

15 October 2020 at 7.00 pm

This meeting will be held virtually via Zoom,
and livestreamed here:

https://www.youtube.com/channel/UCIT1f_F5OfvTzxjZk6Zqn6g

Despatched: 07.10.20






Cabinet

Membership:


Chairman, Cllr. Fleming; Vice-Chairman, Cllr. Dickins
Cllrs. McArthur, Dyball, Maskell and Thornton

Agenda

	Pages	Contact
Apologies for Absence		
1. Minutes To agree the Minutes of the meeting of the Committee held on 17 September 2020, as a correct record.	(Pages 1 - 4)	
2. Declarations of interest Any interests not already registered.		
3. Questions from Members (maximum 15 minutes)		
4. Matters referred from Council, Audit Committee, Scrutiny Committee, CIL Spending Board or Cabinet Advisory Committees		
5. Budget Update 2021/22	(Pages 5 - 18)	Adrian Rowbotham Tel: 01732 227153
REPORTS ALSO CONSIDERED BY THE CABINET ADVISORY COMMITTEES		
6. Caravan Site Licencing Fees	(Pages 19 - 52)	Daniel Shaw Tel: 01732227155
7. The future of the 'Sevenoaks Switch and Save' Scheme	(Pages 53 - 60)	Daniel Shaw Tel: 01732227155
8. Rough Sleepers - Covid-19 response update report	(Pages 61 - 70)	Hayley Brooks Tel: 01732 227272
9. Community Plan 2019-20 Annual Report	(Pages 71 - 128)	Alan Whiting Tel: 01732 227446

- | | | | |
|-----|--|-------------------|------------------------------------|
| 10. | Sencio Community Leisure - Supporting the recovery of leisure in the District | (Pages 129 - 150) | Sarah Robson
Tel: 01732227129 |
| |  | | |
| 11. | 27-37 High Street, Swanley redevelopment | (Pages 151 - 168) | Detlev Munster
Tel: 01732227099 |
| |  | | |
| 12. | Annual Review of Parking Management 2021/22 | (Pages 169 - 174) | John Strachan
Tel: 01732227310 |
| |  | | |
| 13. | Christmas Parking 2020 | (Pages 175 - 180) | John Strachan
Tel: 01732227310 |
| 14. | Sevenoaks Parking Review | (Pages 181 - 192) | John Strachan
Tel: 01732227310 |

 Indicates a Key Decision

 indicates a matter to be referred to Council

EXEMPT INFORMATION

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

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or democratic.services@sevenoaks.gov.uk.

CABINET

Minutes of the meeting held on 17 September 2020 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Dickins (Vice Chairman)

Cllrs. McArthur, Dyball, Maskell and Thornton

Cllrs. Grint, Osborne-Jackson and Pender were also present.

110. Minutes

Resolved: That the Minutes of Cabinet held on 9 July, 21 July and 6 August 2020 be approved and signed as a correct record.

111. Declarations of interest

There were no additional declarations of interest.

Cllr Dyball declared that for Agenda Item 8 (Minute 117 below) - Bartholomew Way Park, Swanley, she had a declared non pecuniary interest as the Chairman of Swanley Town Council and would not speak or vote on that item.

112. Questions from Members

Councillor Pender asked whether the Council had any intention of implementing so-called 'Covid Marshals' in the District. The Chairman indicated that there were no such plans.

113. Matters referred from Council, Audit Committee, Scrutiny Committee, CIL Spending Board or Cabinet Advisory Committees

There were none.

114. Treasury Management Annual report 2019/20

The Portfolio Holder Finance & Investment presented the report which sought approval of the Treasury Management Annual report 2019/20. The report outlined the strategy adopted during the year, showed the position of the investment and debt portfolios at the beginning and the end of the year and gave details of how the investment fund had performed in comparison with previous years and against various benchmarks.

The Portfolio Holder advised that Finance & Investment Advisory Committee had considered the same report and recommended it for approval.

Public Sector Equality Duty

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

Resolved: That Treasury Management Annual Report for 2019/20, be approved.

115. Financial Results 2020/21 - to the end of July 2020

The Portfolio Holder Finance & Investment presented the report on the Council's 2020/21 financial results to the end of July 2020, which showed the year-end position was currently forecast to be an unfavourable variance of £3.3m which was largely due to COVID-19; and represented 21.2% of the Council's net service expenditure budget totalling £15,581,000. This position did not include any recovery of lost income as part of the Government's income compensation scheme.

The Portfolio Holder advised that Finance & Investment Advisory Committee had noted the same report.

Public Sector Equality Duty

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

Resolved: That the report be noted.

116. Financial Prospects and Budget Strategy 2021/22 and beyond

The Portfolio Holder Finance & Investment presented the report which was the first report of the Council's budget setting process for 2021/22 onwards. It set out the financial pressures the Council was likely to face in the coming years and suggested an appropriate strategy, utilising the 10-year budget framework which had proved successful to date and put the Council in a much stronger financial position than most other Councils. The Portfolio Holder advised that Finance & Investment Advisory Committee had considered the same report.

The Deputy Chief Executive and Chief Officer Finance & Trading set out that the intention was to shorten the budget process this year so that the Council's budget was set in November 2020 instead of February 2021, which would enable any changes to be implemented with effect from 1 April 2021 and the period of uncertainty for staff minimised.

The annual budget gap included in the report was £826,000 which was largely due to Covid-19. Growth and savings proposals were to be presented to the Advisory Committees and Cabinet, and their recommendations would be considered as part of the process to remove the gap.

The report was intended to start the debate and the assumptions would be updated if more accurate information became available. The main message was that the intention remained that the Council was aiming to continue to be

financially self-sufficient and have a balanced 10-year budget but the process would be more challenging this year due to the financial impact of the Covid-19 pandemic.

Public Sector Equality Duty

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

Resolved: That

- a) the ten-year financial planning approach and principles set out in this report, be endorsed;
- b) Advisory Committees be requested to review the Service Dashboards and advise Cabinet of possible growth and savings options; and
- c) officers be requested to continue to review the assumptions in this report and consider options to address the budget gap, that is largely related to Covid-19, and report back to Cabinet on 15 October 2020.

117. Bartholomew Way Park, Swanley

The Portfolio Holder Finance & Investment presented the report which sought Members' views on a proposal from Swanley Town Council to transfer the Bartholomew Way Park to Swanley Town Council at nil cost with the view to Swanley Town Council developing the site for a new Swanley Health Hub. The Portfolio Holder advised that Finance & Investment Advisory Committee had considered the same report.

Public Sector Equality Duty

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

Resolved: That the proposal by Swanley Town Council to transfer Bartholomew Way Park from Sevenoaks District Council to Swanley Town Council, be rejected.

(Having advised of her declared non-pecuniary interest, Cllr Dyball took no part in the debate or voting therein.)

118. Burlington Mews Update

The Portfolio Holder Finance & Investment presented the report which provided an update on the development of the houses in Burlington Mews. The Portfolio Holder advised that Finance & Investment Advisory Committee had considered the same report.

The Deputy Chief Executive & Chief Officer Finance & Trading advised that due to the impact of the Covid-19 pandemic on the housing market, the Council had taken the opportunity to revise its approach to selling the houses to protect its

investment in the properties. In contrast to the sales market, the lettings market had strengthened partly due to lockdown encouraging more home buyers to test living outside city centres in larger properties. The original intention had been to put all the houses up for sale, however the new approach was to proceed with a mix of sales and lettings to increase the options available as the situation evolves. The more flexible approach of letting some of the houses meant the houses could be sold if/when house prices increased. With the Chairman's permission he requested that an additional recommendation be agreed delegating authority to the Strategic Head of Property & Commercial to allow the Council's remaining properties at Burlington Mews, Sevenoaks to be leased to Quercus 7 Limited for the purpose of renting out until the disposal of the freehold property.

Public Sector Equality Duty

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

The Chairman moved the recommendation within the report along with the additional recommendation and it was

Resolved: That

- a) the revised approach for the disposal of the houses in Burlington Mews contained in the report, be supported; and
- b) until the disposal of the freehold of each property, the Strategic Head of Property & Commercial be delegated authority to allow the Council's remaining properties at Burlington Mews, Sevenoaks to be leased to Quercus 7 Limited for the purpose of renting out.

IMPLEMENTATION OF DECISIONS

This notice was published on 21 September 2020. The decisions contained in Minutes 114, 115, 116 and 118 take effect immediately. The decision contained in Minute 117 takes effect on 29 September 2020.

THE MEETING WAS CONCLUDED AT 7.42 PM

CHAIRMAN

BUDGET UPDATE 2021/22

Cabinet - 15 October 2020

Report of: Deputy Chief Executive and Chief Officer - Finance and Trading

Status: For Consideration

Key Decision: No

Executive Summary:

This report sets out progress made in preparing the 2021/22 budget.

It is proposed that the Council continues to set a revenue budget that assumes no direct funding from Government through the Revenue Support Grant or New Homes Bonus. This will result in the Council continuing to be financially self-sufficient.

To achieve this aim and to ensure a balanced budget position over the next 10-year period will be more challenging this year due to the financial impact of the Covid-19 pandemic.

At Cabinet on 17 September 2020 a budget gap of £826,000 was reported which is largely due to Covid-19. This report includes the proposals to remove the gap. Many of these proposals are currently being presented to the Advisory Committees and Cabinet will consider their comments on 5 November 2020

Portfolio Holder: Cllr. Matthew Dickins

Contact Officer(s): Adrian Rowbotham, Ext. 7153

Alan Mitchell, Ext 7483

Recommendation to Cabinet:

Give consideration to the contents of this report and provide officers with any further instructions.

Introduction and Background

- 1 The Council has an excellent track record in identifying, planning for and addressing financial challenges. In light of the challenging financial position facing all authorities ten years ago, for 2011/12 the Council produced a 10-year budget together with a savings plan for the first time. This will be the eleventh year this method has been used and provides the Council with a stable basis for future years.

Agenda Item 5

- 2 At the Cabinet meeting on 17 September 2020, Members considered a report setting out the Council's financial prospects for 2021/22 and beyond. That report set out the major financial pressures the Council is likely to face, together with a proposed strategy for setting a balanced and sustainable budget for 2021/22 and beyond.
- 3 It was agreed to shorten the budget process this year so that the Council's budget is set at the November Council meeting instead of the February Council meeting. This should enable any changes to be implemented earlier and the period of uncertainty for staff minimised. The timetable is set out in **Appendix A**.
- 4 As part of the budget process officers are putting forward their Service Dashboards to the Advisory Committees between September and October, which set out a summary of current and future challenges and risks. The Advisory Committees will also recommend new growth and savings items which will be considered at the Cabinet meeting on 5 November 2020.
- 5 This report sets out the current position for the 2021/22 budget and updates Members on information received since the last report. However, it should be noted that the Provisional Local Government Finance Settlement had not yet been announced.

Financial Self-Sufficiency

- 6 The Council's Corporate Plan 2013-2018 set out an ambition for the Council to become financially self-sufficient which was achieved in 2016/17. The current Council Plan aims to continue with this approach. This means that the Council no longer requires direct funding from Government, through Revenue Support Grant or New Homes Bonus, to deliver its services.
- 7 This approach was adopted in response to the financial challenges the Country was faced with in bringing its public spending down to ensure it was able to live within its means. In practice this has seen Government funding to local authorities dramatically reduced since 2010/11 with Sevenoaks District Council receiving no Revenue Support Grant from 2017/18.
- 8 The decision to become financially self-sufficient is intended to give the Council greater control over its services, reducing the potential for decision making to be influenced by the level of funding provided by government to local authorities.
- 9 The Council's decision to seek to become financially self-sufficient was subject to scrutiny by the Local Government Association's Peer Challenge of the District Council during December 2013. In their closing letter to the Council, they concluded that they 'fully support that aspiration and given the existing and anticipated squeeze upon public finances this makes much sense'.

- 10 With the Council receiving no Revenue Support Grant from 2017/18 and New Homes Bonus reducing from 2018/19, this approach remains appropriate. The attached 10-year budget assumes no Revenue Support Grant or New Homes Bonus. Any funding received from these sources will be put into the Financial Plan Reserve which can be used to support the 10-year budget by funding invest to save initiatives and support for the Property Investment Strategy. One of the aims of the Property Investment Strategy is to achieve an income yield of 3%+ above the Council's average treasury management return (currently 0.6%) when not borrowing or internally borrowing, and 3%+ above the borrowing rate (currently 2.6% for 30 years) when externally borrowing, based on an average over ten years. Therefore, using funding for this purpose will result in additional year on year income that is not impacted by Government decisions.
- 11 Cabinet are keen to remain financially self-sufficient which has served the Council well and ensured it is one of the most financially stable local authorities in the country. Last year a new target was set to replace reliance on Business Rates income over the coming years. However, due to the impact of Covid-19 and the greater uncertainty as Government reviews have been deferred, this will not be addressed during this budget process but remains a future aim. This ambition will allow this Council to move ahead in the knowledge that this council has the financial resources to provide the services that the district's residents need into the future.

Updates since the Financial Prospects Report

- 12 The annual budget gap presented in the Financial Prospects report was £826,000 and that is the position included in the 10-year budget set out in **Appendix B**.
- 13 Proposals to address this gap are included in **Appendix C**. The Service Change Impact Assessments (SCIAs) listed in **Appendix C** are currently being presented to the Advisory Committees and their comments will be reported to Cabinet on 5 November 2020.
- 14 The Covid-19 pandemic has continued to raise a new level of financial impact that could not reasonably have been foreseen and was not considered in the 10-year budget approved in February 2020. As a result, this budget process is significantly more challenging than recent years.
- 15 In addition to the need to make financial savings from April 2021, the Council will have to continue to progress its savings plan and maintain tight control over net expenditure in order to deliver its 10-year budget.
- 16 ***Covid-19 Financial impact*** - the ongoing impact both nationally and locally remains uncertain. Monthly financial returns are continuing to be provided to the Ministry of Health, Communities and Local Government (MHCLG). The first Income Compensation return has also been made for the period from April to August 2020.

Agenda Item 5

- 17 **The Provisional Local Government Finance Settlement** - it is not expected that this will be announced prior to the budget being set at Council on 17 November 2020.
- 18 **Council Tax** - the Local Government Finance Settlement is expected to include the Council Tax referendum limit for 2021/22. In 2020/21 the referendum limit was an increase of 2% of £5 for a Band D property (2.3% for SDC, if higher). Council agreed to increase Council Tax by 2.3%.
- 19 The current assumption for 2021/22 included in the 10-year budget is 2%. If the same referendum limits are set for 2021/22, the following increase would be possible:
- | 2021/22 Council Tax | Current Assumption | Potential Assumption |
|------------------------|--------------------|----------------------|
| % increase | 2.00% | 2.3% |
| £ increase (Band D pa) | £4.40 | £4.95 |
| £ (Band D pa) | £224.36 | £224.91 |
- 20 Due to the uncertainty of future Council Tax increase referendum limits, if maximum increases are not taken there will be an ongoing detrimental impact on the ability to increase Council Tax in future years.
- 21 The final council tax base and collection fund positions will also not be known when the budget is set at Council on 17 November 2020.
- 22 **Use of reserves** - a review of the reserves held is currently being carried out and will be included in the report to Cabinet on 5 November 2020.

Key Implications

Financial

All financial implications are covered elsewhere in this report.

Legal Implications and Risk Assessment Statement.

It is a requirement for the Council to set a balanced budget, failure to be able to do so could result in a S.114 notice being issued by the S.151 Officer (Deputy Chief Executive and Chief Officer - Finance and Trading). There is currently no expectation that the Council would be required to be in that position. Our 10-year budget approach provides adequate flexibility to manage the unprecedented financial shock of Covid-19, subject to sufficient savings being identified and implemented from 1 April 2021, and the ongoing effective and prudent management of the Council's finances.

For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.

Current and future challenges together with risks are included in the Service Dashboards being presented to the Advisory Committees and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

An effective integrated policy and priority driven long-term financial and business process is required for the Council to deliver on its priorities and maintain a sustainable budget. It is also essential that continuous improvements are identified and implemented in order to take account of the changing climate within which the Council operates and to meet the expectations of both Government and the public on the quality of service demanded from this Council.

The risks associated with the 10-year budget approach include uncertainty around the level of shortfall and the timing of key announcements such as future changes to Business Rates Retention. The risks will be mitigated by continuing to review assumptions and estimates and by updating Members throughout the process.

Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

Individual equality impact assessments have been completed for all Service Change Impact Assessments (SCIAs) to ensure the decision-making process is fair and transparent.

Community Impact and Outcomes

Members' early consideration of the issues raised in this report would be beneficial to residents in that a planned approach to achieving a balanced budget should produce the best outcome for the community in limiting the level of budget reductions.

Agenda Item 5

Appendices

Appendix A - Budget Timetable

Appendix B - 10-year Budget

Appendix C - Summary Budget Changes

Background Papers

Financial Prospects and Budget Strategy 2021/22 and Beyond - Cabinet 17
September 2020

Adrian Rowbotham

Deputy Chief Executive and Chief Officer - Finance and Trading

2021/22 Budget Setting Timetable

Stage 1: Financial Prospects and Budget Strategy 2021/22 and Beyond	
8 September	Finance & Investment AC
17 September	Cabinet

Stage 2a: Review of Service Dashboards and Service change Impact Assessments (SCIAs)	
29 September	Housing & Health AC
6 October	People & Places AC
8 October	Improvement & Innovation AC
13 October	Cleaner & Greener AC
20 October	Development & Conservation AC
21 October	Finance & Investment AC

Stage 2b: Budget Update	
15 October	Cabinet

Stage 3: Budget Setting Meeting (Recommendations to Council)	
5 November	Cabinet

Stage 4: Budget Setting Meeting	
17 November	Council

Stage 5: Council Tax Setting	
11 February	Cabinet

Stage 6: Council Tax Setting	
23 February	Council

Note: The Scrutiny Committee may 'call in' items concerning the budget setting process.

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Ten Year Budget - Revenue

Appendix B

	Budget 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30	Plan 2030/31
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure											
Net Service Expenditure c/f	15,251	15,581	17,156	17,332	17,666	17,870	18,079	18,342	18,872	19,411	19,957
Inflation	666	616	496	503	509	515	522	529	539	547	556
Superannuation Fund deficit	0	0	0	100	0	0	50	0	0	0	0
Net savings (approved in previous years)	(358)	(6)	0	37	0	(1)	0	1	0	(1)	(1)
New growth	160	1,065	(220)	(206)	(206)	(205)	(209)	100	100	100	100
New savings/Income	(138)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
Net Service Expenditure b/f	15,581	17,156	17,332	17,666	17,870	18,079	18,342	18,872	19,411	19,957	20,512
Financing Sources											
Govt Support: Revenue Support Grant	0	0	0	0	0	0	0	0	0	0	0
New Homes Bonus	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(11,264)	(11,443)	(11,862)	(12,357)	(12,741)	(13,136)	(13,542)	(13,933)	(14,335)	(14,747)	(15,170)
Business Rates Retention	(2,139)	(2,182)	(2,226)	(2,271)	(2,316)	(2,362)	(2,409)	(2,457)	(2,506)	(2,556)	(2,607)
Collection Fund Deficit/(Surplus)	0	121	121	121	0	0	0	0	0	0	0
Interest Receipts	(300)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)
Property Investment Strategy Income	(1,428)	(1,468)	(1,508)	(1,558)	(1,558)	(1,558)	(1,655)	(1,655)	(1,655)	(1,696)	(1,696)
Contributions to/(from) Reserves	(378)	(365)	(175)	(161)	(604)	194	208	221	236	249	148
Total Financing	(15,509)	(15,525)	(15,838)	(16,414)	(17,407)	(17,050)	(17,586)	(18,012)	(18,448)	(18,938)	(19,513)
Budget Gap (surplus)/deficit	72	1,631	1,494	1,252	463	1,029	756	860	963	1,019	999
Contribution to/(from) Stabilisation Reserve	(72)	(1,631)	(1,494)	(1,252)	(463)	(1,029)	(756)	(860)	(963)	(1,019)	(999)
Unfunded Budget Gap (surplus)/deficit	0	0	0	0	0	0	0	0	0	0	0

Assumptions	
Revenue Support Grant:	nil all years
Business Rates Retention:	Business Rates Retention safety-net in 20/21 plus 2% in later years
Council Tax:	2% in 21/22 onwards
Council Tax Base:	Increase of 580 Band D equivalent properties from 21/22, 480 from 27/28
Interest Receipts:	£188,000 in 21/22 onwards
Property Investment Strategy:	£1.468m in 21/22, £1.508m in 22/23, £1.558m from 23/24, £1.655m from 26/27, £1.696m from 29/30
Pay award:	2% in 21/22 onwards
Other costs:	2.25% in all years
Income:	2.5% in all years except for off-street car parks which are an average of 3.5% per annum from 19/20 - 23/24

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Items included in the Financial Prospects report to Cabinet on 17/09/20

Description	Year	Ongoing	2021/22 Impact £000	10-year Budget Impact £000
2021/22 savings target included in 10-year budget (savings not yet identified)			100	1,000
Covid-19 Impacts:				
Council Tax Collection Fund deficit in 20/21 spread over 21/22-23/24	2021/22		121	363
Council Tax Collection rate reductions: 21/22 from 99.4% to 97.9%, 22/23 from 99.4% to 98.4%, later years remain at 99.4%	2021/22		175	296
Reduced income - Car Parking: assumed 25% reduction in 21/22, 20% in 22/23, 15% in 23/24, 10% in 24/25, 5% in 25/26	2021/22		1,027	3,080
Reduced income - Licensing: 21/22 only	2021/22		15	15
Interest Receipts: 37.5% reduction as lower balances to invest due to use of reserves to fund Covid-19 deficit	2021/22		112	1,120
Increased expenditure - FM: cleaning and PPE for staff	2021/22		18	180
Increased expenditure - IT: costs relating to working from home	2021/22		5	35
Sub Total			1,473	5,089
Other Service Area Changes:				
Sub Total			0	0
Base Changes:				
Rolled on to 2030/31 and base figures updated to 2020/21 budget			12	711
Sub Total			12	711
Assumption Changes:				
Pay Award: 20/21 increased from 2% to 2.75%, later years remain at 2%			132	1,455
Sub Total			132	1,455

Summary of Changes to the 10-year Budget

Appendix C

Total 10-year Budget change gap/(surplus)	1,717	8,255
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i.e: £826,000 per annum

Further Proposed Changes

SCIA Year	Advisory Committee No.	Description	Year	Ongoing	2021/22 Impact £000	10-year Budget Impact £000	
Growth:							
2021/22	1	CGAC	Direct Services: Vehicle fleet	2021/22	Y	50	500
2021/22	2	CGAC	Car Parking income inflation 21/22: deferred for one year	2021/22	N	118	118
2021/22	3	CGAC	Env. Health: Kennel costs and fees	2021/22	Y	18	180
2021/22	13	FIAC	Property Investment Strategy: M & Co administration	2021/22	N	96	96
2021/22	14	FIAC	Revenues & Benefits: Reduced funding from reserves	2021/22	Y	60	600
2021/22	20	HHAC	Homelessness	2021/22	Y	100	1,000
2021/22	21	IIAC	Customer Solutions: extended provision (7am to 7pm)	2021/22	Y	40	400
Sub Total						482	2,894
Savings							
2021/22	4	CGAC	CCTV: BT transmission link updated contract	2021/22	Y	(4)	(40)
2021/22	5	CGAC	Street Markets: Additional income from new contracts	2021/22	Y	(30)	(300)
2021/22	6	CGAC	Direct Services: Commercial Trade Waste - Increased income	2021/22	Y	(110)	(1,100)
2021/22	7	CGAC	Direct Services: Workshop MOT's - Increased income	2021/22	Y	(5)	(50)
2021/22	8	CGAC	Direct Services: Cess Pool Service - Increased income	2021/22	Y	(12)	(120)
2021/22	9	CGAC	Direct Services: Garden Waste Service - Increased income	2021/22	Y	(50)	(500)
2021/22	10	CGAC	Direct Services: New Commercial Services	2022/23	Y	0	(900)
2021/22	25	CGAC	Car Parking: Tandridge DC enforcement contract	2021/22	Y	(40)	(400)
2021/22	11	DCAC	Development Mgt: Additional planning income	2021/22	Y	(36)	(360)

Summary of Changes to the 10-year Budget

Appendix C

SCIA Year	Advisory Committee No.	Description	Year	Ongoing	2021/22 Impact £000	10-year Budget Impact £000
2021/22	12 DCAC	Planning Policy: Deletion of Monitoring Technician post (currently vacant)	2021/22	Y	(18)	(180)
Savings (continued)						
2021/22	15 FIAC	Various services: Reduction in office expenses	2021/22	Y	(20)	(200)
2021/22	16 FIAC	Asset Maintenance: Reduction	2021/22	Y	(100)	(1,000)
2021/22	17 FIAC	Internal Audit: ongoing impact of 2019 staff restructure	2021/22	Y	(8)	(80)
2021/22	18 FIAC	Council Tax: Increasing the Premium to statutory limits	2021/22	Y	(4)	(40)
2021/22	19 FIAC	Council Tax: Removing the Empty and Unfurnished Property discount (currently one month)	2021/22	Y	(44)	(440)
2021/22	22 IIAC	Review efficiency of partnerships	2022/23	Y	0	(900)
2021/22	23 IIAC	IT: Consolidate eform packages	2021/22	Y	(11)	(110)
2021/22	24 IIAC	Property: New fees and charges	2021/22	Y	(2)	(20)
2021/22	n/a	Electoral Services: Remove Election Outreach Canvasser post (currently vacant)	2021/22	Y	(33)	(330)
2021/22	n/a	Electoral Services: Reduction in costs due to canvass reform	2021/22	Y	(14)	(140)
Sub Total					(541)	(7,210)
Remaining balance to be funded by a combination of a Management restructure and review of reserves					(394)	(3,939)
Total 10-year Budget change gap/(surplus)					1,264	0

i.e: £nil per annum

Item 6 - Caravan Site Licencing Fees

The attached report was considered by the Housing & Health Advisory Committee on 29 September 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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CARAVAN SITE LICENSING FEES

Cabinet - 15 October 2020

Report of: Chief Officer People & Places

Status: For Decision

Also considered by:

- Housing & Health Advisory Committee - 29 September 2020

Key Decision: No

Executive Summary: To date, the Council has not been able to charge for the licensing of caravan sites. However, with the introduction of the Mobile Homes Act 2013 the Council is now able to charge a fee to license residential caravan sites. Charging a fee will enable the Council to monitor site license compliance more effectively which will ensure residents' health and safety are better protected and the value of their homes safeguarded. The Council is now also able to take enforcement action where site owners are not managing and maintaining their sites and services adequately.

This report outlines the background behind the Mobile Homes Act 2013, explains the types of sites that the fees can be applied to, how many relevant sites there are in the Sevenoaks district and the expected income if the recommendations below are approved.

Portfolio Holder: Cllr. Kevin Maskell

Contact Officer: Daniel Shaw, Ext. 7155

Recommendation to Housing and Health Advisory Committee:

That members comment and recommend to cabinet the adoption of:

- a) the Fees Policy for Relevant Protected Sites (see Appendix to apply from 1 September 2020); and
- b) a charge for licensing fees for Relevant Protected Sites in accordance with the Mobile Homes Act 2013 to apply as from 1 September 2020.

Recommendation to Cabinet:

That subject to comments from the Housing and Health Advisory Committee, Members:

- a) Adopt the Fees Policy for Relevant Protected Sites (see Appendix to apply from 1 September 2020); and
- b) Adopt a charge for licensing fees for Relevant Protected Sites in accordance with the Mobile Homes Act 2013 to apply as from 1 September 2020.

Reason for recommendation: Charging a fee will enable the Council to monitor site license compliance more effectively which will ensure residents' health and safety are better protected and the value of their homes safeguarded. The Council is now also able to take enforcement action where site owners are not managing and maintaining their sites and services adequately.

Introduction and Background

- 1 The Mobile Homes Act 2013, which came into force on 1 April 2014, was introduced as an addendum to the Caravan Sites and Control of Development Act 1960, and is intended to provide greater protection to occupiers of static residential caravans. The Act has enabled local authorities to charge for licensing functions in respect of "relevant protected sites". These include caravan sites typically known as residential parks or mobile home parks. Caravans are separated into 3 main types of caravan sites; Touring, Static Holiday and Static Residential (also known as Park Homes and Relevant Protected Sites). However, it does not extend to holiday or other non-permanent caravan sites.
- 2 Under the legislation, site owners can be charged for new site licence applications, for transfers and amendments to site licences, and for depositing site rules with the local authority. Local authorities may also charge an annual fee for administration and monitoring existing site licences. Fees can only be levied after first preparing and publishing a fair and transparent charging policy.
- 3 Under section 10A (2) of the Act the local authority must prepare and publish a fees policy before charging any fee in relation to a new application, an application to amend, an application to transfer or an annual licence fee. If a local authority revises its fees policy, it must publish the revised policy and act in accordance with that policy.
- 4 A static residential site, or 'relevant protected site' is defined in the Act as any land to be used as a caravan site *other* than one where a licence is:
 - granted for holiday use only
 - in any other way subject to conditions which restrict the usage of the site for the stationing of caravans for human habitation at certain times of the year (such as planning conditions), for example seasonal use of Touring sites.

- 5 The new licensing scheme enables local authorities to monitor site license compliance more effectively whilst providing better rights and protection for park homeowners. Authorities now have the tools to take enforcement action where owners are not managing and maintaining their sites and its services. This will ensure residents' health and safety are better protected and the value of their homes safeguarded as well accessing other services the Council offers such as disabled facilities grants. Therefore this Policy will support Housing and wider Health outcomes for the resident's of the park homes.
- 6 Sites which are in mixed use i.e. partly holiday with some permanent residential fall within the definition of relevant protected site and fees can, therefore, be charged. The only exception is if the residential use is by the site owner or an employee working on the site, their permanent occupation does not make the site a relevant protected site.
- 7 A local authority can consider exempting sites based on a minimum size - this may be single unit sites or sites of a size less than a given figure e.g. 3 or 5. The rationale for exempting such sites being that they are low risk, they tend to be family run sites which are not run as a business, they are rarely, if ever, the subject of complaints and the cost of inspection is outweighed by the cost of administering any charges.
- 8 In setting its fees policy, a Council can decide to exempt certain types or categories of site. Importantly, the legislation allows the site owner to pass on any charge imposed on him/her by the Council to home owners through their pitch fees. Understandably this could prove unpopular with site residents but it is something beyond the Council's control unless a decision is made to not to make charges and instead for the Council to entirely absorb its expenses for administering this licensing system.
- 9 A local authority cannot make a profit. The fees can only cover the licensing function. Income from fees cannot compensate for expenses incurred when dealing with complaints or taking enforcement action.
- 10 Where an annual fee due to a local authority under this section has become overdue, the local authority may apply to a residential property tribunal for an order requiring the licence holder to pay the local authority the amount due by the date specified in the order; and the order may make provision about the manner in which the payment is to be made.
- 11 Where a licence holder fails to comply with an order under subsection (3) of the Mobile Homes Act 2013, within the period of three months beginning with the date specified in the order for the purposes of that subsection, the local authority may apply to a residential property tribunal for an order revoking the site licence.

