

24 June 2021 at 7.00 pm

Council Chamber, Argyle Road, Sevenoaks

Published: 16.06.21



The meeting will also be livestreamed to YouTube here [https://www.youtube.com/channel/UCLT1f\\_F5OfvTzxjZk6Zqn6g](https://www.youtube.com/channel/UCLT1f_F5OfvTzxjZk6Zqn6g). Members of the public who wish to attend in person, are requested to wear face masks and observe social distancing procedures. For health and safety reasons access may be limited and will be on a first come first served basis

## Improvement & Innovation Advisory Committee

### Membership:

Cllrs. Abraham, Andrews, Bayley, Clayton, Eyre, Fleming, Hogarth, McGregor, Nelson, Pett and Waterton

### Agenda

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

	Pages	Contact
Apologies for Absence		
1. Appointment of Chairman		
2. Appointment of Vice Chairman		
3. Minutes To agree minutes of the meeting of the Advisory Committee held on 25 February 2021, as a correct record.	(Pages 1 - 4)	
4. Declarations of interest Any declarations not already registered.		
5. Actions form previous meeting (if any)		
6. Referral from Cabinet or the Audit Committee (if any)		
7. Update from Portfolio Holder		
8. Rural Landowners Forum Update Eliza Eccelstone and Sue Green in attendance to	(Pages 5 - 8)	Detlev Munster Tel: 01732227099

give verbal updates.

- |     |  |                 |                                      |
|-----|--|-----------------|--------------------------------------|
| 9.  | <b>Place Campaign for the District</b><br>Miranda Chapman in attendance to give a presentation | (Pages 9 - 12)  | Detlev Munster,<br>Tel: 01732227099, |
| 10. | <b>Re-profiling Capital Programme 2021/22</b>  | (Pages 13 - 18) | Detlev Munster<br>Tel: 01732227099   |
| 11. | <b>Work plan</b>   | (Pages 19 - 20) |                                      |

#### **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](mailto:democratic.services@sevenoaks.gov.uk).

**IMPROVEMENT & INNOVATION ADVISORY COMMITTEE**

Minutes of the meeting held on 25 February 2021 commencing at 7.00 pm

Present: Cllr. Fleming (Chairman)

Cllr. Bayley (Vice Chairman)

Cllrs. Abraham, Andrews, Clayton, Esler, Eyre, Hogarth, Maskell, McGregor, Nelson and Waterton

Cllrs. Dr. Canet and Osborne-Jackson were also present.

62. Minutes

Resolved: That the Minutes of the Improvement and Innovation Advisory Committee held on 26 November 2020, be approved and signed by the Chairman as a correct record.

63. Declarations of interest

There were no additional declarations of interest.

64. Actions from previous meetings

There were none.

65. Update from Portfolio Holder

The Portfolio Holder, and Chairman advised that Kent Leaders had met discussing the roadmap out of Lockdown and working with other agencies going forward over the coming weeks and months.

66. Referral from Cabinet or the Audit Committee

There were none.

67. Equality Policy Statement and Objectives

Under the Equality Act (2010), public authorities were required to prepare and publish one of more objectives and review at least every four years. There were five proposed equality objectives relating to the council's role as a community leader, service provider and employer. The objectives would be subject to review, including consultation with stakeholders on the publication of Census 2021 data later in the year, and emerging guidance from Central Government.

## Agenda Item 3 Improvement & Innovation Advisory Committee - 25 February 2021

Members asked questions of clarification and were advised that once the objectives were identified they would be turned into an action plan to ensure that it was embedded into work the Council does. Members were informed that many key considerations were already included in staff policy documents, and that following the Census more up to date information on the District would be available.

### Public Sector Equality Duty

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

Resolved: That it be recommended to Cabinet

- a) the Equality Policy Statement and Objectives be adopted; and
- b) a full review of the Equality Policy Statement and Objectives take place on the publication of Census 2021 data be agreed.

