaks Fire Station London Road, Sevenoaks 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 Maidstone Corporate Centre 3rd Floor, Maidstone House King Street Maidstone Kent, ME15 6AW Tel: 01622 239147 Website: www.ksscrc.co.uk</p>	<p>KCC Social Services The Willows, Hilda May Ave, Swanley Kent BR8 7BT Tel: 0300 041 1400 Web: www.kent.gov.uk</p>	<p>Imago 17-19 Monson Road Tunbridge Wells Kent TN1 1LS Tel: 01892 530330 Web: www.imago.org.uk</p>
<p>KCC Early Help & Preventative Service 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 Public Protection 1st Floor, Invicta House, Maidstone, Kent ME14 1XX Web: www.kent.gov.uk</p>	<p>KCC Community Safety Team Maidstone Fire Station Loose Road Maidstone Kent ME15 9QB Web: www.kent.gov.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: 0300 323 0011 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>	<p>DAVSS PO Box 530 Tunbridge Wells Kent TN2 9TB Tel: 01892 570538 Web: www.davss.org.uk</p>

Terms of Reference

The Partnership's terms of reference are to:

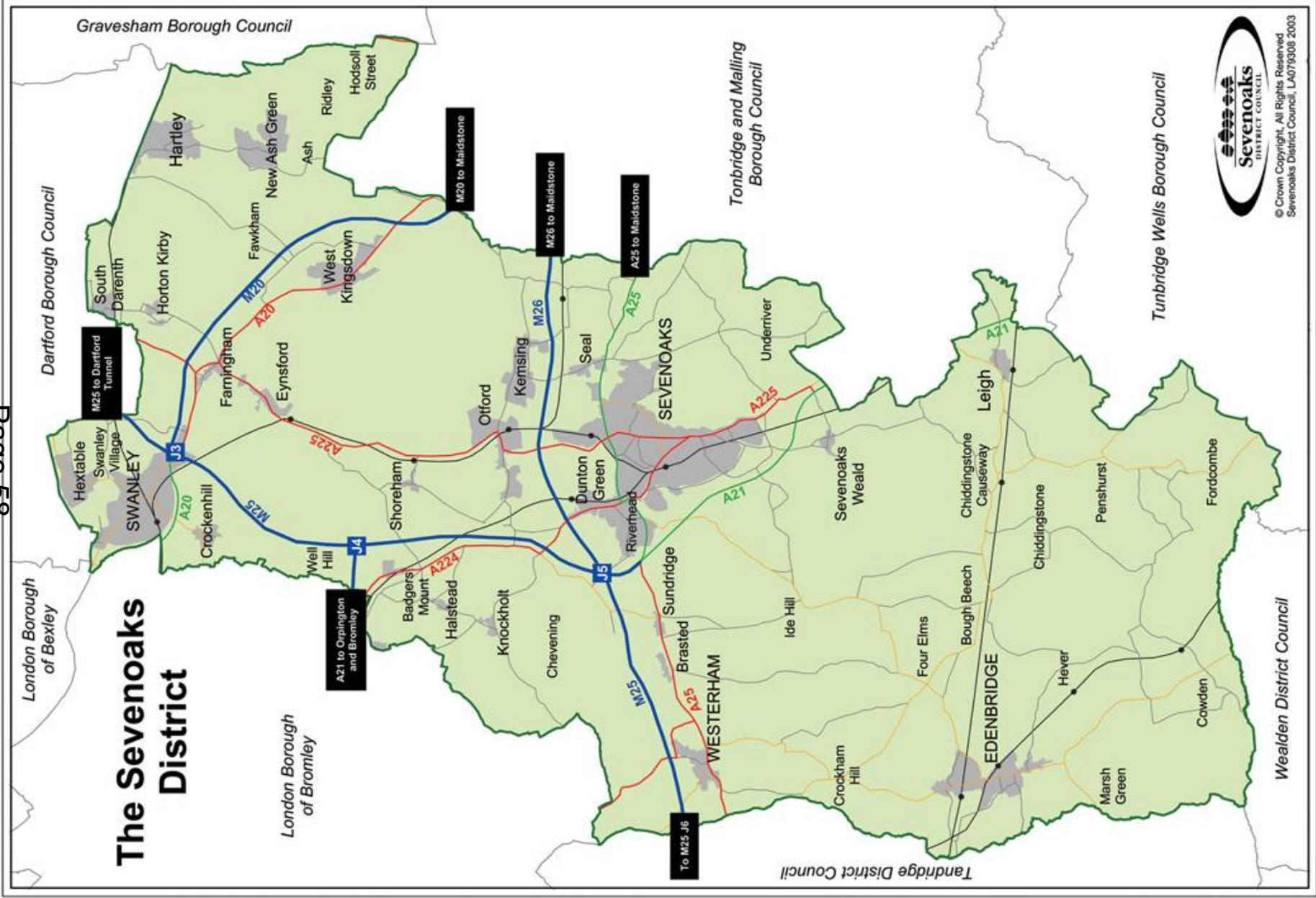
- Undertake periodic reviews of community safety in the District and disseminate the findings to the public
- Develop a yearly strategy and action plan to tackle community safety
- Monitor and report progress in meeting the agreed targets and actions
- Secure resources and funding from parent organisations 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 and Meetings Sevenoaks District Community Safety Partnership Meetings



Page 57

Agenda Item 7



Enquiries to:

Community Safety Manager
Sevenoaks District Council
PO Box 183, Argyle Road
Sevenoaks, Kent TN13 1GP
Telephone 01732 227000
Minicom 01732 227496
E-mail community.safety@sevenoaks.gov.uk

DRAFT



This page is intentionally left blank

ECONOMIC DEVELOPMENT STRATEGY DELIVERY PLAN MONITORING

Improvement and Innovation Committee Meeting - 27 February 2020

Report of	Sarah Robson - Chief Officer People and Places
Status	For information
Also considered by	People and Places Advisory Committee - 3 March 2020 Cabinet - 5 March 2020
Key Decision	No

Executive Summary: The monitoring report summarises the performance of the targets in the 2018-2021 Economic Development Strategy. The performance targets are 86% green, 14% Amber with 0% Red.

This report supports the Key Aim of “Build on the District’s thriving economy through the regeneration of our market towns, and by enhancing both the visitor and rural economies” and “Support new and existing businesses through our ‘Team Around Your Business’ approach” from ‘Our promises’ The Council plan. It also supports the priorities in the Dynamic Economy section of the Community Plan.

Portfolio Holder	Cllr. Peter Fleming
Contact Officer	Emily Haswell - Economic Development Officer, Ext.7261

Recommendation to Improvement & Innovation Advisory Committee:

To note the progress to date on the Economic Development Strategy delivery plan.

Recommendation to People & Places Advisory Committee:

To note the progress to date on the Economic Development Strategy delivery plan.

Recommendation to Cabinet:

To note the progress to date on the Economic Development Strategy delivery plan.

Reason for recommendation: Delivery of the Economic Development Strategy is progressing well against the delivery plan.

Agenda Item 8

Introduction and Background

- 1 The Economic Development Strategy 2018-2021 was adopted following a comprehensive consultation including residents and businesses. Work began on delivery of the strategy in January 2019. The strategy was designed to have flexibility to adapt actions to respond to economic changes and the needs of business customers.
- 2 The Sevenoaks District economy continues to perform well. The 2019 Business Count (NOMIS) listed 6770 enterprises in Sevenoaks District with 90.8% of these in the micro business category (0-9 employees). Business survival rates in 2018 Sevenoaks District remained slightly higher than the Kent and UK averages. Skills levels are varied with 32% of the population (aged 16+) with level 4 and above skills contrasting with 19% with no skills.
- 3 A summary of progress with delivery of the strategy is given below under the 5 themes set out in the Economic Development Strategy 2018-2021, with monitoring information provided in Appendix A.
- 4 **Theme 1 - Growth and Investment** aims to support the regeneration of our key market towns, enabling viable and vibrant town centres that provide employment and retail opportunities for all. The measure of employment floor space shows a small decline in availability of floorspace highlighting the challenge to provide space for employment in the District. We are working to support retailers in town centres and rural areas and encouraging a new mix of services to develop within our high streets. Progress against this objective is good with more work to be done to provide additional support for retailers in partnership with the West Kent Partnership. We are currently supporting the feasibility work for potential meanwhile use and workhub initiatives in both a rural and town centre location to provide business space to stimulate entrepreneurship.
- 5 **Theme 2 - Infrastructure** aims to stimulate infrastructure and improvements in our District. Whilst infrastructure takes time to change and is in many cases outside of the control of the District Council, we have a key influencing role and have worked with partners to help them understand the issues. For example mapping work has taken place to better understand the areas of the District with particular broadband issues, support for improving these areas is available from the County Council. The measure shows that broadband speeds within the District are improving, our work will continue to provide information to those communities seeking solutions to improve their connectivity. The project to renovate Swanley Station will provide substantial investment to create a station better suited to the future needs of the town.
- 6 **Theme 3 - Visitor Economy** - Aims to engage with and support the Visitor Economy sector. Tourism is a key sector within the Sevenoaks economy, with a growing number of visitors and providing 10% of the Districts employment. The Darent Valley Community Rail Partnership has been established to help promote the area to visitors, residents and businesses encouraging sustainable travel. The Visitor Economy forum has also be

established providing a sector led approach to promotion of tourism in Sevenoaks District.

- 7 **Theme 4 - Skills.** The Sevenoaks economy has a high percentage of highly skilled people with over 38% qualified to NVQ level 4 and above and relatively low unemployment compared to neighbouring areas, yet 19% of the population have no qualifications. There are however still challenges to provide employment opportunities for all and to retain and encourage skills development within the District to ensure skilled labour is available for the businesses and key sectors within the District. Working jointly with the West Kent Partnership and Job centre plus we have run a successful series of jobs fairs in the area - the September event in Tunbridge Wells saw 283 job seekers attend with at least 9 confirmed job hires following the event. Working with young people via the West Kent Enterprise Advisor Network and the Sevenoaks supported internship project will continue to ensure that young people have opportunities to meet businesses and a greater understanding of the skills required for work.
- 8 **Theme 5 - Enterprise.** Working with businesses to ensure Sevenoaks District continues to be a place where businesses can prosper and grow. The Economic Development team has a positive image and relationship with businesses in the District providing business support, advice and Team Around Your Business assistance. Much work takes place around this objective to ensure that we continue to meet and engage with businesses in the District so we can fully understand their needs and target support to these.
- 9 In conclusion the Economic Development Strategy continues to report positive progress in all of the thematic areas. Monitoring of the delivery of the strategy indicates that 86% of the targets are green meaning that they have been achieved or are on track to achieve and 14% amber indicating that further work needs to continue to ensure these actions are on track. Members are therefore asked to note the contents of the monitoring report in Appendix A.

Key Implications

Financial

There are no financial implications for the delivery of the strategy which is resourced through the Economic Development budget and by working in partnership with other organisations

Legal Implications and Risk Assessment Statement.

There are no legal implications for delivery of the Economic Development Strategy Action Plan

Agenda Item 8

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 ends users.