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PROPOSAL

- 12 From 1 April 2014 local authorities are able to charge fees for:
- considering applications for the issue or transfer of a site licence
 - considering applications for altering conditions in a site licence
 - administration and monitoring of site licences
 - depositing of Site Rules

It is proposed that Sevenoaks District Council charge these fees from 1 January 2021.

- 13 The fee for administration and monitoring is levied as an annual fee.
- 14 Where a local authority decides to charge fees these must be published in its Fees Policy document. Fees must be transparent and reasonable, they should fairly cover the costs (or part of the costs) incurred by a local authority under its functions in Part 1 of the Act, other than the costs of any enforcement action (which may be charged separately).
- 15 All time taken in establishing the information required to make an informed decision will be allowed to be included in the licence fee, whether or not the transfer or new licence is allowed.
- 16 The following can be considered in terms of officer time in setting fees;
- a) For a first **new licence application**-
 - An inspection of the site, at planning stage or on immediate planning approval, to discuss requirements with site owner;
 - A second visit, following the issue of a new licence, to check conditions and occupation of site.
 - b) In the case of an **annual licence fee** -
 - A pre-programmed full site inspection;
 - A follow-up inspection to check compliance following programmed inspection.
 - c) In the case of an **application to amend a licence** -
 - a site visit to assess the specifics of the application, any implications for the licence or its conditions and to assess whether undertakings need to be given.
 - d) In the case of an **application to transfer a licence** -
 - generally, no site visit is required as the application is a desk top exercise only.
 - e) In the case of **depositing Site Rules** -
 - only Officer time can be considered as this is a desk top exercise.

- 17 Travel time to and from the site, including fuel costs can be taken into account. Time spent consulting with the site owner and third parties such as Planning, Fire & Rescue, Health & Safety can also be taken into account when setting fees.
- 18 Within Kent, 7 borough/district councils are charging fees, 2 plan to introduce fees shortly, 4 are not charging with no imminent plans to change, 1 has no relevant sites (See Table D).
- 19 3 borough/district councils are charging a per pitch fee for new applications and 3 borough/district councils are charging a banding fee and 1 borough/district council is charging a one-off fee.
- 20 4 borough/district councils are charging a per pitch fee for annual monitoring, whilst 2 are charging a banded fee based on the size of the site.
- 21 It is felt that a banded scale which fairly reflects the Officer time required to inspect the site would be the best way to charge fees fairly.
- 22 The fees charged need to be based on the number of Officer hours required to complete the tasks associated with issuing/amending/transferring the licence plus associated costs such as mileage and postage.
- 23 Based on Officer time at £55.64 per hour the charges (as calculated by the Private Sector Housing department) would be as per Table A (see below) for each Band, using an average of site pitches for the band.
- 24 Guidance has been taken from the Local Government Association document by the Planning Advisory Service - The Pre-Application Suite. 'The true cost of staff time is a product of the salaries of the people involved, their on costs and non-productive time (e.g. annual leave)'.

This gives a suggested calculation of using the hourly rate for the Officer plus total on-costs of 135%. The total on-costs include accommodation, corporate costs, annual leave, training and sickness.

- a) A **new application** has been worked out with the charges made up of 4hrs Officer Time for consultation with third parties such as Planning, Fire & Rescue, Health & Safety and the Site Owner, a Site Inspection (see **Table C*** for an example of the breakdown of charges) followed by ½ hr Officer Time to issue the licence and a visit to the site to check conditions and occupation (allowing 2 hours).
- b) The Annual Fee has been worked out on a price per unit based on the total cost of carrying out our licencing functions for our sites divided equally by the total number of units over all our relevant protected sites, see Table C for breakdown of officer time.

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- c) A **Transfer of Licence** has been worked out on 1½ hrs Officer time only as no visit should be required.
- d) An **Amendment of Licence** has been worked out based on a 1hr Site Visit, average travel time, 1hr Officer time in the office plus associated costs (mileage, post etc).
- e) **Depositing Site Rules** has been worked out on the basis of a total of 1hr Officer time.
- 25 The first years' fees would be in-line with the values below, however, the guidance states that a degree of flexibility can be considered. If some sites are more time-consuming, or we realise that we have underestimated, or over-estimated the time required for tasks, we can amend the fees annually as required to ensure that they are an accurate reflection of the Officer time taken.
- 26 All future ratings would be in line with the Council's annual fees and changes review.

TABLE A - based on calculations above

Charge based on Officer time (£)	Band A Single pitch	Band B (2-10 pitches)	Band C (11-25 pitches)	Band D (26-50 pitches)	Band E (51-100 pitches)	Band F (101-200 pitches)	Band G (201-400 pitches)	Band H (401-800 pitches)
New application	£0	£542	£584	£653	£792	£1,071	£2,086	£3,199
Transfer	£84	£84	£84	£84	£84	£84	£84	£84
Amendment	£167	£167	£167	£167	£167	£167	£167	£167
Site Rules	£55	£55	£55	£55	£55	£55	£55	£55

Based on the residential sites that we have listed in the Sevenoaks district the regular annual income would be as per **Table B**. It is likely that some sites will also require an amendment/ transfer of their licence or depositing of Site Rules during the year.

TABLE B

Sevenoak's residential sites						
Site name	Pitches	Band	Annual Fee	Transfer	Amendment	Site Rules
Clearways	118	F	£1155	£84	£172	£55
East Hill Farm	42	D	£411	£84	£172	£55
East Hill Park	42	D	£411	£84	£172	£55
Florence Park	23	C	£225	£84	£172	£55
Hedge Barton	80	E	£783	£84	£172	£55
Kaysland	61	E	£597	£84	£172	£55

Kingsmeadow	40	D	£391	£84	£172	£55
Millview	24	C	£234	£84	£172	£55
Pasadena	40	D	£391	£84	£172	£55
St Brelades	50	D	£489	£84	£172	£55
Stanwell House	14	C	£137	£84	£172	£55
Wickens Meadow	40	D	£391	£84	£172	£55
			£5,615			

TABLE C

Inspection time and calculations used in formula to calculate annual licence fee (* cost associated with new application only)								
Process (Minutes)	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Contact site owner to notify them of the time and date of inspection, enter action on Uniform, print off site licence and plan, prepare and organise for inspection*	N/A	50	50	50	50	50	50	50
Travel Time*	N/A	60	60	60	60	60	60	60
Inspect notices/certificate/site plan*	N/A	15	15	15	15	15	15	15
Inspect road and fire fighting equipment/Signage*	N/A	30	30	30	30	30	30	30
Inspect pitches and spacing approx. 3 mins per pitch using a laser tape and noting distances*	N/A	30	75	150	300	600	1695	2895
Follow up Paperwork and correspondence, attach inspection report to case management system etc.	N/A	60	60	60	60	60	60	60
Contingency to deal with unforeseen issues etc	N/A	30	30	30	30	30	30	30

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Annual admin of licence paperwork	N/A	55	55	55	55	55	55	55
Postage and printing. Larger sites require additional visits so higher mileage costs	N/A	10	10	10	15	15	15	15
TOTAL (MINS)	N/A	340	385	460	615	915	2010	3210
Number of Sites in each Band	N/A	0	3 x 385	6 x 460	2 x 615	1 x 915	0	0
TOTAL			1155	2760	1230	915	0	0

Formula $A \div 60 \times B \div D = \underline{\pounds 9.79}$ per pitch

A = Total Minutes (All pitches on all sites 6060)

B = Officer Hourly Rate (£55.64)

D = Number of mobile homes in district (574)

TABLE D

District Council	Initial Licence Fee	Transfer Fee	Amend Licence	Annual Monitoring	Other
Ashford	£385.50 (1-10 pitches), £450.49 (11-50 pitches), £627 (51-99), £756.99 (100-199 pitches), £936.99 (200+ pitches)	£77.10 (1-10), £90.10 (11-50 pitches), £125.40 (51-99 pitches), £151.40 (100-199 pitches), £187.40 (200+)	£128.50 (1-10), £150.16 (11-50 pitches), £209 (51-99 pitches), £252.33 (100-199 pitches), £312.33 (100-200+)	£40 per pitch annually, charge to site owner	£60 to deposit/amend/delete Site Rules
Bexley	No licensed sites, only their own traveller site				
Bromley	Free				
Canterbury	From 2016 - £50 per pitch	£200	£50 plus £10 per pitch	£10 per pitch	Service of compliance notices £375, £100 to deposit site licence

Dartford	Free for 1-5 pitches, £439 for 6-25 pitches, £565 for 26-99 pitches	Free for 1-5 pitches, £149 (no visit)/£235 (visit) for 6-25 pitches, £149 (no visit)/£235 (visit) for 26-99 pitches	Free for 1-5 pitches, £149 (no visit)/£235 (visit) for 6-25 pitches, £149 (no visit)/£235 (visit) for 26-99 pitches	Free for 1-5 pitches, £164 6-25 pitches, £290 26-99 pitches	Free to deposit Site Rules 1-5 pitches, £50 for 6-99 pitches
Dover	£50 per pitch	£200	£200	£10 per pitch	£30 to deposit Site Rules, charge for Notices: £250 plus additional costs for specialist reports
Folkestone & Hythe	Free for a single pitch, 2-10 pitches £538, 11-25 pitches £626, 26-50 pitches £772, 51-100 pitches £1041, 101-200 pitches £1596, 201-400 £2690, 401-800 pitches £4878.	£59	£82.60	Free for a single Pitch, 2-10 pitches £319, 11-15 pitches £407, 26-50 £552.90, 51-100 £823.20, 101-200 pitches £1377, 201-400 pitches £2471.60, 401-800 pitches £4660.40	Deposit of site rules £39.50
Gravesham	£100 (1-5 pitches), £460 (6-24 pitches), £580 (25-99 pitches)	£25 1-5 pitches, £60 6-24 pitches, £60 25-99 pitches	£50 1-5 pitches, £130 6-24 pitches, £150 25-99 pitches	Free for 1-5 pitches, £180 6-24 pitches, £240 25-99 pitches	Free to deposit Site Rules 1-5 pitches, £50 for 6-99 pitches
Maidstone	Currently no fees but plan to introduce				
Medway	No fees mentioned				

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Sevenoaks	Currently no fees but plan to introduce				
Swale	No fees mentioned				
Thanet	Free				
Tonbridge & Malling	£335	£110	£60 to deposit/am end/delete Site Rules		
Tunbridge Wells	£10.50 per pitch	£166	£166	£7.10 per pitch	£38 to deposit/am end/delete Site Rules, Site Expansion Fee £166 + £7.10 per pitch

PROCEDURE

- 27 The operational implications of the proposal are low impact. The number of residential sites in the Sevenoaks district means that the additional work to invoice the site owners and chase any non-payment would be minimal. We would need to invoice the sites once a year in April, and chase up any non-payments, if payment is not made within the required timeframe enforcement action can be considered. We would also invoice the site owners if they want to make an amendment to their licence, transfer it or list their site rules on our website.
- 28 It is not thought likely that we would receive many applications annually for new residential caravan sites in the District.
- 29 The Private Sector Housing Team would be responsible for carrying out annual site inspections and ensuring that site owners have a fair sales policy in place for caravan owners.

COMMUNICATIONS

- 30 All Residential Sites should already be aware of the introduction of the Mobile Homes Act 2013 and the implications it has on the way they need to be running their sites. The Private Sector Housing Manager has already contacted these sites and arranged a Site Meeting with the Manager and/or Owner of the park. At these meetings the introduction of a Fees Policy will be discussed to ensure that all Site Owners are aware of the likely

introduction of these fees in January 2021.

CONCLUSIONS

- 31 The recommended licensing of residential caravan sites will ensure better safety and fairer sales processes for residents, hence improving the quality of life for those living on residential caravan sites.
- 32 Charging a fee for licensing residential caravan sites will raise the income of the Private Sector Housing team in-line with the officer time that will be spent licensing and monitoring the sites.

Other Options Considered and/or Rejected

The options considered as follows:

- a) To agree the proposal to adopt the Fees Policy and charge fees for the licensing of residential caravan sites;
- b) To reject the proposal and not charge for the licensing of residential caravan sites.

The option (a) proposal will enable the Council to better monitor residential caravan sites in the District and provide a better service to residents, ensuring that the standard of our residential caravan sites is as high as possible.

Key Implications

Resource (non financial)

The report will draw upon staffing resources from the Private Sector Housing team to help support the administration of caravan site fees.

Financial

The fees and charges in this report are discretionary. They are based on the full recovery of costs. Any income generated should be considered as part of the Budget Strategy for future years.

Legal Implications and Risk Assessment Statement

The Mobile Homes Act 2013 which came into force on 1 April 2014 amends a number of provisions contained within the Caravan Sites and Control of Development Act 1960. One of the main objectives is to enable local authorities to monitor site licence compliance more effectively and to provide the tools to take enforcement action where owners are not adequately managing and maintaining

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their sites and services.

The changes included powers for local authorities to recoup some of their costs by charging fees for their licensing functions. Section 10A of the 1960 Act (as amended) stipulates that the local authority must first prepare and publish a fees policy. When fixing a fee the local authority must act in accordance with its fees policy; may fix different fees in different cases; and may determine that no fee is required in some cases. The Department for Communities and Local Government has issued guidance on setting licence fees and this advice has been followed in forming these proposals.

It should be noted that the fees charged must result in the Council ‘charging’ (therefore only recovering costs) as opposed to ‘trading’ (under which the Council is making a net profit). If the Council anticipates doing the latter, it is possible we may have to trade through a limited company in accordance with the Local Government Act 2003.

There are not considered to be any risks associated with charging fees for residential caravan sites.

Equality Assessment

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

As the introduction of Fees is only relevant to Residential Sites there is not likely to be any diversity or equality implications. There is one Gypsy Traveller site that is owned and managed by Sevenoaks District Council. All residents should already be paying Council Tax as these caravans are their Main Home Address. The Fees will be paid by the Site Owners but these fees can legally be passed to residents so consideration should be taken as to whether charging fees will have a negative impact on those living on relevant protected sites as they tend to be primarily for the Over 50’s age bracket.

Appendices

Appendix A: Relevant Protected Sites Fees Policy

Background Papers

Mobile Homes Act 2013

<https://www.legislation.gov.uk/ukpga/2013/14/contents/enacted>

Sarah Robson

Deputy Chief Executive & Chief Officer - People and Places



Fees Policy for Relevant Protected Sites

September 2020

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Introduction

Following the introduction of the Caravan Sites and Control of Development Act 1960, Sevenoaks District Council is required by law to license caravan sites and mobile homes, unless they fall into the category of exempted sites (see First Schedule of the Act). The Mobile Homes Act 2013, which came into force on 1 April 2014, was introduced as an addendum to the Caravan Sites and Control of Development Act 1960, and is intended to provide greater protection to occupiers of Static Residential caravans.

Caravans are separated into 3 main types of caravan sites, Touring, Static Holiday and Static Residential. Following the introduction of the Mobile Homes Act 2013, the Council can now charge fees to licence Static Residential sites (also known as Park Homes and Relevant Protected Sites).

Before a local authority can charge a fee, it must prepare and publish a fees policy. (See section 10A of the Mobile Homes Act 2013). When fixing a fee the local authority:

- must act in accordance with their fees policy
- may fix different fees in different cases
- may determine that no fee is required in some cases.

Local authorities must have a policy setting out how it will set and charge fees in order to comply with legislative and central government requirements. The policy should also state when the fees are due.

The new licensing scheme enables local authorities to monitor site licence compliance more effectively. Authorities now have the tools to take enforcement action where owners are not managing and maintaining their sites and its services. This will ensure residents' health and safety are better protected and the value of their homes safeguarded. The Mobile Homes Act 2013 introduced the ability for Local Authorities to serve enforcement notices and to carry out works in default to remedy breaches of site licence conditions from 1 April 2014. The fees and charges are included in this Fees Policy.

The Mobile Homes Act 2013 also introduced changes relating to site rules. Site owners will be able to replace existing site rules with new ones that should be deposited with the Local Authority who must publish an up-to-date register of these rules and can charge a fee for their deposit. The fee is included in this Fees Policy.

The Council may require a fee to register site owners who wish to be “fit and proper persons” for managing relevant protected sites.

Requirements of this Fees Policy

This fees policy should set out -

1. the fees payable for:
 - a. applications for the grant of a site licence;
 - b. applications for the transfer of a site licence;
 - c. applications for alteration to the conditions of an existing licence; and
 - d. annual fee payable for an existing licence.
2. the matters and appropriate costs taken into account in setting each type of fee;
3. the method of apportionment of those costs in setting those fees;
4. if an annual fee is payable, when it is to be paid;
5. how surpluses and deficits are to be treated; and
6. such other matters as the local authority consider to be relevant.

Definition of a Static Residential Site

A static residential site, Park Home or ‘relevant protected site’ is defined in the Act as any land to be used as a caravan site *other* than one where a licence is:

- granted for holiday use only
- in any other way subject to conditions which restrict the usage of the site for the stationing of caravans for human habitation at certain times of the year (such as planning conditions), for example seasonal use of Touring sites.

Any licensable caravan site will be a “relevant protected site” unless it is specifically exempted from being so. A site is exempted if it has planning permission or a site licence for exclusive holiday use or there is a restriction on use as permanent residential.

A site’s exemption will depend on what use the planning permission permits, or if the permission is silent on what the site licence permits. The actual use of the site in those circumstances is irrelevant. For example, if the land has planning permission for use as a holiday site and the residents live there full time, the site will *not* be a relevant protected site.

There are some sites where the planning permission and/ or site licence permits both use for holiday and permanent residential purposes. Such sites *are* relevant protected sites, because the relevant consent is not exclusively for holiday purpose.

However, there is an important exemption to this rule, which is that if a holiday site has permission for residential use too, and that use is only by the owner of the site (including family members) or employees working on the site their permanent occupation does not make the site a relevant protected site. The caveat to this is that if the residential occupier/employee occupies the home under an agreement to which the Mobile Homes Act 1983 applies, the site will be a relevant protected site.

For more detail and example sites, see Annexes A, B & C

What the Council can charge for

In summary, from 1 April 2014 local authorities are able to charge fees for:

- considering applications for the issue or transfer of a site licence
- considering applications for altering conditions in a site licence
- administration and monitoring of site licences
- depositing of Site Rules

The fee for administration and monitoring is levied as an annual fee. Fees must be transparent and reasonable. Both the level of fees and how they are charged are, subject to legal restrictions, at the discretion of the local authority. They should fairly cover the costs (or part of the costs) incurred by a local authority under its functions in Part 1 of the Act, other than the costs of any enforcement action (which may be charged separately).

All time taken in establishing the information required to make an informed decision will be allowed to be included in the licence fee, whether or not the transfer or new licence is allowed. The following can be considered in terms of officer time in setting fees;

For a first **new licence application**-

- An inspection of the site, at planning stage or on immediate planning approval, to discuss requirements with site owner;
- A second visit, following the issue of a new licence, to check conditions and occupation of site.

In the case of an **annual licence fee** -

- A pre-programmed full site inspection;
- A follow-up inspection to check compliance following programmed inspection.

In the case of an **application to amend a licence** -

- a site visit to assess the specifics of the application, any implications for the licence or its conditions and to assess whether undertakings need to be given.

In the case of an **application to transfer a licence** -

- generally, no site visit is required as the application is a desk top exercise only.

In the case of **depositing Site Rules** -

- only Officer time can be considered as this is a desk top exercise.

Travel time to and from the site, including fuel costs can be taken into account. Time spent consulting with the site owner and third parties such as Planning, Fire & Rescue, Environmental Health and Health & Safety can also be taken into account when setting fees.

Factors that cannot be included in licensing fees

A local authority cannot take into account when setting fees costs incurred in exercising their functions under:

Section 9A-9I Caravan Sites and Control of Development Act 1960 (the Act) (relating to enforcement due to breach of licence conditions);
Section 23 of the Act (prohibiting the siting of caravans on common land);
or Section 24 of the Act (the provision of caravan sites by local authorities).

In addition, section 10A (4) (b) of the Act prohibits a local authority from taking into account when setting fees costs it incurs under the Act, other than those relating to a relevant protected site. Thus costs incurred in relation to holiday sites, for example, cannot be considered when setting fees.

No fees can be charged for holiday or other non permanent residential sites. Sites which are in mixed use i.e. partly holiday with some permanent Mobile Homes Act protected residential fall within the definition of relevant protected site and fees can, therefore, be charged. Equally functions relating to such sites can be taken into account in setting fees.

Care should be taken not to include costs that have already been charged for by other service areas, e.g. in the case of a new licence application check what the planning application fee covers.

A local authority cannot make a profit. Any charges must be limited to recovering the costs of exercising their licensing function as it relates to relevant protected sites.

How and when the Council will charge Fees

Invoices will be sent to the registered address (as per Sevenoaks District Council's Caravan Site Register) of the Site Owner for applicable sites.

The period covered will be the financial year 1 April to 31 March, paid in advance. Invoices will be sent out during the month of April requiring payment within 30 days.

Licensing of a site part way through the year will be invoiced on a pro rata basis.

The calculation and methodology relating to the calculation of fees was developed by consultation with the Technical Working group of Kent Environmental Health Officers, and guidance from the Department for Communities and Local Government (DCLG) on setting site licence fees.

Charges for Enforcement Notices

The Mobile Homes Act 2013 amends the 1960 Act to include provision for charging for enforcement, which will include the cost to the local authority of taking formal action leading up to and including any enforcement. This is one reason why the cost of enforcement action against site owners cannot be taken into account when setting licence fees. It would also be unfair to include such costs when many Site Owners are not likely to require enforcement action.

Under section 9C of the 1960 Act the local authority is entitled to recover it's (as called in the Act) "expenses" in deciding to and in the service of a compliance notice. This includes costs incurred in inspections, preparing the notice and obtaining expert advice on it (including legal costs) and any interest the authority intends to charge. The demand for recovery is served with the compliance notice and that demand must breakdown the costs- so the site owner knows what he is being asked to pay for and why.

The charges will be in accordance with our existing Housing Act Notices, which uses time, and officer cost calculation. This is increased annually in accordance with the Council's Fees and Charges.

A site owner may not pass on costs of enforcement action to residents through the pitch fee.

Surpluses and Deficits

Section 5A (2) of the 1960 Act provides that the local authority in setting annual fees must advise the site owner of the extent to which they have had regard to deficits and surpluses from the previous year.

A local authority must not make a profit and can only pass on to the site owner, their costs incurred in carrying out the licensing function. Equally, a local authority is not expected to make a loss in carrying out its licensing functions. Overall licensing can be a self-financing function which local taxpayers are not required to subsidise.

Each year the LA must assess their previous costs to determine if they were accurate. Where they spent less than predicted for that year, there will be a deficit of expenditure and the excess monies need to be reflected in the fee charged to the site owner in the next year.

Annexes

Annex A - Examples of Static Residential Sites

The following are types of sites that *are* static residential/relevant protected sites and therefore subject to the new licensing regime:

- A single owner occupied or rented pitch on which a caravan is stationed with consent for residential use or where it has planning permission to station a caravan, but the consent is silent on type of use of the pitch it is occupied by a caravan used as a permanent residence¹.
- A site comprising rented² caravans, which has consent for residential use.
- A site comprising owner-occupied caravans, which has consent for residential use.
- A site comprising both rented and owner occupied caravans, which has consent for residential use.
- A site, which has consent for both holiday and permanent residential use and is occupied under that arrangement.
- A site with consent for both holiday and permanent residential use but where the pitches for permanent residential use are;
 - (a) for the time being vacant or
 - (b) being used for holiday purposes or otherwise -whether in breach of the planning permission or site licence or otherwise.
- A site which has planning permission restricting permanent residential occupation of part of it but which also comprises pitches for permanent residential occupation (as permitted in the consent) and occupied under that arrangement
- A site which has planning permission restricting permanent residential occupation of part of it but which also comprises pitches for permanent residential occupation (as permitted in the consent) but where the pitches for permanent residential use are:
 - (a) for the time being vacant or
 - (b) being used for holiday purposes or otherwise -whether in breach of the planning permission or site licence or otherwise
- An owner occupied gypsy and traveller site with relevant consent
- A rented gypsy and traveller with relevant consent.

¹ Subject to the exemption from licensing- in schedule 1 of the 1960 Act- see Annex C.

² Whether under a short hold tenancy or by a licence.

- A site with planning permission as a caravan site, but the consent is silent on type of use, but such use includes permanent residential use (notwithstanding any other usage).

Annex B - Examples of what would not be classed as a Static Residential Site

The following are types of sites that are not static residential/“relevant protected site” and *are not*, therefore, subject to the new licensing regime:

- A site, which has consent for holiday use only - whether or not there are restrictions relating to occupation of caravans on the site.
- A site, which has consent for holiday use and ancillary residential use but that use is only by the owner and his employees³.
- A site on which caravans are not permitted to be stationed permanently by virtue of planning permission.
- A site where the planning permission requires caravans or pitches to be vacated at certain times of the year and/or prevents them being slept in during certain times.
- A site where the consent requires the site to close at certain times of the year.
- A site with planning permission as a caravan site but the consent is silent on type of use, but its actual use is as a holiday site (and not for any residential purpose).

³ However see caveat on page 3

Annex C - Examples of sites that do not require licensing

The following are types of sites that are *not* required to be licensed at all under the 1960 Act:

- Land on which a caravan stationed which is attached and belongs to a dwelling (e.g. a parking space or front or back garden).
- Land on which a single caravan is stationed when travelling from one place to another for a maximum of two nights (and a caravan is not stationed on the land for more than 28 nights in total in a 12 month period).
- Land (not built on⁴) and comprising 5 or more acres and (a) has not been occupied by a caravan for more than 28 days in the last twelve months and (b) has been occupied in that period by no more than three caravans at any one time.
- Land used for recreation under the supervision of an exempted organisation⁵ which occupies the land.
- Land which an exempted organisation has certified as approved for recreational use of its members for the period specified in the certificate (not exceeding one year) and which is not occupied by more than five caravans at any time during that period.
- Land used by an exempted organisation for meetings of not more than 5 days, of its members under the organisation's supervision.
- Land on which caravans are stationed which is agricultural or forestry land and are in occupation during the particular season by agricultural or forestry workers.
- Land on which caravans are stationed in connection with building or engineering works and are occupied by persons employed in those works.
- Land occupied by travelling showmen who are members of an organisation of travelling showmen⁶ which holds a certificate of exemption and who is travelling in the course of business (e.g. fair grounds/ circuses).
- Land occupied as winter quarters by travelling showmen - between October and March.
- Land occupied by a county council for accommodating gypsies and travellers
- Land occupied by a local authority on which caravans are stationed.

⁴ This means any type of building- for example a toilet or shower block.

⁵ Exempted organisations are those approved of by the Minister and whose objectives include the encouragement and promotion of recreational activities. A list of exempted organisations is held for England by Natural England to whom applications can be made for exemption status.

⁶ The main organisation is the Guild of Travelling Showmen of Great Britain

Annex D

The fees charged need to be based on the number of Officer hours required to complete the tasks associated with issuing/amending/transferring the Licence plus associated costs such as mileage and postage.

Based on Officer time at £55.64 per hour the charges would be as per **Table A** (see below) for each Band, using an average of site pitches for the band. The true cost of staff time is a product of the salaries of the people involved, their on costs and non- productive time (e.g. annual leave).

How the task time has been calculated

1. A **new application** has been worked out with the charges made up of 4hrs Officer Time for consultation with third parties such as Planning, Fire & Rescue, Health & Safety and the Site Owner, a Site Inspection (See Table C*) followed by ½ hr Officer Time to issue the licence and a visit to the site to check conditions and occupation (allowing 2hrs). See Table A.
2. The **Annual Fee** has been worked out on a price per unit based on the total cost of carrying out our licencing functions for our sites which is divided equally by the total number of units over all our relevant protected sites in the district, see Table C for breakdown of officer time and Table D for the banding of our sites and Officer time in minutes.
3. A **Transfer of Licence** has been worked out on 1 ½ hrs Officer time only as no visit should be required.
4. An **Amendment of Licence** has been worked out based on a 1hr Site Visit, average travel time, 1hr Officer time in the office plus associated costs (mileage, post etc).
5. **Depositing Site Rules** has been worked out on the basis of a total of 1hr Officer time.

TABLE A

Charge based on Officer time (£)	Band A Single pitch	Band B (2-10 pitches)	Band C (11-25 pitches)	Band D (26-50 pitches)	Band E (51-100 pitches)	Band F (101-200 pitches)	Band G (201-400 pitches)	Band H (401-800 pitches)
New application	£0.00	£542	£584	£653	£792	£1071	£2086	£3199

TABLE B

Sevenoaks District Council Sites						
Site Name	Pitches	Band	Annual Fee	Transfer	Amendment	Site Rules
Clearways	118	F	£1155	£84	£167	£55
East Hill Farm	42	D	£411	£84	£167	£55
East Hill Park	42	D	£411	£84	£167	£55
Florence Farm	23	C	£225	£84	£167	£55
Hedge Barton	80	E	£783	£84	£167	£55
Kaysland	61	E	£597	£84	£167	£55
Kingsmeadow	40	D	£391	£84	£167	£55
Millview	24	C	£234	£84	£167	£55
Pasadena	40	D	£391	£84	£167	£55
St Brelades	50	D	£489	£84	£167	£55
Stanwell House	14	C	£137	£84	£167	£55
Wickens Meadow	40	D	£391	£84	£167	£55
			£5615			

TABLE C

Inspection time and calculations used in formula to calculate annual licence fee (* cost associated with new application only)								
Process (Mins)	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Contact site owner to notify them of the time and date of inspection, enter action on Uniform, print off site licence and plan, prepare and organise for inspection*	N/A	50	50	50	50	50	50	50
Travel Time*	N/A	60	60	60	60	60	60	60
Inspect notices/certificate /site plan*	N/A	15	15	15	15	15	15	15
Inspect road and fire fighting equipment/Signage *	N/A	30	30	30	30	30	30	30
Inspect pitches and spacing approx. 3 mins per pitch using a laser tape and noting distances*	N/A	30	75	150	300	600	1695	2895
Follow up Paperwork and correspondence, attach inspection report to case management system etc.	N/A	60	60	60	60	60	60	60
Contingency to deal with unforeseen issues etc.	N/A	30	30	30	30	30	30	30
Annual admin of licence paperwork	N/A	55	55	55	55	55	55	55
Postage and printing. Larger sites require additional visits so higher mileage costs	N/A	10	10	10	15	15	15	15

TOTAL (MINS)	N/A	340	385	460	615	915	2010	3210
Number of Sites in each Band		0	3	6	2	1	0	0
Total			1155	2760	1230	915	0	0

Table D

Formula Banding

Banding	Number of Sites	Minutes
C	3	3 x 385 = 1155
D	6	6 x 460 = 2760
E	2	2 x 615 = 1230
F	1	1 x 915 = 915
Total Minutes for all sites		6060

Formula $A \div 60 \times B \div D = \underline{\pounds 9.79}$ per pitch

A = Total Minutes (All pitches on all sites) 6060

B = Officer Hourly Rate (£55.64)

D = Number of mobile homes in district (574)

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Item 7 - The future of the 'Sevenoaks Switch and Save' Scheme

The attached report was considered by the Housing & Health Advisory Committee on 29 September 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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THE FUTURE OF THE 'SEVENOAKS SWITCH AND SAVE' SCHEME

Cabinet - 15 October 2020

Report of: Chief Officer People & Places

Status: For Decision

Also considered by:

- Housing & Health Advisory Committee - 29 September 2020

Key Decision: No

Executive Summary: This reports sets out options for continuing to deliver an energy-switching scheme, taking into account new contract requirements and costings.