### 68. Emerging Economic Development Strategy

The Strategic Head of Property and Commercial updated Members on the Emerging Economic Development Strategy to ensure appropriate support measures were put in place to aid recovery following the pandemic and to support business and employment formation within the District.

Following the expiration of current Economic Development Strategy and changing economic landscape, consideration was made to refreshing the Council's strategy. As part of the scoping exercise to define the Strategy's outline and brief, reviews had taken place on the South East Local Enterprise Partnership (SELEP) Recovery & Renewal Strategy, and West Kent Partnership's Priorities for Growth, amongst other documents. Emerging strategic priorities included: sustainability, green recovery, business resilience and growth, and infrastructure first. The outline also proposed thematic areas such as skills and employment, tourism and rural, business and enterprise, town centres. Proposed key objectives of the Economic Development Strategy included: skilled workforce, digital connectivity and inclusion, clean growth, supporting innovation and collaboration.

The Strategic Head of Property and Commercial informed Members of several deliverable projects and activities such as the Kickstart Programme which had already launched. It was anticipated that the strategy would be ready for formal adoption by winter 2021.

Members discussed the emerging plan including the opportunities and challenges coming forward, and took the opportunity to ask questions of clarification.

### 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.

69. Update on Capital Projects

The Committee considered the report on capital projects and received a presentation from the Strategic Head of Property and Commercial which highlighted some of the current projects that had been delivered including Burlington Mews, Sevenoaks, and 27-37 High Street which was under development. Planning permission had also been granted for residential units at White Oak, and Alder Way in Swanley. Members were also advised of projects which were in developmental stages, such as Bevan Place in Swanley and in the process of acquiring planning permission, such as Stangrove Estate, Edenbridge. Members were also provided with an overview of the proposed work plan.

Members discussed the projects and the needs of residents and took the opportunity to ask questions of clarification.

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.

70. Work plan

The work plan was noted, with rural landowners being moved to 24 June 2021 which would include an update on Broadband.

THE MEETING WAS CONCLUDED AT 8.23 PM

CHAIRMAN

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## Rural Landowners Forum Update

Improvement & Innovation Advisory Committee - 24 June 2021

**Report of:** Strategic Head of Property and Commercial

**Status:** For Consideration

**Key Decision:** No

**Portfolio Holder:** Cllr Peter Fleming

**Contact Officers:** Strategic Head of Property Ext. 7099

**Recommendation to Improvement & Innovation Advisory Committee:**

The report be noted.

**Reason for recommendation:** To update Members on the role and work of the Rural Landowners Forum.

### Introduction and Background

- 1 The Council engages with the private sector on numerous levels. Such engagement ensures the Council tempers its policies, strategies and/or initiatives to ensure they address the needs of residents and businesses within the District. It also allows the Council to develop or promote initiatives that could potentially be collaboratively delivered. In addition, it provides a platform for officers to provide joined up thinking in supporting private sector initiatives, where considered appropriate to do so. In this regard, the economic and social benefits and value these initiative bring to the District are always considered.
- 2 To support the Council's People and Places and Economic Development agenda, the Council has set up three key fora, viz.:
  - a. Rural Landowners Forum (to discuss rural land matters given that 93% of the District is classified as rural and 60% as AONB)
  - b. Sevenoaks Business Forum (to discuss issues pertinent to supporting local businesses)
  - c. Visitor Economy Forum (its focus being matters relating to tourism and marketing)
- 3 These fora have been of significant assistance to the Council as they not only provide the Council with first-hand knowledge and experience of issues these private sector organisations face, but also allows the Council to

## Agenda Item 8

informally tap into their expertise and use them as “sounding boards”. For example, all of these fora have in the recent past assisted in shaping the brief and findings associated with the emerging Place Campaign and also helped set the direction of travel for the emerging Economic Development Strategy. The Business Forum was also recently consulted on potential initiatives that Welcome Back Funding could be used for.