Appendices

Appendix A - Economic Development Strategy
Delivery Plan Monitoring Jan 2019 - Dec 2019

Background Papers

[Economic Development Strategy 2018 - 2021](#)

Sarah Robson

Chief Officer People and Places

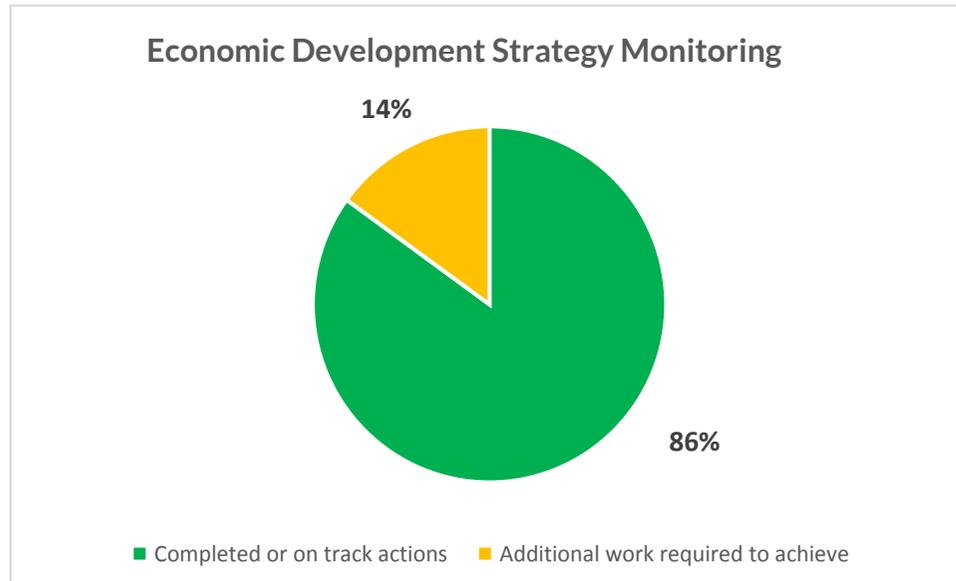
Economic Development Strategy Delivery Plan Monitoring Report January 2019 – December 2019

The Economic Development Strategy 2018-2021 was adopted in January 2019, the strategy provides a framework for the Council’s work on Economic Development and supports the ‘Economy’ promises in The Council plan and the Community plan objectives to create a dynamic economy. The strategy has 5 key themes of Growth and Investment, Infrastructure, Visitor Economy, Skills and Enterprise. There are 3 areas of common interest across these which are Innovation and Technology, Rural Economy and Sustainability.

There has been much progress within the first year of delivery of the strategy, the detail of which is covered in the attached monitoring report.

As Chart 1 below shows , the monitoring report indicates that 86% of actions are Green (complete or that work is well on track to complete). 14% of actions are Amber (more work to do to complete these tasks). At the current time no actions are listed as red (In danger of not being achieved).

Chart 1



Theme 1: Growth and investment

Regeneration of our key market towns enabling viable and vibrant town centres that provide employment and retail opportunities for all.

Challenges:

- *Loss of employment sites through permitted development*
- *Changes in retail sector*
- *Quality of employment and retail space*

Measures:

- *Employment floor space ;*

2017/18 Net loss of 7797 Sqm of employment floor space across the District compared to the previous years figure of 12,605 .

This loss of employment space in the District highlights the challenges faced in providing space for businesses and encouraging growth and investment.

(Results from AMR – data for 2018/19 not available until Spring 2020)

Theme 1: Growth and Investment

Strategy Action	Activity	Key partners	Progress	Next Steps	RAG rating
1.1 Encourage diversification of use in town centres	1.1a Meanwhile use of buildings encouraged		2 nd floor studios operating creative businesses working space as a meanwhile use of 96 High Street, Sevenoaks.	Work to encourage meanwhile uses on other development sites.	
	1.1b Workhubs encouraged in the District	Workhub providers / Locate in Kent	Planning application for Swanley Workhub submitted early 2020	Delivery of workhub in Swanley. Rural workhubs and co-working to be encouraged and supported.	
1.2 Secure investment and regeneration in towns and large villages	1.2a Better facilities and support for town centre businesses		Sevenoaks Town Car Park completed providing an extra 200 car parking spaces to support business in the town.	Continue to liaise with retailers about support requirements.	
	1.2b Support for town centre businesses to be successful	West Kent Partnership	Regular liaison with Sevenoaks District Chamber of Commerce and retailers.	West Kent Partnership retailers Business Support Programme scoped and delivered.	
	1.2c Support for rural businesses.	West Kent Partnership	Support programme promoted to 28 rural village shops in Sevenoaks District.	Work with West Kent Partnership to develop a Business Support programme appropriate to retailers' needs	
	1.2d Improve awareness and visibility of town centre businesses		Made in Sevenoaks and shop local articles included in InShape magazine.	Promotion of business support programmes and Team Around Your Business service to retailers.	
Strategy Action	Activity	Key partners	Progress	Next Steps	RAG rating

	1.2e Encourage residents to 'shop local' and engage with local businesses.	Small Business Saturday UK Team	As part of the Small Business Saturday campaign, the Small Business Saturday bus visited Sevenoaks town centre on 28 th November. Approximately 15 businesses attended this one hour visited which was shared on social media. An example of one tweet having 2278 impressions and 62 engagements. The event was also shared on facebook and LinkedIn and by the Small Business Saturday team.	Build 2020 Shop local campaign with key partners	
	1.2f Encourage businesses to locate within the District	Locate In Kent	Regular meetings regarding potential sites and businesses wanting to invest in Sevenoaks District	Working with Co-Working group to ensure new workhub developments are promoted.	

Improving Infrastructure to serve our communities including broadband, mobile telephony, road, rail and air links, health and education.

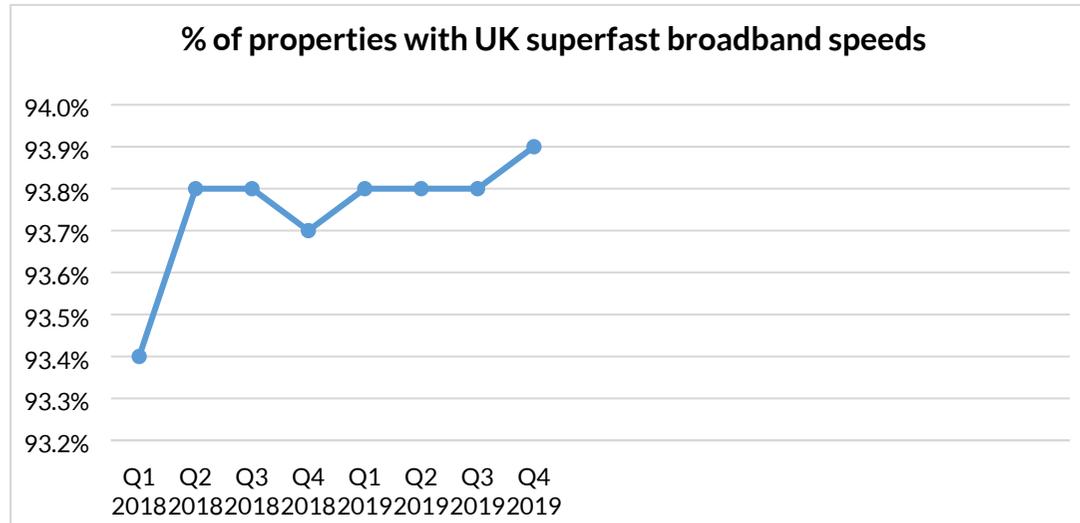
Challenges:

- Funding
- Planning

Measures:

- Broadband Speed and access

Chart 2



(figures from Think Broadband for properties receiving 30Mbps)

(compared to UK wide figure of 96% UK superfast)

Theme 2: Infrastructure

Strategy Action	Activity	Key partners	Progress	Next Steps	RAG rating
2.1 Mapping need and priority of broadband provision	2.1a. Complete mapping of broadband coverage in the District	KCC	District Mapping exercise completed providing areas to focus support.	Continue to work with KCC to promote schemes to support Community fibre partnership development.	
2.2 Securing funding	2.2a Funding secured for Swanley Station redevelopment project	KCC/ Southeastern / Network rail	Project funding of £2.25mn secured for Swanley Station redevelopment project with work to commence early 2020	Attend project steering group meetings to ensure smooth completion of project.	
	2.2b Feasibility study for alternative connection bridge to connect Swanley North and South Side	KCC/ Southeastern / Network rail	Southeastern have agreed to provide high level feasibility work. Further information is expected to be available in Spring 2020.	Identify funding for further more detailed feasibility work if appropriate.	

Theme 3: Visitor Economy

Engaging with and supporting the Visitor Economy sector, local food producers and arts and culture venues to maintain Sevenoaks District as a key destination for visitors.

Challenges:

- *Limited visitor accommodation*
- *Capacity of individual destinations*
- *Increasing visitor ‘stay’ and ‘dwell’ time*

Measures:

- *Visitor numbers*
- *Visitor spend*

	2015	2017
Total Number of trips (day & Staying)	3939000	4272000
Total Visitor Spend	180213000	189974000
Total actual Tourism related employment	5032	5287

Figures from Visit Kent Report - Economic Impact of Tourism – 2017 (figures based on 2015) and 2019 (figures based on 2017)

Theme 3: Visitor Economy

Strategy Action	Activity	Key partners	Progress	Next Steps	RAG rating
3.1 Supporting sector led initiatives	3.1a Darent Valley Community Rail Partnership (DVCRP)		Implementation of DVCRP is well underway. This includes Sevenoaks, Bat and Ball, Otford, Shoreham, Eynsford and Swanley Stations. The purpose of the CRP is to support economic growth and enable visitors and residents alike to access sustainable travel.	Continue to progress partnerships and develop actions for DVCRP	
	3.1b Visitor Economy forum	VE forum	Sector led group established and meeting regularly to discuss the challenges and opportunities for Sevenoaks Visitor Economy	Continue to support the group through regular meetings and informed discussions	
3.2 Working with Visit Kent, Produced in Kent to maximise promotion	3.2a Gateway Gatwick Group	Gateway Gatwick Group	London Gatwick pilot project to highlight West Kent (includes TMBC, TWBC, Surrey and East and West Sussex). The group helps inbound visitors to 'Discover whats on Gatwick's doorstep'	Continue to work with Gateway Gatwick group to set future strategy and delivery.	
	3.2b Encourage visitors to Sevenoaks District and attractions		Ensure that Sevenoaks District is effectively promoted as a tourism destination.	Consider the best ongoing strategy to support and promote Sevenoaks	

Agenda Item 8

Theme 4: Skills

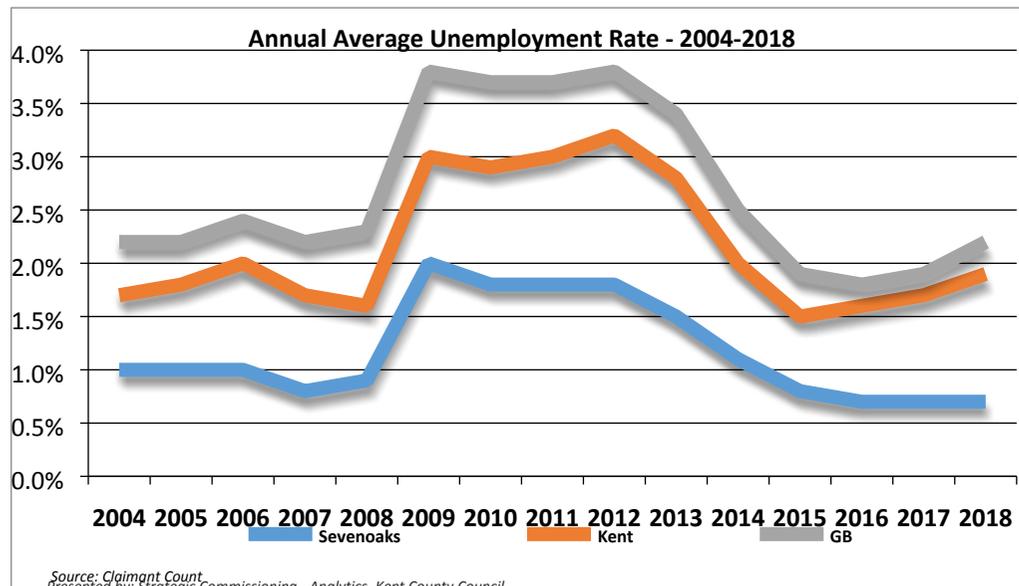
Ensuring residents and businesses can gain the skills they require to sustain a prosperous District, including supporting young people into employment and lifelong learning and training.