Portfolio Holder: Cllr. Kevin Maskell

Contact Officers: Daniel Shaw, Ext. 7155 / Hayley Brooks, Ext.7272

Recommendation to Housing and Health Advisory Committee (HHAC): That Members make a recommendation to Cabinet regarding the future options for the Council's 'Sevenoaks Switch and Save' scheme, taking into account revised contract and costings for the scheme going forward.

Recommendation to Cabinet: That, subject to comments from Housing and Health Advisory Committee, Members agree on the preferred option for the future delivery of an energy comparison service. If Option A, Members delegate authority to the Portfolio Holder for Housing and Health for the funding and contract arrangements.

Reason for recommendation: For the Council to consider future options for delivering the Sevenoaks Switch and Save Scheme, which provides a dedicated energy comparison service for local residents.

Introduction and Background

- 1 Fuel poverty is defined as spending more than 10% of a household's disposable income on heating. It is most common in certain groups of society including: older people, those on low income and larger households. These groups may also have poorly insulated homes, lower energy efficient appliances and payment meters. Fuel poverty is also associated with significant health risks through cold and damp living conditions.

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- 2 There is no doubt that some of the most vulnerable residents in Sevenoaks District Council area struggle to meet the cost of their fuel bills, whether paying through a meter or not. This is obvious, although unquantified, following conversations about money management with officers in our housing and benefits teams and we are told the same by local advisors such as Citizens Advice.
- 3 There is a risk of increasing numbers of households being pushed into, or closer to, fuel poverty, especially at a time when fuel prices are rising. An unwillingness to investigate cheaper tariffs means that many are missing out on better deals - 86% of households will not compare and switch once a year, and 60% to 70% will not compare and switch once every 3 years. With some 25 suppliers and over 400 tariffs on the market it's hard for householders to know what the best deal is.
- 4 In 2014, and with energy prices increasingly rapidly, the District Council agreed to explore a range of energy advice/assistance schemes across other local authority areas (including Tunbridge Wells Borough Council and London Borough of Kingston). It was agreed to develop a bespoke energy switching service and make available to residents and businesses across the District.
- 5 In order to deliver this service, the District Council entered into a partnership agreement with a company called Energylinx, who provide customised energy switching platforms. They provide an IT-based platform along with a Freephone telephone service, for the locally branded scheme 'Sevenoaks Switch and Save' (SSS).
- 6 The scheme is open to all residents, but is particularly beneficial to vulnerable residents and those with a low household income, as it assists them to identify and change to a cheaper energy tariff.
- 7 The SSS supports the Council's Housing Strategy and its strategic priority to meet the needs of vulnerable and low-income households.
- 8 The SSS has been successfully operating for six years. A summary of switches along with consequent savings are detailed in the table below. On average, 55 customers use the service each year, making an average saving of £306 per household per annum. Since 2014, customers have saved a total of £101,219 by switching provider.
- 9 It should be noted that the figures do not include those who have accessed the service to check energy prices and subsequently found their current tariffs to be competitive and remained with their (then) existing supplier.

Year	Total switches	Average annual savings per switch (£)	Total amount saved (£)	Total SDC switch commission (£)
2014/15	58	274	15,866	1,353
2015/16	76	315	23,903	3,991
2016/17	34	281	9,562	793
2017/18	52	307	15,952	1,372
2018/19	52	307	15,953	1,331
2019/20	57	351	19,983	1,806
TOTALS	329	£1,835	£101,219	£10,646

- 10 It should be noted that savings would be for the first year only and, in many cases, these savings may be replicated annually until further switches were made, i.e. if moving from a typical standard tariff to a 3-year fixed deal.
- 11 Approximately 60% of the annual switches each year are from repeat customers, who have previously used the service. However, although this data is not collected, anecdotally, officers are aware that the scheme has been used by people who live outside of the district or would not be classified as living in fuel poverty.

Current and future arrangements

- 12 In 2014, when the Council negotiated the partnership arrangement with Energylinx, the District Council agreed to pay no operating costs (other than funding the web address) and to receive a small commission from each successful switch, which could be reinvested in other energy-related support services.
- 13 In 2019, Energylinx requested changes to the current contract with this Council to include an annual service delivery fee of £7,000 pa. There is no dedicated budget to support the fee and this would need to be sought. The contract will be reviewed annually.
- 14 The Council had actively promoted the scheme across several platforms in recent months, including In Shape, the Portfolio Holder agreed for the Council to fund the service for a further year in order to allow time to

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consider its options for the future. This was funded from the switch commission already received by this Council.

- 15 Take up of the scheme has been lower than expected, particularly, when there are positive financial benefits to customers taking advantage of the scheme. Traditional barriers preventing people wishing to switch are:
 - Lack of awareness of the scheme, or its benefits.
 - Low income households may be in arrears on their energy bills, or be concerned about credit checks.
 - Pre-payment meter customers that are currently on a fixed tariff are not likely to save by switching.
 - Lack of trust: customers are nervous of switching to a new supplier.
- 16 Research carried out by the London South Bank University, shows that low income consumers appear to have considerable apathy to switching energy tariffs despite the potential savings and health benefits. Independent one-to-one personalised interventions encouraged switching, particularly in younger families whereas older people still experience significant barriers to switching. For older people specific interventions which take account of their status quo bias, energy use habits and scepticism were required.
- 17 A barrier to the current scheme has been the lack of staffing capacity within the Private Sector Housing team to promote and administer the scheme most effectively.
- 18 Since the SSS was launched, there has been an increase in similar cost comparison sites available on the market, which are successfully promoted to consumers (e.g. uSwitch, GoCompare, Money Supermarket) and provide a price comparison tool to compare prices from different energy suppliers.
- 19 Officers have questioned whether the new delivery fee of £7,000 provides the Council with value for money. With the average customer use of the scheme attracting 55 people per annum, going forward the scheme would be costing the Council an average of £127 per customer.
- 20 The current contract expires on 29 November 2020 and a decision is now required as to whether to continue to fund and operate this scheme (Note: a notice period of one month is required to end this contract). The options for Members to consider are detailed below.

Other Options Considered and/or Rejected

Two options were considered:

- Option A - Continue to fund the SSS Scheme for a further 12 month period at a cost of £7,000. This cost would be funded from the switching commission received by this Council and a budget reserve, which would need to be identified. However, officers will develop and deliver a Communications Plan to significantly increase the customer take up of the scheme to enable the scheme to become financially viable. As part of the plan, officers will work with the Private Sector Housing and HERO teams, who will promote take up of the scheme with low income households and we will work with our Landlord Forum and registered providers operating in the district, including WKHA and Moat to promote the scheme to tenants. We will also promote through our health and social care networks, alongside Citizens Advice, Age UK and the wider voluntary and community sector. The scheme will be monitored throughout the 12 month period in consultation with the portfolio holder and an update will be presented to Cabinet to consider whether the scheme continues to be competitive and viable.
- Option B - No longer fund or provide the Council's dedicated SSS Scheme. Promote existing nationally recognised energy switching comparison services and support local residents to access them. This would be at no cost to the Council.

Key Implications

Financial

Option A - This option would be at a cost to this Council of £7,000 per annum. This would be externally funded from the Council's switching commission (received per switch) and the difference funded through an existing budget reserve.

Option B - There is no financial cost to the Council for this option.

Legal Implications and Risk Assessment Statement.

For Option A - This Council would sign a formal one-year contract with Energylinx to deliver and operate the scheme on behalf of the Council. There are no other legal implications relating to this decision.

Equality Assessment

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

Conclusions

For Members to consider the options for the future delivery of energy comparison services. This includes continuing to provide the Sevenoaks Switch and Save Scheme or supporting residents to accessing other existing nationally recognised services.

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Appendices

None

Background Papers

Sevenoaks Switch and Save, visit: www.sevenoaksswitchandsave.co.uk

Sarah Robson

Deputy Chief Executive & Chief Officer - People and Places

Item 8 - Rough Sleepers - Covid-19 response update report

The attached report was considered by the Housing & Health Advisory Committee on 29 September 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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ROUGH SLEEPERS - COVID-19 RESPONSE UPDATE REPORT

Cabinet - 15 October 2020

Report of: Chief Officer People & Places

Status: For Consideration

Also considered by:

- Housing & Health Advisory Committee - 29 September 2020

Key Decision: No

Executive Summary: This reports sets out options for continuing to deliver an energy-switching scheme, taking into account new contract requirements and costings.

Portfolio Holder: Cllr. Kevin Maskell

Contact Officers: Hayley Brooks, Ext.7272

Recommendation to Housing and Health Advisory Committee (HHAC): For Members to note this report on the Councils work to place rough sleepers and those displaced by the pandemic into hotel accommodation as part of this Council's COVID-19 response.

Recommendation to Cabinet: That, subject to comments from Housing and Health Advisory Committee, Members note the Council's work to place rough sleepers and those displaced by the pandemic into hotel accommodation as part of this Council's COVID-19 response.

Reason for recommendation: To inform Members of the work undertaken by this Council, as part of the national COVID-19 pandemic response, to support and protect vulnerable homeless people including rough sleepers, by providing hotel accommodation to enable them to self-isolate and reduce the spread of the virus.

Introduction and Background

- 1 As a Local Housing Authority, this Council has a duty to provide a housing and homelessness advice service to people at risk of homelessness. A household is assessed whether they have a priority need, in line with homelessness legislation, determining if this Council has an additional Relief Duty to provide them with temporary accommodation (TA).
- 2 On 26 March 2020, the Council was informed that the Government asked Dame Louise Casey to lead the Government's response to COVID-19 and

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rough sleeping, to help make sure that everyone was provided with accommodation. This Strategy aimed to safeguard as many homeless people as possible from COVID-19, to protect their health and stop wider transmission amongst those on the streets.

- 3 The Government issued guidance to local housing authorities for delivering this work including the basic principles to:
- focus on people who are, or are at risk of, sleeping rough;
 - make sure that these people have access to the facilities that enable them to adhere to public health guidance on hygiene or isolation, ideally single room facilities;
 - utilise alternative powers and funding to assist those with no recourse to public funds who require shelter and other forms of support due to the COVID-19 pandemic;
 - Urgently procuring accommodation for people on the streets;
 - Provide them with social care basics such as food, and clinician care to people who need it in the accommodation. Work with commissioned homeless services to provide support to people in this accommodation to provide adequate levels of support;
 - If possible, separating people who have significant drug and alcohol needs from those who do not;
 - In the longer term, identify move-on housing options and support.

This Council's COVID-19 Response

- 4 As a result of the Prime Minister's announcement on 23 March, for the public to stay in their homes wherever possible, the Government announced that it was now imperative that all rough sleepers and other vulnerable homeless are supported into appropriate accommodation by the end of the week.
- 5 Officers across the Council's Housing Advice Service commenced the following actions to progress with work urgently:
- Based on Government guidance, developed an emergency triage and assessment process for the housing advice team to identify and engage with rough sleepers and those at risk of homelessness (including those being released from prison or discharged from hospital). This process including assessing whether customers were either: symptomatic; asymptomatic but in a high clinical risk group and; asymptomatic and at low risk.
 - Worked with the Police, Community Wardens and CCTV to help us to identify and engage with all known rough sleepers across the District. The Police identified four and the KCC Wardens a further three.
 - Housing Advice Officers compiled a list of 11 rough sleepers they had had previous contact with, but the customer had either stopped engaging or we had provided housing advice only, as we were unable to provide TA as they had no priority need.

- Sourcing additional suitable accommodation including self-contained units and hotels willing to house homeless customers. No hotels in this District would remain open or re-open to support council with homelessness, two larger hotels across Kent re-opened for key workers only.
- Worked with neighbouring councils to consider block bookings of larger hotels, and then later working with MHCLG’s central hotel booking system. It became apparent that all hotels had already closed and re-opening of local hotels was co-ordinated by their national head office.
- The Council already had 24 households in existing TA who were currently in accommodation with some shared facilities, making it difficult to comply with social distancing and lockdown. We worked with housing providers and West Kent Housing to map the health and vulnerabilities of each household to assess whether they were in a high-risk group and therefore needed to move into a self-contained unit urgently.
- Worked in partnership with key support services to ensure that outreach and other support was available. Such as KCC commissioned addiction services, social care, local food banks and linking in with the Council’s Community Hub for emergency supplies.
- The HERO Team developed TA Emergency Packs including personal and household cleaning products, sanitizers and basic food and hygiene essentials and delivered them to each person as they were placed. The Packs were also delivered regularly to everyone in existing TA with shared facilities and to customers as they went into hotel accommodation.

COVID-19 Rough Sleeper response - Key Data

6 Between the 20 March and 9 August 2020, the team worked hard to identify and support 62 customers, who were either at risk of homelessness, already homeless or being displaced due to COVID-19. This included:

Sleeping in car/van	17
Asked to leave existing home (sofa surfing, accomm. was with job, considered risk to shielding/high risk in household)	16
Sleeping in tent/caravan/empty building	11
Rough sleeping	7
Released from prison	4
Discharged from hospital	4
In existing TA (extended for COVID19)	2
Asked to leave caravan park	1

7 Of these, we placed 42 into hotels or other temporary accommodation and supported them with food supplies, accessing support services for mental health, health conditions, long term addiction issues and accessing prescriptions locally (including urgent methadone scripts). HERO Officers have also supported them all with ongoing help and support including

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applying for the correct benefits, registering them with a GP, Housing Register applications where appropriate and helping them into employment.

- 8 We identified six of these customers would have been in the NHS Shielding List if they had been in settled accommodation and registered with a GP, all with major respiratory and high-risk health conditions.
- 9 Of the remaining 20 that did not go into accommodation, many of them were offered support and advice, some did not want to go into TA and made their alternative arrangements. The team supported others to remain at their current property, negotiating with family/friends and landlords, or we helped them straight into other forms of accommodation.
- 10 A total of 26 customers currently remain in TA and hotel accommodation. The other 16 who have now left accommodation, nine continue to receive ongoing support for complex needs. They have left for the following reasons:

Re-housed in private sector (continue to receive support for complex needs)	3
Left and have made their own arrangements	2
Returned to sleep in vehicle, continue to be supported	2
Abandoned TA, no contact	2
Priority Need identified, taken a full homelessness duty and being supported by homelessness team	2
Moved to institution, continue to support on release	2
Left District to reconnect to friends/family	1
Asked to leave TA due to behaviour/crime	1
Re-housed in social housing (continue to receive support for complex needs)	1

Move On Arrangements

- 11 The Council's Housing related officers continue to engage and support all customers to achieve move-on housing solutions. A working group of officers meets weekly to update on these arrangements and a move-on plan is in place for each person. This includes:
- A total of 13 have been supported onto the Sevenoaks District Housing Register, with three close to being made an offer of a property;
 - Three who have no recall to public funds are being supported to either apply for Settled Status, supported to return to their country or being supported into employment.

- Three have already moved into affordable private rental properties, with a further five working with the private sector lettings team to find them suitable properties.
- 12 The Government has contacted all councils to work with them on the move-on arrangements for the customers in TA displaced by COVID-19. We have completed weekly data collection forms detailing housing and support needs of all customers. We are working with them to identify any local gaps in services, support and housing needs to work with commissioners and providers to develop housing options locally.
- 13 MHCLG have released a new funding stream called 'Next Steps Accommodation Programme (NSAP)', Council officers are working on a funding bid and a bid deadline of 20 August. This funding provides councils with additional capital and revenue funding for shorter-term/interim accommodation, longer-term move-on accommodation and immediate support to help clients with addictions, complex needs, health, tenancy sustainment and employment.

Key Achievements

- 14 Building trust with people who have been entrenched rough sleepers is not easy. We believe the main achievement is that we are engaging in a meaningful way with a large number of people who were socially excluded and in some cases were completely unknown to us. Officers have stated that there is a sense of optimism about the future for many of them, which was just absent before we started this work.
- 15 There are many examples of Housing and HERO officers going above and beyond for customers. Sarah Mirianashvili, in her role of Housing Pathway Co-ordinator, has supported most of the rough sleepers into accommodation and support services. Key achievements have included:
- Six are now engaging well with local commissioned addiction and other support services, with a further three continuing to be helped with complex addictions and mental health.
 - One has been accepted into supported accommodation, with a further two being assessed for supported accommodation.
 - One has been accepted into residential rehabilitation services.
 - Five are being supported into employment or training.
 - We now have an outreach nurse who is visiting them to provide essential health and medical care services at the hotels. This post is a West Kent funded post from previous MHCLG Rough Sleeping Initiative (RSI) funding.
- 16 In addition, HERO Officers have received additional 174 referrals for advice and support on COVID-19 related issues. They have supported the majority with debt, rent arrears and employment support and supported 13 people to

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claim the mortgage holiday break. They have also collected and delivered donated toys and books to many vulnerable families across the District and delivered and delivered 91 emergency packs, of household and hygiene items to vulnerable families, families in TA and people placed in hotels.

Key Challenges

- 17 Initially identifying hotel accommodation was extremely difficult, as most hotels had already closed. We managed to work with four hotel owners who agreed to accommodate these customers, one in the District with a further three outside the District. There is a need for the Council to increase affordable and temporary accommodation properties in this District and working with Quercus Housing and housing associations to achieve this.
- 18 Behaviour and substance misuse continues to be a challenge at hotels and ensuring that customers get access and continue to engage with essential support services whilst in isolation. Many of them struggled to self-isolate and continued to gather in groups outside hotels.
- 19 We have had very little engagement with primary care to support these customers to access GP and medical services whilst in hotels. I am working with Public Health England (PHE) and the CCG find a solution. There may also be a need in the near future for this client group to be tested for COVID-19 before moving into alternative accommodation. PHE may expect councils to lead on this and I am working with them to address the logistical and safety issues to achieve this (i.e. no clinical trained staff, no PPE, breaking of the 2m rule to do tests, no outreach staff carry out testing, no transport for these customers to access test sites).
- 20 The cost of nightly paid TA and hotels continues to be a considerable strain on the Council's budget with no end in sight for lockdown ending, this cost will continue to increase. We are working hard to move people on as soon as possible however, some new cases continue to come into the service. As mentioned in paragraph 13 above, the Council is working to access new NSAP funding from MHCLG.

Key Implications

Financial

To date, the total additional cost to this Council for delivering this COVID-19 response accommodation is £122,019, with bookings continuing to be extended until move-on accommodation can be secured. This cost includes Housing Benefits re-claims of £45,719, where customers were in receipt of Housing Benefit and Universal Credit, the Council can re-claim the housing element of this funding towards the accommodation costs. The new NSAP funding bid will include ongoing accommodation costs until move-on can be achieved, but we are not able to claim for retrospective accommodation costs already paid out by this Council.

So far, this Council has submitted a MHCLG funding claim for the maximum amount allocated to this Council of £1,650 for this work. The additional MHCLG funding received by this Council corporately (from the £1.6bn COVID-19 Emergency Funding) included to: 'Provide additional support for the homeless and rough sleepers, including where self-isolation is needed'.

Legal Implications and Risk Assessment Statement

This Council has a legal duty to provide housing advice and homelessness services. This includes using its discretionary housing powers to place people in temporary accommodation during emergency or crisis situations (under Part VII of the Housing Act 1996 and the Homelessness Reduction Act 2017).

Equality Assessment

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

Conclusion

The Council continues to support homelessness people at risk of rough sleeping in temporary accommodation, as part of this Council's response to the COVID-19 pandemic. The aim is to support everyone in hotels, who wants more permanent housing, to move-on and provide them with the required support to secure and succeed a tenancy moving forward.

Appendices

None

Background Papers

Governments Homelessness and rough sleeping details -

<https://www.gov.uk/housing-local-and-community/homelessness-rough-sleeping>

Sarah Robson

Deputy Chief Executive & Chief Officer - People and Places

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Item 9 - Community Plan 2019-20 Annual Report

The attached report was considered by the People & Places Advisory Committee on 6 October 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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COMMUNITY PLAN 2019-20 ANNUAL REPORT

Cabinet - 15 October 2020

Report of: Chief Officer People & Places

Status: For Consideration

Also considered by:

- People & Places Advisory Committee - 6 October 2020

Key Decision: No

Executive Summary: The Annual Report for the first year (2019/20) of the Sevenoaks District Community Plan 2019-22 has been completed and progress against agreed key success measures for each priority within the plan is reported.

Portfolio Holder: Cllr. Lesley Dyball

Contact Officers: Alan Whiting, Ext.7446

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

Recommendation to Cabinet: That Members note the Community Plan 2019/20 Annual Report.

Reason for recommendation: The report sets out progress against key success measures for the first year of monitoring (2019/20) for the Sevenoaks District Community Plan 2019-22.

Introduction and Background

- 1 The Community Plan creates a long-term vision (2013-2028) for the Sevenoaks District and sets out the community's priorities for action.
- 2 Council approved the Community Plan and strategic level action plan on 4 April 2018.
- 3 The Sevenoaks District Local Strategic Partnership delivers the Community Plan. This is made up of public sector organisations, together with voluntary and community sector representatives. It is co-ordinated by Sevenoaks District Council.

Community Plan Annual Report for the period 1 April 2019 - 31 March 2020

- 4 The Annual report is attached at Appendix A. A number of case studies submitted by partners are included within Appendix A.
- 5 It sets out some of the key outcomes achieved this year by theme of the Community Plan. Each theme also includes some of the key partnership challenges for the year ahead.
- 6 96% of key performance indicators are currently on target, against a target of 85%. A flavour of the work is given below. The Annual Report sets out further information.

<p>Safe Communities</p>	<ul style="list-style-type: none"> • The 2019/20 Community Safety Action Plan was 98% on target. During the year the Sevenoaks Community Safety Unit successfully coordinated partnership enforcement activity on an address in Edenbridge. This resulted in a three month Closure Order due to ongoing anti-social behaviour. • The district remains the second lowest in Kent for overall levels of recorded crime. Part of the success is the continued work of the Community MARAC process. (Multi-Agency Risk Assessment Conference) is designed to address medium and high risk victims, offenders and problem locations. • Anti-social behaviour in the District remained the second lowest in Kent with 1602 reports, this is an increase compared to same period last year of 175.
<p>Caring Communities</p>	<ul style="list-style-type: none"> • Sevenoaks District Council continued to support people to live at home independently. The Private Sector Housing team issued nearly £760,000 on disabled facilities grants support to over 80 people. • One You Your Home advisors supported 217 clients to achieve their goals. The vast majority of the goals set are “Be Safe in your environment” (37.5%) which are connected to the use of the Better Care Fund to provide home adaptations to a resident’s home and/or the purchase of equipment to support a residents at home mobility.

	<ul style="list-style-type: none"> • Sevenoaks had the second lowest level NEETs (young people not in education employment or training) in the county. • Sevenoaks District Council housing prevented 138 people from becoming homeless through prevention work. • The Sevenoaks District Community Grant scheme supported 25 voluntary and community organisations to deliver important services during 2019/20, with a total grant value of £54,800
Green Environment	<ul style="list-style-type: none"> • Officers continue to work with natural environment partners including the AONB units (Area of Outstanding Natural Beauty) and the North West Kent Countryside Partnership. During the year projects have included improvements to Edenbridge water meadows, removing invasive species, improving the North Downs Way walking trail and habitat creation for Great Crested Newts. • No Open Space was lost on Allocated Sites. The Council works with partner organisations including the High Weald AONB unit, The North West Kent Countryside Partnership, The Kent Wildlife Trust and neighbouring authorities to provide countryside enhancements across the District. • During 2019/20 there were no applications for new dwellings refused in the Green Belt were overturned at appeal. • During 2019/20, Sevenoaks District Council successfully maintained its weekly refuse and dry recycling collection service.
Healthy Environment	<ul style="list-style-type: none"> • During this year (2019/20), there have been 642 referrals to the One You Kent service. • The Sevenoaks District Council Health team recruited a new Housing and Health Project Officer, as part of the Head of Housing and Health's role as Chair of the Kent Housing Group's (KHG) Housing and Health Sub Group. The aim of this role is to make access to local health and wellbeing services easier for vulnerable residents, particularly those living in social housing.

	<ul style="list-style-type: none"> • The Council’s HERO Advice Service, providing early intervention for housing and financial issues, has been shortlisted for an award for innovation at the Kent Housing Group Excellence Awards.
<p>Dynamic Economy</p>	<ul style="list-style-type: none"> • The Economic Development Strategy 2018 - 2021 was adopted in January 2019. The Strategy provides the framework for the Council’s work on Economic Development. The Strategy has 5 key themes, Growth and Investment, Infrastructure, Visitor Economy, Skills and Enterprise. Monitoring of the delivery of the first year of the strategy has shown that 86% of the actions are green. • Based at the Swanley Link in partnership with RBLI (Royal British Legion Industries), West Kent Housing Association offered a weekly support service for those looking to go back to work or get better paid work. • In September 2019, Sevenoaks District Council launched it’s very first supported internship programme in partnership with Broomhill Bank School. Case studies on the three supported interns are included within Appendix A. • During 2019/20 Sevenoaks District Council developed a web chat facility through the Customer Solutions Team. This assists customers with disability who may not be able to hear people on the phone or who prefer to communicate through the web chat, including people with hidden disabilities. From April 1 2019 - 31 March 2020 Sevenoaks District Council had 686 chats via the website.
<p>Sustainable Economy</p>	<ul style="list-style-type: none"> • From April 1 2019 - 31 March 2020 Sevenoaks District Council had 686 chats via the website • The following projects where Community Infrastructure Levy (CIL) money was allocated to projects in the district including Spending Board in the last meeting: <ul style="list-style-type: none"> ○ Re-provision of the White Oak Leisure Centre - £900 000. ○ Bradbourne Lakes Landscape Improvements - £242, 400.

	<ul style="list-style-type: none"> ○ Westerham Parking Project - £49, 975 ○ Go 2 - A Demand Responsive Bus Service - £71, 961.98. This project now features on the LGA innovation forum <p>In the last financial year we have paid money to the following projects:</p> <ul style="list-style-type: none"> ○ Public Toilets - Edenbridge Town Council - £34, 000 ○ Sevenoaks Day Nursery - £99, 900 ○ Health pod - Otford Medical Practice - £2,500. ○ Swanley Station Improvements - £750 000. ○ New village/Sports Pavilion for Fordcombe Village Hall - £185, 000 <ul style="list-style-type: none"> ● 206 affordable homes were delivered during 2019/20.
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Key Implications

Financial

There are no financial implications associated with this report.

Legal Implications and Risk Assessment Statement.

There are no legal or human rights issues relating to this report.

Equality Assessment

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

Resource (non-financial)

Work connected with the Community Plan and the administration of the Local Strategic Partnership is undertaken through existing resources.

Conclusion

The percentage of key success measures that are on target to be completed in the 2019/20 Community Plan Annual Report, stands at 96%.

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Appendices

Appendix A - Community Plan Annual Report 1 April 2019 to 31 March 2020

Background Papers

None

Sarah Robson

Deputy Chief Executive & Chief Officer - People and Places

Sevenoaks District Community Plan Annual Monitoring Report 2019/20

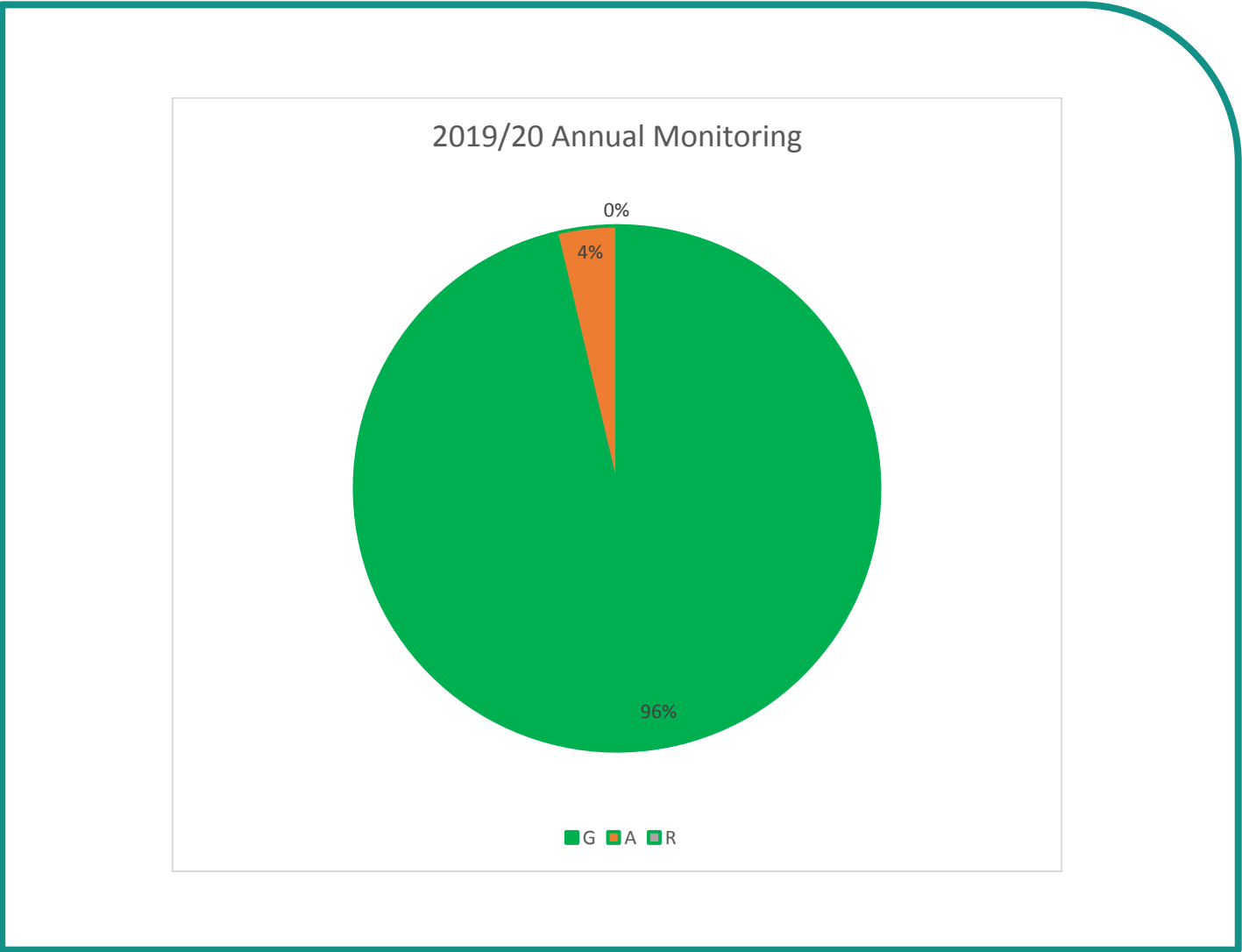
This Annual Report is produced by Sevenoaks District Council on behalf of the Sevenoaks District LSP using data and information provided by partners

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Agenda Item 9

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

At the the first year of monitoring (April 2019 - March 2020), 96% of the actions in the plan were on target to be achieved





Safe Communities - A safer place to live work and travel

Lead Agency: Sevenoaks District Community Safety Partnership

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Priority 1		85% of actions in the Community Safety Partnership action plan achieved each year
Priority 2		Keep overall crime amongst the lowest in the county and aim for an improvement in that position.
Priority 3		Maintain the low number of ASB incidents (no higher than 3 rd in the county).
Priority 4		Road safety measures undertaken to prevent people from being killed or seriously injured on local roads.
Priority 5		Enforcement action taken against dangerously or illegally parked cars.