- 4 The respective fora have also assisted the Council in developing relationships with the private sector.
- 5 The Rural Landowners Forum (RLF) was established pre-2010. Its primary purpose is for the Council to engage with representative key rural landowners in the District to understand issues that affect them and the District and inform the development of appropriate strategies, policies and initiatives. The forum is chaired by the Leader of the Council supported by a number of Portfolio Holders, and meets once a year. The agenda is set by the landowners.
- 6 At the most recent meeting, the group discussed how landowners can help formulate policy and strategy for the rural economy to bounce back from Covid-19; dealing with anti-social behaviour on private land and rural broadband connectivity. The RLF was recently instrumental in providing informal input in the Countryside Code Plan, and together with the Business Forum, is providing informal comment on the reuse of redundant farm buildings. The Council also shares its own updates, which has included West Kent Leader project progress and changes to the planning systems consultation and Local Plan.
- 7 RLF private sector members are also involved in numerous initiatives, and where appropriate and possible, the Council is signposting these members to appropriate resources within the Council and other partnership organisations, such as Kent Invicta, Kent Police, Kent County Council, etc. As many of these initiatives are ad hoc, we thought it would be appropriate for the Committee to be given a brief overview of some of the activities and ideas that two private landowners have.
- 8 At Committee, we will receive verbal updates from:
  - Eliza Ecclestone from St Clere Estate, and
  - Sue Green from the Montreal Estate.
- 9 These verbal updates will provide committee with insights as to how the RLF works, the value it derives and also how these landowners are adopting initiatives that support the Council’s agenda in rural land management and conservation, job creation and enterprise development.

**Other options Considered and/or rejected**

None

**Key Implications**

Financial

There are no financial implications arising from this report.

Legal Implications and Risk Assessment Statement

There are no legal or risk implications related 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 at this point, but further assessments will be undertaken as the strategy begins to take shape.

**Conclusions**

The report and verbal presentation to be given to the Advisory Committee is to update the Committee on the work being undertaken by the Rural Landowners Forum.

**Appendices**

None.

**Background Papers**

None.

**Detlev Munster**

**Strategic Head of Property & Commercial**

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**Place Campaign for the District**

**Improvement & Innovation Advisory Committee - 24 June 2021**

**Report of:** Strategic Head of Property and Commercial

**Status:** For Consideration

**Key Decision:** No

**Portfolio Holder:** Cllrs. Peter Fleming & Lesly Dyball

**Contact Officers:** Strategic Head of Property Ext. 7099

**Recommendation to Improvement & Innovation Advisory Committee:**

The report be noted.

**Reason for recommendation:** To update Members on the emerging Place Campaign being prepared for the District.

**Introduction and Background**

- 1 A strong place brand should be at the heart of any communication strategy that aims to support the well-being and economic development of the place that it serves.
- 2 Place branding should support the Council's key corporate objectives, firmly linked to economic development and the support it provides to local businesses. A successful place branding campaign should:
  - Promote the Sevenoaks district as a visitor destination
  - Attract new businesses and inward investment
  - Attract new people/families to live in the district
  - Support regeneration projects
  - Promote civic pride amongst existing residents
  - Encourage local people to spend more time and money in the district
- 3 Place branding, destination marketing, all those things that bring people and money into an area will be vital to our relationship with businesses. Also, and of equal importance, is economic growth.
- 4 As part of the Council's approved COVID-19 Economic Recovery Plan, for the district to thrive financially, it will need to be attracting new business, jobs, and inward investment into the district, whilst competing with neighbouring authorities (including London) for the same business, the same jobs and the

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same investment. Therefore, it is timely to consider undertaking a place campaign, setting the Sevenoaks District with a clear sense of identity and a strong, confident story to tell.