Challenges:

- Improvement of qualifications and skills
- Low wages

Measures:

- Unemployment Statistics – Chart 3 (below) indicates the Sevenoaks Annual Average Unemployment rate compared to Kent and the GB average



Theme 4: Skills

Strategy Action	Activity	Key partners	Progress	Next Steps	RAG rating
4.1 Partnership working with education and training providers	4.1a Supporting events to assist job seekers	JCP/ HA's / WKP	Successful West Kent Jobs fairs completed March 2019 and September 2019 with Job Centre Plus. September event welcomed over 280 job seekers with 9 confirmed job hires as a direct result of the event.	Ensure success of Job Centre Plus jobs fair – 5 th March 2020 in Sevenoaks	
	4.1b Sevenoaks support internship programme	Broomhill Bank School	Supported interns working at SDC from Broomhill Bank school with support of work coach.	Promote the successful programme to local organisations as an example of good practice with a view to increasing the scheme.	
	4.1c Working with job partners to provide opportunities for those out of work	JCP / HA/ SDC skills group	Encourage events to promote work skills to those currently out of work.	Provide venue and support for events to take place	
4.2 West Kent Enterprise Adviser network	4.2a Support delivery of successful Skillsfest event to provide careers advice to young people in schools	EAN steering group / schools / WKED officers	Successful Skillsfest event delivered October 2019.	Attend steering group meetings as required to assist with delivery of 2020 event. Skillsfest model to be rolled out across Kent	
	4.2b Support Enterprise Advisor network in Sevenoaks	WKP / EAN	Funding through West Kent Partnership to successfully set up and run the West Kent Enterprise Advisor Network. Enterprise advisors link to guilds programme engaging with key skills sectors in County.	Continue to be involved in EAN steering group and to promote and support EC's with business contacts and potential EA's and attend meetings jointly as required.	

Agenda Item 8

Working with businesses to ensure Sevenoaks District continues to be a place where businesses can prosper and grow.

Challenges:

- *New Technologies*
- *Networks*
- *Workspace*

Measures:

- *Number of businesses*

Number of VAT and/or PAYE based enterprises in Sevenoaks 2019

No of employees	Number of Sevenoaks Businesses
0-4	5420
5-9	730
10-19	345
20-49	165
50 -99	55
100-249	30
250+	25
	6770

Data from ONS (2019)

Theme 5: Enterprise

Strategy Action	Activity	Key partners	Progress	Next Steps	RAG rating
5.1 Communication	5.1a Ensure economic development and business articles are regularly included in InShape		InShape issues have included articles on Team Around Your Business, Made in Sevenoaks and shop local.	Work with communications team to ensure relevant articles are produced regularly.	
	5.1b Economic Development is engaging businesses using social media		Communications plan developed to maximise impact of social media channels. Twitter average of 5130 impressions per month currently 1418 followers.	Produced regular content and monitor channels to continue to provide useful information to businesses and promote support available.	
5.2 Advocacy and Networks	5.2a Maintain positive relationship with Sevenoaks District Chamber of Commerce	Sevenoaks District Chamber of Commerce	Regular catch up meetings take place with chamber. Regular attendance at chamber networking meetings to meet and support local businesses.	Support for Chamber events and initiatives. (e.g. work experience week, Swanley business expo)	
	5.2b Assist West Kent Partnership to deliver 'Priorities for Growth' strategy	West Kent Partnership	Delivery of West Kent Partnership projects in Sevenoaks District providing business support, supporting into employment projects and linking business and education.	Continue to monitor and support delivery of West Kent Priorities for Growth in Sevenoaks District. Working as part of the West Kent Partnership team to develop new projects as appropriate.	
	5.2c Team Around Your Business project delivered effectively.		26 businesses received (TAYB) support between Jan 2019 -Dec 2019.	Continue to promote TAYB assistance available to local businesses.	
Strategy Action	Activity	Key partners	Progress	Next Steps	RAG rating

	5.2d Ensure businesses are able to access support to develop and grow	Centre for Micro Businesses	The Centre for Micro business (CMB) have been delivering business support meetings from SDC offices. They have seen 17 Sevenoaks businesses between March and Dec 2019 delivering 24 hours of support.	Ensure that the CMB continue to have regular SDC bookings Secure slots for CMB to be based in Swanley offering support. Promote support to SDC residents and businesses	
	5.2e Regular liaison with businesses in Sevenoaks District		Ensure all enquiries from businesses are answered effectively and appropriate information and support provided. <i>51 businesses were helped by the Economic Development team (Jan 2019-Dec 2019 including 26 Team Around Your business enquiries)</i>	Continue to contact and liaise with larger and smaller businesses to meet and provide access to support.	
	5.2f Support for high growth businesses	SDC EDO and WKP EDOs	Support for businesses from Sevenoaks District who are part of the Scale up business support programme.	Identification of potential companies for future cohorts of Scale up	
5.3 Low Cost Workspace	5.3a Supporting providers and potential providers of workhubs within the District.	Locate in Kent/ workhub providers	Planning permission submitted for Swanley workhub.	Work with property team to scope and design Swanley workhub	

This page is intentionally left blank

People and Places Work Plan 2019/20 (as at 11.12.2019)

10 December 2019	3 March 2020	16 June 2020	6 October 2020
<p>Community Safety Plan monitoring report</p> <p>Sevenoaks District Sports Council update</p> <p>Presentation by Chief Inspector Jon Kirby</p>	<p>Grants to voluntary organisations</p> <p>Whiteoak Leisure Centre</p> <p>Community Safety Action Plan</p> <p>Economic Development Strategy monitoring report</p>	<p>DAVSS presentation</p> <p>Half-year grants monitoring</p> <p>Annual Report Community Safety Monitoring</p> <p>Tourism Update</p>	<p>Budget 2021/22: Service Dashboards and Service Change Impact Assessments (SCIAs)</p> <p>Dunton Green End of Year Project Report</p>

This page is intentionally left blank

WHITE OAK LEISURE CENTRE: NEW BUILD AND OPERATOR PROCUREMENT

Improvement & Innovation Advisory Committee - 27 February 2020

Report of	Chief Officer, Communities & Business Chief Officer, Finance & Trading Chief Officer, People & Places
Status	For consideration and recommendation to Council
Also considered by	Improvement & Innovation Advisory Committee - 27 February 2020 People & Places Advisory Committee - 3 March 2020 Finance & Investment Advisory Committee - 24 March 2020 Cabinet - 16 April 2020 Council - 21 April 2020
Key Decision	No

Executive Summary: This report seeks approval, subject to the decision of the Development Control Committee (on 13 February 2020), to construct a new leisure centre, demolish the existing White Oak leisure centre and to appoint an operator for the new centre. The report also seeks approval to use income from the operator and the proceeds of identified Council-owned developments in Swanley to fund the cost of the works.

The report sets out the proposed facility mix, the need for the Centre and programme for the works. It includes the detailed costings and funding sources.

The report also seeks approval to provide some enhancements to the Orchards Academy sports hall in Swanley to accommodate sports clubs who need a 4 court sports hall.

The construction of the new leisure centre and demolition of the existing leisure centre cost, together with fees and charges, is due to be £20m. That is provided the works contractor is appointed by May 2020. A delay of one year would represent an increase in cost of some £919,000 using the BCIS All-in Tender Price Index.

Funding sources for the scheme are planned to be a combination of:

- Community Infrastructure Levy (CIL) funding;
- Capital receipts from several Council owned assets in Swanley;
- External funding paid for by income from the operator of the new leisure centre.

Agenda Item 10

The funding is therefore identified to undertake the construction of the new leisure centre and demolition of the existing leisure centre, with a margin for contingency.

This report supports the Key Aim of safe and caring communities, green and healthy environment and a dynamic and sustainable economy.

Portfolio Holder Cllr. Peter Fleming, Improvement & Innovation

Cllr. Lesley Dyball, People & Places

Cllr. Matthew Dickins, Finance & Investments

Contact Officers Lesley Bowles, Ext 7335

Adrian Rowbotham, Ext 7153

Sarah Robson, Ext 7430

Recommendation to Improvement & Innovation Advisory Committee, People & Places Advisory Committee and Finance & Investment Advisory Committee: That comments on recommendations (a) to (e) below are passed to Cabinet.

Recommendation to Cabinet: That recommendations (a) to (e) below are recommended to Council.

Recommendation to Council:

- (a) Enter into a Development Management Agreement with Alliance Leisure Services Limited (ALS) for the construction of a new leisure centre and demolition of the existing White Oak Leisure Centre, at a cost of £19,852,464 including improvements to the 4 court sports hall at Orchards Academy; in addition, the sum of £147,536 to be used by the Council for any ancillary work outside the ALS contract, making a project total of £20m as set out in Table 3.
- (b) Enter into a Leisure Operating Contract with Sport and Leisure Management Ltd (SLM), the preferred operator, to operate the new White Oak Leisure Centre providing income of £7.623m over 15 years. The income from that Leisure Operating Contract is to be used to service the loan taken out for the purposes of building the leisure centre.
- (c) Approve the development and subsequent disposal of sites in Swanley as set out in paragraph 46, the proceeds of which will be earmarked within the Council's capital receipts to fund the cost of the leisure centre.
- (d) To approve the funding for the of the scheme as follows:
 - CIL funding £0.9m

- Capital receipts £10.63m
- External borrowing £8.0m
- Total £19.53m

It is recognised that the split of funding may change due to actual development and disposal proceeds, also the cost of borrowing at the time loans are taken out. Additional funding may be required if the above amounts are not achieved.

- (e) To delegate authority to the Chief Executive in consultation with the Leader of the Council to make necessary changes to the Development Management Agreement with Alliance Leisure Services (ALS), to the Leisure Operating Contract and to the funding of the project provided that such changes do not place any financial burden on the Council other than the use of those sources mentioned in this report.

Introduction and Background

- 1 White Oak Leisure Centre has served generations of Swanley residents for more than 50 years. Predominantly built in 1967, the centre, due to its age and condition, has now reached the end of its serviceable life.
- 2 Following consideration by Members of the significant ongoing and expected asset maintenance requirements for the Centre, options to invest in the existing building, to do nothing or to close the leisure centre were all dismissed in favour of replacing it with a new modern, high quality centre.
- 3 During 2015 and again in 2016 during the Master Vision for Swanley work a number of sites were identified and considered for the location of the new centre. Four sites were identified as being deliverable in terms of planning. These included 8 further sites were investigated and considered to be undeliverable in planning terms. This work concluded with the site next to the current White Oak Leisure Centre being the only available and practical solution.
- 4 Community engagement in Swanley and the surrounding areas took place in 2016 as part of the Master Vision for Swanley and reaffirmed the need for a leisure and swimming facility. Retaining a central location was important to people. Household surveys, also as part of the Master Vision, of 9,403 households and 397 businesses, identified that retaining leisure facilities was important to 96% of respondents.
- 5 In July 2017 a report by Strategic Leisure Ltd also identified the need to consider future provision of the White Oak Leisure Centre.
- 6 In 2018, Alliance Leisure Services Ltd (ALS) were procured via the UK Leisure Framework to scope:
 - The needs of the local area, including population projections.