Agenda Item 9

The monitoring is based on the following agreed key success measures for the above priorities

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

Safe Communities - A Safer Place to live work and travel

Ref	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
S1	85% of actions in the Community Safety Partnership Strategy and action plan achieved each year		<p>The most recent Community Safety Action Plan monitoring information shows that the plan is currently at 98% on target.</p> <p>The 2019/20 Action Plan focused on Domestic Abuse, Serious and Acquisitive Crime (including Organised Crime Groups, emerging trends and county lines, (which is a type of criminal exploitation where gangs and organised crime networks groom and exploit children to sell drugs), Anti-Social Behaviour including Environmental Crime, Safeguarding, Substance Misuse, Road Safety, Doorstep Crime and Scams including Cyber Crime.</p> <p>This year the Sevenoaks Community Safety Unit (CSU) carried out 600 daily tasking's to address reports over the previous 24-hours, and made follow-up visits and calls to residents who reported issues and concerns.</p> <p>The Community Safety Partnership continued to target repeat locations of concern to local people during 2019/20. The Sevenoaks District CSU successfully coordinated partnership enforcement activity on an address in Edenbridge. This resulted in a three month Closure Order due to ongoing anti-social behaviour. A three month extension was also granted to the Closure Order.</p> <p>The Partnership has nearly 50 projects in their action plan and schemes to address specific local community safety issues. This included:</p> <ul style="list-style-type: none"> • Attending community events across the district to promote community safety • Setting up 18 Task and Finish Groups set up established, 12 of which were completed and 6 are ongoing. Task and Finish groups provide intensive 		Consistently above 85% target

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Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

			<p>intervention by partner agencies when a number of reports have come in through the Community Safety Unit (CSU) Daily Tasking meetings relating to specific areas or to vulnerable people.</p> <ul style="list-style-type: none"> • Inviting all primary schools in the District to the Stag Theatre in Sevenoaks for a free performance and workshop around internet safety as part of National Internet Safety Day. 		
S2	Keep overall crime amongst the lowest in the county and aim for an improvement in that position.		<p>The district remains the second lowest in Kent for overall levels of recorded crime. There has been a slight increase of Victim Based Crimes compared to same period last year. There were 7769 reports, an increase of 24. Part of the success is the continued work of the Community MARAC process. (Multi-Agency Risk Assessment Conference) is designed to address medium and high risk victims, offenders and problem locations. This year the group have issued:</p> <ul style="list-style-type: none"> • 42 Anti-Social Behaviour (ASB) Warning Letters, • 32 Acceptable Behaviour Agreements (ABA) • 11 ABA breach letters 		Based on the Police assessment on crime data.
S3	Maintain the low number of Anti-Social Behaviour (ASB) incidents (no higher than 3rd in the county)		<p>ASB remains in the District remains the second lowest in Kent with 1602 reports, this is an increase compared to same period last year of 175 Between April 2019 and March 2020, the Anti-Social Behaviour Crime & Policing Act 2014 was used as follows:</p> <ul style="list-style-type: none"> • 22 Community Protection Warnings were served • Two Community Protection Notices were issued • One Closure Order was put in place and was also granted a further Extension Order for 3 months • One Criminal Behaviour Order is still being monitored since it was put in place in October 2017 as it was a 5 year order <p>The Community Safety Unit have also looked at other partnership measures for tackle ASB. These have included:</p> <ul style="list-style-type: none"> • Six nights of high visibility policing in affected by ASB areas targeted by the CSU, in partnership with local Policing Teams, KCC Community Wardens and SDCs ASB Officer to address anti-social behaviour. 		

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Agenda Item 9

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

			<ul style="list-style-type: none"> Mobile CCTV has been deployed to target ASB and criminal damage. The Community Safety Partnership has seven cameras. They were deployed in St Mary's Road, Swanley, New Ash Green, Caxton Close, Hartley, Manor Road, Edenbridge. 		
S4	Road safety measures undertaken to prevent people from being killed or seriously injured (KSI) on local roads.		<p>In 2019, compared to the other 11 districts in Kent, Sevenoaks ranked the third highest in terms of KSI (killed or seriously injured) casualties, with 78 (Tunbridge Wells saw most (83), followed by Maidstone (79). The majority of KSI casualties were in cars when they were injured, while 15% were pedestrians. 83% of pedestrian KSI casualties were injured by cars.</p> <p>For local roads (excluding Highway Network)</p> <p>In 2019 there were 59 KSI casualties - one of these was fatal and the rest were serious. In 2017 there were 49 KSI casualties and in 2018 there were 47 - so 2019 saw an increase of 26%. While overall KSI casualties have increased, fatal casualties have decreased - there were 4 in 2017, 2 in 2018 and 1 in 2019.</p>		The LSP has engaged with Kent Fire and Rescue Services and invited the Kent Road Safety Partnership to attend the next LSP to discuss this target.
S5	Enforcement action taken against dangerously or illegally parked cars.		<p>Our parking teams at Sevenoaks District Council have continued to take enforcement activity to reduce dangerously or illegally parked cars, and:</p> <ul style="list-style-type: none"> improve safety around schools support mobility impaired drivers support the local economy through effective parking management <p>This year there have been 11923 Penalty Charge Notices Issued.</p>		

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Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)



Caring Communities - Where children are given the best start and people can be supported to live independent lives

Lead Agency: Sevenoaks District Council and the Sevenoaks District Local Children’s Partnership Group (KCC)

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Priority 1		Increased number of people supported to live independently.
Priority 2		Reduced loneliness and social isolation through social prescribing schemes
Priority 3		Sevenoaks Local Children’s Partnership Group (LCPG) to produce a set of indicators focused on LCPG priorities, with at least 75% of core indicators on target
Priority 4		The number of positive outcomes where homelessness has been prevented
Priority 5		Deliver the actions in the Sevenoaks District Housing Strategy, “Wellbeing Starts at Home” to meet the needs of vulnerable and low-income households and improve the condition of existing stock
Priority 6		Improve opportunities for vulnerable people through the Community Grant Scheme

Agenda Item 9

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

The monitoring is based on the following agreed key success measures for the above priorities

Caring Communities - Where children are given the best start and people can be supported to live independent lives

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
C1	Increased number of people supported to live independently.		<p>During 2019/20, Sevenoaks District Council issued grants to support people living independently at home as follows:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants completed - 81: totalling £758,817.95 of assistance • Hospital Discharge Grant completed - 6: totalling £4,193 of assistance, including 3 deep property cleans • Safe and Secure Grants completed - 12: totalling £8,327.13 of assistance including repairing a broken stair lift and replacing a boiler. <p>Kent Fire and Rescue Service (KFRS) During 2019/20 KFRS has completed over 600 safe and well visits within Sevenoaks. The service is currently still providing this service through a telephone service and also attend some home where the need is greatest</p>		
C2	Reduced loneliness and social isolation through social prescribing schemes.		<p>During the 2019/20 financial year our One You Your Home advisors have worked with 217 clients. Clients referred to One You Your Home tend to be GP frequent flyers utilising GP contact time for non-medical reasons.</p> <ul style="list-style-type: none"> • The average age of the clients worked with during 2019/20 is 76. • 44.7% of service users are male, 55.3% of service users are female. • 18.9% of service users reside within the top 40% of deprivation of Kent. <p>These clients have been supported to set 253 goals between them with 60% of these having been achieved, the remaining 40% are in progress with clients continued to be supported to achieve their goals in subsequent interaction. Goals set range in theme as shown below:</p> <ul style="list-style-type: none"> • Adequate Housing (1.6% of goals set) 		

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
Page 87			<ul style="list-style-type: none"> • Be safe in your environment (37.5% of goals set) • Being active (4.7% of goals set) • Benefits advice (16.2% of goals set) • BMI (body mass index)/weight reduction (12.3% of goals set) • Caring (2.4% of goals set) • Connect with others (4% of goals set) • Debt (2% of goals set) • Improve conditions of home (3.6% of goals set) • Improve emotional wellbeing (1.2% of goals set) • Increase fruit/vegetables (1.2% of goals set) • Increase water consumption (0.4% of goals set) • Leisure activities (3.6% of goals set) • Managing disabilities (3.2% of goals set) • Managing long term conditions (2.4% of goals set) • Plan meals (0.4% of goals set) • Quit Smoking (1.2% of goals set) • Reduce alcohol intake (0.4% of goals set) • Reduce stress/anxiety (1.2% of goals set) • Volunteering (0.4% of goals set) • Working (0.4% of goals set) <p>The vast majority of the goals set are “Be Safe in your environment” (37.5%) which are connected to the use of the Better Care Fund to provide home adaptations to a resident’s home and/or the purchase of equipment to support a residents at home mobility.</p>		
C3	Outcomes achieved on Sevenoaks District Local		<p>Agreed priorities for the Sevenoaks Local Children’s Partnership Group for 2020/21 are as follows: Priorities based on children and young peoples:</p> <ul style="list-style-type: none"> • A - Additional Needs 		

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
Page 88	Children's Partnership Action Plan		<ul style="list-style-type: none"> • B - Emotional Well- Being • C- Healthy Lifestyle (no suitable applications received and no grants awarded) <p>Grants were awarded to:</p> <ul style="list-style-type: none"> • Trinity Theatre "Speech Bubbles" (Priority: A): Project to deliver speaking, listening & attention skills to key stage 1 (KS1). Offered to 50-70 pupils targeting schools in the most disadvantaged areas of the District. • We are Beams "Drop in Session" (Priority: A): For parents of children with disabilities including those with autistic spectrum condition. Weekly drop in session to be developed and expected to operate from Springhouse Children's Centre (Bat and Ball area) offering advice and support to families • West Kent MIND - Training programme for schools (Priority: B): <p>The last available monitoring data for Early Help was as follows:</p> <ul style="list-style-type: none"> • Sevenoaks had the second lowest level NEETs (young people not in education training or employment) in the county based on a cohort of 1,930 in years 12 and 13. This equated to a 2.7%.The rate of re-offending by children and young people at 18.8 in quarter 3 is well below the target of 35 and the benchmark group of 40.5 (January 2020) and the England and Wales at 40.9 (January 2020) • The percentage of pupils at EYFS achieving a good level of development of 76.8 against a target of 75. This exceeded the benchmark group of 74.6 and England 71.8 		

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)														DOT	Direction of Travel & comments																																																																																																																																																																																																																																													
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	The number of positive outcomes where homelessness has been prevented.		<p>The total positive outcomes for 2019/20 was 138 cases, exceeding the target of 120 for 2019/20. This has included the following:</p> <ul style="list-style-type: none"> Quarter 1: Housing Advice Officer supported customers who had been served a Section 21 at Romney Street trailer park in Knatts Valley giving them two months to vacate. The notice was determined as invalid but the Housing Advice team continued to work with the customers to resettle them. An outreach service at Knatts Valley was conducted to provide face-to-face assistance as well as helping the customer onto the Housing Register. Quarter 2: Prevention work assisted a deaf customer who was threatened with homelessness as she lost her job due to becoming deaf - she was housed in Gladedale. Quarter 3: A customer was supported following the risk of homelessness. Customer was living with their partner at the time in sheltered accommodation as he was caring for her full-time (terminal cancer). He was not a named 																																																																																																																																																																																																																																																												

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Page 90			<p>tenant and therefore had no security of tenure. His partner passed away in November, so he became threatened with homelessness as he had no legal rights to remain in the property. Assistance was provided to negotiate with WKHA to succeed the tenancy, which they agreed - this therefore avoided him becoming homeless. Following his succession of the tenancy, assistance was provided to claim housing benefit and it was made sure that he was on top of his rent payments.</p> <ul style="list-style-type: none"> Quarter 4: A customer was evicted from his home following a relationship breakdown with his partner, and as he was not a named tenant, he had no legal right to occupation. As a result, the customer was forced to sofa-surf at his sister's home in Tunbridge Wells, affecting his job (based in Sevenoaks) and relationship with his sister. His sister advised him she could not allow him to stay for an extended period. The customer therefore approached SDC in January, his officer assisted him to complete a Private Sector Landlord (PSL) application and to look for properties in the private rented sector. By early March, the customer had been accepted on to the PSL scheme and successfully signed a new tenancy in Sevenoaks town in the private rented sector. 		
C5	<p>Deliver actions in the Sevenoaks District Housing Strategy, "Wellbeing starts at Home" to meet the</p>		<p>The affordable homes completed over the year includes 107 homes at Oakley Park, Edenbridge by West Kent Housing Association. The development provides 40% affordable housing overall, with the remaining 13 affordable homes completing next year.</p> <p>All affordable homes meet the Lifetime Homes Standard (now Part M4 (2) of the Building Regulations) and provide homes that are accessible and more easily adapted. Features include: all external doors having an openable width of 850mm and a level threshold; all walls in the downstairs cloakroom, bathroom and wet room, being strong enough to support grab rails, shower seats and other adaptations; and the</p>		

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

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	needs of vulnerable and low-income households and improve the condition of existing stock.		ground floor cloakroom being large enough to accommodate a shower. This means Lifetime Homes are able to support a wide-range of housing and health-related outcomes.		
C6	Improve the opportunities for vulnerable people through the Community Grant Scheme.		<p>The Sevenoaks District Community Grant scheme supported 25 organisations during 2019/20, with a total grant value of £54,800.</p> <p>This included the following:</p> <ul style="list-style-type: none"> • West Kent Mediation: £4,800 awarded and used to support the provision of free mediation service to help improve community relations for all SDC residents. The service provided support for families including blended families, homeless mediation & multi-party disputes within the community. • Compaid used their £4,000 grant to contribute to the cost of Sevenoaks Kent Karrier Service taking disabled, elderly and other vulnerable residents within the Sevenoaks District to medical appointments. • The Lewis Project received £1,000 for their project which was aimed at promoting mental wellbeing in young people aged 16+ using music. The funding enabled the project to extend the number of hours/days that the drop-in was open. 		

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)



Green Environment - Where people can enjoy high quality urban and rural environments

Lead Agency: Sevenoaks District Council

Priority 1		Planning policies used effectively as monitored through the Local Plan to protect our high quality natural environment, including Green Belt, Areas of Outstanding Natural Beauty and biodiversity
Priority 2		Use and enforce Planning Policies set out in the Local Plan to ensure new development is designed to a high quality and takes into account distinctive local character and impact on the environment
Priority 3		Ensure new development is designed to a high quality and takes into account local character and the impact on the environment
Priority 4		Recycling campaigns delivered

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

The monitoring is based on the following agreed key success measures for the above priorities

Green Environment - Where people can enjoy high quality urban and rural environments

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
G1 Page 93	Planning policies used effectively as monitored through the Local Plan to protect our high quality natural environment, including Green Belt, Areas of Outstanding Natural Beauty and biodiversity.		<p>Officers continue to work with natural environment partners including the AONB (Area of Outstanding Natural Beauty) units and the North West Kent Countryside Partnership. During the year projects have included improvements to Edenbridge water meadows, removing invasive species, improving the North Downs Way walking trail and habitat creation for Great Crested Newts. The emerging Local Plan includes policies that seek to conserve and enhance the AONB and manage the Green Belt. The Plan underwent examination during 2019/20 and this remains ongoing.</p> <p>The Green Infrastructure network is made up of approximately 9511 hectares of land (excluding AONB) and 954.75 kilometres of Public Rights of Way and Cycle Routes.</p> <p>No Open Space was lost on Allocated Sites. The Council works with partner organisations including the High Weald AONB unit, The North West Kent Countryside Partnership, The Kent Wildlife Trust and neighbouring authorities to provide countryside enhancements across the District.</p> <p>A list of some of the countryside projects taking place within 2018/19 can be found in the Authority Monitoring Report. These have included:</p>		

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Page 94			<ul style="list-style-type: none"> • River Darent Project management and hosting Catchment Improvement Group with South East Rivers Trust. River enhancement projects are being identified and a programme for community engagement in 2019. • Old Chalk New Downs the Old Chalk New Downs project is funded by the Heritage Lottery Fund and focuses on restoring chalk grassland and other downland habitats in North Kent, between Kemsing and Detling. North West Kent Countryside Partnership is delivering access improvement works on the North Downs Way and school grounds projects in 2019. • Edenbridge Water Meadows Assisting with ongoing management including scrub clearance of the water meadows in partnership with the Great Stonebridge Trust. • Orchards Project Last year of the project (ending 2018). In the NWKCP (North West Kent Countryside Project) area New Ash Green Woodland Group and school will be supported with training, tools, interpretation and support with practical restoration. The dedicated Orchards Officer will have some capacity to support other traditional community orchards. • Kent Downs AONB public engagement NWKCP worked with people suffering from mental health issues to find out how they feel about the AONB to help develop future projects 		
G2	Use and enforce Planning Policies set out in the Local Plan to ensure new development is designed to a high quality and takes into		<p>The Emerging Local Plan includes policies to ensure high quality design. Work continued on the Edenbridge Character Area Assessment with Edenbridge Town Council. The document will be consulted on in 2020 and will supplement existing policy</p> <p>The 2018 Authority Monitoring Report highlights, Local Plan performance against objectives as follows:</p> <ul style="list-style-type: none"> • Policy LO8 - The Countryside and the Rural Economy. During 2019/20 there were no applications for new dwellings refused in the Green Belt were overturned at appeal. 		This is an annual target

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Page 95	account local character and impact on the environment		<ul style="list-style-type: none"> Policy SP 11 Biodiversity: Sevenoaks District contains 63 separate Local Wildlife Sites managed by Kent Wildlife Trust. Local Wildlife Sites (LWSs) are areas which are important for the conservation of wildlife. They may support threatened habitats, such as chalk grassland or ancient woodland, or may be important for the wild plants or animals which are present. Local Wildlife Sites in Kent are identified and managed by Kent Wildlife Trust. They are selected by reference to a clear set of criteria, based on the importance of the sites for particular wildlife habitats or wild species Policies SP1 Design of Development EN3 Demolition in Conservation Areas: There are 41 designated Conservation Areas with Conservation Area Appraisals. Since the beginning of the planning period 27 (27 of the 42) Conservation Area Appraisals incorporating Management Plans have been adopted. In 2018/19 six conservation areas were reviewed and their Conservation Area Appraisals revised. Shoreham High Street and Shoreham Mill Lane has been merged and extended. Brasted, Seal, Leigh and Swanley Village also had small extensions. Five updated Conservation Area Appraisals along with an Introduction and Design Guidance were adopted in July 2019 		
	G3	Weekly refuse service collection maintained	During 2019/20, Sevenoaks District Council successfully maintained its weekly refuse and dry recycling collection service. Sevenoaks District Council is unique in being the only Council within Kent to maintain a weekly service. It is also one of the few in Kent to retain an in house collection service. In addition at the final monitoring period (quarter 4) this year, 100% of justified missed collection reports were put right by the next working day.		
	G4	Recycling campaigns delivered	During 2019/20, the weekly collection of residual waste and dry recyclables has been maintained. Justified missed collection figure for the year to date is 5.7/100,000 significantly better than the annual target of 10/100,000 collections. Recycling Twitter campaigns were promoted including: <ul style="list-style-type: none"> Join the Great British September Clean 11-27 September 2020 Promotion of clear sack recycling 		

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			<ul style="list-style-type: none"> Recycling your Christmas tree for free. <div style="display: flex; justify-content: space-around;"> <div data-bbox="571 411 996 981"> <p>More people than ever are #recycling which is great news! If you're still not sure what you can put in your clear recycling sacks, find out here bit.ly/37L8eD3 #keepkentclean #recyclenow</p> <p>4:13 am - 20 Feb 2020 6 Retweets 5 Likes</p> </div> <div data-bbox="1041 411 1489 981"> <p>Recycle your tree for #free! Our garden waste team will collect your tree with a trunk less than 90mm. Leave it on the kerb outside your home, undecorated, before 7am on the garden waste collection day of your road. Find out your next collection day here bit.ly/37pfnkNC</p> </div> <div data-bbox="1523 414 1982 678"> <p>Join the Great British September Clean We still need you to be part of the pick 11 - 27 SEPTEMBER 2020 #GBSpringClean KEEP BRITAIN TIDY.</p> </div> </div>		

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)



Healthy Environment - Where people have healthy lifestyles, access to quality healthcare and health inequalities are reduced

Lead Agency: Sevenoaks District Health Action Team

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Priority 1		Produce new Health Inequalities Action Plan
Priority 2		85% of success measured in the District Deal to be on target
Priority 3		Service improvements delivered through a health in all policies approach
Priority 4		Actions delivered in Sevenoaks District Council’s Housing Strategy, Wellbeing Starts at Home, focused on supporting the Council’s health outcomes and supporting people to remain independent

Agenda Item 9

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Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
H1	Produce new Health Inequalities Action Plan that supports the delivery of the Community Plan		<p>The 2019-2022 Health Inequalities Action Plan has now been produced. A formal monitoring process of the Action Plan has not yet been completed as the plan was. Below are some examples of some of the work we have delivered on that contribute towards the achievement of outcomes within the Health Inequalities Action Plan.</p> <p>During this year (2019/20), there have been 642 referrals to the One You Kent service. These individuals will be supported by One You Kent Advisors to; lose weight, eat healthier, be more physically active, drink less alcohol and have a better mental wellbeing. Alternatively, they might be supported by the One You Your Home service which aims to facilitate a safe, secure and accessible home environment for older residents as well as supporting mental wellbeing issues like social isolation. If appropriate One You Kent Advisors will refer clients to alternate services who will support the client to address wider determinants of health i.e. housing, finance, social care related issues.</p> <p>Some successes this year have included:</p> <ul style="list-style-type: none"> • Helped to co-ordinate the soft launch of the new Westerham Park Run with local trained volunteers. There were 231 registered runners on the day. The total number of Park Run’s in the district is now three and One You Advisers attended to promote the One You Kent services and links with the ‘Move More’ theme. • Attended the launch of the Kent Wild Life Trust Greensands Commons project and promoted One You Kent services with a stand and activities at their successful launch event. The project aims to highlight woodland areas across the district and make them more accessible for people to enjoy and get out and into nature. • Organised a week of free outdoor and exercise activities across the district for elderly people to promote Silver Sunday to highlight activities and support the ‘Move More’ campaign. The activities were promoted across the District and included yoga, walking rugby and football, indoor bowls and Zumba gold. It 		

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
P 99 99			<p>provided an opportunity to try a new activity and continue it through local clubs to combat social isolation and increase physical activity levels amongst older people.</p> <ul style="list-style-type: none"> To mark World Mental Health Day, One You Adviser attended the Sevenoaks town local health walk with our Chairman with local residents to promote and celebrate physical activity, use of the outdoors to promote good mental wellbeing. To promote Work Mental Health Day amongst SDC staff, we worked with our HR and Communications Team to circulate a special Wellbeing newsletter to all staff - copy attached. <p>The Group Weight Management service was halted as a result of Coronavirus and we are exploring opportunities to relaunch this service with a digital approach. However for the 23 participants who engaged with the Why Weight service in Quarter 4, we noted a 52.2% rate in those who successfully lost weight.</p>		
	85% of success measured in the District Deal to be on target.		<p>Sevenoaks District Council’s and Kent County Council’s “Health Deal - the future of health at a local level” is a ten-point plan which involves:</p> <ul style="list-style-type: none"> Training staff on Making Every Contact Count and how to make appropriate referrals Working to establish a health in all policies approach; ensuring everything we do supports a health and wellbeing approach; Tackling the housing causes of ill-health through the work of HERO and SuperHERO service; Accessing new external funding to support delivery of the deal, including two successful Sport England funding bids; Improving health in workplaces in the District; Working in partnership with GPs; Making best use of open space and active travel, including promotion of led cycle rides in the district, and new quarterly health walk leader training; One You Advisers continuing to carry out mapping of the key health assets at the local level; 		

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REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
Page 100			<ul style="list-style-type: none"> • One You Your Home Advisers now accessing GP data on GP systems; <p>This target is now a part of the mainstream delivery of the health inequalities and health work and in no longer monitored in isolation. Therefore, this target will in future be monitored as part of the H1 and H3. The following successes are noted:</p> <ul style="list-style-type: none"> • Recruited a new Housing and Health Project Officer, as part of the Head of Housing and Health’s role of Chair of the Kent Housing Group’s (KHG) Housing and Health Sub Group. This post is funded via KHG in partnership with Kent Public Health. The Project Officer commenced this role on 1 October and will work across housing organisations (District Councils and housing associations) across Kent & Medway to promote One You Kent and health and wellbeing services within the housing sector. The aim of this role is to make access to local health and wellbeing services easier for vulnerable residents, particularly those living in social housing • We have invested efforts in retraining our current crop of walk leaders in order to ensure that best practices are being adopted in the delivery of our current health walks. This activity is temporarily paused for the time being and will be resumed when safe to do so • A recent Senior Management Team interim restructure at SDC has resulted in the three housing functions (housing advice/homelessness, housing policy and housing standards) coming together under the Head of Housing and Health. This will enhance the Council’s work to link housing and health including work with gypsy/traveller communities, accessibility to affordable housing for people of low income and private landlords. • The Council’s HERO Advice Service, providing early intervention for housing and financial issues, has been shortlisted for an award for innovation at the Kent Housing Group Excellence Awards. The service works closely with OY Advisers to address the wider determinants of improving health and wellbeing. • We have continued to participate in a number of local Clinical Commissioning Group meetings to contribute the work of the One You Service and health 		

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REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
			<p>preventative services. This including the West Kent CCG Self-Care & Prevention Group, WK Receptionist Signposting group, Local Care Implementation Boards and the new Integrated Care Partnerships/Boards for both DGS and WK CCG.</p> <ul style="list-style-type: none"> • Making Every Contact Count practices have been highlighted in the delivery of Why Weight programme to support behaviour change. • We have developed a One You partner newsletter that was emailed to voluntary & community sector partners across Sevenoaks and West Kent. We hope that this will encourage partners to refer their services users to One You services using the Making Every Contact Count practices. 		
3	Service improvements delivered through a health in all policies approach.		<p>This year, Sevenoaks District Council have had conversations with Sevenoaks Greensands Commons Project to support the implementation of Health Walks as part of the sustainable community offer. Health Walks activity has been paused in early 2020/21 due to coronavirus and the risks of gathering groups together. We aim to resume this conversation and development at the earliest possible convenience.</p>		

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REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
H4	Actions delivered in Sevenoaks District Council's Housing Strategy, Wellbeing Starts at Home, focused on supporting the Council's health outcomes and supporting people to remain independent.		As Caring 5. The affordable homes completed over the year includes 107 homes at Oakley Park, Edenbridge by West Kent Housing Association. The development provides 40% affordable housing overall, with the remaining 13 affordable homes completing next year. All affordable homes meet the Lifetime Homes Standard (now Part M4 (2) of the Building Regulations) and provide homes that are accessible and more easily adapted. Features include: all external doors having an openable width of 850mm and a level threshold; all walls in the downstairs cloakroom, bathroom and wet room, being strong enough to support grab rails, shower seats and other adaptations; and the ground floor cloakroom being large enough to accommodate a shower. This means Lifetime Homes are able to support a wide-range of housing and health-related outcomes.		