- 5 Place branding is important because it helps us to:
  - Create jobs and opportunities for our residents
  - Support the growth of our business base
  - Support local services through increased business rates
  - Support the visitor economy and a vibrant local cultural offer
  - Change the reputation of an area
  - Make our places better, which is at the heart of everything we do
  
- 6 A successful place brand should be authentic and realistic. It should reflect something of the essence and truth of the place it seeks to describe. It should not over-claim or make grandiose statements that will provoke a cynical response from residents, but should at the same time be optimistic and positive. It should be flexible to be used across a broad range of contexts, materials and circumstances. It should have buy-in from a range of stakeholders, both inside and outside the council.
  
- 7 Place brand and council brand are two very different things.
  - A council brand is that of our organisation and the services we provide. Council brand should encapsulate the values of our organisation and reflect leadership, accountability and ownership of those services. It is the visual expression of the relationship between the Council and its citizens.
  - A place brand is about the place or places that the Council serves. It is not about the Council, its partners, or individual businesses.
  
- 8 It is difficult for one brand to do both things. Keeping them separate is vital for a clarity of understanding about what you are doing, and what you are trying to achieve. A pure place branding project is far less likely to attract such negative attention, and also far more likely to attract co-funding from outside the Council.
  
- 9 A marketing consultant, Pillory Barn, was appointed in February 2021, to prepare a branding strategy, approach and place campaign. This commission would culminate with marketing platforms being defined and tailored campaigns being launched in July 2021.
  
- 10 A Steering Group (consisting of officers, members and external key stakeholders) was established to provide input into the emerging ideas and concepts. Significant headway has been achieved, and we are now in a position to provide an update on the proposed direction of travel and to obtain further feedback.

- 11 The intention with the Place Campaign, is to create a common brand that can be adapted and used by numerous organisations (public and private) within the District to promote the District as a place to live, work, invest and visit. It will also form the basis for the Council to advertise/promote the District.
- 12 The attached presentation, provides an overview of research trends and emerging thinking and sets out the approach for a new Place Campaign.

**Other options Considered and/or rejected**

None

**Key Implications**

Financial

There are no financial implications arising from this report.

Legal Implications and Risk Assessment Statement

There are no legal or risk implications related 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 at this point, but further assessments will be undertaken as the strategy begins to take shape.

**Conclusions**

The report and presentation to be given to the Advisory Committee is to update the Committee on the emerging Place Campaign.

**Appendices**

None

**Background Papers**

Pillory Barn (2020): Insight Report. Sevenoaks District Council.

**Detlev Munster**

**Strategic Head of Property & Commercial**

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**REPROFILING CAPITAL PROGRAMME 2021/22**

**Improvement & Innovation Advisory Committee - 24 June 2021**

**Report of:** Detlev Münster (Strategic Head Property & Commercial Services)

**Status:** For Decision

**Also considered by:**

- Finance & Investment Advisory Committee - 16 June 2021
- Cabinet - 8 July 2021

**Key Decision:** Yes

**Executive Summary:**

In November 2020, Council agreed a three-year Capital Programme part of which was to facilitate the development of new regeneration schemes for the Council. At the time of preparing the recommendations, high level assumptions were made as to potential projects, indicative costs, and pace of delivery. This resulted in a list of potential projects and envisaged funding allocations and a projects approval protocol was put in place. In establishing a three-year Capital Programme it also required the approval of a funding pot that would facilitate the rapid deployment of funds towards projects. However, with different schemes moving at different pace, there is a greater need to draw funds towards schemes that are maturing faster. As a result, it is proposed that the approved Capital Programme be re-profiled to prioritise the Bevan Place project.

**Portfolio Holder:** Cllr. Matthew Dickins

**Contact Officer:** Detlev Munster, Ext. 7149

**Recommendation to Finance and Investment Advisory Committee and Improvement and Innovation Advisory Committee**

- (a) Notes the requirement to create greater flexibility in drawing down funds from the approved Capital Programme; and
- (b) Endorses the recommendation to Cabinet as below.