Agenda Item 10

- How the existing centre is performing.
 - The mix of facilities that meets local needs and the feasibility that demonstrates it will help pay for and maintain a new leisure centre.
 - The land use, size and configuration of a new leisure centre, including the need to keep the existing centre open while the new one is built.
 - Maximising space for car parking.
 - Providing land for new housing to help pay for the new centre.
- 7 In putting forward proposals for the new Centre, ALS had to take into account the physical constraints of the site and the need to maintain the existing centre in operation until the new centre was built. In order to sustain the Centre into the future and to help fund the capital cost, ALS had to find a mix of facilities that would attract an operator able to provide enough income to pay the Council a sum sufficient to support the required borrowing to fund the centre.
- 8 ALS also had to take into account the need to provide multi-use space that would offer flexibility for the future and which could broaden the appeal of the centre to a wider audience. There was a need to continue to support older people, and those recovering from illness, for example through the Feel Good studio. There was also a need for a 'destination' element.
- 9 The resulting design of the new centre was used as the basis for the public engagement in March 2019 in Swanley. Feedback from these sessions has been used to improve the mix of facilities for users, providing spectator seating and a deeper pool to assist swimming lessons and water polo. The new plans provide a sports hall, 4 flexible multi-use rooms and studios, Tag Active, soft play for young children, a 25 meter, 6 lane pool and learner pool, a hundred station fitness studio and spin space, a Feel Good studio for those who need help in maintaining or become fit or recovering from illness and a café area.
- 10 Discussions are taking place with Orchards Academy regarding improvements to their 4 court sports hall to accommodate sports such as netball and roller hockey and clubs requiring larger areas and funding for this work is included in the scheme's financials.
- 11 There will be a Changing Places area for people with disabilities, and pool pods, which provide a modern, dignified way for swimmers with a wide range of mobility difficulties to access the pools.

Development Proposals - Leisure Centre

Scope of Works

- 12 The scheme entails construction of a new leisure centre, adjacent to the existing White Oak Leisure Centre to the south of the site. The existing leisure centre will be kept operational during the construction of the new leisure centre to maintain continuity of leisure operation for the local community.

- 13 The new leisure centre will have a facility mix as follows:
- 25m, 6 lane, 2 meter deep, community pool with moveable floor
 - Learner pool
 - Poolside spectator seating (100 seats)
 - Café / seating area
 - Tag Active zone
 - Soft play area
 - Multi-purpose sports hall
 - Multi-purpose rooms (2 rooms with connecting doors to enable 1 larger room)
 - Studio spaces (2 rooms with connecting doors to enable 1 larger room)
 - Feel Good studio - with equipment for those who need extra help to exercise
 - 100 station fitness gym
 - Wet and dry changing areas, including a Changing Places area for disabled people
 - Parking provision for 144 vehicles and coaches
- 14 The new building is being designed to enable the new leisure centre to meet the Building Research Establishment Environmental Assessment Method (BREEAM) 'very good' standard and will incorporate an air source heat pump system as well as other energy efficient features such as water consumption monitoring, leak detection, flow control and responsible sourcing of construction products. The car park will also have electric charging points.
- 15 The existing leisure centre will be demolished and the new car park constructed, once the new leisure centre is open and operational.
- 16 Enabling residential development will be constructed on the site of the demolished leisure centre to partly fund the new leisure centre, following the above works. The residential development will have accommodation as follows:
- 35 to 40 residential units
 - Residential mix to be either 1, 2 or 3 bed units, with either integral or on-street parking
 - Units to be either 2 or 3 storey high

Phasing

- 17 The proposals will be phased in three parts to maintain continuity of leisure operation for the local community:
- a) Construction of the new leisure centre
 - b) Demolition of the existing leisure centre and construction of new car parking
 - c) Construction of the residential development

Agenda Item 10

Planning

- 18 A hybrid planning application (reference [19/02951/HYB](#)) was submitted in October 2019 for the following:
- Full application for a new leisure centre and associated parking at White Oak Leisure Centre site in Swanley
 - Outline application for enabling residential development on the site of the current White Oak Leisure Centre.
- 19 Determination of the application by the Development Control Committee is expected by 13 February 2020.

Procurement

- 20 The ALS project team was procured through The UK Leisure Framework and includes experienced leisure architects Saunders Boston and contractor ISG. Following the project scoping business planning and feasibility, ALS progressed the design to 'Cost Confidence' stage and then to pre-construction 'Cost Certainty' stage.
- 21 A budget of £550,000 was approved by Council on 26/02/2019 as part of the Capital Programme to develop the new White Oak Leisure Centre scheme design, undertake site surveys and planning application submission to the pre-construction stage of Cost Certainty which is now completed.
- 22 Draft terms have been agreed with Alliance Leisure Services Limited to enter into a Development Management Agreement for the construction of a new leisure centre, the provision of certain equipment and demolition of the existing White Oak Leisure Centre. A summary is given in Appendix A.

Programme

- 23 The key indicative programme dates are shown as follows in Table 1.

Table 1 Key Indicative Programme Dates

Stage	Detail	By when
Design and cost		COMPLETE
Statutory approvals	Planning consent	February 2020
Building Control	Building Regs approval	March 2020
Project approval	Council project approval process	April 2020
	Development agreement	April 2020
	Instruct contractor	April 2020
Construction	Mobilisation	May 2020
	Start on site	May 2020

	Phase 1 complete	November 2021
	Centre handover	November 2021
	Fit out and training	November 2021
	Asbestos R&D of existing centre	December 2021
	New Centre opens	November 2021
	Existing centre strip out	December 2021
	Phase 2 - Demolition and car park works	May 2022

Appointment of a Future Operator

- 24 The ALS team were procured through The UK Leisure Framework and includes Max Associates, market leader in leisure management contract procurement, and Trowers & Hamblins LLP Solicitors. The team have managed the EU Operator Tender process with the District Council team.

Operator Tender Evaluation

- 25 The procurement followed a 3 stage process:
- (i) Selection Questionnaire (SQ), to demonstrate applicants' experience and ability to meet SDC's minimum technical and functional requirements in respect of delivering the contract;
 - (ii) First Stage Tender, applicants invited to submit detailed solutions (ISDS); and
 - (iii) Final Tender, applicants invited to submit final tenders (ISFT) following a period of dialogue.
- 26 The evaluation team comprised of 11 people. Two Members, seven Council Officers, and representatives from Max Associates and Trowers & Hamblins LLP Solicitors.
- 27 At the SQ stage applicants were permitted to express interest in the contract and were required to submit information regarding their organisation, capacity, financial standing and history with similar schemes. Applicants had to meet specified minima and where more than four applicants are left then only the four highest scoring would proceed. In this case all except one applicant satisfied the minimum criteria. The four highest scoring applicants were shortlisted and invited to submit tenders by ISDS (Invitation to Submit Detailed Submission).

Agenda Item 10

- 28 At the ISDS stage three applicants submitted tenders. One withdrew from the procurement process due to prior commitments with other partners.
- 29 In order to assess the tenders, Officers were guided by the results of a Members' consultation evening on 25 July 2019. This showed that, for example, Members were as interested in quality outcomes as they were in value for money. Tenders were appraised by the evaluation team and scored based on the predetermined weighting, Commercial 50% and Quality 50%. The two highest scoring applicants were invited to submit final tenders.
- 30 Final tenders were received on 20 December 2019. Applications were appraised by the evaluation team using a detailed scoring system that demonstrated each of the bidders:
- Viability of their financial model
 - Proposed amendments to the Contract
 - Ability to meet the Council's strategic outcomes
 - Operational Performance & Building Maintenance Proposals
 - Pricing Policies
 - Use of Information Technology
 - Staffing & Volunteering Proposals
 - Mobilisation
- 31 The highest scoring applicant demonstrated the best value for money for the Council whilst also meeting the key quality outcomes. The proposed preferred bidder was identified as Sport and Leisure Management Ltd (SLM).

Operator Contract & Expected Revenue

- 32 The preferred operator will enter into a bespoke Leisure Operating Contract with the Authority for an initial period of 15 years with an option, at the agreement of the parties, for a further period of five years giving a total possible term of 20 years.
- 33 The Leisure Operating Contract is a full repairing lease with clear asset maintenance systems and targets that gives the Council assurance that the new facility will be maintained to a high standard. The proposed preferred operator will deliver high operational standards which will be assessed through a number of means including the Quest accreditation standard. Trowers & Hamblins, our expert legal advisers, have worked alongside SDC's legal team to ensure the contract provides SDC with the full confidence in the contract terms. The key terms of the contract are highlighted in Appendix B.

- 34 If the preferred operator is approved then the net payment to the Council over the duration of the contract is £7,623,720 with an average annual payment of £508,248.

Operator Programme

- 35 The following table highlights the key stages and their timescales.

Table Table 2 Key Operator Programme Dates	
Start practical engagement between operator and clubs	May 2020
Give notice to Sencio (6 months prior to Centre opening)	May2021
Operator Mobilisation (12 weeks prior to centre opening)	September 2021
Centre Handover (2 weeks)	November 2021
New leisure centre opens	November 2021
Existing leisure centre demolished and new car park completed	May 2022

The operator will work with the Council and the existing leisure provider as soon as possible.

Risk Assessment

- 36 A table outlining the key risks relating to the construction, operator procurement and financial aspects can be found in Appendix D. The table highlights the mitigating controls that have been put in place to limit their impact.
- 37 Whilst there is a transfer of risks relating to the construction to ALS as set out in their Cost Certainty report (App A), there may be risks which sit outside of their responsibility. This is the case with any contract of this nature regardless of who the contractor might be. These could include such risks as utilities issues outside the control's control, prolonged extreme weather conditions leading to delay, planning conditions imposed, for example requiring archaeology, changes to national building regulations, unexpected ground conditions that could not have been identified in the surveys. These are all covered in the Council's risk assessment in Appendix D.

Key Implications

Financial Cost

- 38 The total cost of the construction of the new leisure centre and demolition of the existing White Oak Leisure Centre is £20m, made up as shown in table 3:

Agenda Item 10

Table 3 Cost details	
Construction Costs (ISG)	£17,336,000
Tag Active & Toddlers Play Equipment (Play Revolution)	£600,000
Fitness Suite Equipment (Technogym)	£327,205
Feel Good Suite Equipment (Shapemaster)	£70,550
Misc Furniture, Fittings & Equipment	£54,803
ALS Delivery fee	£284,919
UK Leisure Framework access fee	£57,405
Project Management fee	£424,810
Clerk of Works	£35,000
Principal Designer fee	£22,000
Client Contingency	£509,772
Orchards Academy sports hall work	£130,000
Ancillary works and contingency outside main contract	£147,536
Total	£20,000,000

- 39 At Council on 26 February 2019, Members approved capital expenditure of £550,000 for pre-construction to the stage of cost certainty (RIBA stage 4). This included the following items:
- Pre-construction surveys/works: design to RIBA Stage 4 and Principal Designer role
 - Additional specialist design input for TAG Active, soft play, café & kitchen and Parkour
 - Quantity Surveyor
 - Project management and delivery fee
 - Client contingency
- 40 This work has been funded by capital receipts as approved by Council and the sum of £550,000 is included in the total cost of the construction set out in paragraph 37 above.
- 41 Approval is now sought for expenditure of £19.53m to complete the scheme.
- 42 A significant amount of work has been carried out to date to ensure that the scheme proposed in this report is the most appropriate and cost effective. The work has included:
- 43 **Options appraisal work regarding the future of the Centre**
- Option 1 - do nothing.
 - Option 2 - invest in the existing building.
 - Option 3 - build a new leisure centre
 - Option 4 - close the centre

- It was decided that the level of repairs and maintenance required over the next few years meant that Option 1 was not economically feasible in the future . Closure of the centre, Option 4, was not considered to be appropriate for Swanley. Options 2 and 3 were considered for further examination.
- Option 2 - invest in the existing centre. An independent conditions survey was conducted. The conclusion was that the centre had exceeded the expectation of the lifespan for this type of bulding. Refurbishment would require the closure of the centre for 45 to 50 weeks. Refurbishment would not allow any release of land for enabling development.
- Following investigation, Members confirmed their support for Option 3 and that several sites should be considered.