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

Lead Agencies: Sevenoaks District Council and Kent County Council

Priority 1



Deliver actions against the key themes set out in the Economic Development Strategy (2018-21) for Growth and Investment, Infrastructure, Visitor Economy, Skill and Enterprise

Priority 2

Develop skills focus for the Local Strategic Partnership and deliver improvements for residents

Priority 3

Develop a digital inclusion strategy

Priority 4

Funding secured for business support programmes and rural businesses

The monitoring is based on the following agreed key success measures for the above priorities

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

Dynamic Economy - Where people have healthy lifestyles, access to quality healthcare and health inequalities are reduced

REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
D1	Deliver actions against the key themes set out in the Economic Development Strategy (2018-21) for Growth and Investment, Infrastructure, Visitor Economy, Skill and Enterprise.		The Economic Development Strategy 2018 - 2021 was adopted in January 2019. The Strategy provides the framework for the Council’s work on Economic Development. The Strategy has 5 key themes, Growth and Investment, Infrastructure, Visitor Economy, Skills and Enterprise. Monitoring of the delivery of the first year of the strategy has shown that 86% of the actions are Green (complete or well on track to be completed), 14% of the actions are Amber (more work to do to complete these tasks). At the current time no actions are Red (In danger of not being achieved).		
	Develop Local Strategic Partnership skills focus and deliver improvements for residents		<p>This year the following partnership targeted resources on the following projects:</p> <p>West Kent Communities</p> <ul style="list-style-type: none"> The job hub in Swanley started in mid-January. Based at the Swanley Link in partnership with RBLI, West Kent Housing Association offered a weekly support service for those looking to go back to work or get better paid work. West Kent promoted the service at the local market, and it has proved to be a success with over 44 attending. 23% of the 44 people got jobs and of those people 70% were employed locally. The Department for Work and Pensions (DWP) have welcomed and supported the initiative and referred clients living in Swanley to the hub rather than asking them to travel to Dartford job centre. 10 people were supported to get back into work In January a Pop Up Business school was held in Swanley at the Olympic over four days. These programmes have been delivered throughout Kent to assist those who wish to set up their own business. West Kent held a follow up 		

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REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
Page 106			<p>session after the programme had finished and was able to promote some of the new businesses to external partners as well as providing ongoing support.</p> <ul style="list-style-type: none"> • In early March West Kent launched a job hub in Sevenoaks following the job fair in the town. Held at the House in the Basement at the Stag theatre. <p>Sevenoaks District Supported Internship Project In September 2019, Sevenoaks District Council launched it’s very first supported internship programme in partnership with Broomhill Bank School. The benefits of the scheme were highlighted by the interns who took part in the programme:</p> <ul style="list-style-type: none"> • Introducing young people with special needs into work; • Mentor supporting interns through the year and training Sevenoaks District Council in hidden disabilities; • Making workplace friendly to people with additional needs through training; • Investing in the younger generation; • Furthers your business work ethic. <p>The Supported Internship project at Sevenoaks District Council is currently looking to implement a specially adapted version of the Department of Work and Pensions mentoring circles programme, e.g. job coaching, interview and CV skills. This work was developed and ready to start but was interrupted by the outbreak of Covid 19.</p> <p>See case studies for the three interns attached as Appendix 2</p>		

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REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
D3	Develop a Digital inclusion strategy with positive outcomes achieved		<p>An initial desk top review of digital inclusion resources and support available has new commenced, with a view to identifying what support already exists within communities.</p> <p>Mapping work undertaken to date has given us a better understand the areas of the District with particular broadband issues. Support for improving these areas is available from the County Council. Broadband speeds within the District are improving and Economic Development work will continue to provide information to those communities seeking solutions to improve their connectivity.</p> <p>During 2019/20 Sevenoaks District Council developed a web chat facility through the Customer Solutions Team. This assists customers with disability who may not be able to hear people on the phone or who prefer to communicate through the web chat, including people with hidden disabilities. From April 1 2019 - 31 March 2020 Sevenoaks District Council had 686 chats via the website</p>		
D4	Funding secured for business support programmes and rural businesses.		<p>West Kent business support programme continued to offer 2 hours free support during 2019/20. An additional option introduced from December provides 10 hours support in a small group of 5 businesses.</p> <p>At the end of the year, 4 businesses were being supported through the Scale Up West Kent programme. This is a one year, part funded programme of support for businesses in West Kent that have the capacity and ambition to grow. The programme is funded by the West Kent Partnership as part of its continued commitment to developing the economic prosperity across the area. The programme is delivered by Kent Invicta Chamber of Commerce.</p>		

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REF	Key Success Measure	RAG	Year 1 2019/20 (April 2019 - March 2020)	DOT	Direction of Travel & comments
Page 108			<p>Selected businesses receive free consultancy support during the course of a year, access to free business growth tools, access to funded and part funded local expertise.</p> <p>West Kent LEADER has had a difficult year with uncertainty faced as a result of Brexit, However an extension was agreed with the Rural Payments Agency with a new deadline of 31st March 2020 to commit all remaining funds.</p> <p>The following businesses/projects secured funding this year:</p> <ul style="list-style-type: none"> • A cheese making business in the district secured funding from West Kent LEADER this quarter. • Project to bring a dilapidated heritage building into use as two holiday-lets to provide high quality accommodation lacking accommodation. • Project to establish a new farm shop within renovated Victorian farm buildings and provide produce from the estate smallholding, organic dairy farm and sourcing other local and high quality produce. <p>Whilst there is a small amount of funding remaining, the programme was due to end March 2020.</p>		

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Sustainable Economy - Where people can live, work and travel more easily and are empowered to shape their community

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

- | | | |
|------------|--|---|
| Priority 1 | | Projects delivered through the CIL infrastructure plan |
| Priority 2 | | Deliver actions in the Sevenoaks District Housing Strategy, “Wellbeing Starts at Home” to provide a good mix of decent and affordable housing |
| Priority 3 | | A new Transport Strategy for the District produced, which facilitates improvements to transport in the district |
| Priority 4 | | Increase number of people who are helped to shape their local community |

The monitoring is based on the following agreed key success measures for the above priorities

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

Sustainable Economy - Where people can live, work and travel more easily and are empowered to shape their community

Ref	Key Success Measure	RAG	Year 1 2019/2020 - April 2019 - March 2020	DOT	Direction of Travel & comments
Sus 1	Projects delivered and/or supported by the CIL infrastructure plan		<p>Please find below the following projects where CIL money was allocated by the CIL Spending Board in the last financial year:</p> <ul style="list-style-type: none"> • Re-provision of the White Oak Leisure Centre - £900 000. • Bradbourne Lakes Landscape Improvements - £242, 400. • Westerham Parking Project - £49, 975 • Go 2 - A demand Responsive Bus Service - £71, 961.98 <p>In the last financial year we have paid money to the following projects:</p> <ul style="list-style-type: none"> • 1/04/2019 - Public Toilets - Edenbridge Town Council - £34, 000 • 1/04/2019 - Sevenoaks Day Nursery - £99, 900 • 1/04/2019 - Health pod - Otford Medical Practice - £2,500. • 07/01/2020 - Swanley Station Improvements - £750 000. • 31/03/2020 - New village/Sports Pavilion for Fordcombe Village Hall - £185, 000 • 31/03/2020 - Go 2 - A demand Responsive Bus Service - £71, 961.98 <p>The following projects commenced the last financial year:</p> <ul style="list-style-type: none"> • Redevelopment of the Bat and Ball community centre. • Swanley Station Improvements <p>The following projects were completed in the last financial year:</p> <ul style="list-style-type: none"> • Play equipment for the Disabled at Swanley Park - completed March 2019. • Health Pod at Otford Medical Practice - completed 22/01/2020. • Westerham Public Toilets - completed 28/01/2020 • Sevenoaks Nursery - completed. 		

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Ref	Key Success Measure	RAG	Year 1 2019/2020 - April 2019 - March 2020	DOT	Direction of Travel & comments
Sus 2	Deliver actions in the Sevenoaks District Housing Strategy, “Wellbeing Starts at Home” to provide a good mix of decent and affordable housing.		<p>48 affordable homes were completed in the quarter, bringing the total completions 206 homes in the year to date. These included:</p> <ul style="list-style-type: none"> Orbit’s 35 apartments for shared ownership at Ryewood Meadows. This marks the end of delivery of all 135 affordable homes on the development (535 homes in total). WKHA’s continuing delivery of homes at Oakley Park, Edenbridge. All 120 affordable homes meet the Lifetime Homes standard, ensuring good accessibility for all residents. Golding Homes’ scheme at The Mallards, Swanley. This scheme was only permitted in April 2019, but as it has been constructed using Modern Methods of Construction, many of the homes are already built and occupied. At year end, of the 206 affordable homes delivered, 95 are classed as “genuinely affordable”, i.e. with rents at or below housing benefit level. 		
Sus 1	A new Transport Strategy for the District produced, which facilitates improvements to transport in the district.		Sevenoaks produced a new Transport Assessment for the District to support the Local Plan. Further work will be carried out with partners and transport providers to improve transport infrastructure across the District. The Infrastructure Delivery Plan (IDP) will also support the necessary improvements to transport as well.		
Sus 4	Increased the number of people who are helped to shape their		This year the Local Plan examination hearings commenced. Examination hearings took place at the Stag Theatre in Sevenoaks in September and October. A number of community representatives, interest groups, town/parish council and national bodies took part in the examination, together with a number of developers and site promoters. This demonstrates active involvement in the plan-making process, as participants engage to help shape the future of the District for the next 15 years.		

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Ref	Key Success Measure	RAG	Year 1 2019/2020 - April 2019 - March 2020	DOT	Direction of Travel & comments
	local community.				

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Appendix 1 - Partner Case Studies

Safe Communities

Kent Police - Making Policing more visible

During 2019 we recognised a need to increase our officer numbers for our frontline teams such as the Local Policing teams and officers within the Community safety unit. As such a county wide recruitment program was developed and is still running today. There has been additional funding provided by central government which has allowed us to invest further.

Sevenoaks district is now staffed by 11 operational PCSO's (Police Community Support Officer) divided between the main towns and surrounding areas of Edenbridge, Westerham, Sevenoaks and Swanley. In addition to these officers we have three specialist officers who work within the community safety unit, their focus is for support around vulnerabilities for adults, child and crime prevention not only for the community but for colleagues and partners.

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All Officers and Staff utilise the twitter social media platform to provide the local communities with an insight to our daily activities and to update on crime trends and general crime prevention advice.

In order to maintain partnerships and good working practices our operational PCSO’s provide a monthly bespoke newsletter to their parish clerks. This provides information on activities conducted during the month such as speed enforcement, any joint working ventures and planned activities for the month ahead.

Since March 2020 we have increased our footfall with patrolling in order to address the concerns and issues surrounding the Covid-19 pandemic, as such Town centres have seen a big increase in operational presence in order to provide reassurance, visibility and to address any breaches of the government orders currently in place.

Page Study - Supporting Vulnerable and repeat victims of crime - Domestic Abuse (DAVSS)

The beginning

Jane (not her real name) experienced 6 years of emotional abuse, sexual coercion and physical violence before ending the relationship with her partner. However, after a period she joined a dating website and was recognised there by her ex-partner who tried to make her resume their relationship. When she refused he sent multiple abusive texts and angry messages and stalked her at home and at work. She was so terrified that she left home and ‘sofa surfed’ at friends.

Following a seriously violent episode when she was pulled from her car and physically assaulted by strangulation, the Police were called and arrested her ex-partner. The Police advised her to contact DAVSS (Domestic Abuse Volunteer Support) for ongoing specialist support and she called the DAVSS Helpline immediately.

The middle

Her DAVSS volunteer Advisor carried out a risk assessment and agreed a safety and personal action plan with her. As the case was assessed as High Risk it was referred to the West Kent Multi-Agency Risk Assessment conference (MARAC) for partnership assistance. Her volunteer

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Advisor supported her to Court to apply for a Non Molestation Order successfully. A panic alarm and CCTV were installed at her house enabling her to return home. She was encouraged to see her GP who was very supportive and assisted with medication and counselling to address the traumatic experiences she had experienced.

The end?

- Jane was supported to Court by her volunteer DA Advisor who arranged for special protective measures and safe transport with friends which reduced the trauma of appearing at Court and enabled her to make her statement freely.
- Jane's application for a Non Molestation Order was successful. It protects her from the abusive and violent behaviour of her ex-partner, helps her to feel safe at home and prevents him from coming near her place of work.
- Jane reported that her physical and mental health, and economic stability had all improved significantly with the support from her volunteer Advisor.
- Jane's risk level reduced from High to Standard and she agreed that the case could be closed as she was confident that she could get back to DAVSS anytime.

Jane said *"DAVSS helped me when I was terrified for my personal safety. I can't recommend DAVSS enough! They have been invaluable in me obtaining a Non Molestation Order at Court."*

Her friend also wrote to DAVSS *"This group have been absolute life savers (literally) for my friend. The ex-partner was both physically and mentally abusing her, stalking her and making her life a total misery and causing her enormous fear and anxiety. She was terrified of what he would do until DAVSS stepped in. They were there for her at a very vulnerable time in her life. Without their help, advice and support I dread to think what might have happened to her."*

Kent Police Case Study - Speeding vehicles

All PCSO's are aware of Speedwatch and have been given an input on how it works as well as access to the database. Speed watch gives the local community's the opportunity to assist with reducing speeding vehicles within their areas, this is one of the most common concerns raised by parishes within the Sevenoaks district. PCSO's have spoken with all their parish clerks and efforts made to ensure awareness of this tool. Process changes in 2017 lead to a down turn in the take up of volunteers but it appears Sevenoaks district still has the largest establishment in the whole of Kent. Further work is being conducted to increase the platform.

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Several ‘speed checks’ have been conducted in the district of Sevenoaks at areas highlighted by the community as being ‘hotspots’ and from data publicised on the ‘crash map’ (website which collates reported collisions within the UK). Most checks are conducted by local PCSO’s within their own parishes and beats. Information from the PCSO’s is gathered is sent on to the Speedwatch scheme to be added to their information which assists in the identification and education of those drivers who are a cause for concern, this is due to PCSO’s not having the powers to issue enforceable action and approaching the issue with education.

To assist with the drive to combat the issues the Community Safety Unit has established a solid working relationship with the Kent Police Specials roads policing unit. They are utilised for enforcement action when education has not had the desired effect. Hotspot areas within the Sevenoaks district are visited on average twice per month with traffic offence reports being issued which carry either, points, fine, court or driver awareness courses (officers at the scene do not decide on the outcome, this is dealt with centrally) Kent Police has also utilised the Police Cadets for similar operations within the district which has provided them with road safety awareness.

As the national lead for road safety KFRS have a ‘road safety’ experience which operates in Rochester. The Road Safety Experience is the first purpose built, interactive centre of its kind in the UK. It uses powerful stories, exciting interactive experiences and information from experienced road safety experts. The aim is to encourage young people to look at the potential consequences of a road accident from all perspectives - for themselves, their passengers, other drivers and their families. This unit is open throughout the year and is mainly the subject of school visits.

Caring Communities

HERO Advice Service - Preventing homelessness case study

- A 64 year old widowed female referred to HERO via West Kent Housing Association
- The tenant was at risk of eviction from their social housing property due to rent arrears
- Household subject to the bedroom tax
- The main applicant struggled physically and emotionally due to her medical condition and was waiting for a lung transplant. This condition causes severe pain and led to the customer requiring 24 hour oxygen.
- The customer was not in receipt of all benefits that she was entitled to and there was an error with her housing benefit claim.
- She also had a lodger which makes making issues more difficult to resolve.
- Financial issues

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Actions taken

- HERO completed a Home Visit to the customer in order to support. This included evidencing the need for a one off lump sum to clear the arrears before the lung transplant date was finalised.
- HERO completed a review of circumstances and wrote a detailed report for Sevenoaks District Council to support this customer.
- HERO got involved with the GP and referred the customer to the British Lung Society based in Maidstone.
- HERO completed a PIP application and this has resulted in the customer being able to afford a better quality of life.
- HERO has assisted the customer to claim an early state pension due to medical condition.

Key Outcomes

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- High arrears cleared by a one lump sum payment, halting possible eviction.
- Being able to use the benefits of the small is beautiful scheme so the customer can move to a smaller property.
- Monthly income has been raised so the customer can go by taxis now to medical appointments.
 - Customer has gained some independence back in her life.
 - He was able to prove the need for the additional room and is no longer subject to the bedroom tax
 - Lodger supported to move to alternative accommodation.

Additional Achievements

- The extra funding has taken the pressure off of the customer.
- Social inclusion within a group of people who total understand the customer's condition, needs and feelings.
- Safe home to recuperate in after her lung transplant.
- Able to move to supported accommodation now the arrears are cleared.
- Benefits have received a peer review

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HERO Service - preventing homelessness case study - 2

- 46 year old married man with 2 young children, referred via social services.
- The tenant was at risk of eviction from their social housing property due to rent arrears of £1,500.00
- He was experiencing some severe mental health problems and had attempted to take his own life. He was struggling mentally and physically from different medical conditions.
- He had financial issues and was using loan shops and selling his tools to make ends meet. He started drinking heavily to stop his financial worries.
- He was in receipt of housing benefit but also affected by the benefit cap.

ACTIONS TAKEN

- HERO made an appointment with the customer however he wanted to have his appointments held at Sevenoaks District Council.
- HERO completed a review of the circumstances and also an income/expenditure. The customer cried for the majority of every appointment he attended as he felt embarrassed and in his words “worthless”.
- An urgent referral was completed and emailed to MIND.
- An urgent referral was emailed to a drug and alcohol support service.
- HERO applied for funding and gathered the evidence to assist in clearing his arrears.
- An urgent food parcel for a family of 4 was applied for and delivered the same day with treats for the children also.
- HERO liaised with the GP and the mental health worker at Highlands House.
- Completed a PIP application with the customer.
- Completed a KCC Kent bus pass application, so customer could travel to get his anti-drinking medication.

KEY OUTCOMES

- Successfully obtained a one off lump sum payment to clear the rent arrears, halting possible eviction.
- Successfully obtained PIP payments for the customer.
- Successfully obtained a KCC bus pass so the customer has the means to get to his drug and alcohol service, MIND and medication pickups.
- 2 week fresh food was delivered along with cleaning materials to assist the family.

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- GP supporting HERO and customer to apply for further income, therefore taken the financial pressure off the family.

ADDITIONAL ACHIEVEMENTS

- The customer is now able to travel to health appointments without any financial pressure coming on to the family, therefore also gaining some independence back into his life.
- After school activities are now paid for from the school fund to give the family time to get back from medical appointments while the customer is on a detox programme.

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Green Environment

West Kent Housing case study - New development designed to a high quality and takes into account local character

The beginning (the background, issues, opportunities, need for change)

West Kent own Churchfield cottages and this was a land-led redevelopment project within the Sevenoaks District Council area. The scheme was to demolish one end of terrace house which had subsidence and build two dwellings in its place, maximising the land available within the corner-plot.

The middle (what happened, what was changed and the action taken)

- The land-led scheme tenure mix was 100% for affordable rent. Our appointed employer’s agent Baily Garner conducted a competitive tender, and the tender was awarded to Brenwards Ltd.

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- The build contract was entered into on 6 October 2017 with a completion date 44 weeks from possession of the site.
- Due to the previous dwelling's subsidence a substantial piling, ring-beam and steel structure was constructed to support the new dwelling and existing terrace of cottages. The new dwellings achieved Premier New Homes warranty.
- The scheme achieved grant funding of £60,000 including £28,301 of recycled capital grant funding.
- The project marginally exceeded the budgeted total scheme costs, with West Kent paying an additional amount of £46,634 for specification enhancements to fencing, landscaping and access works.

The end?

- West Kent has received positive feedback from the tenants. In particular residents liked the tile-hung elevations in-keeping with Seal village and quality of the internal finishes.
- On outturn, actual service charges were lower than forecast, £3.07 per dwelling/per week. The rent income is £176.56 per dwelling / per week, equal to the forecast.
- Number let first time: Two

Successful applicant banding:

- One - which is an 'Urgent Need to Move'. The Sevenoaks District Housing Register applicant was awarded Band A by management decision.
- One - which is a 'High Priority to Move'. The Sevenoaks District Housing Register applicant was awarded Band B for homeless prevention reasons.
- The scheme had three snagging items at handover and 38 defects overall. This is extremely low compared to other schemes. 78.7% of defects were resolved in time as per West Kent's KPI tracker

Sevenoaks District Community Plan Monitoring, Year 1 (2019-22 Priorities), (April 2019 - March 2020)

Healthy Communities

Partner Case Study - Sevenoaks GP Care Navigation Service

The beginning (the background, issues, opportunities, need for change)

It is widely acknowledged that GPs are under great pressure with a rising workload matched by growing patient concerns about convenient access. Some estimates suggest that about 60% of patients requesting to see a GP didn't need to and could have been signposted to a different service instead.

Among a series of initiatives designed to relieve pressure on GPs is training receptionists and clerical staff to become confident sign posters/care navigators to break down the automatic assumption that a GP appointment is the best first place to go for any problem. Care navigation includes asking questions to see if they could successfully solve some patients' problems before they came in to see a doctor, thereby freeing up their appointment slot. This includes encouraging patients who could see a different clinician, a pharmacist or be signposted to another service altogether, to self-refer to local community services where they do not need to see a GP first.

The key objective of signposting is to help patients access the right care with the most appropriate source of help at the earliest opportunity. This occurs at the first point of contact with the GP Practice by non-clinical staff under direction of the clinical team. This approach is a proven innovation that releases staff time and improves patient care and is one of the top 10 high impact areas identified in the GP Forward View.

The middle (what happened, what was changed and the action taken)

A West Kent GP led on a project to train all practice reception staff across West Kent to become care navigators - directing appropriate patients to services within our community if their needs would be better met outside of the medical setting. This was supported by a team from West Wakefield who provided accredited training.

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We started the process with an initial workshop where representatives from general practice and other providers met to discuss services that would be appropriate for this training. This provided an opportunity for colleagues from primary care and local service providers to shape active care navigation services based on services available locally.

Providers of selected services attended GP receptionist and clerical staff training events to talk about how their service could benefit patients locally. These sessions discussed criteria for referral / capacity and initiated the joint development of protocols that receptionists/GP staff could follow.

The end? (the outcomes, the success or the effect of the activity and any future plans)

35 Sevenoaks GP practice members have undertaken training so far and 6 of the 8 Sevenoaks practices have requested further in-house training for their staff.

During the period March 19 - March 20 a total of 1447 care navigation interventions have taken place and been accepted within Sevenoaks area GP practices. People originally requesting GP appointments have accepted referrals to other services including nurse practitioners, physiotherapists, paramedic practitioners, community pharmacists and other community health and well-being and support services. Latest data (March 2020) shows an acceptance rate of 85%.

Dynamic Economy

West Kent Housing employment and support training

West Kent’s income protection team referred Mark (not real name) to the training and employment team in November 2019.

Mark had recently been forced to give up his job as a Warehouse Operative because he couldn’t find public transport to get him to his shifts on time. To access a computer and West Kent staff he would walk over a mile and to meet his job coach in Dartford he was walking a 4-mile round trip.

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From the beginning Mark made it clear that he had a strong work ethic and was not afraid to work hard. When we met Mark, he had no ID to prove that he was able to work in the UK, West Kent offered to pay to get his driving licence updated but, in the end, Job Centre Plus (JCP) agreed to pay. The team updated his CV and kept in close contact with him. They arranged for him to meet a colleague from the Bluewater Learning shop in November to discuss the possibility of attending a CSCS training course. West Kent paid travel expenses for Mark to attend job clubs in both Maidstone and Dartford but there were no suitable jobs available.

Mark was accepted onto the Construction skills certification scheme (CSCS) training course, but he was invited to attend an interview for a Warehouse Operative on the same day, we agreed that it was better for him to attend the interview, unfortunately he was not successful.

One of West Kent's staff arranged for Mark to attend a Security Industry Authority (SIA) training course in February, however, he was invited to an interview with a local construction company on the same day. Mark was told that if he was successful in getting the job, West Kent would pay his first month's travel expenses.

Mark started full time work in mid-February, he said:

"I would like to thank Pauline for supporting me back into full time employment. Knowing that Pauline was there to support me has given me the confidence to take control of my life and knowing that my travel was being paid for the first month of employment helped me a lot. I would definitely recommend this service to other people who are looking for work or a better paid job"

Sustainable Communities

Sevenoaks Kent Karrier - Compaid

When Mrs Watson was widowed, she lost not only her husband but also her connection to the local community. As she could not drive herself, she felt increasingly isolated in her small hamlet some five miles from the nearest town. As a pensioner on a tight budget, she was restricted to shopping outings once a week and only for a period of two hours to meet the timetable of her nearest limited bus service.

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On hearing of Compaid’s dial a ride service around Sevenoaks, Mrs Watson signed up and quickly became a regular traveller. She is able to plan her shopping trips into town, arrange to have lunch with friends and family and visit doctors and dental surgeries all on the same day. These outings also help to reduce her loneliness, and she sometimes travels with a near neighbour for increased companionship.

“The Compaid drivers have been so wonderful helping me with my shopping bags and always willing to assist without hesitation. I hope the service will be there to support me and other isolated people for many years to come.”

Appendix 2: Supported Internship Case Studies completed by Lucy Soper, Job Coach -Sevenoaks District Council and
Roomhill Bank School

Krysta Ablethorp, Year 14

Academic background

- GCSE Mathematics- 5
- GCSE English language- 7
- GCSE literature- 6
- GCSE Biology- 8
- GCSE History- A
- GCSE Citizenship- 8
- AS Level in History- A
- BTEC Level 2 Music- Merit

Krysta is currently working towards the Extended Project Qualification (EPQ) Level 3.

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Roles(s) undertaken by Intern

While working in the Private Housing Sector Department, Krysta’s role included:

- Supporting staff with admin/idoxing;
- Entering new DFG (Disabled Facilities Grant) referrals and service requests onto Uniform;
- Creating a DFG folder and guidance booklet with support;
- Planning, creating, sourcing and delivering Hospital Discharge bags;
- Checking the PSH (Private Sector Housing) and DFG inboxes daily;
- Checking the planning portal for possible HMOs (House in Multiple Occupation) weekly;
- Sorting post daily;
- Keeping the contractors insurance data up to date;
- Krysta has developed response scripts for staff dealing with incoming service request calls;
- Krysta has developed her knowledge of council systems;
- Krysta has attended staff briefings and team meetings;
- Presented and participated in business network meetings.

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Krysta is currently supporting the Housing and Health Communities and Business Department on Mondays, Tuesdays and Wednesdays and the Corporate Customer Service and Corporate Projects Department, Thursday AM and Fridays.

Reception Redesign Project

Tasks include:-

- Reviewing the proposed floor layouts to give a view about whether these will meet the needs of people with disabilities. Krysta is currently writing a short report including:
 - a) Identifying specific needs;
 - b) Evaluating if needs are being met or not;
 - c) Suggest further facilities or potential changes to meet needs.
- Helping to prepare for internal staff research including:
 - a) slides of the findings to share with the group;
 - b) making A3 sized floor plan layouts for the selected reception layouts;
 - c) Arranging meetings.

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- Researching costings and for buying new furniture etc.
- Creating a spreadsheet to detail replacing items or show where we are keeping existing items.

Change in Intern (attitude, behaviours, confidence)

- Krysta has developed her confidence and with support is able to speak in front of large groups of people;
- She is able to use and channel her enthusiasm and passion to speak up if she does not agree with something;
- She is confident to raise concerns and will ask adults she trusts if she does not understand or believes something is wrong;
- Krysta states that her internship is going really well and it has been a good change from the ongoing pressure of academic stress and exams;
- She has realised there is a big difference between the pressure Krysta puts on herself with regards to work and her academic school work;
- Krysta is regarded as a member of the team at Sevenoaks District Council (SDC), and is well respected by her peers;
- Relationships have been built and nurtured within SDC.

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Parental comments (from EHCP review meeting)

“Krysta has grown in confidence. The internship program has been so good for her. It has given her a focus and real opportunity to develop the skills she needs to move into the workplace.”

Intended future pathway

Krysta would like to secure an apprenticeship and is currently exploring opportunities at Sevenoaks District Council, West Kent Housing Authority and The Department for Education. Krysta’s plan for September 2020, is to continue her studies part time from home, while working.

Jack Collins, Year 13

Academic background

- Jack joined Broomhill Bank School in September 2018;
- GCSE English- 3;

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- GCSE Mathematics- 2;
- Jack is working towards the Extended Project Qualification (EPQ) Level 3. He has undertaken Maths and English exams at Broomhill Bank School.

Role(s) undertaken by Intern

- Jack has been supporting the electoral team at Sevenoaks District Council, organising electoral papers and distribution;
- Jack has practiced phone calls with members of staff at Sevenoaks to support his growth in communication;
- Attended staff briefings;
- Presented and participated in business network meetings.

Change in Intern (attitude, behaviours, confidence)

- Jack is really pleased that he has been gaining lots of great work experience and in variety of different office skills. He has enjoyed learning how to scan, plan and archiving, prep documents to be scanned and archived and janitorial duties;
- Jack has gained his confidence back and is more confident to talk to people unknown to him;
- Jack is happy in his placement and is enjoying the experience;
- Jack has developed his problem-solving skills to enable him to make workplace decisions.
- Jack is able to focus on his activities and tasks more readily, but still requires some support. Through support from a work coach with communications and interaction expertise;
 - Whilst Jack is more independent, he still requires support from his job coach to ask questions or for clarity;
 - Jack is able to ask people known to him and is developing asking people he does not know with more confidence;
 - Jack's attendance has increased.

Parental comments (from Education Health Care Plan or EHCP review meeting)

“Jack gets less frustrated and has developed some good personal management skills to cope with his anxieties and frustrations. Jack is going to join a club/activity in his local area to help him develop his interaction skills.”

Intended future pathway

Jack has explored moving on to a course at West Kent College to undertake a business course or construction course. He would like to follow this course for 1 year whilst developing his ideal pathway.

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Jack has struggled to undertake independent research and is developing these skills through support from the job coach to help him achieve his pathway.

Other comments

Jack expresses that he would like to learn and develop the skills to cook and clean independently, which will help him develop the skills he requires to enable him to live independently. Jack has agreed to help at home more often to help develop these skills.

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Holly Bishop, Year 14

Academic Background

- GCSE English- 4;
- GCSE Mathematics- 4;
- GCSE Biology- 4;
- Holly is working towards the Extended Project Qualification (EPQ) Level 3 and completing her ICT level 2;
- Holly has recently completed her Gold Duke of Edinburgh Award.

Role(s) undertaken by intern

- Completed projects within Information Communications Technology including reviewing the Sevenoaks Client Server;
- Holly is presently designing a website from scratch, for a charity linked to the council;

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- Attending staff briefings;
- Presented and participated in business network meetings;
- Holly is working towards the Extended Project Qualification (EPQ) Level 3 and completing her ICT level 2;
- Holly has nearly completed her Gold Duke of Edinburgh Award.

Change in Intern (attitude, behaviours, confidence)

- Holly has secured a part-time job at the weekends;
- She has grown in confidence and has fitted in really well with her colleagues;
- Holly has found being in placement very calm and friendly;
- Holly is more able to talk to people that are unknown to her and she states that she is managing her anxieties more regularly;
- Holly has overcome her anxieties and chaired a meeting for outside agencies;
- Holly has developed her personal skills including gaining in confidence, work skills, and a good work ethic;
- Holly has developed strategies to cope with different situations and she is more able to self-regulate in difficult situations. She will require further support to develop strategies when things go wrong or change;
- With support Holly is able to manage her emotions but is not always readily able to ask for support.

Parental comments (from EHCP review meeting)

Holly has grown in confidence and fitted in really well with her work partners. She has also had support from the placement.”

Intended future pathway

This time last year, Holly had no idea in which direction she wanted her future to go, but since joining Sevenoaks District Council, Holly has decided she would like a career in IT and is pursuing a full-time IT course at West Kent College.

Holly would like to live independently in the future but believes she would need to share with one or two other people from a financial aspect and also for social support.

Item 10 - Sencio Community Leisure - Supporting the recovery of leisure in the District

The attached report was considered by the People & Places Advisory Committee on 6 October 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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SENCIO COMMUNITY LEISURE - SUPPORTING THE RECOVERY OF LEISURE IN THE DISTRICT

Cabinet - 15 October 2020

Report of: Chief Officer People & Places

Status: For Consideration

Also considered by:

- People & Places Advisory Committee - 6 October 2020

Key Decision: Yes

Executive Summary: The report sets out a request from Sencio Community Leisure for financial assistance to mitigate current financial difficulties related to the impact of the Coronavirus outbreak and subsequent recovery period.