# Agenda Item 10

## Recommendation to Cabinet:

To vire £400,000 within the approved Capital Programme to facilitate the delivery of the Bevan Place project as detailed within paragraph 8 of the report.

**Reason for recommendation:** To prioritise the delivery of the Bevan Place project.

## Introduction and Background

- 1 In November 2020 Council approved a three-year Capital Programme. This capital programme was in part established to facilitate the delivery of the Council's ambitious regeneration agenda and it was recognised that the development of schemes would require forward funding.
- 2 In establishing the Capital Programme, consideration was given to a potential programme of schemes, that subject to further product development (i.e, undertaking of feasibility studies and due diligence) and viability, could be promoted for further funding.
- 3 The table below outlines the whole Capital Programme that was approved by the Council on the 17 November 2020.

**Table 1: Outline of Approved Capital Programme**

Capital Programme 2021-24 (Appendix Hi - Council Report, 17 Nov 2020) Scheme		Funding Source								
					2020/21	2021/22	2022/23	2023/24		
		Bid Form	Total approved scheme	Previous years spend	Forecast	Budget	Budget	Budget	Total over programme period	
			£000	£000	£000	£000	£000	£000	£000	£000
<b>People &amp; Places</b>										
White Oak Leisure Centre	Capital Receipts & External funding, External borrowing	Previous approval	19,870	857	7,091	10,352	1,452	100	19,852	
White Oak Leisure centre - Orchards Academy	Capital Receipts	Previous approval	130		30	100			130	
Burlington Mews	Capital Receipts	Previous approval				79	8	8	95	
27-37 Swanley High Street (meeting Point)	Capital Receipts & External funding	Separate report 1 & separate report			800	3,000	1,824		5,624	
White Oak Residential	Capital Receipts				50	50			100	
Bevan Place	Mixed	1			20	330			350	
Edenbridge	Mixed	1			20	330			350	
Sevenoaks Town Centre Regeneration	Mixed	1			30	320			350	
Hollybush	Mixed	1					350		350	
Spitals Cross	Mixed	1					50		50	
Otford Road Park & Ride	Mixed	1					200		200	
Westerham	Mixed	1					50		50	
Kemsing	Mixed	1						350	350	
Lullingstone	Mixed	1				20	30		50	
Other Feasibility & Due Dilliegnce costs	Mixed	1				100	150	-	250	
<b>Finance and Trading</b>										
Commercial vehicle replacements	Vehicle Renewal Res.	2	-	-	549	563	563	563	2,238	
Disabled Facilities Grants (gross)	Better Care Fund	3	-	-	1,100	1,100	1,100	1,100	4,400	
Property Investment Strategy	Prop. Inv. Strategy	Previous approval	50,300	29,505	5,000	5,000	5,000	5,795	50,300	
<b>TOTAL</b>					<b>14,690</b>	<b>21,344</b>	<b>10,777</b>	<b>7,916</b>	<b>85,089</b>	

- 4 Over the course of the last six months, schemes have been progressing at differing pace. As a result, some schemes have required a greater amount of draw-down but the pre-allocation of funding against particular projects has stifled the Council’s ability to progress schemes that require a higher level of funding to complete certain due diligence and feasibility exercises given project complexities. Additionally, the Council’s procurement and financial regulations suggest that greater flexibility is required in drawing funds from the capital programme to progress schemes.
- 5 Allowing greater flexibility does not transpire into a loss of fiscal control or discipline. It remains the Council’s intention that schemes should be progressed in a controlled manner, albeit with officers having greater flexibility to tailoring project budgets within the Capital Programme according to project need.
- 6 In this regard, the Council has established governance and project management protocols to ensure schemes are appropriately scrutinised in terms of risks, value for money, affordability, duration, desired outputs/outcomes, viability and feasibility.
- 7 It is therefore proposed that in this particular instance the funding allocation for the Bevan Place project is augmented to expedite the projects delivery and undertake the necessary design and due diligence work required.