44 Consideration of sites

The existing White Oak site and the Olympic site were considered. Subsequently a Sequential Planning test was undertaken looking at 12 sites in and around Swanley and the existing White Oak site was identified as the best available town centre option.

45 Facilities mix options

Work to establish the facilities mix options identified 2 options that provided the best balance between the needs analysis and the need to provide the most viable and affordable options. These were a 6 lane pool, learner pool and fitness studio or a 6 land pool, learner pool, fitness studio and 4 court sports hall.

46 The procurement options available to the Council were considered.

- These included Design and Build working with a Framework, ie a framework of companies already tendered under EU procurement rules, an off the shelf centre also procured through a Framework, and an SDC contracted Design and Build. The Council also considered working with a large company on a Design, Build, Operate and Maintain approach (DBOM).
- The SDC Design and Build would provide full flexibility but the capacity of the teams involved would not be sufficient to support this.

Agenda Item 10

- The off the shelf product was untested. The Council would have been the first customer and this was considered by the Property Manager to carry too much risk. The design would not fit well onto the site.
- The DBOM approach, whilst transferring much of the risk to an operator to build the centre as well as the enabling housing developments, required an ongoing revenue contribution in addition to passing over enabling development sites.
- The Framework Design and Build option was considered to be the most suitable, ensuring that correct procurement processes were in place and giving the Council maximum flexibility, whilst transferring the major part of the risk to the Framework partner.

47 The following activities also took place to ensure value overall:

- The use of a procurement framework to ensure that the contractors delivering the project have met stringent procurement requirements and accept the major part of the risk
- The completion of an EU compliant procurement exercise to identify the leisure operator who will operate the site upon completion.
- The selection of activities offered at the new Centre not only meets the needs of a modern leisure facility but provides sufficient income from an operator to fund the required loan
- Final value engineering to ensure that the final price represents the lowest available for the design

Income

- 48 The 15-year net income from the operator is expected to be an average of £508,248 per year. There is an option to extend the contract for a further 5 years with indicative income for that period remaining at the same level.

Funding

- 49 It is intended to use the following sources to fund the remainder of the scheme. Additional details are included at **Appendix C**.
- 50 **Community Infrastructure Levy (CIL):** At the CIL Spending Board held on 9 December 2019 the scheme was awarded £0.9m.
- 51 **External borrowing** is recommended to be taken over 20 years to fit in with the operator life cycle. This would be funded from the operator income. As an example, the current Public Works Loan Board (PWLB) rate is 2.42% (as at 13/02/20 including a 0.2% certainty rate reduction). The average annual

income of £508,000 would currently be able to fund borrowing of £8m over 20 years. In addition to the £8m loan it would be necessary to take short term borrowing to fund elements of the construction phase at an estimated net cost of £80,000.

52 **Capital receipts** (proceeds from the sale of Council assets): Within Swanley there are a number of assets which have been evaluated by Savills for development and disposal. The potential receipts from these assets are shown in **Appendix C**. The level of receipts currently estimated from these assets are based on expert external appraisals by Savills. The Council's Finance and Property Officers have scrutinised and reviewed these figures and the capital receipts from the following schemes is currently estimated to be £11,327,561.

53 The sites are:

- White Oak Leisure Centre
- Bevan Place
- Alder Way
- Russett Way
- 27-37 High Street
- Woodlands (already received)

It should be recognised that the actual amounts received for these assets may vary for a range of reasons including the number of units on each site, the type and tenure of units and the timing of the project, particularly given that some of these projects may not be delivered within the next year.

54 A South East Local Enterprise Partnership (SELEP) **Growing Places Fund bid** for an interest free loan of £1.49m has been submitted but this process is in its early stage and no certainty can be given as to the outcome of the bid. The full amount would have to be repaid after five years. If the bid is successful, the total borrowing costs would be slightly reduced.

55 Based on the above information the table below details the proposed funding solution with further details included in **Appendix C**. The Council expects to make a contribution of £10.63million, funded from capital receipts.

Funding Source	£m
Capital receipts	10.630
External borrowing	8.000
CIL	0.900
Total	19.530

Agenda Item 10

- 56 Any expenditure incurred prior to the funding sources being received will be funded by a mixture of internal and external borrowing until the approved funding is available. This would impact on interest receipts.
- 57 As mentioned earlier, the value of capital receipts (due to actual sale prices) and amount of external borrowing (due to borrowing rates at the time) included in the table above are not certain.
- 58 If the value of capital receipts exceeds the amount above, the excess could be used to fund other approved capital schemes.
- 59 If interest rates reduce and less operator income is required to deliver the external borrowing amount above, this will be revenue income and will be taken into account in future budget setting processes.
- 60 However, if capital receipts and/or the amount of external borrowing are lower than the figures above, additional funding will be required. Possible sources of additional funding are:
- i) Capital receipts from the sale of other Council assets. This may reduce the ability to deliver other approved capital schemes.
 - ii) Additional external borrowing funded from other revenue sources not directly linked to White Oak Leisure Centre. This may result in savings being required from other Council services.
 - iii) Request further funding from the CIL Spending Board.

Value Added Tax (VAT)

- 61 The treatment of VAT was key consideration for this project. A VAT registered business falls within the scope of partial exemption when it has supplies of both a taxable and an exempt nature. Output VAT cannot be charged on an exempt supply and equally any input VAT incurred directly in making the exempt supply, generally, cannot be recovered.
- 62 It is therefore necessary to split the lease for the building and right to trade. The lease for the building will be at a peppercorn lease so that it can be treated as a non-business activity, allowing the VAT incurred on construction to be reclaimed. The right to trade lease granted to the operator will be classed as a standard rated supply.
- 63 If HMRC disagree with the VAT treatment it could add approximately £2m to the build costs as it would put the Council outside tolerable limits on its partial exemption calculation and all VAT on all activities included within the partial exemption calculation would need to be repaid to HMRC.
- 64 VAT advice has been taken from 2 external VAT advisers.

Legal Implications and Risk Assessment Statement

- 65 The Council is required to achieve best value and is also required to comply with relevant regional, national, and local procurement rules.
- 66 The present operator procurement exercise was subject to the Concessions Directive as implemented in domestic legislation by the Concession Contracts Regulations 2016. The construction element was subject to the EU Public Sector Procurement Directive as implemented by the Public Contracts Regulations 2015. These set out the requirements for the Council, including to uphold principles of equal treatment, non-discrimination and transparency throughout the process.
- 67 Following a decision of the Council to award the contract then the Council would be obliged to give notice to all relevant parties. A mandatory standstill period of 10 days shall then apply in which other applicants can submit any legal challenge. The contracts may only be entered into after this period.
- 68 The legal implications are otherwise as set out in the body of the report.

Equality Assessment

- 69 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.
- 70 The facilities and health & wellbeing interventions at the new leisure centre are open to all residents. The proposed operator has an equality and diversity policy that aims to provide equality of opportunity to all customers to participate in sport and leisure activities at all levels whether as a customer or member.

Sustainability

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

Conclusion

The asset maintenance needs of the existing White Oak Leisure Centre cannot be met by the Council in a sustainable way.

Agenda Item 10

The need for a leisure centre in Swanley is well-established both in the Sports Facility Report and through consultation with local people. The recommendations in this report are the culmination of considerable work to find a way forward for the Centre.

Work undertaken has included searching for an appropriate site in terms of planning, availability and access for the community, resulting in the identification of the existing White Oak site. It has involved finding a mix of facilities that not only makes the Centre attractive to as many local people as possible but provides sufficient income for the Centre to be sustainable in the long term. The income from the leisure operator will also help to fund the capital spend.

Work with an established Leisure Consultancy responded to the need to address the constraints within which the Council was working. Those constraints were that the existing leisure centre must remain open until the new Centre was operational and the site must also accommodate an enabling housing development. This meant that the space available on the site was defined. Secondly, the mix of facilities would have to provide at least one activity to encourage new people into the Centre and that the space should be designed with flexibility for the future in mind. Thirdly that there must be a space for a Shapemaster room to cater for the needs of older people, those recovering from illness and those with greater mobility needs. Fourthly, that there must be sufficient income to make the Centre financially affordable and sustainable.

The resulting design and mix of facilities includes not only fixed spaces but also a large area and 4 smaller areas suitable for mixed uses and where sliding doors can open up the spaces to enable a wider choice for users. Taking local views into account has led to changes in design including to the swimming area and the improved multi-use spaces provided. The resulting design is a modern facility that will adapt to future uses. All current sports and activities will be possible in the new centre, with the exception of very deep water sports such as diving and those requiring a large sports hall, such as roller hockey, basketball and netball. Following discussions with Orchard Academy a 4 court sports hall would be available for club based community sport use, outside school hours and at weekends and holidays. Some improvements to the hall are necessary in order to accommodate these clubs and these are included in the recommendation.

Discussions have taken place with Orchard Academy who have a 4 court sports hall and who are very pleased to welcome any club no longer able to use the proposed leisure centre. Some improvements to the Orchard Hall will be necessary in order to accommodate these clubs and this is included in the recommendation.

Alongside this work has been the procurement of an exciting new operator for the Centre. SLM Everyone Active were successful not only in offering the best income for the Council but also in their approach, which reaches out to the local community and works with schools and GP surgeries to encourage health and wellbeing. They offer modern ways for people to access their services and, as a major player in the leisure industry, offer resilience, expertise, excellent customer service and quality assurance standards.

Concurrent work has also taken place to assess the development value of other Council-owned sites in Swanley that will be needed financially to enable the new Leisure Centre to go ahead. Savills have been used to appraise each of these sites and values have also been tested with local estate agents so that the figures put forward in this report are reliable.

All of these pieces of work have now come together to enable Officers to make the recommendations in this report.