Portfolio Holder: Cllr. Lesly Dyball

Contact Officer: Sarah Robson, Ext.7129

Recommendation to People & Places Advisory Committee: To consider Sencio's request for an extension to the current payment holiday on Sencio's loan repayments to the Council by a further 6 months to March 2021.

Recommendation to Cabinet: To consider the information provided in the report and advice from People & Places Advisory Committee and reach a decision on the request for an extension to the current payment holiday on Sencio's loan repayments to the Council by a further 6 months to March 2021.

Reason for recommendation: Access to leisure services plays an essential role in reconnecting with communities and bringing people together through sport and physical activities. It is therefore important that the Council considers the support Sencio Community Leisure may require to mitigate significant financial difficulties and risk during this difficult time.

Introduction and Background

- 1 On 20 March 2020 the Prime Minister announced that all leisure centres would be closed with immediate effect due to the spread of COVID -19. This was followed on 23 March with golf centres being closed.
- 2 The leisure sector across the country has been massively affected by the COVID-19 pandemic. Nationally it expected that the impact will be felt not only in the short term, but also for the medium to long term. Leisure providers have been exempt from COVID-19 emergency support funding,

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including Sport England's emergency response fund, the Government's £750 million for frontline charities and the retail, hospitality and leisure grants.

- 3 Lockdown had a significant impact on the leisure sector, including Sencio Community Leisure who provide leisure services on a 25 year lease, with Sevenoaks District Council as Landlord.
- 4 During lockdown Sencio was unable to realise any income to support its operations. Sencio has estimated a total lost income of £1.8m between late March up to 31 July 2020. However, Sencio has continued to be liable for monthly outgoings of approximately £650,000, which includes utilities, supplier costs, salary costs (for non-furloughed staff) and some pension and PAYE costs.
- 5 110 of Sencio's 343 staff remain furloughed under the government's Job Retention Scheme, 17 of whom although they have returned to work are not working their full contracted hours and the shortfall is being claimed under flexible furlough. The Job Retention Scheme is due to end 31 October 2020.
- 6 The Government lifted restrictions on golf clubs, which enabled Sencio to reopen Lullingstone Park Golf Course on 1 June and more recently, leisure centres were able to reopen with Sevenoaks, White Oak and Edenbridge reopening to the public on 3 August 2020.
- 7 Industry wide, Community Leisure UK and UK Active have been working with the government and leisure trusts on formulating a corporate strategy regarding recovery for the leisure industry. It is predicted it could take 8-12 months for leisure trusts to recover and even then some programmes/ activities that were previously offered may no longer be offered for certain groups of people such as the vulnerable/over 70s.
- 8 During closure, Sencio negotiated reduced costs with its utility suppliers, organising payment holidays on leases/rentals for equipment such as fitness gym equipment, golf grounds maintenance equipment, golf buggies and photocopiers. It has also secured 6 month payment holiday from an existing loan with Big Issue/Co-operative.
- 9 To date, the District Council has agreed the following support:
 - Released the Management Fee of £26,950 for the whole year up front.
 - Provided a 6 month payment holiday on Council loan repayments up to the end September 2020, equating to £44,000 for the quarter. The terms of which, defers payment of the loan without penalty for late payment. (In 2018, the Council provided Sencio with a loan of £600,000 repayable over ten years at a rate of 6% interest. The current outstanding loan repayment is £546,186.37).
- 10 Government COVID-19 health and safety guidelines and restrictions have limited business recovery. With the further restrictions that have recently

been put in place it is highly unlikely that the government is going to lift social distancing measures in the short to medium term which will continue to limit business recovery.

- 11 Sencio's Recovery Plan (Appendix A), which is subject to change as a result of changing Government guidance, has initially projected a 12 month period for income to recover, starting at 30% of previous levels and achieving 80% by the end of the financial year. This is based on a phased approach to reintroducing activities as well as reduction in the number of classes /activities, restrictions on numbers that can attend, no events/mass gatherings, reduction of membership fees if activities/facilities are not available and potential staffing redundancies where facilities cannot be reopened.
- 12 However, Sencio's recovery model is reliant on being successful with its current loan application to the Big Issue, to help support the costs incurred during lockdown, including pension payments where applicable, the ongoing operating deficit whilst restrictions are in place and the impact once the Job Retention Scheme ends on 31 October 2020. If unsuccessful in its loan, and with the likelihood of restrictions being in place for longer than initially predicted Sencio is reviewing how long it can continue to viably operate.
- 13 To understand any future scenario planning, the Council has requested Sencio provide its income and expenditure for the previous two years and its revised estimated income and expenditure projections for each centre and the golf centre up to December 2022 as a matter of urgency.
- 14 Given the extraordinary circumstances of recent months, Sencio has requested ongoing assistance with its cash flow challenges and implications resulting from lockdown. Sencio has formally asked the Council is to consider the following:
 - To extend the current payment holiday on Sencio's loan repayments to the Council by a further 6 months to March 2021.

Other Options Considered and/or Rejected

- 15 The Council could choose not to support Sencio Leisure Community Leisure. However, the organisation will have an essential role to play to reconnect with communities and bring people together through culture, sport and physical activities once the current lockdown position changes.

Key Implications

Financial

To date, the District Council has paid the Management Fee of £26,950 to Sencio for the whole year up front. It has also delayed £44,000 of loan repayments due between April to September 2020.

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Sencio has requested a further loan repayment holiday of 6 months for the period October 2020 to March 2021. Should this be approved, the Council will have delayed the receipt of a further £44,000 of payments.

The likelihood of the financial assistance that Sencio are requesting being repaid to the Council is dependent on the success of its recovery business plan and customers returning to the leisure sector over the next 12 months and beyond.

It is therefore advised that in making any further financial assistance to Sencio that the Council should be prepared to burden the costs in full, should the Leisure Trust become unable to return to profitability.

Legal Implications and Risk Assessment Statement.

Sencio Community Leisure operate three leisure centres and a golf course across the District on a 25 year lease, with Sevenoaks District Council as Landlord. There are requirements under the lease for the Council to pay a management fee each year and for Sencio to meet service and performance targets in respect of their management of the centres.

From early 2022 Sencio will cease to become the operator of one of those leisure centres.

Coronavirus has had a profound effect on the leisure industry and there is a high risk to the ongoing operation of many leisure operators, including Sencio, across the country.

This report related to the request to provide financial assistance to Sencio, based on their immediate need to meet costs for the next six months. The financial risks associated with this decision are set out in financial implications above.

Equality Assessment

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

Community Impact and Outcomes

Failure to provide support could result in the ultimate closure of Sencio, which would require the Council to act quickly to continue the provision of leisure services for the District. Significant costs are likely to be associated with this.

Conclusions

In line with Government guidance, Sencio Community Leisure temporarily shut down its facilities, reopening the Golf Course in June and the three leisure centres in August 2020. This has had a significant impact on its ability to achieve any income to support their operations. Consequently, Sencio Community Leisure has requested assistance from the Council to help with the cash flow challenges and implications resulting from recent COVID-19 related closures.

We are advised that failure to support could result in severe difficulties for Sencio, which could impact the services provided to our residents; therefore, Sencio's request is clearly one of considerable urgency.

At this stage, due to Government restrictions and health and safety measures in place, it is difficult to predict when Sencio will return to full operational capacity and income levels. Therefore, any decision needs to be mindful of the current instability of the leisure sector, which may impact future organisational recovery and stability and thus any loan repayment terms to the Council.

Appendices

Appendix A - Sencio Recovery Plan

Background Papers

None

Sarah Robson

Deputy Chief Executive & Chief Officer - People and Places

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Sencio Community Leisure Post COVID-19 Recovery Plan

Updated July 2020

1 Introduction

- 1.1 Sencio Community Leisure is a community benefit society set up in 2003 to run three leisure centres and a golf course on behalf of Sevenoaks District Council. The transfer from local authority control has allowed access to more finance options.
- 1.2 As the leisure operator, Sencio has been involved in developing and refurbishing a number of facilities at their sites including extending the health and fitness suite at the Sevenoaks centre and the replacement of water flumes at White Oak leisure centre.
- 1.3 Over the last 20 years a number of local authorities have 'externalised' their leisure services by setting up trusts. Today about 30% of public leisure centres in the UK are run by trusts. Sencio Community Leisure generates over £4.5 million from its four sites, which are used by more than 4,000 people a year. Visits equate to nearly 900,000 visits per year, and 20,116 people are registered on the database-members and non members (registered users).
- 1.4 Sencio's community-run leisure centres are popular with the public, due to the commitment, enthusiasm and helpfulness of the staff who make a point of engaging with customers.
- 1.5 The COVID-19 pandemic and its subsequent impact on the leisure industry across the country means we must now look at a recovery plan to support us return to a level of operational and financial stability.
- 1.6 Sencio continues to be committed to ensuring the ongoing provision of leisure and wellbeing services across the Sevenoaks District.

2 Background

- 2.1 On 20 March 2020 the Prime Minister announced that all leisure centres would be closed with immediate effect due to the spread of COVID -19. This was followed on 23 March with golf centres being closed.

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- 2.2 These enforcement measures effectively left the organisation with no source of income although the impact of COVID -19 had already had a significant effect on the business.
- 2.3 Currently leisure providers are exempt from most COVID-19 emergency support funding, including Sport England's emergency response fund, the Government's £750 million for frontline charities and the retail, hospitality and leisure grants.
- 2.4 A local leisure offer contributes to the physical and mental wellbeing of local communities. If the leisure sector is not sustained through this crisis, the re-mobilisation of public leisure provision will be significantly affected, with facilities potential unable to open and clubs and voluntary organisations unable to re-start activities for communities.

3 Financial impact on Sencio to date

- 3.1 The financial performance of the first two months of the year had been good despite the continual wet weather during these months (the golf course was closed 13 days during this period as the course was waterlogged) and membership sales were strong with 870 new members. Income was 10.2% up compared to the same period in 2019. This in the main was due to the strategic focus of increasing income generated from membership monthly direct debits which saw an increase of 20% in 2019 compared to 2018.
- 3.2 As the spread of COVID-19 became more widespread during March it had a significant impact on the business:
 - Staff shortages with staff self -isolating –resulting in the Feel Good suite closing
 - Reduction in throughput in all the centre
 - Reduced numbers allowed in the gym /classes to achieve 2 metre distancing guidance
 - Increase in memberships cancellations from end of February - 400 in one day in March
 - Requests for refunds for pre - paid activities such as trampolining lessons and swimming lessons
 - Delay in launching new parent and baby direct debit swimming lessons scheduled for 23 March
 - Swimming lessons continuous assessment was launched 16th March but take up was low due to the uncertainty of the leisure centres continuing to operate and parent's concern of children attending lessons
 - Future large events such as dance competitions scheduled for May onwards cancelled due to the restriction on mass gatherings
 - Club and school bookings cancelled
 - Birthday parties cancelled
 - Decisions taken to cancel Easter school holiday activities

- 3.3 Overall there was 70% reduction in income whilst costs increased due to increase cleaning regimes that were scheduled throughout the day and additional orders for hand sanitizers for staff and customers.
- 3.4 With the closure of all the centres all memberships were suspended/frozen and no monies from direct debits were collected on 1 April 2020.
- 3.5 In summary the estimated total income lost to date is £1,811,668 due to the closure excluding the income taken since the golf centre reopened on 1 June.

	March	April	May	June	July
Shortfall in expected Front of House income	£124,285.96	£261,085	£268,000	£180,500	£183,000
Loss of Direct Debit income		£202,997.06	£200,500	£196,000	£195,300
Loss of income excluding refunds and cancellations		464,082.06	£468,500	£376,500	£378,300
TOTAL	£124,285.96	£464,082	£468,500	£376,500	£378,300

- 3.6 With the centres being closed effectively the organisation will not be collecting any income with the exception of any outstanding invoices being paid by any hirer.
- 3.7 However, every effort is being made to retain and keep members /customers.
- 3.8 Members have been encouraged to freeze their memberships rather than cancel so that when the centres reopen the memberships can be reinstated straight away.
- 3.9 Customers who have pre -paid for activities such as swimming lessons have been credited and carried forward for when the lessons recommence and all regular hirers bookings have been retained so that the can resume as soon as the centres re open.
- 3.10 Members are being contacted and regularly engaged with on social media and online classes and gym workouts are being posted daily by the Wellness manager.
- 3.11 The impact of the forced closures has placed the organisation under tremendous financial pressure.
- 3.12 The majority of the 343 staff have been furloughed from 23 March under the government’s Job Retention scheme (JRS). Some staff were required to open Sevenoaks Leisure Centre which was being used as a Community Hub by Sevenoaks District Council up until 17 April. Following the centre no longer being required as a community hub, further staff were furloughed. In total only 13 staff have not been furloughed, but some of these are part time such as the HR Manager, Payroll Manager and Marketing Manager.
- 3.13 Of these 13 staff, 8 of them are being used to undertake daily building and plant checks particularly relating to the swimming pools.

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- 3.14 Under the JRS 80% of furloughed staff salary costs of up to a maximum of £2500 per month per employee can be claimed plus employer costs such as NI and pension. However, the maximum that can be claimed back for employer pension costs is 3% as it is based on the banded rate whilst Sencio's LGPS rate is 17%. Thus there is a shortfall on the amount that can be claimed.
- 3.15 KCC has been approached regarding deferral of pension payments. Under the regulations employee contributions must be submitted to the administering authority in line with the timescales in the Pensions Act 1995 - the 19th of the month following the last day of the month in which the contributions are deducted. However, KCC has offered that whilst they cannot offer a deferral payment period for the employees contributions they could offer a deferral on the employer contributions for March, April and May, but full payments must be made by year end.
- 3.16 Leisure centres are large complicated buildings to operate and maintain and it is not possible to just "moth ball" turn the key walk away and then turn the key to open the buildings and walk back in again and operate. Whilst every effort has been taken to turn off every possible piece of non-essential plant, such as air conditioning units, some pieces of plant have to continue to operate in order to maintain the service and ensure that when the centres can re-open they can return to full functionality as quickly as possible.
- 3.17 To prevent swimming pool water becoming stagnate, circulation and dosing have to be maintained. As the swimming pools are still "operating" daily checks have to be undertaken by staff. These include:
- Monitoring and testing the pool water -chlorine and pH values.
 - Checking the chemical controller, dosing pump operations, and dosing tank levels.
 - Checking the operation of the filters circulation pumps
 - Visually checking the pools to ensure no algae has formed in dead spots and corners.
- 3.18 Whilst on a monthly basis the media bed filters for each pool require backwashing. In order to do this the engineers have been unfurloughed to carry out the work. The back washing regime also involves the use of large volumes of water.
- 3.19 As no customers are using the centres there is a danger that legionella could develop in the water tanks especially at White Oak which had registered possible traces previously. To prevent this, a daily flushing system has been set up in all the centres including the golf centre. This is being undertaken by Sencio staff.
- 3.20 In order to ensure the buildings are compliant and can therefore reopen when the government lifts the enforced closure, Sencio is ensuring at their cost that essential legislative actions are continuing in line with the required timescales:
- Emergency lighting testing
 - Hardwire electrical testing

- Legionella testing

3.21 The work undertaken by Sencio has helped to minimise the impact and any future costly expenditure to the District Council in terms of reactive maintenance.

3.22 In summary the approximate expenditure during closure to support staff and ensure the buildings are maintained and can become operational once advised that it is safe to reopen has cost has been estimated as follows:

	March	April	May	June	July
Utilities	£39,870	£28,758	£28,222	£25,747	£28,000
Essential suppliers	£60,000	£14,082	£15,135	£15,332	£20,382
Staff salary costs (non-furloughed)	£12,459	£24,941	£26,963	£34,826	£31,282
Pension costs	£26,733	£25,733	£26,311	£26,173	£26,700
PAYE	£33,838	£22,570	£20,102	£17,508	£18,500
TOTAL	£172,900	£116,084	£116,733	£119,586	£124,864

3.23 Sencio has managed to reopen its golf course and welcomes the recent news from Government that it can reopen its leisure centres from 25 July, albeit with strict safety measures in place.

3.24 However, Sencio cannot survive its current situation without a separate new input of money to support the loss of income and ongoing costs it has had to undertake over the past few months to maintain the facilities during closure.

3.25 We do not believe an option of closure is necessary nor right for Sencio, the District Council or the district's communities. However, external funding to support the Sencio's future is essential to keep these valuable facilities open to support the health and wellbeing, which is needed now more than ever, of the district.

4 Industry approach

4.1 Leisure Operators throughout the country are working on detailed phased remobilisation and business recovery plans.

- Operator facilities able to open from w/c 25 July 2020, but varied approach to re-opening
- Some proposing opening on the 25 July, others proposing a week or two later to allow for mandatory staff training to be completed
- Most proposing to open with gym and group exercise studio activities - all with limited capacity owing to social distancing and cleaning requirements
- Some proposing to open with swimming pools too, offering lane swimming/structured sessions only
- Other components, including swimming lessons and sports hall usage typically following in September
- Parallel financial projections being drawn up for the period from now until next March

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- All operators showing significant net losses as sites re-open with compromised income and additional costs of un-furloughed staff, cleaning, operational buildings etc.

5 Sencio's operational plan

5.1 Sencio is developing its operational plan based on:

- the phased re-opening of facilities
- re-commencement of related services
- the phased re-instatement of opening hours and activity programmes
- the phased un-furloughing of staff on a designation-by-designation basis,
- assumptions regarding staff redundancies
- changes to pricing policies, including membership and concessionary price schemes;
- Updating of staffing policies, including supervision levels, re-training and any potential redundancies;
- health and safety management, including access control, PPE, cleanliness and management of customer journeys and social distancing;
- asset management policies, including re-instatement and ongoing maintenance of plant
- bookings and administration, including on-line processes, use of cash etc.

5.2 Applying social distancing measures of 2 metres the centres have been:

i) "walked through" and the following issues identified:

- corridors are not 2 metres wide for customer flows so will need to adopt one way in one way out system where feasible – emergency exit doors will have to be used
- some changing rooms will need to remain closed as insufficient space
- some facilities such as soft play not possible to open with social distancing rules

ii) activities have been identified that can be offered , where and in what format - such as pre- booked to control numbers , classes moving to the sports halls

iii) activities that cannot be offered with social distancing in place e.g. birthday parties / toddler activities

iv) activities that cannot be offered due to other safety issues such as the flumes, adult care

6 Phased opening of facilities

6.1 Lullingstone golf centre

The Government announced on 10 May 2020 that golf centres could reopen from 13 May 2020. As staff had been furloughed, it was impossible to open with 48 hours

notice. With the restrictions in place only allowing 2 players and 10 min gaps in between tee times, it was imperative to ascertain if it would be financially viable to reopen - it was only viable if 3 staff including the Course Manager and Golf Professional Manager remained on furlough. The course is currently open and initially the following restrictions were in force:

- driving range closed
- pitch and putt closed
- no golf lessons
- no buggy/trolley hire
- limited shop purchase
- golfers arrive 15 mins before tee time pre changed
- pre- booked and pre- paid tee times

From week commencing 11 June 2020 more than 2 players permitted to play. Some members have requested their memberships remain suspended due to Government shielding (ending 31 July 2020).

With restrictions easing, some shop sales have been reinstated and single use of a limited number of buggies have been introduced in the morning only allowing sufficient time for sanitising before reuse the next day .

6.2 Leisure Centres

6.2.1 Sevenoaks Leisure Centre

Week commencing 27 July 2020

- Swimming club use only
- Staff training
- Online bookings for members open for week commencing 3 August

Phase 1 from 3 August 2020

- Pre booked swim sessions –lane only swimming reduced numbers – family sessions at Edenbridge and White Oak in the teaching pools
- Main Pool for swim club use
- Pre booked Gym but reduced numbers, not all kit will be available this is to allow for the social distancing
- Pre booked session Feel Good suite at White Oak – reduced numbers and opening times
- Classes – Hall and studios will be used depending on the class –reduced numbers
- Badminton White Oak main hall only - singles only. Edenbridge to offer Badminton from second week of opening
- Aqua session but they would have the whole pool to allow for the social distancing in the pool but more importantly in the changing rooms after

Phase 2 from September 2020

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- End of August small swimming lessons may be piloted and programmed during the day in the school holidays – issue regarding how parents are to be managed as the spectator areas will be out of action.
- Some clubs /organisations may return e.g. weight watchers
- Swimming lesson programme commence when schools return
- Some sport hall contract bookings in line with governing bodies guidelines
- Other swimming clubs: Triathlon club , synchro swimming club

Phase 3

(This will only be the case once the social distancing has been reduced to 1m or removed - Government timescale November)

- When safe to do so the classes will return to the area they should be in and the areas that are being used will return to normal use
- Creche
- Sports Hall for use of sports such as football , & Primetime sessions
- Parties Dry & Wet – although these could be delayed even longer
- School swimming bookings for those requesting
- Café

Not Returning until January 2021

- Roller Disco or Roller Parties
- Inflatable Fun / Floats & Fun
- Adult Day Service
- Sports Hall/ martial arts contract bookings
- School swimming lessons
- Major sporting events e.g. swimming galas, dance events , triathlons

6.2.3 White Oak Leisure Centre

Week commencing 27 July 2020

- Staff training
- Online bookings for members open for week commencing 3 August

Phase 1 from 3 August 2020

- Main Pool for swim club use
- Pre booked Gym but reduced numbers, not all kit will be available this is to allow for the social distancing -90 min sessions with 30 mins gaps for cleaning
- Pre booked Feel Good but reduced numbers to 6 per session of 45 mins they will get to use all the equipment but allowing for social distancing
- Pre booked swimming sessions- 1 hour sessions with 30 mins gaps for cleaning
- Pre booked family swimming sessions in the teaching pool
- Classes – Sports Hall/ practice hall and studios will be used depending on the class
- Pre booked Badminton –singles only

- Aqua session - but they would have the whole pool possible only using the main pool to allow for the social distancing in the pool but more importantly in the changing rooms after.

Phase 2 from September 2020

- End of August swimming lesson to be programmed during the day in the school holidays – issue regarding how parents are to be managed as the spectator areas will be out of action.
- Some clubs /organisations may return e.g. weight watchers
- Swimming lesson programme commence when schools return
- Some sport hall contract bookings in line with governing bodies guidelines
- Other swimming clubs : Triathlon club , synchro swimming club

Phase 3

(This will only be the case once the social distancing has been reduced to 1m or removed government timescale November)

- When safe to do so the classes will return to the area they should be in and the areas that are being used will return to normal use.
- Sports Hall for use of sports such as netball & Primetime sessions
- Parties Dry & Wet – this could be longer
- School swimming for those that request
- Café

Not Returning until January 2021

- Treasure Island
- Roller Disco or Roller Parties
- Inflatable Fun / Floats & Fun
- Flumes public use & parties
- Remaining sport hall contract bookings
- Large events booking
- School swimming lessons

6.2.4 Edenbridge Leisure Centre

Week commencing 27 July 2020

- Swimming club use only
- Staff training
- Online bookings for members open for week commencing 3 August

Phase 1 from 3 August 2020

- Main Pool for swim club use
- Pre booked Gym but reduced numbers, not all kit will be available this is to allow for the social distancing
- Pre booked swimming sessions
- Pre booked family swimming sessions in teaching pool
- Classes – Hall and studios will be used depending on the class

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- Aqua session but they would have the whole pool to allow for the social distancing in the pool but more importantly in the changing rooms after. Badminton from week commencing 10th August

Phase 2 from September 2020

- End of August swimming lesson to be programmed during the day in the school holidays – issue regarding how parents are to be managed as the spectator areas will be out of action.
- Some clubs /organisations may return e.g. weight watchers
- Swimming lesson programme commence when schools return
- Some sport hall contract bookings in line with governing bodies guidelines

Phase 3

(This will only be the case once the social distancing has been reduced to 1m or removed, government timescale November)

- When safe to do so the classes will return to the area they should be in and the areas that are being used will return to normal use.
- Creche
- Sports Hall for use of sports such as football , & Primetime sessions
- Parties Dry & Wet – although these could be delayed even longer
- School swimming for those that request
- Café

Not Returning until January 2021

- Roller Disco or Roller Parties
- Inflatable Fun / Floats & Fun
- Slimmers World
- Remaining sports Hall contract bookings
- School swimming lessons

7 Safety measures

7.1 Guidance notes for the safe opening of facilities such as swimming pools are due to be published 15 June by Swim England whilst other organisations such as UK Active have been working closely with the government on other facilities such as gym , fitness classes along with sports governing bodies. However some guidance notes have already been published.

7.2 Swimming pools

- Must be able to prove Microbiological testing has been completed before reopening. Results must be clear and displayed to public.
- If Algae is present- which has been the case at SLC and WOLC due to windows giving direct sunlight and lower flow rates- the pools must be shocked with Chlorine to kill it off

- Some countries have increased their pool water testing to every 2 hours and allow 7m² per bather which is more than double the amount suggested in the original Health and Safety guidance for swimming pools HSG179.
- Flumes and Slides are not operational in any of the countries who have reopened their pools as any activity that can create or add to the number of aerosols in the air have been denied.
- Changing areas:
 - Lockers - 1 in 2 lockers closed
 - Showers- 1 in 2 showers closed
 - Hand dryers and hairdryers not in use due to the number of aerosols in the can be spread more rapidly.
 - Disabled customers must be considered - ensure the functionality of our accessible facilities and regular cleaning of them as per other changing areas.
- Disinfect all hard surfaces- dependant on location and use, every hour at least. This will include Steps into pools, hand railings, hoists (if used) after every user, lifeguard chairs.

7.3 Air handing

It is recommended that the fresh air coming into the building is increased. It is suggested that Air Conditioning and Air Handling is run at full fresh air mode to maximise the dilution of aerosols.

With the above customers will notice a significant difference and may complain they are cold or uncomfortable- this is due to the lack of humidity in the air. Customer notices must be put in place explaining this is for their safety and air quality.

The above measures of running air handling at full fresh air mode will also increase significantly increase the cost of electricity

7.4 Gym /classes

- Gym layouts – have been altered/number of pieces of equipment have been reduced or removed from the gym to allow for 2 metre spacing between equipment (All Sites). Some equipment has been relocated but other pieces have been placed in storage at Edenbridge and White Oak
- Some gym equipment may need to be relocated to the sports hall to allow more space to use such as Sevenoaks free weights. However, this needs to be assessed against the increased staffing costs required for it to function
- Opening hours have been reduced and staffing rotas reviewed to ensure staff can undertake extra cleaning
- To control numbers, all sessions will be required to be pre booked. Each session will be 1.5 hours long with 30 mins allocated between each session for cleaning.
- Customers will be encourage to come pre changed
- One way in and one way out system will be adopted
- Aerobics studio classes will be moved from the studios to the sports hall to allow for better social distancing and to increase the amount of space available for each customer

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- Tape out 2 metre squared boxes to indicate area available to each customer
- Reduce numbers on some classes such as spinning
- Suspend some classes such as Take Heart
- Customers to come pre changed for classes operate one way in one way out system
- 30 mins gaps between classes to allow for cleaning
- Due to the reduction in number of classes / spaces available especially popular classes such as Les Mills operate a maximum number of classes members can book per week

7.5 Reception /coffee shops /membership sales

Screens will be erected for staff protection. Cashless payments will be taken where possible. Customer refunds for car parking at Sevenoaks has been amended - no receipts will be issued from reception to reduce the contact time between receptionists and customers.

7.6 The effect of a second wave remains a possibility and most importantly for Sencio and the response of the Government to that second wave is crucial – and unknown. The Government says the possibility of a second wave remains low. Given recent relaxations by the Government, it does seem unlikely that such a Government decision (in the worst case to go back into lockdown) will be taken. However it remains a risk factor and one completely outside of our control. We do not believe it to be a risk which should stop Sencio moving forward positively.

8 **Financial Plan**

8.1 One thing Sencio needs to know is stability and the knowledge it can move forward operationally. Sencio has prepared a financial plan model through the initial business recovery phases from re opening in August 2020 through to July 2021 in line with our Operational Plan.

8.2 The plan embraces detailed projections of income and expenditure, site by site and activity-by activity basis.

8.3 The plan includes key sensitivities:

- impact of alternative operational policies
- reduction in prices /membership charges
- increased PPE
- increased cleaning regimes / product
- redeployment of staff
- staff redundancies

9 **Customer communications**

9.1 A comprehensive communication plan has been developed to inform customers of how things will operate when the centres can reopen. This has proved to be very

successful when the golf centre opened. The most important aspect will be to reassure customers it will be safe to return.

9.2 Sencio recently participated in a nationwide survey conducted by Leisure Net. 450 Sencio customer took part and when asked when the leisure centres reopen what will your participation rate be compared to pre closure.

- 17.56% said they would use the centres more
- 61.565 said more
- 20% said less or not - the main reason being because they would not be able to afford it.

10 Conclusion

- Sencio cannot continue its current situation. Whether open or closed by Government diktat it will operate at a loss at least initially. A decision on additional external funding must be taken quickly. The only viable solution is to move forward and re-open to maintain a visible leisure offer and assisting in the post-COVID-19 physical and mental recovery of the district.
- Sencio has been unsuccessful in a loan application to Sevenoaks District Council for £120k, which was not supported by members at the July Cabinet meeting. However, Cabinet has supported awarding the annual management fee upfront and freezing existing loan payments for a period of 6 months. More recently, the District Council supported the payment of an outstanding utility debt accrued during lockdown (£35k).
- Sencio applied to the Coronavirus Business Interruption Loan Scheme (CBILS) and was unsuccessful. Nationally, no leisure trusts were successful in securing a CBIL loan.
- Sencio has recently applied to the Big Issue for a loan of £700k and expects to hear whether it has been successful in August.
- Sencio has ensured the ongoing maintenance of the leisure centres and golf centre, which will enable the swift reopening as and when permitted, however, this has come at a huge cost burden, when during the closure, there has been no income coming in.
- Sencio's business plan was sent awry because of the COVID-19 pandemic. We have seen from the outstanding income figures for the reopening of the Golf Centre in June that people want to return to leisure.
- Sencio is aware that it has existing loans in place, but is in a position where it has to seek further grant or loan support to address the income shortfall and expenditure it has faced during closure. However, its recovery financial projections will help support the business model on reopening, but it is critical that it receives support to cover the costs incurred during lockdown.
- We are already into our post COVID-19 recovery plan – by proactively talking to all of our staff, suppliers and hirers. This is ongoing and will continue.
- The success of that plan – how many people come to events - depends on a number of external factors outside of the control of Sencio. However, the

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Government's recent relaxation of restrictions will allow people to return to leisure.

- An underlying risk is the potential for a second wave of infection and a Government reaction to return to lockdown. All the messaging from Government in recent weeks has been that the likelihood of this remains low, but could be isolated lockdowns.
- It is key to this that Sencio is made to appear safe and welcoming which we are aiming, planning and putting in place.
- Sencio leisure centres and golf centre are known and well used, supporting the district's health and wellbeing.

Item 11 - 27-37 High Street, Swanley redevelopment

The attached report was considered by the Improvement & Innovation Advisory Committee on 8 October 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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27-37 HIGH STREET, SWANLEY REDEVELOPMENT

Cabinet - 15 October 2020

Report of: Strategic Head of Property and Commercial

Status: For Decision

Also considered by:

- Improvement & Innovation Advisory Committee - 8 October 2020
- Council - 17 November 2020

Key Decision: No

Executive Summary: Following the receipt of planning permission in May 2020, this report seeks approval to redevelop 27-37 High Street, Swanley, to provide a new business hub and 17 residential units.

In August 2020, Government announced that the project would be allocated a grant of £1.49m. To achieve the draw-down of this grant, Government imposed challenging terms and the Council would need to accelerate its delivery programme for this project. On 6 August 2020, Cabinet approved the virement of funds to allow the expenditure for consultancy and enabling works associated with the project. As a result, detailed design work commenced.

The Government's announcement to approve the project with a Getting Building Fund grant, has accelerated this project's delivery timetable. As this is a new capital project that is not yet accounted for in the Capital Programme 2020/21, and given the estimated project budget, Council approval is now being sought for the project to be established within the Capital Programme, and for the project to proceed.

Portfolio Holder: Cllr. Peter Fleming

Contact Officer: Detlev Munster, Ext. 7099

Adrian Rowbotham, Ext. 7153

Recommendation to Improvement and Innovation Advisory Committee: That comments on recommendations (a) to (c) below are passed to Cabinet.

Recommendation to Cabinet:

That recommendations (a) to (c) below are recommended to Council.

Recommendation to Council:

- (a) Agrees the redevelopment of 27-37 High Street, Swanley, as outlined in the report to provide a new business hub and 17 residential units at an estimated total project cost of £5,624,039 as set out in Table 1.
- (b) Approves that the project is funded by:
 - i. capital receipts from the sale of units in the scheme, estimated to be c. £4,134,039; and
 - ii. £1,490,000 from the *Getting Building Fund* (GBF) administered by the *South East Local Enterprise Partnership* (SELEP), and notes that the SELEP Accountability Board will only make a decision on this match funding on the 20 November 2020, and thus approval to proceed with the project is conditional on SELEP finally awarding the GBF grant.
 - iii. Agrees to the £375,000 vired in August 2020 to be transferred back to the Property Investment Strategy from this project.
- (c) Delegates authority to the Strategic Head of Property and Commercial in consultation with the Head of Legal Services and the Chief Officer Finance and Trading to enter into necessary contracts to facilitate the development and construction of the proposed scheme in accordance with the Council's Contracts Procedure Rules.

Introduction and Background

- 1 Swanley is an urban settlement in the Northern part of the Sevenoaks District adjoining Dartford, Bexley and Bromley. Swanley is the most deprived area within the Sevenoaks District, with two of the wards (Swanley St Mary's and Swanley Christchurch) noted as having relative deprivation in the Local Plan. The town itself has excellent transport links with a motorway interchange providing junctions on the M25, M20, and A20 enabling travel both into Kent, Surrey and Central London. Swanley is within London Travel Zone 8 with Oyster travel into London in under 30 minutes. The area itself has, however, had little public or private sector investment and development in the past, but is now on the cusp of a significant regeneration opportunity, which provides the potential to create a desired place for the future.
- 2 The excellent transport links to Swanley create potential for those looking to move out from London to live here and the workhub would create opportunities for affordable flexible office space for emerging entrepreneurs and small/micro companies looking to work locally to where they live.
- 3 The case for a business hub on the ground floor of 27-37 High Street was developed as part of the Economic Development Strategy to support

businesses in the District. A feasibility study was undertaken by a business hub specialist which confirmed the expected demand and an outline business case was prepared. Business hubs provide an environment facilitating emerging businesses to grow, develop and stimulate entrepreneurship, which supports the local economy and regeneration.

- 4 The impact of Covid-19 on working environments also suggests a greater demand for locally based work hubs and the facilities they offer (which will include high speed broadband, virtual office service, meeting spaces and a shared working area) will provide an alternative location for home based workers to flourish.
- 5 On 3 December 2015, Cabinet granted approval for the demolition of redundant premises at the Former Swanley Working Men's Club, 18 High Street, 27-37 High Street and Bevan Place Car Park, Swanley. The intention was to redevelop the sites to generate income and capital receipts that could be reinvested and would also facilitate the regeneration of the town centre. The redevelopment of 27-37 High Street, Swanley, would therefore support the Council's Economic Development strategy and would also result in a higher performing asset in accordance with the Council's approved Property Investment Strategy.
- 6 Community engagement exercises took place in Swanley and the surrounding areas in 2016 as part of the Master Vision for Swanley. An information event was held in 2019 to make residents aware of the Council's intentions to develop sites in Swanley including 27-37 High Street. Further public consultation was also undertaken as part of the statutory planning process.
- 7 In 2019 architects were commissioned to develop a design and prepare a planning application for 27-37 High Street for a business hub and 17 residential units. The brief was to provide a new high quality, sustainable, mixed use development at this key gateway to the town centre, which would set high standards and help kick-start urban renewal essential to the wider development vision for Swanley.
- 8 The scheme (reference 19/03543/FUL) was approved by the Development Control Committee on 21/05/2020.
- 9 In August 2020, Government announced that it would support the project with a grant from the Getting Building Fund, provided the project met the terms and conditions associated with the fund. This necessitated the need to accelerate the project's delivery, and on 6 August 2020, Cabinet approved the virement of £375,000 to allow the expenditure for consultancy and enabling works associated with the project. As a result, detailed design work commenced in August 2020. In addition, the procurement process commenced for a demolition works contract and a design and build contract to construct the scheme.

The Proposed Development Scheme

- 10 The proposed scheme (see Appendix A), as per the planning permission granted, includes:
 - 17 residential units (6 x 1 bedroom/1 person, 6 x 1 bedroom/2 persons and 5 x 2 bedrooms/3 persons) at ground, first and second floor;
 - A business hub (c. 250 sq.m) at ground floor with fit-out to be determined by the operator.
 - Communal garden to the rear providing amenity space (c. 280 sq.m) for residents and the business hub.
 - Car parking including electric vehicle charging, and bike store.
- 11 The scheme is designed to Nationally Described Space Standards and has many energy saving features. All of the homes exceed national targets. They require little energy to run and use green technologies including Air Source Heat Pumps and Mechanical Ventilation Heat Recovery.
- 12 Sustainability is central to the scheme, which is located close to the town centre and within walking distance of the train station and buses. Car and cycle parking is provided to the rear for residents and business hub users. Electrical vehicle charging points are also included.
- 13 It is proposed that the Council will retain the freehold of the property and the residential units will be sold on the open market with 125-year leases.
- 14 The business hub is to be managed by a specialist operator.
- 15 The Business hub will provide a range of services to support small, micro and home-based businesses. Over 90% of the businesses within the District have fewer than 10 employees, therefore supporting this group is important to the sustainability and growth of the local economy. The business hub will include a shared working area to promote collaboration and mutual support as well private office areas for emerging firms to locate. The hub will also have meeting spaces and breakout areas. The services to be offered from the business hub will include a virtual office provision as well as business support available on-site providing assistance and links to local support services to stimulate business growth.

Procurement

- 16 Officers together with consultants have examined different procurement options to facilitate the accelerated programme required by Government. As a result, a single stage Design & Build procurement route with a pre-qualification questionnaire is recommended for the construction of the scheme. The JCT Design and Build 2016 standard form of contract is proposed. As the estimated construction works contract value is below the

Public Contracts Regulations 2015 threshold, it will not fall within the requirements of OJEU tendering procedures. However, a competitive tendering exercise will be undertaken in accordance with the Council’s Standing Orders.

- 17 Consultants have also advised to undertake the demolition works under a separate contract and this procurement process is currently running, and will be awarded subject to the approval of this Report.
- 18 It is also envisaged that the design team will be novated to the contractor at the end of RIBA stage 4.

Delivery Programme

- 19 The project’s indicative delivery programme is outlined in the table below, and is subject to change:

Stage	Date	
Approval to vire funds	August 2020	Achieved.
Appoint consulting team to complete RIBA Stage 4 technical design and prepare tender documents	August 2020	Achieved.
Issue PQQ for D&B Contract	September 2020	Achieved.
Submit business case to SELEP	September 2020	Achieved.
Commence demolition procurement	September 2020	Achieved.
Council approval and GBF approval	November 2020	
Issue ITT for D&B contract	November 2020	
Award demolition contract	November 2020	
Demolition start on site	January 2021	
Demolition completion	February 2021	
Award D&B contract	February 2021	
New build start on site	March 2021	
Procurement for a business hub operator commences	March 2021	
Business hub goes live virtually	October 2021	
New build completion	March 2022	
Business hub opens	May 2022	

- 20 This programme has been reviewed by our consultants and considered to be feasible. However, it should be noted that this represents an accelerated programme so as to comply with Government’s GBF funding requirements.

Project Costs and Funding

- 21 The table below provides a high-level outline of the project costs.

Elemental Items	Amount
Construction Cost	£4,666,598

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Consultant Fees	£372,302
Client Contingency	£231,875
CIL	£137,642
Other fees and costs	£215,622
Total	£5,624,039

- 22 The viability appraisal undertaken by Savills in 2019, notes that the project is not viable without a grant. However, the economic appraisal undertaken by SQW (2020) suggests that the economic and regeneration outcomes will be of significant benefit to Swanley, and thus merits public funding intervention.
- 23 Government considers this an important project to help with the post Covid-19 economic recovery and facilitate the regeneration of the sub-region. As a result, it has approved an allocation of £1.490m from the *Getting Building Fund* (GBF) - a new £900 million fund created to invest in local infrastructure projects to drive economic growth in the wake of the COVID-19 crisis - which is administered in the South-East by SELEP.
- 24 The remaining capital (£4.134m) is to be funded from capital receipts from the sale of units in the scheme. Rental receipts may also be used.
- 25 In August 2020, Cabinet vired £375,000 from the Property Investment Strategy. The vired funds were needed to facilitate the accelerated expenditure required to meet the Government's GBF grant conditions and timetable. The vired funds were used to undertake further on-site investigations and surveys, appoint surveyors, architects, engineers, cost consultants, economic consultants and other technical consultants to progress designs from RIBA Stage 3 to RIBA Stage 4+ and to prepare detailed construction and demolition tender documents.
- 26 The operation of the business hub has been modelled by external consultants and a feasibility study was prepared. This study suggests that the business centre is viable and will assist in supporting enterprise growth. Details of the Centre's operation will be the subject of a separate report that will be submitted to Cabinet for approval in due course.

Project Governance

- 27 A Project Team has been set up within the Council and is being supported by external consultants. In particular, the Council has appointed a specialist cost consultancy firm to act as Employers Agent and QS.
- 28 The Project Team will be adapting PRINCE2 methodologies to manage the project.
- 29 The Project Team will be reporting to the Corporate Programme Board (CPB), which will have oversight of the project. Monitoring reports

(including highlight reports/exception reports, budget monitors and the risk register) will be submitted monthly to the CPB. The CPB consists of senior officers within the Council and is chaired by the Chief Executive.

Other Options Considered and Rejected

- 30 Do nothing and reuse the site. The building that occupies the site is in poor condition and would require significant capital expenditure to meet current building and letting standards. However, the building's reuse potential is considered to be very limited and even if let out, would provide a limited yield that would not justify the cost of refurbishment.
- 31 An alternative option would be to dispose of the site with planning permission. This option has been ruled out as the planning permission is only implementable with a substantial grant. The planning approved scheme (reference 19/03543/FUL) would unlikely be built and a developer would likely seek to increase the density and value engineer the scheme eroding quality. Additionally, its disposal would limit the Council's ability to direct development in the area in a manner that would promote the town centre's regeneration.

Key Implications

Risk Assessment

- 32 A table outlining the key risks relating to this project are outlined in Appendix B.

Financial Implications

- 33 The scheme is intended to be funded from a combination of capital receipts from the sale of residential units in the scheme and the Government's 'Getting Building Fund' (GBF).
- 34 The Table below provides a summary of the scheme's funding.

Scheme Funding				
	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000
Expenditure	800	3,000	1,824	5,624
Funding:				
Getting Building Fund (GBF)	(490)	(1,000)	(0)	(1,490)
Internal borrowing	(310)	(800)	1,110	0
Capital Receipts from sale of residential units	(0)	(1,200)	(2,934)	(4,134)
Total Funding	(800)	(3,000)	(1,824)	(5,624)

Net scheme (surplus)/cost					0
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- 35 The 17 residential units will be disposed of in the open market and according to Savills, the Council’s property consultants, they are expected to generate a sales receipt of £4.134m based on 2019 values. To reduce the project’s cashflow impact on the Council, off-plan sales will be sought. As the properties will be sold on a 125-year leasehold basis, an average ground-rent of £250 per annum will be applied to each residential leasehold. This will generate an annual income for the Council of £4,250 per annum, and over a 10-year period will generate a NPV of c. £36k and c. £51k over 15 years. However, it should also be noted that the valuations for the residential units are based on 2019 values, and house price growth has not been applied. Market conditions and historic house price growth would suggest that it would not be unreasonable to assume an increase of 2% by 2022.
- 36 Until the receipts from the sales of the residential units are received, internal borrowing will be used to fund part of the scheme.
- 37 Due to the current Covid-19 pandemic, the future direction of the property market remains uncertain therefore, if the sales proceeds of the residential units are less than currently predicted any shortfall will be funded by other capital receipts or other capital funding sources available at that time, including internal borrowing.
- 38 The Council is due to receive final approval from the SELEP Accountability Board for the GBF grant on the 20 November 2020. Government has indicated that the funding is conditional on the Council delivering and spending the grant by the 31 March 2022 and achieving practical completion for the scheme soon thereafter. As noted by the programme above, this is considered achievable and the projects spend can be profiled to avoid the risk of potential claw-back.
- 39 Should GBF funding not be approved on the 20 November, the Council will need to reconsider this project’s funding approach.
- 40 If sales proceeds exceed the amount required to fund this scheme, any excess will be used to part fund the White Oak Leisure Centre scheme.
- 41 VAT will be recovered by the council under normal recovery mechanisms. On the rental properties the Council will need to consider opt to tax requirements.

Legal Implications

- 42 The Council has freehold title of the site and obtained planning consent (19/03543/FUL) for its development in May 2020. The Council will need to

obtain further statutory approvals (e.g. building control approval) and these are known to the Project Team.

- 43 The procurement of a design and build contractor, while below the Public Contract Regulations 2015 thresholds, will need to comply with the Council's Contract Procedure Rules. Legal advice will need to be sought in ensuring the final form of contract is appropriate and provides the Council with the necessary contractual safeguards.
- 44 The residential units will need to be disposed of using a 125-year leasehold structure and the freehold will remain vested with the Council. The Council will be required to set-up appropriate block management and service charge regimes that comply with the Leasehold Reform Act.
- 45 Grant funding from the GBF initiative is conditional on ensuring spend by the 31 March 2022 and in accordance with the SELEP Grant Agreement. It is noted that the SELEP Accountability Board will only meet and make a final decision on the 20 November, and hence the Council's decision to proceed with this project, as noted in this report's recommendations, is conditional on the receipt of GBF grant funding.
- 46 There are no State Aid implications associated with the proposed scheme.

Equality Assessment

- 47 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. A positive impact on end users is, however, anticipated. In particular, it is worth noting that appropriate "equalities requirements" will be specified in the various contracts to be entered into for the demolition and construction of the scheme. In addition, the scheme is designed to promote an inclusive environment, especially for users of the business centre.

Sustainability

- 48 The scheme is expected to have a positive sustainability impact as it provides housing in a town centre location, is in close proximity to public transport, promotes walking, enhances the vitality of the town centre by increasing footfall, and provides environmental features in its construction to reduce energy consumption.

Conclusion

This dynamic scheme provides new ways of living and working for Swanley residents. It presents a unique regeneration opportunity for the town centre that

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will set a new design and sustainability benchmark for future developments and catalyse further development in Swanley.

Appendices

Appendix A - Plans and Visuals

Appendix B - Outline Risk Assessment

Background Papers

- [Cabinet Report 3 December 2015](#)
 - [Cabinet Report 06 August 2020](#)
 - [Sevenoaks District Council \(2019\): Emerging Local Plan](#) (as submitted with evidence base to Planning Inspectorate)
 - [Planning Permission 19/03543/FUL](#)
 - Appleyard & Trew LLP (March 2020): 27-37 High Street Swanley, Procurement Report
 - SQW (2020): 27-37 High Street Project Business Case (RESTRICTED)
 - WorkHub Network (2017): Swanley Workhub Viability and Demand Study. (RESTRICTED)
 - Savills (2019): Viability Assessment (RESTRICTED)
- Project Risk Register (RESTRICTED)

Sarah Robson

Deputy Chief Executive & Chief Officer - People and Places

Appendix A: Proposed Plans and Visuals

High Street frontage



Residential Unit Mix

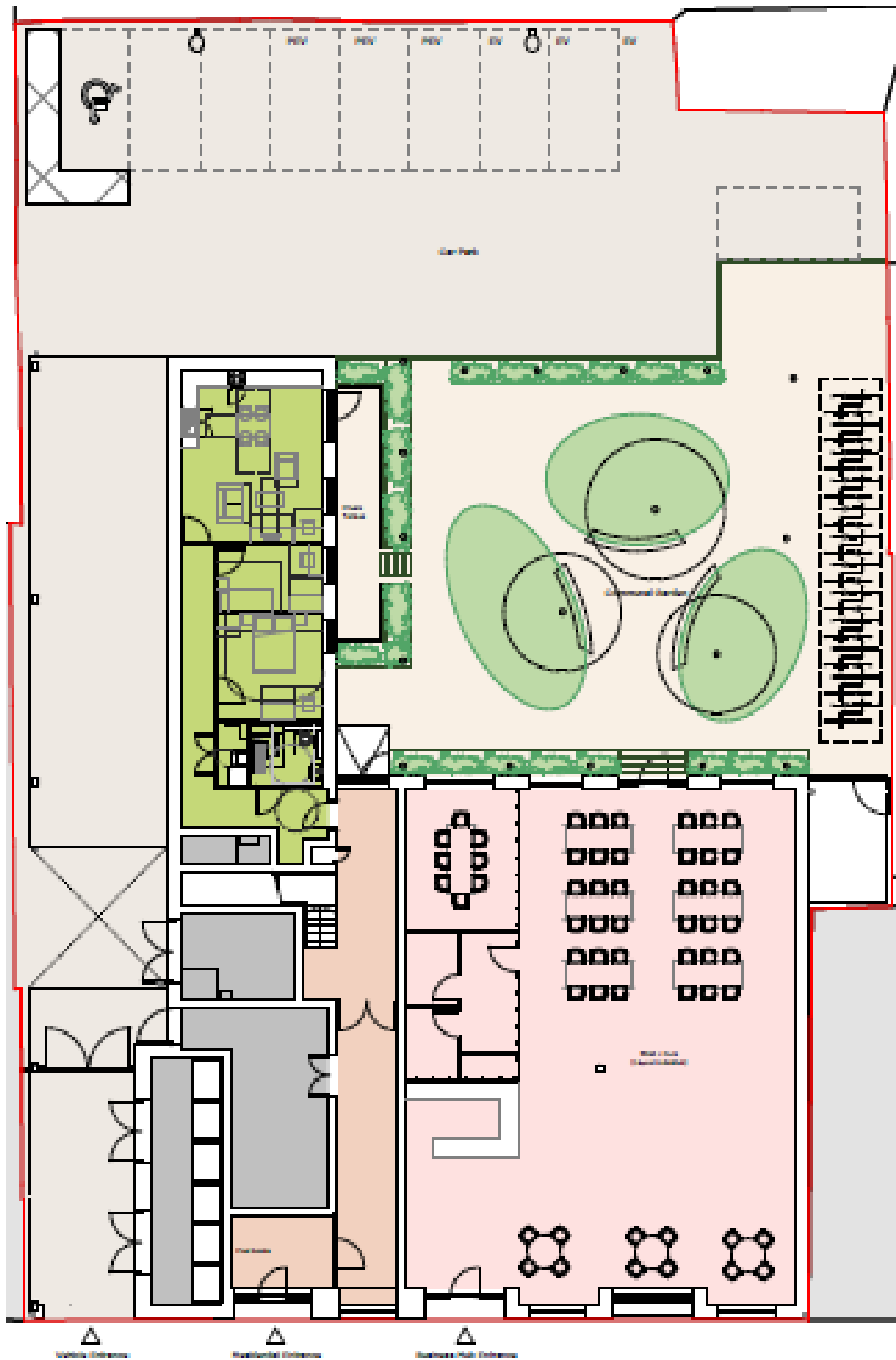
	1B / 1P	1B / 2P	2B / 3P
00	0	0	1
01	1	5	2
02	5	1	2
TOTAL DWELLINGS	6	6	5
DWELLINGS	17		

Units / Ha	118.55
------------	--------

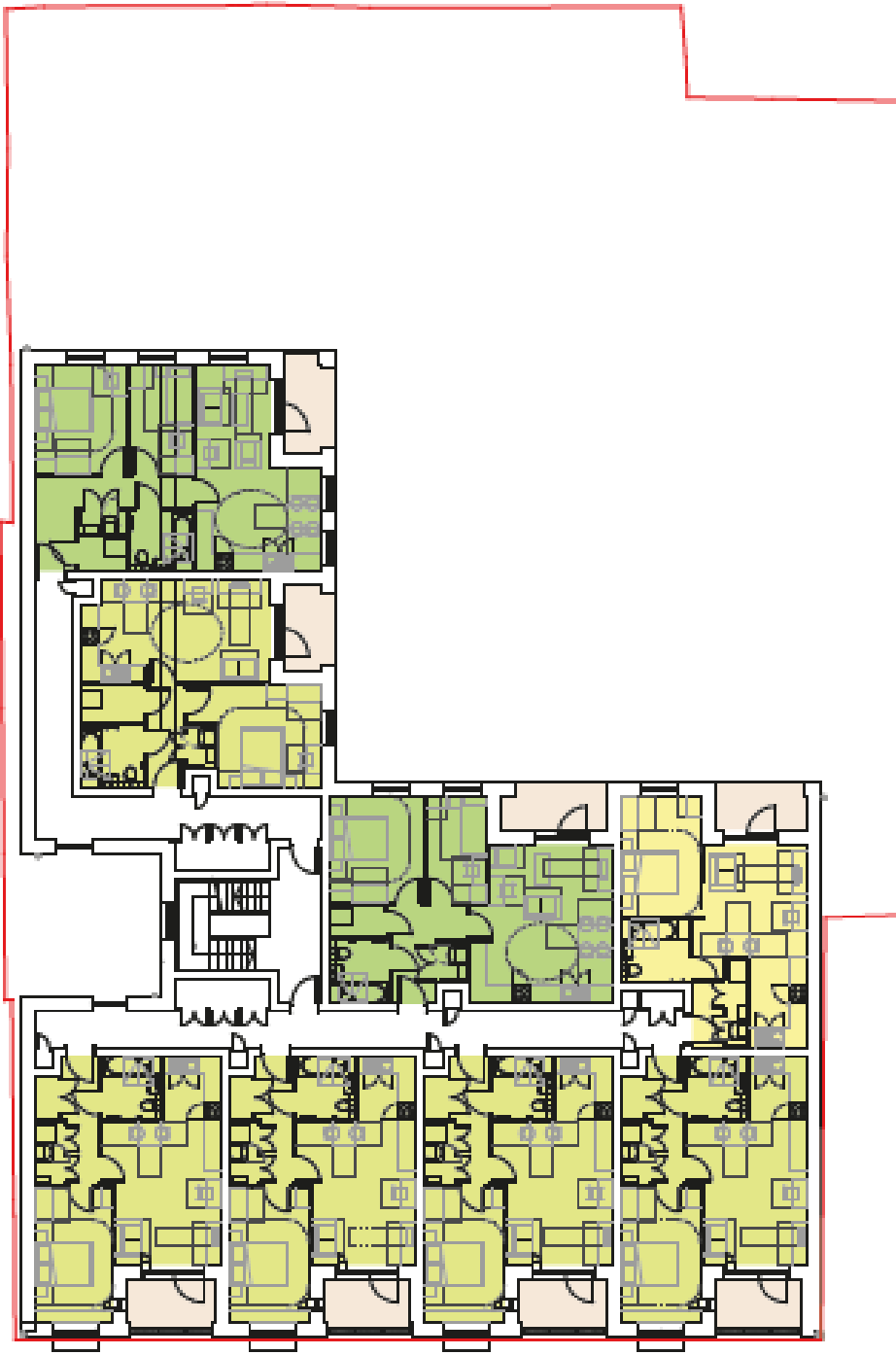
Hab Rooms / Ha	271.97
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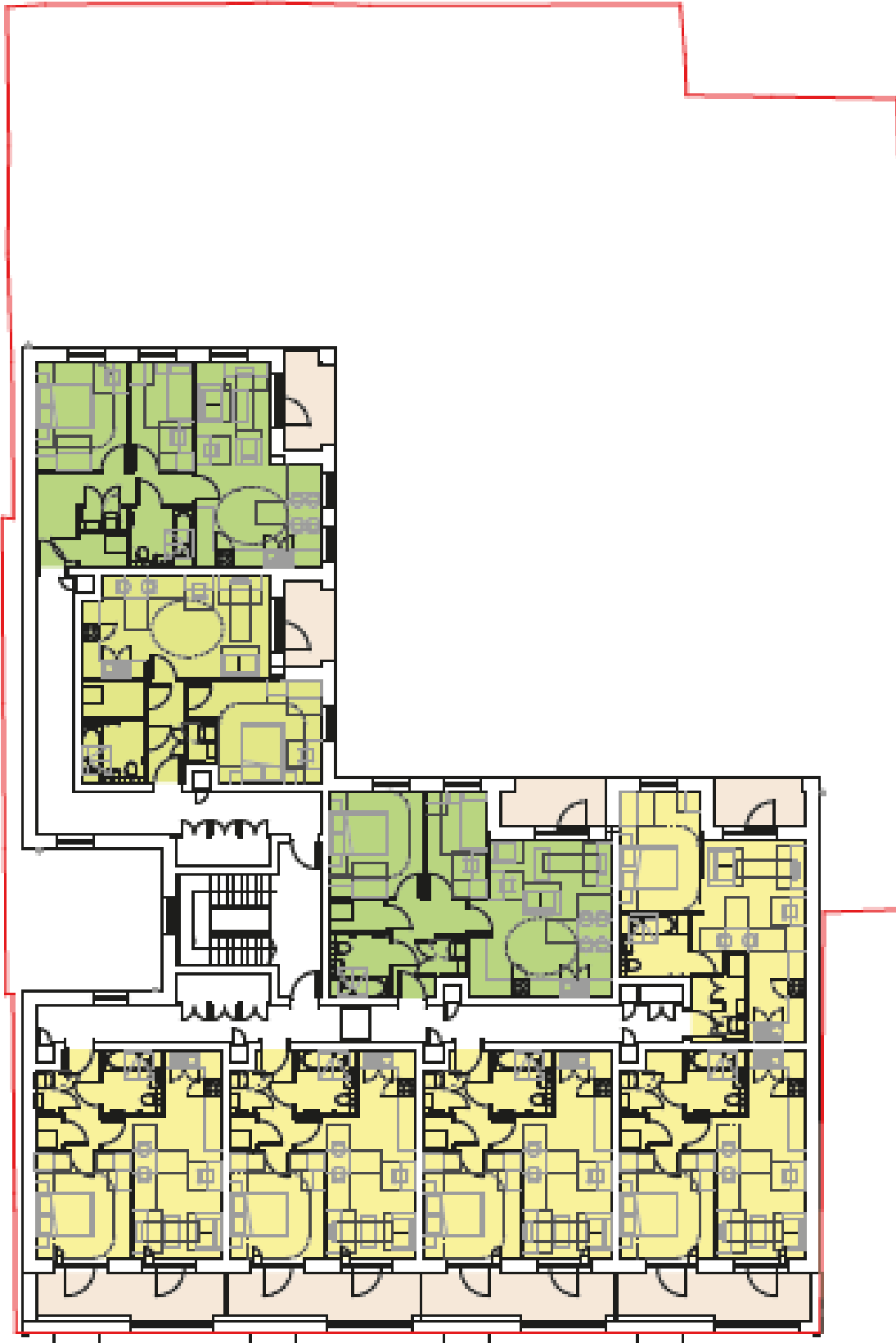
Ground floor plan



First floor plan



Second floor plan



Appendix B - Outline Risk Assessment

The table below summarises the projects risk register and outlines the key project risks considered relevant for this report.

TYPE	DESCRIPTION	MITIGATION
Finance	GBF grant does not receive final approval.	Early engagement with SELEP and Independent Technical Advisor taking place to ensure full business case meets the required standard. Experienced external consultant appointed to prepare detailed business case.
Finance	Capital receipts from the sale of the residential units are not achieved.	Residential units are appropriately designed and to be finished for the target market. Intention is to also commence marketing of units as soon as possible to receive achieve off-plan sales. This will allow us to gauge and track market interest. In unlikely event that sales are not achieved, Council will consider issuing AST (place on market for rent) through an appropriate vehicle and delay capital receipts.
Finance	Change in interest rates resulting in a higher cost of capital	Interest rates are at an all-time low and market swap rates suggest that favourable terms can still be locked in.
Developer	SDC acting as developer is exposed to more risk than in previous capital projects where it has transferred risk by procurement via frameworks and developers.	Ensure adequate resourcing, programming, contingencies and robust project management in place.
Economic/Health	Impact of Covid-19 pandemic, (tender pricing, risk pricing, programme fixing, contractual amendments, availability of labour, availability of materials, onerous sub-contractor conditions), causes additional cost and/or delay to the programme.	Include Covid19 question in PQQ. Provide detailed tender information to assist on risk assessment and mitigation. Close monitoring of Covid-19 as the situation develops.
Construction	Capital costs exceed budget due to factors including: construction market tender disinterest, tender risk cover pricing, tender period over Christmas, covid-19 costs.	Given the accelerated procurement programme, a single stage design and build procurement route offers the best balance between cost certainty, programme certainty and quality. Works tendered on RIBA stage 4 information gives tenderers confidence the design is thorough and coordinated. Realistic client contingencies in place for

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		<p>unforeseen. Robust change control process in place. Contract includes administration by Employers Agent.</p>
Construction	Delays in scheme approval lead to increased costs due to construction inflation.	<p>Robust information submitted to allow SDC Committees/Cabinet/Council to make timely decisions. Project Contract sum based on programme.</p>
Construction	Problems during ground works (contamination/obstructions/soil type) exceed allowances based on RIBA stage 3 surveys, cause delay and extra costs.	<p>Detailed ground investigation survey undertaken prior to RIBA Stage 4 to inform foundation and drainage design and provide more detailed tender information. Realistic contractor and client contingencies in place for unforeseens. Contractor allowed £10k for asbestos removal in addition to contingency sum.</p>
Operational	An operator cannot be procured.	<p>An open tender will be held prior to the scheme achieving practical completion. Soft market testing has revealed interest in the provision of business hub services. However, if this interest does not materialise, the Council will consider using the existing business support network in Kent, and failing this, the Council may consider operating this directly through its Economic Development Team.</p>
Operational	Take-up of the business hub falls below expectation.	<p>Market research undertaken and the impacts associated with Covid-19 suggest that the business case for a business hub is robust. The service will also be on flexible terms and virtual services will also be provided. Meeting space at the venue will also be hired out to supplement income.</p>

Item 12 - Annual Review of Parking Management 2021/22

The attached report was considered by the Cleaner & Greener Advisory Committee on 13 October 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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ANNUAL REVIEW OF PARKING MANAGEMENT 2021/22

Cleaner & Greener Advisory Committee - 13 October 2020

Report of: Deputy Chief Executive and Chief Officer, Finance & Trading

Status: For decision

Also considered by: Cabinet - 15 October 2020

Key Decision: Yes

Executive Summary: This report is the annual review of parking management for 2021/22.

It proposes a freeze on all parking charges across the district, in light of the impact that the Covid-19 pandemic has had on parking supply and demand for parking across the district. A freeze will help support local businesses and economies, stabilising services over the next 12 months.

This reports support the Key Aim of: Providing value for money, and supporting and developing the local economies.

Portfolio Holder: Cllr. Margot McArthur

Contact Officers: John Strachan, Ext 7407

Recommendation to Cleaner and Greener Advisory Committee: That the Committee considers the 2020/21 parking management proposals and its views be submitted for Cabinet's consideration.

Recommendation to Cabinet

That the views of the Advisory Committee be considered and the parking management proposals for a freeze on all parking charges for 2021/22 be agreed.

Reason for recommendation: To help support local communities and economies in light of the Covid-19 pandemic. Managing on and off-street parking facilities in the District, ensuring car parking charges support the recovery of local economies that have suffered as a result of the Covid-19 pandemic.

Introduction

- 1 The Council undertakes an annual review of parking charges in its car parks and on-street parking, helping to effectively manage and regulate parking demand and supporting a 10-year balanced budget.
- 2 This year the review process is been significantly affected by the Covid-19 pandemic, which has had the effect of reducing demand for parking across the District and the revenue income from parking.

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Background

- 3 The parking management review for 2021-22 is conducted in unprecedented times.
- 4 Covid-19 resulted in a nationwide lockdown in March 2020. Town and village centre economies shut down as shops, restaurants, pubs and offices closed in an effort to stem Covid-19 infections within communities.
- 5 Responding to the crisis, on 23 March 2020 the Council made all of its public car parks and on-street parking facilities “free of charge”.
- 6 This move supported local residents who were in lockdown and key workers who still had to come to towns and villages to work.
- 7 Lockdown saw a national directive to relax parking management including parking enforcement, to help communities in lockdown, including residents who were shielding or who were working from home.
- 8 Parking enforcement operations dealing with dangerous and obstructive parking remained in place, particularly around Knole Estate where we saw unprecedented numbers of visitors and their vehicles.
- 9 On-street resident parking schemes continued to operate in the usual way though with a refocussed emphasis on giving advice rather than issuing parking tickets.
- 10 As lockdown has eased, the Council has found it necessary to reintroduce normal parking management including parking charges and enforcement patrols of car parks and on-street pay and display parking bays, as shops and businesses reopened, workers returned, visitor numbers grew.
- 11 All car park and on-street parking charges were reintroduced on 23 June 2020, with the exception of Sevenoaks Town car park, which remained free for a further month to help support the town centre economy and accommodate the high levels of visitors coming to Knole Estate.
- 12 Charges recommenced at Sevenoaks Town car park on 23 July 2020.
- 13 With the exception of Blighs car park, we have continued to see reduced numbers of customers across all car parks.
- 14 Town centre car parks including Buckhurst 1, Sevenoaks Town, South Park and Suffolk Way are operating at around 50% capacity. Bradbourne car park serving commuters at Sevenoaks Station is operating at less than 10% of its normal capacity.

Resident Permits, Visitor Vouchers and Non-Resident Permits

- 15 The 2019/20 Sevenoaks Parking Review looking at on street parking in the town commenced in October 2019. The Covid-19 pandemic affected the review and some parts were not be completed because of lockdown.
- 16 Any changes to on-street resident parking await the outcome of the parking review.

Electric Vehicle Charging

- 17 The Council has provided Electric Vehicle (EV) charge points in two car parks and has a draft programme to provide charge points in other car parks districtwide, subject to securing funding.
- 18 The current policy is that the service provider BP Chargemaster's network and subscription charges apply, the Council provides the charging electricity "free of charge". Vehicles need to be on charge when they park in the charging bays and normal parking charges apply.

Conclusions

- 19 Revenue income from parking has been significantly impacted by the Covid-19 pandemic, which is likely to continue to impact on the 10-year balanced budget for 2021-22
- 20 As lockdown has eased parking usage has remained very low in particular in the Bradbourne commuter car park serving Sevenoaks Station.
- 21 With low occupancies, there is no compelling argument to increase parking charges for parking management reasons.
- 22 A freeze on all parking charges for 2021/22, would allow parking patterns to normalise and stabilise. This would also help support local communities, which may suffer from the effect of the Covid-19 pandemic for some time to come.
- 23 The Council should explore other alternative revenue streams from car parks that are currently under-utilised for parking.

Key implications

Financial

The Covid-19 pandemic had a detrimental impact on parking income and its contribution to the Councils 10-year balanced budget. The impact is likely to continue in subsequent years.

The parking income increase that was previously included in the 10-year budget for 2021/22 was £118,000. This will be required to be offset by savings or alternative additional income to ensure that the Council continues to have a balanced 10-year budget.

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Equality Impacts

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

Sevenoaks District Council supports the Blue Badge Scheme allowing free parking in its off-street car parks and in on-street pay and display parking bays.

Community Impact and Outcomes

The annual parking management review helps to ensure that car parks and on-street parking facilities continue to support local communities and the Council's 10-year balances budget.

Appendices
None
Background Papers
None

Adrian Rowbotham

Deputy Chief Executive and Chief Officer Finance and Trading

Item 13 - Christmas Parking 2020

The attached report was considered by the Cleaner & Greener Advisory Committee on 13 October 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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CHRISTMAS PARKING 2020

Cabinet - 15 October 2020

Report of: Deputy Chief Executive and Chief Officer, Finance & Trading

Status: For Consideration

Also considered by:

- Cleaner and Greener Advisory Committee - 13 October 2020
- Council - 17 November 2020

Key Decision: No

Executive Summary: This report requests that the Committee considers free concessionary parking on select dates at Christmas 2020.

This reports support the Key Aim of: The effective management of Council resources and supporting and developing the local economy.

Portfolio Holder: Cllr. Margot McArthur

Contact Officer: John Strachan, Ext. 7310

Recommendation to Cleaner and Greener Advisory Committee: That the recommendation to Cabinet below be considered.

Recommendation to Cabinet: that

- (a) Subject to consideration of any views of the Advisory Committee, free parking be provided for two weekends leading up to Christmas, as detailed in paragraph 2 of the report; and
- (b) Subject to recommendation (a) above, it be recommended to Council that the cost in terms of loss of income for free parking be met from the Supplementary Estimates

Recommendation to Council: That the Council considers the views of the Committee, and the cost in terms of lost income for any free parking agreed above, be funded from Supplementary Estimates.

Reason for recommendation: To help encourage shoppers and other visitors to Sevenoaks and Westerham, in the busy shopping period leading up to Christmas 2020

Introduction and Background

- 1 In previous years the Council has helped encourage shoppers and visitors to Sevenoaks and Westerham by giving free parking in car parks and on street parking bays on two Saturdays in the run up to Christmas.

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- 2 Free parking is proposed in all Sevenoaks town car parks on the two Saturdays leading up to Christmas in December 2019 and free parking in Blighs car park which is the only charged car park on the two Sundays before Christmas.

Location	Date
Sevenoaks	Saturday and Sunday 12 and 13 December 2020
	Saturday and Sunday 19 and 20 December 2020
Westerham	Saturday 12 December 2020 (Sundays free)
	Saturday 19 December 2020 (Sundays free)

- 3 To help maintain parking turnover in Blighs over the two weekends, the maximum stay in Blighs will be reduced from 4 to 3 hours.
- 4 Relaxing parking charges on weekends has no impact on Swanley, or at Knockholt Station as charges only apply Monday to Friday.
- 5 This is regarded as being of particular importance in light of similar initiatives operated in other towns in neighbouring Districts.
- 6 Vehicles parking for free are still required to observe maximum periods of stay in car parks and on street.
- 7 Regular monitoring will endeavour to ensure compliance with the maximum stay periods in car parks and on-street, to ensure that space is not monopolised by all-day parking by shop workers.
- 8 Weekend free parking will be promoted for shop workers in the Council Offices staff car park accessed from Gordon Road.
- 9 As in previous years Senico Community Leisure whose parking areas form a part of the Suffolk Way car park have participated in these events, they will be invited to participate again.

Background Information

- 10 The estimated shortfall in income over the two days is estimated at £16,500 based on budgeted income levels.

Other Information

- 11 Members are advised that, as in previous years, the Cleaner and Greener Portfolio Holder has allowed free evening parking for Christmas Light and late night shopping events.

- 12 We understand that this year Sevenoaks Town Council and Westerham Town Council are not planning to hold a Christmas Light events this year, Sevenoaks District Council is exploring direct with local businesses in Sevenoaks and Westerham, whether an evening event with associated free parking would be desirable.

Key Implications

Financial

Shortfall in parking income of £16,500 to be met from Supplementary Estimates.

Legal Implications and Risk Assessment Statement.

Management of “overstay” parking is difficult when there is no requirement for a ticket to be purchased and displayed.

Equality Impacts

There is a low risk that the proposals in this report would have any implications under the Equality Act.

Community Impact and Outcomes

Free Christmas parking is a local initiative popular with residents, visitors to the district, businesses and traders, and supportive of local economic vibrancy.

Appendices

None

Background Papers

None

Adrian Rowbotham

Deputy Chief Executive and Chief Officer - Finance & Trading

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Item 14 -Sevenoaks Parking Review

The attached report was considered by the Cleaner & Greener Advisory Committee on 13 October 2020. The relevant Minute extract was not available prior to the printing of this agenda and will follow when available.

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SEVENOAKS PARKING REVIEW

Cabinet - 15 October 2020

Report of: Deputy Chief Executive and Chief Officer, Finance & Trading

Status: For Decision

Also considered by: Cleaner and Greener Advisory Committee - 13 October 2020

Key Decision: No

Executive Summary: This report informs Members of the findings of the Sevenoaks Parking Review carried out between October 2019 and January 2020.

The review recommends that where parking issues have been identified, that reasonable and proportionate measures are taken to improve parking management arrangements.

The review recommends no further action at this stage in locations where feedback indicated that no significant parking issues exist.

The review acknowledges that some areas have more complex parking issues, which may need further investigation.

The review proposes measures to help support low paid local workers and to improve the benefit that existing zones provided to residents.

This reports support the Key Aim of: Providing value for money, and supporting and developing local economies.

Portfolio Holder: Cllr. Margot McArthur

Contact Officer(s): John Strachan, Ext. 7310,
Jeremy Clark, Ext.7323

Recommendation to Cleaner and Greener Advisory Committee:

That comments on the recommendations (a) to (e) are passed to Cabinet.

Recommendation to Cabinet: the views of the Advisory Committee be considered and it be agreed that

- (a) the ratio of resident/non-resident permits be adjusted to help ensure that parking availability is maximised throughout the day.
- (b) the period of no return in all parking bays in zone A be increased from 1 hour to 4 hours.
- (c) “no return” to all roads in zone A, until the 4-hour no return period has passed.

- (d) rationalising boundaries/eligibility to maximise convenience and accessibility for residents are reviewed.
- (e) non-resident on-street parking permits to low paid workers at a reduced rate, where spare capacity exists, be offered.

Reason for recommendations:

The recommendations aim to address the concerns of residents by improving management of the public highway, in line with current legislation, the Highway Code and the policies of Kent County Council, the Highway Authority in Kent

Introduction

- 1 Over recent years, Sevenoaks town had become an increasing popularity busy regional shopping and business centre. However, the provision of parking within the town had not kept pace and the pressure on car parks and on street parking had increased significantly.
- 2 In response to the acute shortage of parking and in support of the local community and economy, between 2017 and 2019 Sevenoaks District Council developed two new multi decked car parks on existing car park sites that it operated in the town. The first, Bradbourne, serving in the main commuters at Sevenoaks Station. The second Sevenoaks Town serving in the main businesses and workers in the town. The development of these car parks increased parking capacity in the town by around 900 spaces.
- 3 There was an undertaking from Sevenoaks District Council that, following the opening of the new car parks and once parking patterns had settled down, a review of on street parking in Sevenoaks would be carried out.
- 4 The review sought to identify and recommend measures to tackle parking problems in existing parking zones and in areas outside of parking zones identified through the dialogue with local representatives.
- 5 In common with the on street parking management arrangements across Kent, Sevenoaks District Council implements and operates resident parking zones as the agent of Kent County Council, the Highway Authority in Kent.
- 6 Resident parking zones give a degree of protection to residents against conflicting demands for kerbside space. However, parking zones are not intended to offer residents exclusive parking rights over other road users.
- 7 This report informs Members of the outcomes of the questionnaire surveys and provides recommendations based on these outcomes.

Introduction

- 8 The review had three planned elements,

- Consultations with local representatives, including local Ward and County Councillors, to define the scope of the survey in non-zoned areas.
 - Two concurrent questionnaire surveys; one in existing parking zones and one in areas without zones where parking issues were identified.
 - Beat surveys to help identify kerbside capacity and parking patterns.
- 9 The first two elements of the review were completed before the Covid-19 pandemic and lockdown. It was not possible to undertake beat surveys because of the effect Covid-19 had on parking patterns, reducing parking demand from shoppers, workers and other visitors and increasing parking by residents on lockdown or shielding.
- 10 The objectives of the parking review had two threads:
- Adequacy of parking management in existing parking zones.
 - The need of parking management in roads close to Sevenoaks town, outside of existing zones.

Meetings with Local Representatives

- 11 These meetings sought to identify locations outside of existing managed parking zones where parking issues had been raised so that these areas could be included in the questionnaire “satisfaction” survey exercise.
- 12 Residents and businesses within existing parking zones were included in the questionnaire “satisfaction” survey as a matter of course.

Questionnaire Survey

- 13 The questionnaire “satisfaction” survey took place between 25 November 2019 and 17 January 2020, with paper questionnaires sent to 1,888 addresses within the existing parking zones and 3,693 addresses in the areas of concern outside of existing parking zones identified through the meetings with local representatives.
- 14 Recipients of the paper surveys had the option to complete and return the survey by post or to complete the survey online through the Council website.
- 15 In addition to questionnaires by post, public notices were put up locally, inviting the wider community to complete the questionnaire surveys online.

Responses relating to Existing Parking Zones

- 16 224 questionnaire responses were received relating to existing parking zones, equating to a response rate of around 12%.

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- 17 Appendix 1A summarises the questionnaire responses relating to locations within permit parking zones.
- 18 Of the 224 responses, 113 were generally satisfied with the parking arrangements and 111 were generally dissatisfied with the parking arrangements.
- 19 Following analysis of responses by (road) location, two locations returned dissatisfaction levels above 35%, Argyle Road, which gave 14 negative responses from 38 addresses = 37% and Gordon Road, with 17 negative responses from 35 addresses = 49%.
- 20 The main areas of dissatisfaction were a shortage of parking for residents because of non-resident parking, abuse of the limited wait restriction and no return period and pollution from drivers looking for parking spaces or leaving their engines running.
- 21 Responses included requests for resident parking only, changes to the limited wait period, pay and display parking and electric vehicle charging points.

Responses from Addresses Outside Parking Zones

- 22 466 questionnaire responses were received relating to areas outside the existing permit zones, equating to a response rate of around 13%.
- 23 Appendix 2A summarises the questionnaire responses relating to locations outside existing permit parking zones.
- 24 Of the 466 responses, around 165 (35%) were generally satisfied with the parking arrangements and 301 (65%) were generally dissatisfied with the parking arrangements.
- 25 Following analysis of responses by road location, parts 2 of road locations returned dissatisfaction levels above 35%, Weald Road, which gave 14 negative responses from 36 addresses (38%) and Garth Road, with 4 negative responses from 5 addresses (80%).
- 26 The main areas of dissatisfaction were speeding and traffic volumes, commuter parking and the absence of a footway causing road safety issues.
- 27 The responses from Weald Road requested the introduction of yellow line restrictions, which remains within the remit of KCC.
- 28 The responses from Garth Road related to high town centre parking charges and school-related parking in Solefields Road.

Conclusions Relating to Existing Parking Zones

- 29 In Zone A, analysis of feedback indicated dissatisfaction generally ranging from a lack of parking capacity for residents, the availability of non-resident

permits and the abuse of current parking controls by vehicles contravening the limited wait period, either by overstaying or re-parking in a zone.

- 30 The issue of idling engines is under separate consideration by the Council, outside of this review.
- 31 Parking management close to busy town centres need to balance and accommodate demands for kerbside space, from residents, businesses, visitors and shoppers. As previously mentioned parking zones are intended to offer a degree of protection to residents parking against conflicting demands, but do not give exclusive rights to residents to park.
- 32 In addition to resident parking permits, non-resident (business) permits are available, (historically on a first come basis). These support workers and local businesses and help to ensure that kerbside space is maximised, for example at times of low demand when many residents had left for work by car.
- 33 To improve the availability of spaces, the review recommends adjusting the ratio of resident/non-resident permits to help ensure that parking availability is maximised throughout the day.
- 34 To help tackle vehicles that stay longer than the 2-hour maximum stay rule in Zone A, the review recommends increasing the period of no return in all parking bays in the zone from 1 hour to 4 hours.
- 35 To help tackle vehicles that simply move to another road in Zone A after the 2-hour maximum stay period, the review recommends a “no return” to all roads in the zone, until the 4-hour no return period has passed.

Conclusions Relating to Locations Outside of Parking Zones

- 36 In the meetings with local representatives, locations in and outside of current parking schemes were identified as having parking issues. However, analysis of the feedback responses in these locations did not indicate significant issues around their current parking arrangements.
- 37 Dissatisfaction in these locations related more to highways issues, for example volumes of traffic and vehicle speeds, which fall outside the remit of the review.
- 38 The review proposes officers engage with colleagues at Kent County Council asking them to consider and take appropriate action over the concerns raised in these locations.

Other Initiatives

- 39 Many parking zones adjoin each other and, in some instances, the most appropriate parking for an address is in the adjacent zone. The review recommends reviewing and rationalising boundaries/eligibility to maximise convenience and accessibility for residents.

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- 40 Sevenoaks town relies on low paid full and part-time workers, many of whom commute by car to the town for work. The review recommends offering non-resident on-street parking permits to low paid workers at a reduced rate, where spare capacity exists, to help support these workers and the local economy.

Key Implications

Financial

Any changes made to parking restrictions would necessitate an amendment to Kent County Council's On-Street Parking Consolidation Order, costing in the region of £2,500.

Legal Implications and Risk Assessment Statement

Changes to parking restrictions would necessitate an amendment to Kent County Council's On-Street Parking Consolidation Order, which includes a statutory consultation process.

Equality Assessment

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

Environmental Impact

Good parking management promotes alternative sustainable travel, discourages vehicle ownership in town centres and reduces vehicle movements.

Community Impact and Outcomes

Parking zones help to protect resident parking while supporting local economies and the wider community.

Value for Money

Relevant parking controls help promote responsible parking and enable efficient management of kerbside space through effective enforcement patrols.

Appendices

Appendix 1A and Appendix 2A

Background Papers

None

Adrian Rowbotham
Deputy Chief Executive and Chief Officer Finance & Trading

Appendix 1A

WITHIN ZONES - ROAD NAME	Response Rates			Satisfied Responses			Dissatisfied Responses		
	Total Letters Sent	Total Responses	Percentages	Satisfied Responses	Proportion of Letters Sent	Proportion of Responses	Dissatisfied Responses	Proportion of Letters Sent	Proportion of Responses
Argyle Road	38	17	45%	3	8%	18%	14	37%	82%
Ashley Close	6	1	17%	1	17%	100%	0	0%	0%
Ashley Road	9	3	33%	0	0%	0%	3	33%	100%
Avenue Road	9	5	56%	4	44%	80%	1	11%	20%
Beech Road	24	3	13%	2	8%	67%	1	4%	33%
Blair Drive	5	0	0%	0	0%	0%	0	0%	0%
Bosville Avenue	6	0	0%	0	0%	0%	0	0%	0%
Bosville Drive	46	5	11%	3	7%	60%	2	4%	40%
Bosville Road	23	2	9%	2	9%	100%	0	0%	0%
Bradbourne Park Road	125	7	6%	5	4%	71%	2	2%	29%
Bradbourne Road	22	0	0%	0	0%	0%	0	0%	0%
Buckhurst Avenue	59	3	5%	3	5%	100%	0	0%	0%
Buckhurst Lane	7	1	14%	1	14%	100%	0	0%	0%
Chestnut Lane	4	0	0%	0	0%	0%	0	0%	0%
Crownfields	17	2	12%	2	12%	100%	0	0%	0%
Dartford Road (Zone C)	81	5	6%	2	2%	40%	3	4%	60%
Dartford Road (Zone M)	14	1	7%	1	7%	100%	0	0%	0%
Eardley Road	68	16	24%	5	7%	31%	11	16%	69%
Gordon Road	35	23	66%	6	17%	26%	17	49%	74%
Granville Road	165	15	9%	9	5%	60%	6	4%	40%
Hitchen Hatch Lane (Zone C)	42	2	5%	1	2%	50%	1	2%	50%
Hitchen Hatch Lane (Zone H)	20	2	10%	1	5%	50%	1	5%	50%
Holly Bush Close	52	1	2%	1	2%	100%	0	0%	0%
Holly Bush Lane	36	12	33%	6	17%	50%	6	17%	50%
Hunsdon Drive	7	1	14%	1	14%	100%	0	0%	0%
Lambarde Drive	27	2	7%	2	7%	100%	0	0%	0%
Lambarde Road	14	3	21%	1	7%	33%	2	14%	67%
Lime Tree Walk	69	4	6%	2	3%	50%	2	3%	50%
London Road	333	26	8%	11	3%	42%	15	5%	58%
Meadow Close	5	1	20%	1	20%	100%	0	0%	0%
Mount Harry Road	126	4	3%	4	3%	100%	0	0%	0%
Park Lane	16	2	13%	0	0%	0%	2	13%	100%
Pendennis Road	7	0	0%	0	0%	0%	0	0%	0%
Pound Lane	8	0	0%	0	0%	0%	0	0%	0%
Sackville Close	6	1	17%	0	0%	0%	1	17%	100%
South Park	77	7	9%	4	5%	57%	3	4%	43%
St Botolphs Road (Zone J)	32	4	13%	1	3%	25%	3	9%	75%
St Botolphs Road (Zone L)	23	2	9%	2	9%	100%	0	0%	0%
The Drive	66	19	29%	14	21%	74%	5	8%	26%
Thicketts	14	1	7%	0	0%	0%	1	7%	100%
Valley Drive	26	2	8%	2	8%	100%	0	0%	0%
Victoria Road	42	10	24%	6	14%	60%	4	10%	40%
Vine Avenue (Zone C)	25	7	28%	3	12%	43%	4	16%	57%
Vine Avenue (Zone L)	7	0	0%	0	0%	0%	0	0%	0%
Vine Court Road	35	2	6%	1	3%	50%	1	3%	50%
Woodside Road	10	0	0%	0	0%	0%	0	0%	0%

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OUTSIDE ZONES - ROAD NAME	Response Rates			Satisfied			Dissatisfied		
	Total Letters Sent	Total Responses	Percentages	Satisfied Responses	Proportion of Letters Sent	Proportion of Responses	Dissatisfied Responses	Proportion of Letters Sent	Proportion of Responses
Allotment Lane	6	1	17%	1	17%	100%	0	0%	0%
Amherst Road	28	9	32%	3	11%	33%	6	21%	67%
Ashburnham Close	16	0	0%	0	0%	0%	0	0%	0%
Bat and Ball Road	9	0	0%	0	0%	0%	0	0%	0%
Bayham Road	97	11	11%	3	3%	27%	8	8%	73%
Berwick Way	40	0	0%	0	0%	0%	0	0%	0%
Bethel Road	66	3	5%	2	3%	67%	1	2%	33%
Bradbourne Road	76	23	30%	8	11%	35%	15	20%	65%
Bradbourne Vale Road	131	13	10%	6	5%	46%	7	5%	54%
Camden Road	60	12	20%	6	10%	50%	6	10%	50%
Cedar Terrace Road	11	6	55%	1	9%	17%	3	27%	50%
Chatham Hill Road	33	2	6%	0	0%	0%	2	6%	100%
Clare Way	23	1	4%	0	0%	0%	1	4%	100%
Cobden Road	70	11	16%	1	1%	9%	10	14%	91%
Coombe Avenue	8	0	0%	0	0%	0%	0	0%	0%
Coombe Court	10	0	0%	0	0%	0%	0	0%	0%
Cramptons Road	143	12	9%	4	3%	33%	8	6%	67%
Farm Road	12	1	8%	0	0%	0%	1	8%	100%
Ferndale	12	0	0%	0	0%	0%	0	0%	0%
Fiennes Way	13	0	0%	0	0%	0%	0	0%	0%
Garden Road	36	0	0%	0	0%	0%	0	0%	0%
Garth Road (part)	5	4	80%	0	0%	0%	4	80%	100%
Golding Road	55	10	18%	4	7%	40%	6	11%	60%
Greatness Lane	81	5	6%	1	1%	20%	4	5%	80%
Greatness Road	42	11	26%	4	10%	36%	7	17%	64%
Grove Road	42	0	0%	0	0%	0%	0	0%	0%
Hartslands Road	42	12	29%	3	7%	25%	9	21%	75%
Hillingdon Avenue	141	5	4%	4	3%	80%	1	1%	20%
Hillingdon Rise	119	4	3%	1	1%	25%	3	3%	75%
Hillside Road	17	2	12%	2	12%	100%	0	0%	0%
Holmesdale Road	31	5	16%	1	3%	20%	4	13%	80%
Hospital Road	12	1	8%	1	8%	100%	0	0%	0%
Hurst Way	22	4	18%	0	0%	0%	4	18%	100%
Kennedy Gardens	88	6	7%	3	3%	50%	3	3%	50%
Knole Road	20	3	15%	2	10%	67%	1	5%	33%
Lansdowne Road	17	1	6%	1	6%	100%	0	0%	0%
Laurie Close	8	0	0%	0	0%	0%	0	0%	0%
Lea Road	22	8	36%	2	9%	25%	6	27%	75%
Little Wood	22	0	0%	0	0%	0%	0	0%	0%
Mill Lane	47	1	2%	1	2%	100%	0	0%	0%
Mill Pond Close	23	1	4%	1	4%	100%	0	0%	0%
Morel Court	10	2	20%	1	10%	50%	1	10%	50%
Nicolson Way	16	0	0%	0	0%	0%	0	0%	0%
North View Road	9	0	0%	0	0%	0%	0	0%	0%
Orchard Close	54	5	9%	3	6%	60%	2	4%	40%
Oxford Road	94	6	6%	1	1%	17%	5	5%	83%
Prospect Road	51	10	20%	3	6%	30%	7	14%	70%

Agenda Item 14

Quaker Close	11	1	9%	0	0%	0%	1	9%	100%
Quakers Hall Lane	64	10	16%	5	8%	50%	5	8%	50%
Queens Drive	86	2	2%	1	1%	50%	1	1%	50%
Robyns Way	70	7	10%	3	4%	43%	4	6%	57%
Sandy Lane	38	9	24%	4	11%	44%	5	13%	56%
Seal Hollow Road	75	8	11%	5	7%	63%	3	4%	38%
Seal Road	93	4	4%	1	1%	25%	3	3%	75%
Serpentine Road/Court	45	22	49%	8	18%	36%	14	31%	64%
Shenden Close	57	2	4%	2	4%	100%	0	0%	0%
Shenden Way	18	10	56%	4	22%	40%	6	33%	60%
Silk Mills Close	13	2	15%	1	8%	50%	1	8%	50%
Solefields Road	71	6	8%	2	3%	33%	4	6%	67%
Soleoak Drive	18	2	11%	0	0%	0%	2	11%	100%
St Georges Road	39	10	26%	2	5%	20%	8	21%	80%
St James Road	35	11	31%	2	6%	18%	9	26%	82%
St Johns Hill	225	25	11%	7	3%	28%	18	8%	72%
St Johns Road	154	31	20%	7	5%	23%	24	16%	77%
Stafford Way	16	2	13%	0	0%	0%	2	13%	100%
Swaffield Road	36	7	19%	5	14%	71%	2	6%	29%
Swanzy Road	27	5	26%	1	4%	20%	4	15%	80%
The Crescent	46	3	7%	1	2%	33%	2	4%	67%
The Green	10	0	0%	0	0%	0%	0	0%	0%
The Moor Road	83	5	6%	1	1%	20%	2	2%	40%
The Paddocks	12	1	8%	1	8%	100%	0	0%	0%
The Rise	63	22	35%	9	14%	41%	13	21%	59%
Turners Gardens	17	5	29%	4	24%	80%	1	6%	20%
Vine Court Road	21	6	29%	0	0%	0%	6	29%	100%
Watercress Close	16	2	13%	0	0%	0%	2	13%	100%
Watercress Drive	47	1	2%	1	2%	100%	0	0%	0%
Weald Road	36	18	50%	4	11%	22%	14	39%	78%
Weavers Lane	24	0	0%	0	0%	0%	0	0%	0%
Westfield	8	0	0%	0	0%	0%	0	0%	0%
White Hart Close	5	2	40%	1	20%	50%	1	20%	50%
Wickenden Road	124	15	12%	8	6%	53%	7	6%	47%