**Table 2: Proposed Re-profiling in the Capital Programme**

				2020/21	2021/22	2021/22	2022/23	2023/24	
	Capital Programme 2021-24, Reprofile in 2021/22	Total approved scheme	Previous years spend	Forecast	Budget	Proposed	Budget	Budget	Total over programme period
	Scheme	£000	£000	£000	£000	£000	£000	£000	£000
People & Places									
	White Oak Leisure Centre	19870	857	7091	10352	10352	1452	100	19852
	White Oak Leisure centre - Orchards Academy	130		30	100	100			130
	Burlington Mews				79	79	8	8	95
	27-37 Swanley High Street (meeting Point)			800	3000	3000	1824		5624
	White Oak Residential			50	50	50			100
	Bevan Place			20	330	730			750
	Edenbridge			20	330	0			20
	Sevenoaks Town Centre Regeneration			30	320	300			330
	Hollybush						350		350
	Spitals Cross						50		50
	Otford Road Park & Ride						200		200
	Westerham						50		50
	Kemsing							350	350
	Lullingstone				20	20	30		50
	Other Feasibility & Due Dilliegnce costs				100	50	150	0	200
									0
<b>TOTAL</b>			857	8041	14681	14681	4114	458	28151

- 8 From the table above, it is proposed that £400,000 is vired to the Bevan Place project as follows:
  - £330,000 from Edenbridge (This project is to be postponed to 2022/23 and will be re-profiled as part of the 2022/23 Budget setting process)
  - £20,000 from the Sevenoaks Town Centre Regeneration Project
  - £50,000 from the “Other Feasibility” allocation.

### Other options Considered and/or rejected

- 9 The current status quo could be maintained with additional funds being released on an ad hoc basis and subject to individual reporting. This will however cause significant delays to the project and result in the project losing professional rigour and momentum.
- 10 While best endeavours have and will be made to identify indicative project feasibility costs, these indicative costs are subject to change as schemes begin to take shape and more information becomes available. However, our financial and procurement regulations are such that projects would need to constantly seek approval which would not only result in unnecessarily delay projects but could also result in unnecessary costs arising from project management inefficiencies. The status quo is therefore not recommended.

### Key Implications

#### Financial

This reports suggests the reallocation of funds within the existing Capital Programme. Additional funds are not being sought.

Fiscal discipline is not being relaxed through this report, as schemes will only be able to progress subject to obtaining the necessary approvals from SMT, Cabinet or Council with the prerequisite information relating to viability, feasibility and affordability.

The virement of funds to augment the Bevan Place project provides officers with greater flexibility and agility in responding to project need and market demands.

#### Legal Implications and Risk Assessment Statement

The Financial Regulations require Cabinet approval for the virement of funds that are greater than £50,000 and less than £500,000 (Financial Procedure Rules S.2.25).

In progressing projects, the project team is required to evidence the availability of funds prior to committing the Council. While the Council has adopted a phased approach, this is proving cumbersome from a legal perspective resulted in unnecessary delay.

The proposed approach will allow officers greater flexibility in ring-fencing budgets that will provide suppliers with the necessary assurances of fund availability.

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**

The realignment of the Capital Programme will provide officers with greater flexibility in delivering the Bevan Place Project at pace.

**Appendices**

None.

**Background Papers**

Item 77, Budget Setting, Council Meeting 17 November 2020.

**Detlev O. Münster**  
**Strategic Head of Property & Commercial Services**

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**Improvement and Innovation Advisory Committee Work Plan 2021/22 (as at 11/06/2021)**

**24 June 2021**

- Rural Landowners
- Place Campaign
- Re-profiling capital programme

**7 October 2021**

- Budget 2021/22: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)

**25 November 2021**

- 

**24 February 2022**

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