Appendices

Appendix A - Cost Certainty Completion Report Summary (January 2020) Alliance Leisure Services

Appendix B - Report on the draft Leisure Management Contract by Trowers & Hamlins

Appendix C - Funding Sources (Restricted)

Appendix D - Risk Assessment (Restricted)

Background Papers

Operating Contract

Sports Facility Report 2016 - 2035 (July 2017)

Equality Impact Assessment

Sustainability Checklist

<https://cds.sevenoaks.gov.uk/ieListDocuments.aspx?CId=360&MId=2485&Ver=4&J=2>

Lesley Bowles
Chief Officer Communities & Business

Adrian Rowbotham
Chief Officer - Finance & Trading

Sarah Robson
Chief Office People and Places

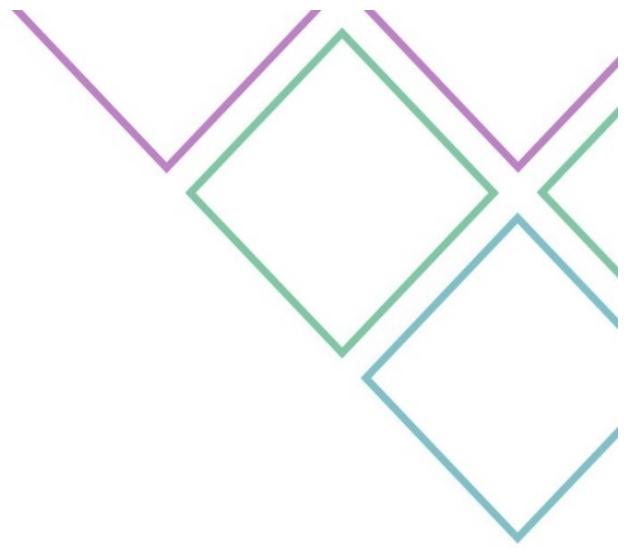
This page is intentionally left blank



White Oak Leisure Centre

**'COST CERTAINTY' WORK
COMPLETION REPORT - SUMMARY**

31st January 2020



CONTENTS

- 1. Introduction**
- 2. Development proposal outline**
- 3. New Development Plans & Visuals**
- 4. Total Project Costs**
- 5. Programme & Key Dates**
- 6. The Alliance Approach & Contract Structure**

1. Introduction

In May 2018 Sevenoaks District Council (SDC) engaged with leading leisure development partner Alliance Leisure Services Ltd (ALS) to prepare a facility development proposal relating to SDC aspiration of building a new and exciting leisure centre that will serve the population of Swanley and surrounding areas and provide innovative leisure activities for all generations.

In August 2018 SDC commissioned ALS to undertake a high level business plan and feasibility study for a new leisure centre that introduces new income streams, drives participation and captures a wider segment of user groups.

In October 2018, SDC commissioned ALS to take the proposal to the next stage and undertake 'Cost Confidence' work for the demolition of White Oak Leisure Centre (WOLC) and the construction of a new leisure centre, considering two options. This piece of work was completed in December 2018.

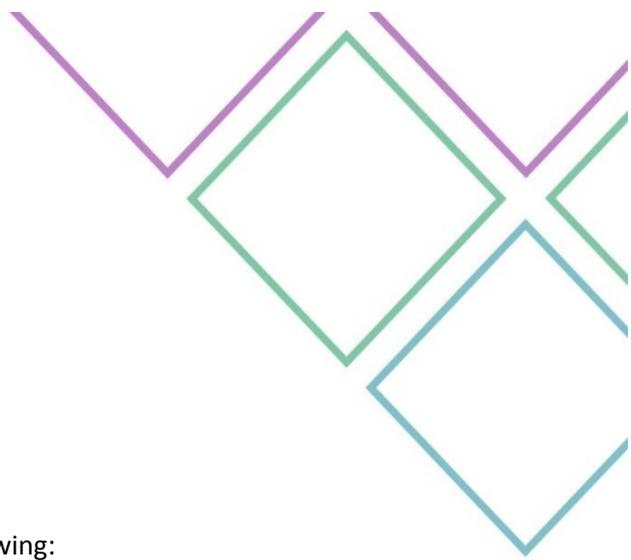
Following a period of collaborative refinement with SDC, and consultations with various stakeholders, the desired option was selected in July 2019 with a total project cost estimated at the time of £19.422m (exc. vat).

In line with the UK Leisure Framework procurement process, SDC instructed ALS to then proceed in developing this option through 'Cost Certainty' whereby essential surveys / detailed design / costing work would be undertaken to provide a fixed total project cost. In tandem with this, the team have delivered the Planning Application for the new centre and outline residential scheme (decision pending) and facilitated the Operator Procurement process through the UK Leisure Framework.

The 'Cost Certainty' process for the new development, over 5 – 6 months, has been collaborative between SDC and the ALS development team, with workshops / meetings every 2 weeks and a constant flow of information between parties. This paper provides a summary of the position on completion of this work. The builder's 'Contractor Proposals' (CP's), and further information, accompany this paper separately to provide the necessary detail.

At the conclusion of this piece of work, the Total Project Costs for complete delivery of the proposed project are **£19,852,464 (exc. vat)**.

The ALS development team for this project includes ISG (building contractors), Saunders Boston Architects, Max Associates (consultants), Savernake Property Consultants (PM), Axiom Project Services (QS / PM) and various equipment suppliers, from their UK Leisure Framework supply chain.



2. Development Proposal Outline

This development project for the new centre includes the following:

Ground floor:

- + Main Swimming Pool 25m x 6 lanes with variable depth
- + Learner Pool 13m x 8m
- + Spectator seating for pool areas
- + First Aid room
- + Poolside Storage
- + Village Changing rooms
- + TagActive Arena and children's Soft Play facility
- + Café Servery, Kitchen and seating areas
- + Multi-use space sports hall
- + 2 x Multi-use Rooms
- + FeelGood Studio with Shapemaster 'Power Assisted' equipment
- + Reception desk and Offices

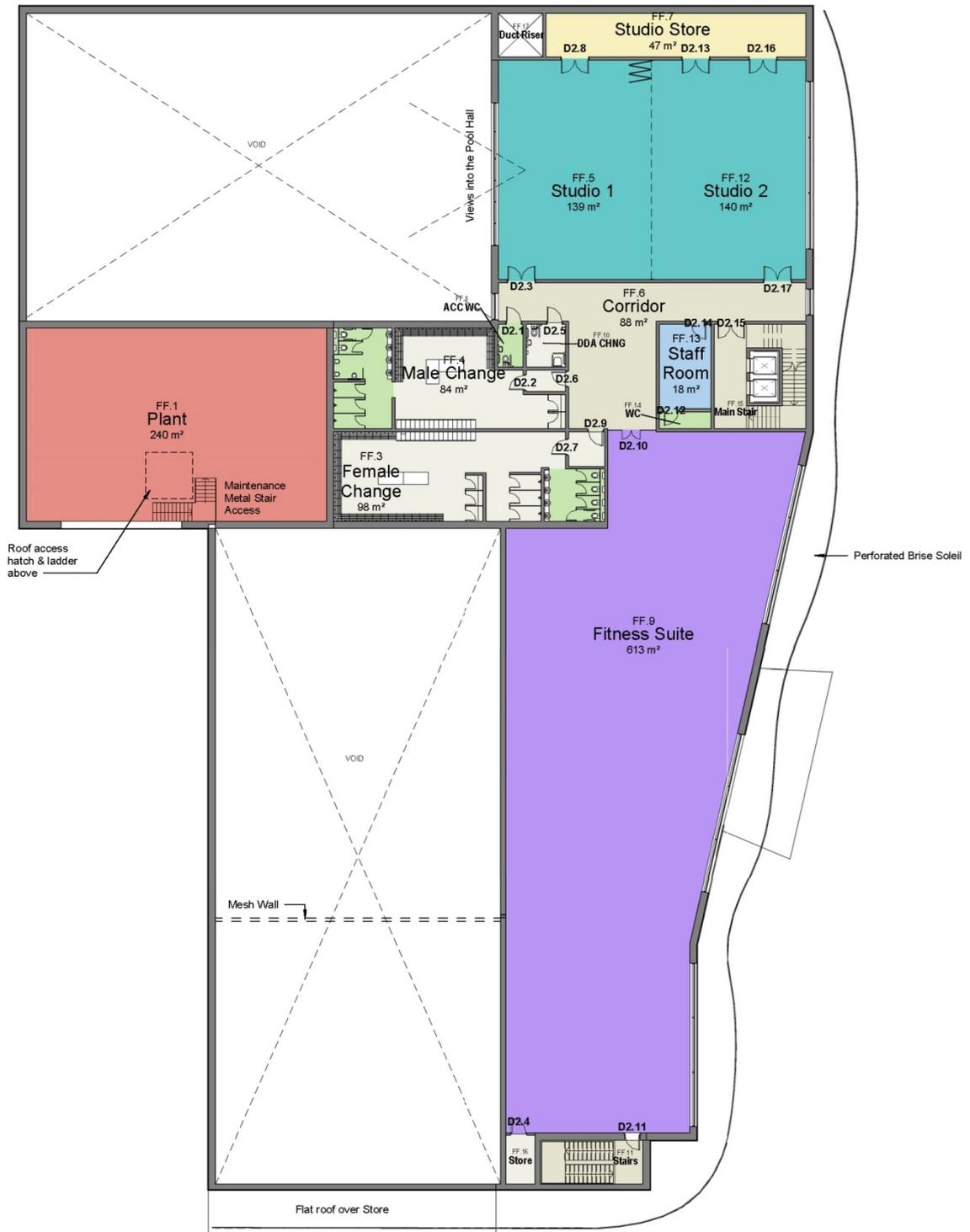
First floor:

- + Fitness Suite accomodating over 100 pieces of gym equipment
- + 2 x Group Exercise Studios with semi sprung floors and dividing wall
- + Separate Male, Female and Access / unisex Changing Rooms
- + Staff Room

External:

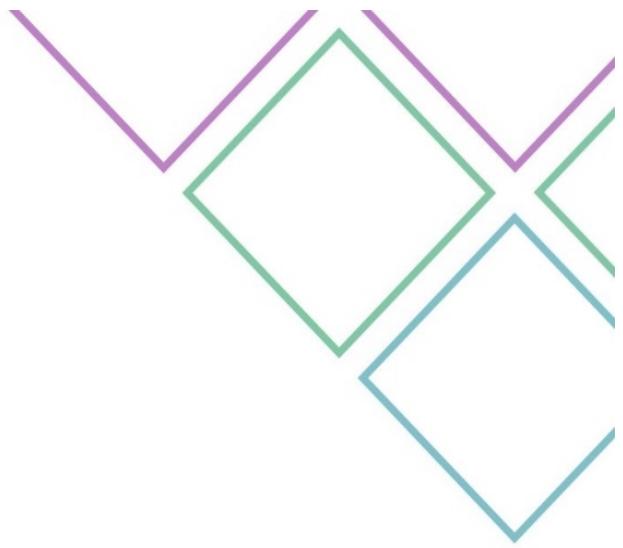
- + 12 Blue Badge Holder parking space
- + 3 Electric Vehicle Charging points
- + 129 Traditional parking spaces
- + Bus set-down area for 2 coaches

First floor general layout :



Site Plan:

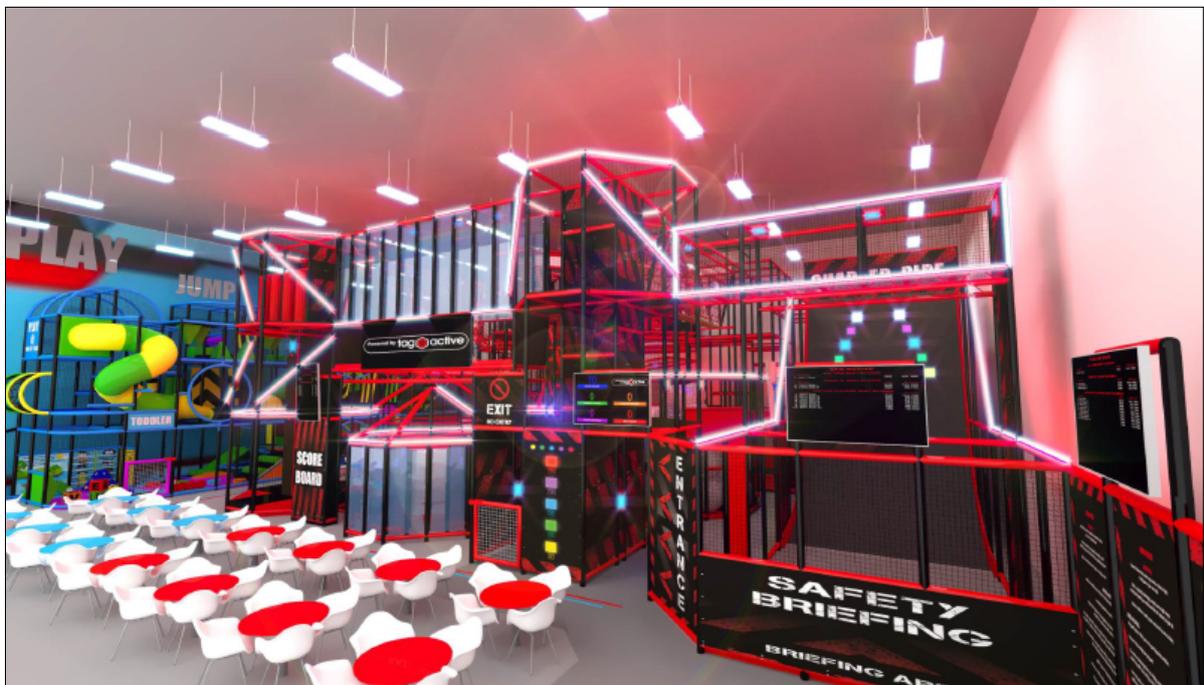
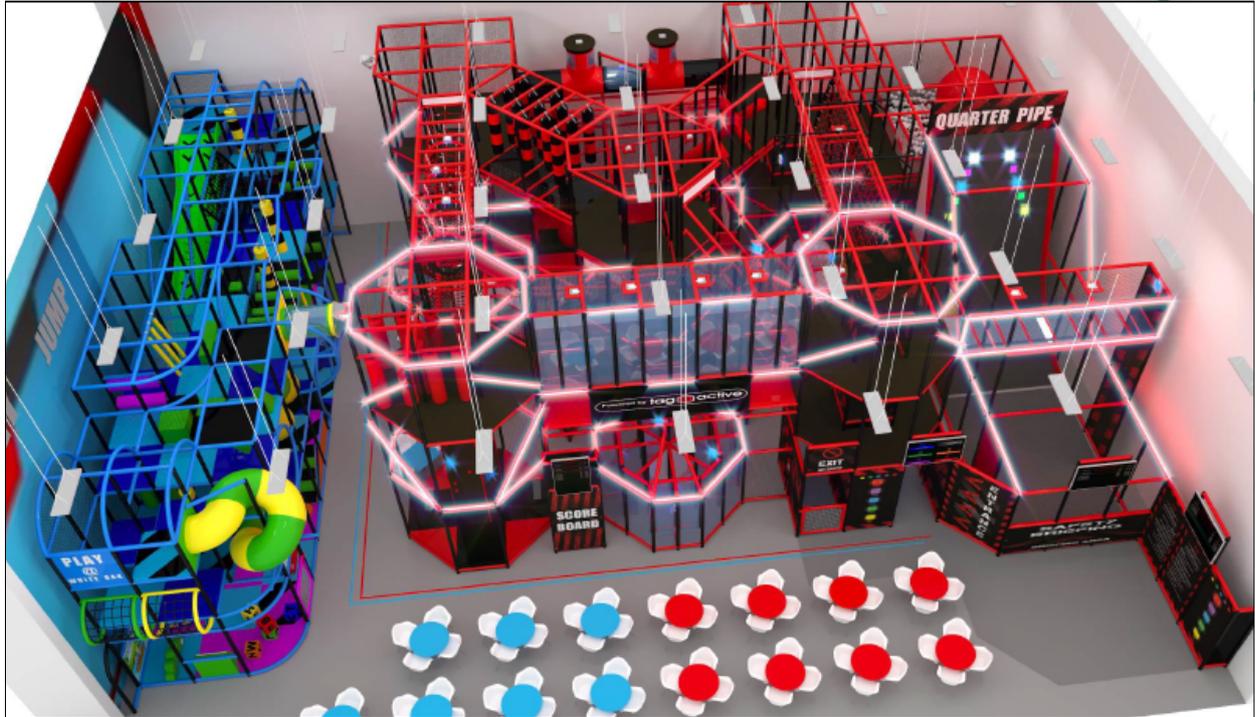


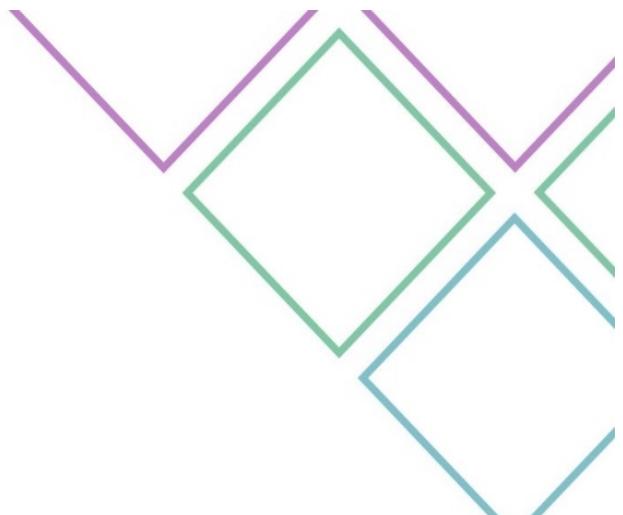


3D Visuals of the proposed externals:

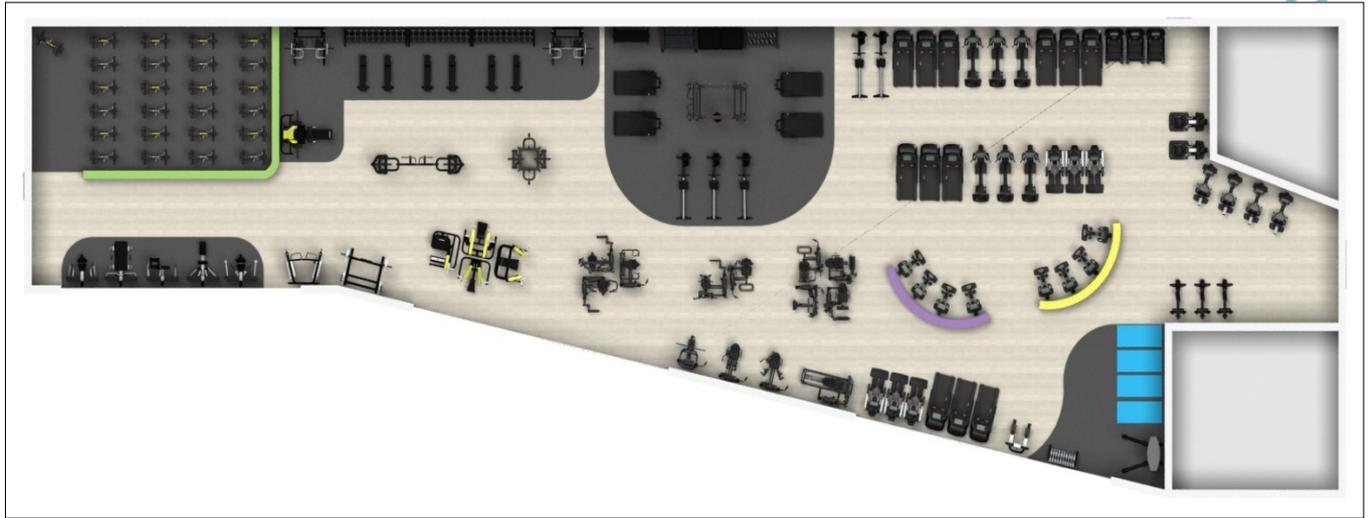


TagActive Arena & Soft Play visuals :





Indicative Gym equipment layout (Technogym):



FeelGood Studio – Indicative Shapemaster equipment:





4. Total Project Costs

The total project cost to deliver this scheme is as follows.

Element Cost (exc. vat):

Construction Costs (construction of new leisure centre & demolition of existing - ISG) £17,336,000

Tag Active & Toddlers Play Equipment (Play Revolution) £600,000

Fitness Suite Equipment (Technogym) £327,205

Feel Good Suite Equipment (Shapemaster) £70,550

Misc Furniture, Fittings & Equipment £54,803

ALS Delivery fee £284,919

UK Leisure Framework access fee £57,405

Project Management fee £424,810

Clerk of Works £35,000

Principal Designer fee £22,000

Client Contingency £509,772

Enhancements to Orchards Academy sports hall £130,000

TOTAL : £19,852,464 (exc. vat)



5. Programme & Key Dates

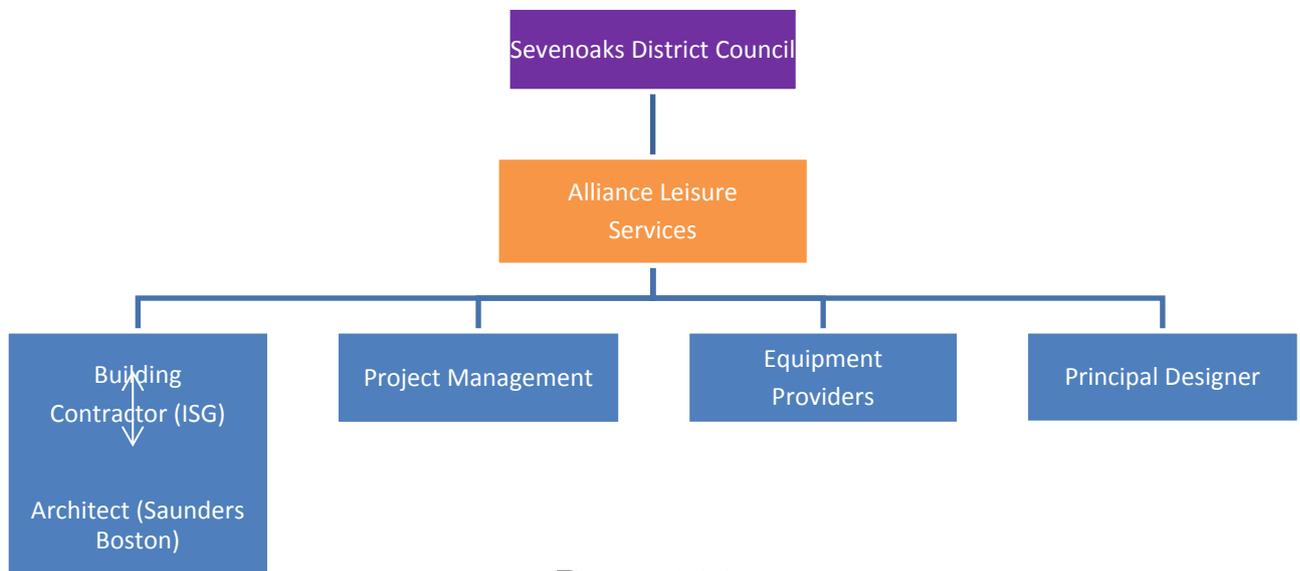
ID	Task Name	Duration	Start	Finish
1	DESIGN & COST	29 wks	Mon 01/07/19	Fri 31/01/20
2	Conclude RIBA 2	35 days	Mon 01/07/19	Fri 16/08/19
3	BREEAM Pre-Assessment	10 days	Thu 11/07/19	Wed 24/07/19
4	Instruct to Proceed to Cost Certainty	0 days	Tue 06/08/19	Tue 06/08/19
5	SDC Approve Final Layouts (RIBA 2)	10 days	Mon 19/08/19	Fri 30/08/19
6	Design to Cost Certainty	90 days	Mon 02/09/19	Fri 17/01/20
7	Price Works	65 days	Mon 07/10/19	Fri 17/01/20
8	Finalise Contractor Proposals	10 days	Mon 06/01/20	Fri 17/01/20
9	Cost Certainty Presented	0 days	Fri 17/01/20	Fri 17/01/20
10	Client CP Review / Validation	10 days	Mon 20/01/20	Fri 31/01/20
11				
12	STATUTORY APPROVALS	27.4 w	Thu 08/08/19	Fri 28/02/20
13	Planning	27.4 wk	Thu 08/08/19	Fri 28/02/20
14	Planning Pre-Application	0 wks	Thu 08/08/19	Thu 08/08/19
15	Planning Design	30 days	Mon 02/09/19	Fri 11/10/19
16	Planning Validation	13 days	Mon 14/10/19	Wed 30/10/19
17	Planning Consent	68 days	Thu 31/10/19	Mon 17/02/20
18	Planning Development Control Committee	0 wks	Thu 13/02/20	Thu 13/02/20
19	Planning Decision	0 wks	Mon 17/02/20	Mon 17/02/20
20	Review Planning Decision / Conditions	10 days	Mon 17/02/20	Fri 28/02/20
21				
22	BUILDING CONTROL	65.6 w	Thu 05/12/19	Mon 12/04/21
23	Building Regulations	65.6 wk	Thu 05/12/19	Mon 12/04/21
24	Building Regulations (Condition Approval - target)	328 days	Thu 05/12/19	Mon 12/04/21
25				
26	PROJECT APPROVAL	12 wks	Mon 03/02/20	Fri 24/04/20
27	Client Approval Process	58 days	Mon 03/02/20	Wed 22/04/20
28	Development Agreement	10 days	Fri 10/04/20	Thu 23/04/20
29	Contract	10 days	Mon 13/04/20	Fri 24/04/20
30	Instruct Contractor	0 days	Fri 24/04/20	Fri 24/04/20
31				
32	CONSTRUCTION	101 wk	Mon 27/04/20	Fri 13/05/22
33	Mobilisation	20 days	Mon 27/04/20	Fri 22/05/20
34	Start on Site	0 days	Mon 25/05/20	Mon 25/05/20
35	Phase 1 - Construction	74 wks	Mon 25/05/20	Fri 12/11/21
36	Centre Completion & Handover	0 days	Mon 15/11/21	Mon 15/11/21
37	Fit Out Period & Training	10 days	Mon 15/11/21	Fri 26/11/21
38	Asbestos R&D Survey of Existing Centre	5 days	Mon 29/11/21	Fri 03/12/21
39	New Centre Opens	0 days	Mon 29/11/21	Mon 29/11/21
40	Existing Centre Strip Out	5 days	Mon 29/11/21	Fri 03/12/21
41	Phase 2 - Demolition and Car Park Works	20 wks	Mon 06/12/21	Fri 13/05/22

6. The Alliance Approach & Contract Structure

ALS provides a unique complete leisure development solution, from initial feasibility and business planning through to design, build and funding if required. ALS can also provide on-going support and partnership, if required, to ensure facilities achieve their targets.

A key benefit to SDC in using ALS to deliver this project would be the **transfer of risk**, in line with the agreed project Risk Register. ALS would enter into contract with SDC to deliver the project at a fixed sum. ALS would then enter directly into the building contract, giving SDC the protection should there be any cost overruns. Another principal advantage of the ALS service is in experience and resources, which enable the delivery of a quality new facility **on time** and **on budget**. To undertake a development usually involves finding and co-ordinating several companies but with ALS, SDC will have **one agreement, one relationship**. ALS will absorb any project headaches, mentoring SDC through the project delivery process, so that minimal time is spent away from other work.

ALS would enter into a detailed delivery contract with SDC, a **Delivery Management Agreement (DMA)**, which states what the company will do at a set price and it is their responsibility to deliver the scheme to this price. The price will be fixed and any variations are only instructed in writing by SDC. Cost overruns have to be managed or borne by ALS. An important point to note is that ALS has never changed contract costs due to overruns in 20 years of operation (100+ projects). ALS will enter into the building contract with ISG and assume delivery risk as outlined to SDC. This will be a JCT (Joint Contracts Tribunal) Design and Build Contract between ALS and ISG. This is a standard document used extensively in the industry and familiar to the public sector. The contract allows for contractor design, which affords considerable time and cost savings brought about by utilising design and build procurement.



This page is intentionally left blank



dated January 2020

Sevenoaks District Council

Report on the draft Leisure Management Contract

Trowers & Hamlins LLP
Sceptre Court
40 Tower Hill
London
EC3N 4DX

t +44 (0)20 7423 8000
f +44 (0)20 7423 8001
www.trowers.com

Agenda Item 10

The following is a high level summary for the key provisions of the Leisure Operating Contract which will be entered into between the Council and the Preferred Bidder (the Contractor) in respect of the new White Oak Leisure Centre (the facility).

1 **Commencement and duration and extension**

The agreement will be entered into shortly after the contract award with a commencement date to coincide with the expected operation date of the newly built facility in 2021. The agreement will end (subject to any earlier termination because of default) on the 15th anniversary of the commencement date. There is also an ability to extend the contract by agreement for up to an additional 5 year period.

2 **Defects**

The Council will be required to provide Collateral Warranties from the building contractor and the relevant professional team to the Contractor. The Contractor will accept responsibility for defects in the facility except where they are caused by the Council, or where the defect liability period has not expired, or where the Contract has used reasonable endeavours (without success) to enforce the terms of Collateral Warranties.

3 **Head Lease**

The Council will grant the Contractor a Head Lease of the facility which will be coterminous with the Leisure Operating Contract. The Head Lease will provide the Contractor/Leisure Operator with the necessary occupation rights in order to claim NNDR relief. The lease will be a bare lease tying back to the repair, maintenance and improvement obligations on the Contractor set out in the Leisure Operating Contract (see clause 5 below). The rent will be a nominal rent as the Management Fee will be paid by the Contractor to the Council in accordance with the calculations within the payment and performance mechanism will be set out as a schedule to the Leisure Operating Contract.

4 **Mobilisation**

4.1 The Council acknowledges that the Contractor has tendered on the basis of a facility that has not yet been constructed and therefore any changes to design or specification prior to handover will require consultation with the Contractor with an opportunity for the contractor to comment. If the Contractor believes additional costs will arise or changes to the services are required it will notify the Council and the Change Protocol (small, medium and high value changes as set out in schedule 24) shall apply. This will ultimately (if the change does genuinely impact on costs) result in the Contractor being no better or no worse off than if the change had not occurred.

4.2 The Council must give not less than 12 weeks' notice of the anticipated handover of the facility and allow the Contractor to attend meetings and comment on snagging items and other practical completion issues which will nonetheless remain the Council's responsibility.

4.3 Any delay to the target opening date (1 December 2021) will be an Authority Change and the Contractor shall be put in a no better and no worse position by any delayed opening.

4.4 The existing facility is expected to continue to trade until a short time before the opening of the new facility and if it doesn't or fewer members transfer than anticipated, this is also an

Authority Change. The Contractor can be requested by the Council to step in to the existing facility if the current operator ceases to provide service there and the Contractor cannot object to the step in request.

5 **Services**

- 5.1 The Contractor is required to ensure that at all times that the services meet the requirements of the Agreement and the Services Specification.
- 5.2 The Contractor must ensure that the maintenance and operating procedures are sufficient to ensure the Facilities are available and are kept in good structural and decorative order and shall undertake the schedule of programmed maintenance in order to ensure the service specification is met. The Contractor shall also ensure that it carries out the replacement of lifecycle items in accordance with the agreed maintenance plan and schedule of programmed maintenance.

The monitoring of the performance is by the Contractor in accordance with the provisions of the Payment Mechanism. However the Authority is entitled at its own cost to carry out its own additional performance monitoring.

6 **TUPE and Employee**

- 6.1 The transfer of the leisure service at the facility to the Contractor is treated as a TUPE transfer. There is no relationship between the new contractor and the current contractor and therefore as between the Council and the (new) Contractor the Council will accept responsibility for all remuneration and other payment (including employer pension contributions) to the transferring employees up to the commencement date. The Council will also indemnify the Contractor in respect of any employment related claims that arise prior to the commencement date. The Council accepts no responsibility for any staff related payments after the commencement date.
- 6.2 The Council is obliged to procure that it provides the Contractor with accurate information regarding the transferring employees and adjustments to the management fee could result if the information about the employees transferring is inaccurate. Provisions are made in relation to TUPE applying at expiry and termination of the agreement with the Contractor being responsible for all staff costs etc up to the Return Date being the date when the service comes back to the Council or it goes out to another provider.
- 6.3 Disclosure and barring checks are contractually required with the Contractor not being allowed to employ any person in connection with the services who has a conviction or an ASBO (Anti-Social Behaviour Order) without the Council's consent.

7 **Pensions**

The Contractor is obliged to provide eligible employees (essentially those current employees who are members of an LGPS scheme) continued membership of the LGPS (or an equivalent scheme).

8 **Payment Provisions**

Agenda Item 10

The payment provisions essentially cross refers to the Payment Mechanism which will be set out in Schedule 6. The Management Fee is payable by the Contractor to the Council on a monthly basis.

9 **Termination**

The Council is able to voluntarily terminate the Agreement without cause (Clause 39.1) by giving 20 business days' notice.

9.1 The Contractor is entitled to terminate the agreement if there is an Council Default which is defined to include a breach of the obligations under the Agreement which substantially frustrates the performance of the agreement for a continuous period of three months.

9.2 The Council can terminate for Contractor Default, subject to rectification. Contractor Default is defined to include, amongst other things, a breach of the obligations which materially and adversely affects the performance of the services, is a Persistent Breach or where various Performance and Unavailability Deductions have been levied against the Contractor over a certain period. A Persistent Breach is defined as a breach where a Final Warning Notice has been served and the breach has continued for more than fourteen days or has recurred in three or more months over the next six months after the date of service of the Final Warning Notice.

10 **Compensation on Termination**

In relation to voluntary termination by the Council and termination on Council default and the Contractor will be entitled to compensation amounting to: subcontractor breakage costs and other Capital costs it may have incurred together with 36 months' worth of anticipated profits but subject to a cap of £279,784.

Compensation is payable to the Council on termination for Contractor Default. The Contractor will be required to pay to the Council the administration and legal fees associated with terminating the agreement and any costs and expenses incurred in arranging for the service to be re-provided together with an amount which represents the difference between what the management fee would have been if the contract continued and what the management fee actually is on a retendered contract (for a 36 month period).

11 **Step-in**

The Council has a right to step in and perform the Services in the event that there is serious risk to health or safety, the need to discharge a statutory duty or because of an Emergency. If the step in is precipitated by breach by the Contractor then the Management Fee is suspended and the Council will account to the Contractor for the revenues received, less the Council costs in taking the action during the step-in period.

12 **Insurance**

The Council has agreed to be responsible for building insurance during the life of the contract with the Contractor required to maintain property damage insurance, business interruption insurance and third party public and products liability insurance.

13 **Benchmarking**

As the contract will be entered into sometime before the anticipated commencement of the services at the newly built facility, the Contractor will be entitled to adjust the Management Fee following a benchmarking exercise in the event that the opening of a competing facility has a proven impact on the Contractor's income projections. This benchmarking exercise will take place in the event that a competing facility commences operation between the date of the entry into the contract and a date which is 6 months after the commencement of the leisure services at the White Oak Leisure centre. A competing facility includes sport and leisure activities at new facilities constructed, improvements made to existing facilities or new leisure activities at existing facilities all within a 2 mile radius of the facility. Improvements to a local School Hall are to be specifically excluded from such consideration. The Contractor will take responsibility for the first 5% of any loss of income.

Trowers & Hamlins LLP

January 2020

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank