

06 October 2021 at 7.00 pm

Council Chamber, Argyle Road, Sevenoaks

Published: 28.09.21



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## People & Places Advisory Committee

### Membership:

Chairman, Cllr. Collins; Vice-Chairman, Cllr. Perry Cole  
Cllrs. Dr. Canet, Cheeseman, Coleman, P. Darrington, Dyball, Edwards-Winser, Foster, Hudson, Parkin and Raikes

### Agenda

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

	Pages	Contact
Apologies for Absence		
1. <b>Minutes</b> To agree the minutes of the meeting of the Advisory Committee held on 15 June 2021, as a correct record.	(Pages 1 - 6)	
2. <b>Declarations of interest</b> Any interest not already registered.		
3. <b>Actions from Previous Meeting (if any)</b>	(Pages 7 - 8)	
4. <b>Update from Portfolio Holder</b>		
5. <b>Referral from Cabinet or the Audit committee (if any)</b>		
6. <b>Budget 2021/22: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)</b>	(Pages 9 - 32)	Adrian Rowbotham Tel: 01732 227153
7. <b>Voluntary Sector Barometer Survey</b>	(Pages 33 - 52)	Jenny Godfrey

Tel: 01732 227112

- |     |  |                 |                                    |
|-----|--|-----------------|------------------------------------|
| 8.  | <b>End of Year Community Grants</b>  | (Pages 53 - 62) | Kelly Webb<br>Tel: 01732227474     |
| 9.  | <b>Farmstead Drive, Spitals Cross, Edenbridge -<br/>Development Proposal</b> | (Pages 63 - 76) | Detlev Munster<br>Tel: 01732227099 |
| 10. | <b>Stangrove Development Proposals</b>                                       | (Pages 77 - 92) | Detlev Munster<br>Tel: 01732227099 |
| 11. | <b>Work Plan</b>   | (Pages 93 - 94) |                                    |

#### 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).

**PEOPLE & PLACES ADVISORY COMMITTEE**

Minutes of the meeting held on 15 June 2021 commencing at 7.00 pm

Present: Cllr. Collins (Chairman)

Cllr. Perry Cole (Vice Chairman)

Cllrs. Dr. Canet, Cheeseman, Coleman, P. Darrington, Dyball, Edwards-Winser, Foster, Hudson and Raikes

An apology for absence was received from Cllr. Parkin

Cllrs. Penny Cole and Purves were also present.

Cllrs. Dickins, Grint, McArthur and Morris were present via a virtual media platform, which does not constitute attendance as recognised by the Local Government Act 1972.

1. Appointment of Chairman

Resolved: That Cllr Collins be appointed Chairman of the Advisory Committee for 2021/22.

(Cllr Collins in the Chair)

2. Appointment of Vice Chairman

Resolved: That Cllr Perry Cole be appointed Vice Chairman of the Advisory Committee for 2021/22.

3. Minutes

Resolved: That the Minutes of the People & Places Advisory Committee held on 2 March 2021 be approved and signed by the Chairman as a correct record.

4. Declarations of interest

There were no additional declarations of interest.

5. Actions from Previous Meeting

The actions were noted.

6. Update from Portfolio Holder

## Agenda Item 1

### People & Places Advisory Committee - 15 June 2021

The Portfolio Holder expressed her thanks to Cllr Coleman who had been her deputy Portfolio Holder and wished her well in her new role, and congratulated Cllr Collins, and Cllr Perry Cole on their roles as Chairman and Vice Chairman of People & Places Advisory Committee.

The Portfolio Holder went on to share some service Highlights with Members including that the Place Campaign was developing well with Pillory Barn and a presentation would be given at Improvement and Innovation Advisory Committee, as the Place branding crossed both portfolios. Other service highlights included receiving funding for a Community Support Officer, and One You Plus Officer. The funding would also enable the Town Ambassadors to be in post until December 2021. Additional funding had also been received for other projects and a bid to support a NEETs project had successfully been put forward to the final round of the UK Community Renewal Fund.

Members were also updated with key work within the Community Safety Unit and the Communities Team including that it was hoped that the Community Fun days would still be able to go ahead in light of the extension of the Covid-19 restrictions. The Voluntary Sector Forum was going from strength to strength and a draft Town and Parish Council Charter was being worked on. The Team was working with Compaid and West Kent Housing Association who were launching a digital trainer for digital inclusion.

The new White Oak Leisure Centre was on target for completion in January 2022, and ongoing work with Orchards Academy to help secure funding for improvement works was taking place. Following the public engagement for the public artwork in Bligh's Meadow, the artwork, Seven Oaks, had been selected and should be in situ by the end of the year.

#### 7. Referral from Cabinet or the Audit committee

There were none.

#### 8. Sevenoaks District Community Plan Annual Report

The Health and Communities Manager presented the report which summarised the work of the Sevenoaks District Local Strategic Partnership (LSP) over the last financial year (2020/21). Against each of the priorities in the plan there were a number of key success measures. At the end of the third year (April 2020- March 2021) of the 2019 - 2022 Action Plan, 96% of key success measures in the plan were achieved, with 4% of measures not achieved, mostly due to the Coronavirus Pandemic.

Members discussed the Annual report, and asked questions of clarification. Members were advised that it was hoped to continue working with the volunteers and other support groups.

Members expressed their thanks to the Health and Communities Team, refuse collectors, and all the volunteers for their hard work through the Coronavirus pandemic and lockdowns.

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.

9. Sevenoaks District Community Safety Partnership - Annual Report

The Health and Communities Manager presented the report, highlighting the work of the Community Safety Partnership throughout 2020-21. Members were advised that the Sevenoaks District Community Safety Partnership achieved 97% of actions in the action plan during 2020-21. The outstanding actions were in relation to training and visiting village fetes which were postponed due to COVID-19.

Members discussed the report and asked questions of clarification. In regards to questions raised the Health and Communities Manager advised that she would look at information on how many times data had been submitted to Police for investigations from the CSUs mobile CCTV camera to help with a meeting in Eynsford on 17 June, and the number of older people reporting domestic abuse into DAVSS.

*Action 1: For Health and Communities Manager to provide information on how the CSU mobile CCTV camera help with investigation when images were captured.*

*Action 2: For Health and Communities Manager to request the number of older people reporting domestic abuse into DAVSS*

In regards to questions surrounding work with Domestic Abuse Volunteers Support Service (DAVSS) the Health and Communities Manager would query what support was available for the volunteers.

*Action 3: For Health and Communities Manager to find out the support available for DAVSS volunteers.*

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.

10. Work Plan

The work plan was noted.

11. Leisure provision in Sevenoaks District - external review

The Deputy Chief Executive and Chief Officer for People & Places presented the report which provided an update on the work commissioned by the District Council

## Agenda Item 1

### People & Places Advisory Committee - 15 June 2021

and Sencio Community Leisure, and undertaken by Max Associates, an external leisure consultant, to review Sencio's operating model, recovery plan and financial appraisal.

The work would enable Members to make an informed decision around future options for supporting Council owned leisure facilities.

The Leisure sector across the country had been massively affected by the COVID-19 pandemic, and it was expected this impact would be felt not only in the short term, but also for the medium to long term nationally. Council's across the country were working hard to keep supporting leisure providers and facilities during the Coronavirus crisis.

Despite the Council's own finances being hit hard, the authority had supported Sencio with £376,950 in the past year with grants and paying its annual management fees up front. It also agreed to delay loan repayments from Sencio to the Council of £88,000 up to March 2021. Sencio had also benefited from a £235,000 grant from Sport England following a joint application with the Council and £144,362.29 from various business grants administered by the Council. It had also been assisted through the Government's Coronavirus Job Retention Scheme.

Despite receiving over £756,300 of public money, the trust was currently facing a budget shortfall of £2 million, which included a pre-Covid trading deficit

It was moved by the Chairman and it was

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

Members considered and discussed the exempt information as set out in exempt appendices.

#### Public Sector Equality Duty

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

Resolved: That

- a) The report and appendices be noted.
- b) taking into account the significant risk and recommendations summarised in section 6.4 of Max Associates report (Appendix A), no further financial support to Sencio, be considered;
- a) it be recommended to Cabinet that, in the event that Sencio ceases to trade, that members delegate authority to the Chief Officer - People &

Agenda Item 1

**People & Places Advisory Committee - 15 June 2021**

Places and Chief Officer - Finance & Trading to investigate an interim shorter term leisure operator for temporary leisure delivery to the community and enter into a contract subject to consultation with the Cabinet Member for People & Places and Cabinet Member for Finance & Investment.

THE MEETING WAS CONCLUDED AT 8.57 PM

CHAIRMAN

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Actions from the meeting held on 15 JUNE 2021 (as at 23.6.21)			
Action	Description	Status	Contact Officer
Action 1	For Health and Communities Manager to provide information on how the CSU mobile CCTV camera help with investigation when images were captured.	The images become part of the file pack when going to court and in some cases have become an integral part of the case.  They also help with taking the evidence to individuals when interviewing them about incidents.	Kelly Webb Ext. 7474
Action 2	For Health and Communities Manager to request the number of older people reporting domestic abuse into DAVSS.	From 1 April 2020 - 31 March 2021 there were 25 reports of people over 55 contacting DAVSS	Kelly Webb Ext. 7474
Action 3	For Health and Communities Manager to find out the support available for DAVSS volunteers.	DAVSS volunteers are supported by West Kent Mind and their volunteers have supervision	Kelly Webb Ext.7474

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**BUDGET 2022/23: SERVICE DASHBOARDS AND SERVICE CHANGE IMPACT ASSESSMENTS (SCIAs)**

**People and Places Advisory Committee - 6 October 2021**

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

**Status:** For Comment

**Also considered by:**

- Housing and Health Advisory Committee - 28 September 2021
- Improvement and Innovation Advisory Committee - 7 October 2021
- Cleaner and Greener Advisory Committee - 12 October 2021
- Development and Conservation Advisory Committee - 19 October 2021
- Finance and Investment Advisory Committee - 4 November 2021

**Key Decision:** No

**Executive Summary:**

This report sets out updates to the 2022/23 budget within the existing framework of the 10-year budget and savings plan. The report presents growth and savings/additional income proposals that have been identified which need to be considered (if applicable to this Committee), and requests further suggestions from the Advisory Committees, before finalising the budget for 2022/23.

Informed by the latest information from Government and discussions with Cabinet, 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 continue to be challenging largely due to the uncertainties and ongoing financial impacts of the Covid-19 pandemic.

The budget process will be the same as two years ago as opposed to the shortened process last year. However, we are looking to streamline the process in future years to run from November to February, but this will require changes to the committee meetings schedule.

## Agenda Item 6

No changes have been made to the assumptions at the stage, so the annual budget gap included in this report is £100,000 which relates to the annual savings target. However, it is expected that the gap will increase due to the impacts of homelessness, ongoing Covid-19 impacts and inflationary pressures.

The Advisory Committees will comment on the growth and savings/additional income proposals included in the reports, and their recommendations will be considered by Cabinet as part of the process to remove this gap. By addressing these issues, this Council will once again be in a strong financial position that other councils would aspire to.

**Portfolio Holder:** Cllr. Matthew Dickins

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

Alan Mitchell, Ext. 7483

**Recommendation to each Advisory Committee:**

- (a) Advise Cabinet with views on the growth and savings/additional income proposals identified in Appendix E applicable to this Advisory Committee.
- (b) Advise Cabinet with further suggestions for growth and savings/additional income applicable to this Advisory Committee.

**Reason for recommendation:** It is important that the views of the Advisory Committees are taken into account in the budget process to ensure that the Council's resources are used in the most suitable manner.

### Introduction and Background

- 1 The Council's financial strategy over the past seventeen years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:
  - implementing efficiency initiatives.
  - significantly reducing the back-office function.
  - improved value for money.
  - maximising external income.
  - the movement of resources away from low priority services.
  - an emphasis on statutory rather than non-statutory services.
- 2 Over this period, the Council has focused on delivering high quality services based on Members' priorities and consultation with residents and stakeholders.

- 3 Using the data sources available to the Council, this report sets out a budget over the 10-year period but recognises that it is likely that more accurate data will become available in future months and current assumptions may need to be updated.
- 4 In setting its budget for 2011/12 onwards, the Council recognised the need to address both the immediate reduction in Government funding as well as the longer-term need to reduce its reliance on reserves. The outcome was a 10-year budget, together with a four-year savings plan, that ensured the Council's finances were placed on a stable footing but that also allowed for flexibility between budget years.
- 5 With the Revenue Support Grant provided by Government ceasing from 2017/18 it is important that the council remains financially self-sufficient by having a financial strategy that is focused on local solutions. These solutions include:
  - continuing to deliver financial savings and service efficiencies.
  - growing the council tax base.
  - generating more income.
- 6 The intention of this report is to provide Members of each Advisory Committee an opportunity to give their views on potential growth and savings/additional income items that could be included in the updated 10-year budget that will be presented to Council on 22 February 2022.
- 7 The 'Financial Prospects and Budget Strategy 2021/22 and Beyond' report has been presented to Cabinet to start the budget setting process for 2022/23.

### **Financial Strategy**

- 8 In order to maintain a viable Council that continues to deliver on its main priorities and the services it provides to its residents, the Council continues to adopt a Financial Strategy that embraces the following principles:
  - Remain financially self-sufficient.
  - Be clear about the Council's future financial prospects, with a ten-year budget as an integral part.
  - Ensure a strategic approach is taken to the management of the Council's finances, Council Tax, and budget setting.
  - Make effective use of reserves and capital receipts.
  - Manage our money carefully, monitor monthly and constantly strive for better value from our spending.
- 9 A two-page summary of the Financial Strategy can be found at **Appendix H**.

## Agenda Item 6

### Review of the 10-year Budget Process

- 10 An audit of the 10-year budget process has recently been completed by Mazars (working for Internal Audit) and their findings were that the Council has adequate, effective and reliable controls in place over budget setting and long-term financial planning.

### Financial Self-Sufficiency

- 11 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.
- 12 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.
- 13 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.
- 14 The Council's decision to seek to become financially self-sufficient was subject to scrutiny by the Local Government Associations 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'.
- 15 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 0.1%) when not borrowing or internally borrowing, and 3%+ above the borrowing rate (currently 1.7% 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.
- 16 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. In the 2020/21 budget, 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 was not addressed during the 2021/22 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.

### Service Dashboards

- 17 The intention of service dashboards is to provide Members with improved information during the budget setting process to provide context and inform any growth and savings/additional income ideas that Members may put forward.
- 18 The Service Dashboards cover a summary of the services provided, objectives, achievements and opportunities, challenges and risks and performance.
- 19 **Appendix A** contains the Service Dashboard for this Advisory Committee and **Appendix B** contains the budget for those services.

### Savings Plan

- 20 **Appendix C** to this report sets out a summary of the savings/additional income and growth items approved by Council since the 10-year budget strategy was first used in 2011/12, which have allowed the Council to deliver a 10-year balanced budget.
- 21 The savings plan requires a total of over £8.2 million to be saved between 2011/12 and 2021/2 which is an average saving of £745,000 per annum.

### Current 10-year Budget Position

- 22 The 10-year budget set out in **Appendix D** has been updated from the version agreed by Council on 23 February 2021 by rolling it forward one year
- 23 No changes to assumptions have been made at this stage so the annual budget gap is currently £100,000 which relates to the annual savings target. However, it is expected that the gap will increase due to the impacts of homelessness, ongoing Covid-19 impacts and inflationary pressures.
- 24 The assumptions currently included take into account the latest information available, but a number of assumptions may change before the final budget meeting in February 2022.

### Proposed Growth and Savings/Additional Income Items

- 25 Growth items are items that are in addition to non-service issues and risks, such as grant settlements, impacts of economic change and other pressures highlighted in the 'Financial Prospects and Budget Strategy 2022/23 and Beyond' report considered by Cabinet on 7 September 2021.

## Agenda Item 6

- 26 A number of growth and savings/additional income items will be proposed at the Advisory Committees with the aim of achieving the savings/additional income to bridge the budget gap.
- 27 The proposed growth and savings/additional income items relating to this Advisory Committee are listed in **Appendix E** (if applicable).
- 28 Service Change Impact Assessments (SCIAs) contain further details for all proposed growth and savings/additional income items. SCIAs applicable to this Advisory Committee can be found in **Appendix F** (if applicable).

### **Role of the Advisory Committees**

- 29 A training session on the budget process was provided to Members in 2019. If Members require any further training or require any additional details on the content of this report and appendices, please contact Adrian Rowbotham or Alan Mitchell prior to the meeting.
- 30 Views of the Advisory Committees on the growth and savings/additional income items proposed together with any additional suggestions will be considered by Cabinet at its meeting on 9 December 2021.

### **Process and Timetable**

- 31 This report is the second stage of the budget process as shown in the Budget Setting Timetable (**Appendix G**).
- 32 Members will recognise that this is the same budget process as two years ago as opposed to the shortened process used last year. However, we are looking to streamline the process in future years to run from November to February, but this will require changes to the committee meetings schedule.
- 33 Budget Update report will be presented to Cabinet in December and January to provide details of progress made before the Budget Setting report is presented to Cabinet on 10 February 2022.

### **Key Implications**

#### Financial

All financial implications are covered elsewhere in this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal implications.

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.

Challenges and risks are included in the Service Dashboards and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

A separate Risks and Assumptions report will be presented to the Finance and Investment Advisory Committee and Cabinet.

### 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.

### **Conclusions**

The Strategic Financial and Business Planning process has ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult challenges that it has faced. The 10-year budget has further improved this process and helped to ensure that the Council is well placed in dealing with more immediate and longer-term financial challenges.

By becoming financially self-sufficient at an early stage, this Council has become much more in control of its own destiny.

The attached 10-year budget shows that this Council is aiming to continue to be financially stable going into the future with a level of assurance that any council would aspire to.

This budget process will once again be a challenge for a Council that already provides value for money services to a high standard; and ensuring that these proposals lead to an achievable 10-year budget, Members will need to consider the impact on service quality, staff and well-being.

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. If the net total of growth and savings/additional income proposals identified by the Advisory Committees and approved by Cabinet does not reach the £100,000 target, additional savings will be required that may result in service changes, to ensure a balanced budget position.

## Agenda Item 6

### **Appendices**

Appendix A - Service Dashboards relating to this Advisory Committee.

Appendix B - 2021/22 Budget by Service relating to this Advisory Committee.

Appendix C - Summary of the Council's agreed savings plan and growth items.

Appendix D - 10-year budget

Appendix E - New growth and savings/additional income items proposed relating to this Advisory Committee (if applicable)

Appendix F - Service Change Impact Assessment forms (SCIAs) for the new growth and savings/additional income items relating to this Advisory Committee (if applicable)

Appendix G - Budget Setting Timetable

Appendix H - Financial Strategy

### **Background Papers**

Financial Prospects and Budget Strategy 2022/23 and Beyond - Cabinet 16  
September 2021

**Adrian Rowbotham**

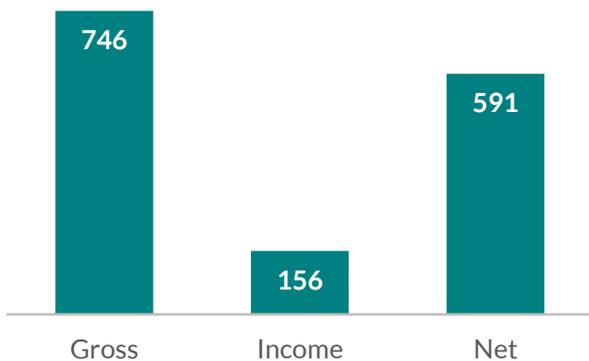
**Deputy Chief Executive and Chief Officer - Finance & Trading**

## Service Dashboard Portfolio for People & Places

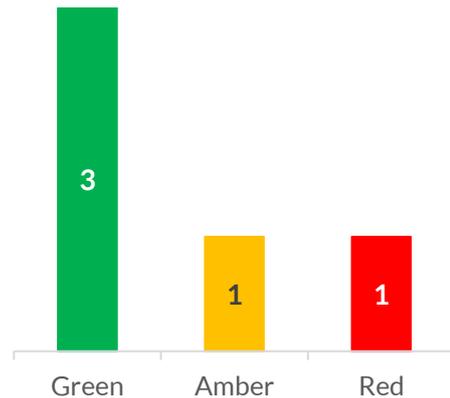
### The services we provide

Community Plan, community safety, town centres, tourism, West Kent Partnership, West Kent LEADER, community grants, safeguarding, youth, parishes, leisure activities, wellbeing

#### Revenue Budget (£000)



#### Performance



#### Service contribution

Statutory service



Income generating



Working in partnership



#### Council Plan

Wellbeing ✓

Environment ✓

Economy ✓

Housing ✗

Community Safety ✓

#### Achievements & Opportunities

- 97% of actions in the Community Plan delivered
- Proactive Community Safety Partnership
- Community grants of £253k awarded to 22 local groups who support people across our District
- Voluntary Sector Barometer Survey undertaken to understand impact of Covid-19.
- Family Fun Days over summer school holiday.
- Welcome Back fund and campaign to support recovery in town centres
- New leisure centre in Swanley to open in early 2022
- New Visit Swanley District tourism

#### Challenges & Risks

- To deliver on the priorities and actions identified in the new Economic Development Strategy, Community Plan & Community Safety Action Plan
- Government Covid-19 funding to support communities ends in March 2022.
- Increased demand on Council and voluntary sector services to support vulnerable customers.
- Impact of Brexit and Covid-19 on supply chains impacting delivery of a new leisure centre for Swanley
- Covid-19 ASB in district's beauty spots
- Supporting the Covid-19 recovery through the communities and economic development services

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<b>People and Places Advisory Committee</b>		<b>Appendix B</b>		
Chief Officer		2021/22 Exp Budget	2021/22 Inc Budget	2021/22 Approved Net Budget
<b>Revenue</b>		£000	£000	£000
People & Places	Administrative Expenses - Communities & Business	22	0	22
People & Places	All Weather Pitch	0	(5)	(5)
People & Places	Community Development Service Provisions	0	(6)	(6)
People & Places	Community Safety	160	0	160
People & Places	Grants to Organisations	185	0	185
People & Places	Leisure Contract	132	(20)	112
People & Places	Leisure Development	21	0	21
People & Places	The Community Plan	21	0	21
Strategic Head Commercial and Proper	Tourism	30	0	30
Strategic Head Commercial and Proper	West Kent Enterprise Advisor Network	93	(93)	0
Strategic Head Commercial and Proper	West Kent Partnership	31	(31)	0
People & Places	Youth	50	0	50
		<b>746</b>	<b>(156)</b>	<b>591</b>
<b>Capital</b>				
	none			
				<b>0</b>

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SCIA		Description	2011/12 -	2022/23	Later Years	Total
Year	No.		2021/22 £000	£000	£000	£000
		<b>Cleaner and Greener Advisory Committee</b>				
2021/22	2	Car Parking income inflation 21/22: deferred for one year (reversal of temporary growth item)		(118)		
2021/22	10	Direct Services: new commercial services		(100)		
		<b>Development and Conservation Advisory Committee</b>				
		No savings or growth agreed from 2022/23 onwards				
		<b>Finance and Investment Advisory Committee</b>				
2021/22	13	Property Investment Strategy: Tenant in administration (reversal of temporary growth item)		(96)		
2021/22	17	Internal Audit: ongoing impact of 2019 staff restructure		(8)		
2020/21	10	Insurance contract renewal (reversal of temporary savings item)			87	
		<b>Housing and Health Advisory Committee</b>				
		No savings or growth agreed from 2022/23 onwards				
		<b>Improvement and Innovation Advisory Committee</b>				
2021/22	22	Review efficiency of partnerships		(100)		
2020/21	1	Apprenticeship Levy (reversal of temporary growth item)			(50)	
		<b>People and Places Advisory Committee</b>				
		No savings or growth agreed from 2022/23 onwards				
		Minor movements between years				
		<b>Total Savings/additional income</b>	<b>(8,192)</b>	<b>(208)</b>	<b>87</b>	<b>(8,313)</b>
		<b>Total Growth</b>	<b>2,677</b>	<b>(214)</b>	<b>(50)</b>	<b>2,413</b>
		<b>Net Savings</b>	<b>(5,515)</b>	<b>(422)</b>	<b>37</b>	<b>(5,900)</b>

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	Budget 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	Plan 2031/32
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	15,581	16,879	16,633	16,967	17,171	17,380	17,643	18,173	18,712	19,258	19,813
Inflation	616	496	503	509	515	522	529	539	547	556	565
Superannuation Fund deficit	0	0	100	0	0	50	0	0	0	0	0
Net savings (approved in previous years)	682	(642)	(169)	(206)	(206)	(209)	1	0	(1)	(1)	0
<b>New growth</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>New savings/Income</b>	<b>0</b>	<b>(100)</b>									
<b>Net Service Expenditure b/f</b>	<b>16,879</b>	<b>16,633</b>	<b>16,967</b>	<b>17,171</b>	<b>17,380</b>	<b>17,643</b>	<b>18,173</b>	<b>18,712</b>	<b>19,258</b>	<b>19,813</b>	<b>20,378</b>
<b>Financing Sources</b>											
Govt Support: Revenue Support Grant	0	0	0	0	0	0	0	0	0	0	0
: Lower Tier Services Grant	(98)										
: Local Council Tax Support (LCTS)	(245)										
New Homes Bonus	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(11,443)	(11,836)	(12,366)	(12,786)	(13,182)	(13,589)	(13,982)	(14,384)	(14,798)	(15,222)	(15,657)
Business Rates Retention	(2,182)	(2,226)	(2,271)	(2,316)	(2,362)	(2,409)	(2,457)	(2,506)	(2,556)	(2,607)	(2,659)
Collection Fund Deficit/(Surplus)	17	17	17	0	0	0	0	0	0	0	0
Interest Receipts	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)	(188)
Property Investment Strategy Income	(1,468)	(1,508)	(1,558)	(1,558)	(1,558)	(1,655)	(1,655)	(1,655)	(1,696)	(1,696)	(1,696)
Contributions to/(from) Reserves	(337)	(146)	(130)	(572)	226	241	255	271	285	185	148
<b>Total Financing</b>	<b>(15,944)</b>	<b>(15,887)</b>	<b>(16,496)</b>	<b>(17,420)</b>	<b>(17,064)</b>	<b>(17,600)</b>	<b>(18,027)</b>	<b>(18,462)</b>	<b>(18,953)</b>	<b>(19,528)</b>	<b>(20,052)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>935</b>	<b>746</b>	<b>471</b>	<b>(250)</b>	<b>316</b>	<b>43</b>	<b>146</b>	<b>250</b>	<b>305</b>	<b>285</b>	<b>326</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>(935)</b>	<b>(746)</b>	<b>(471)</b>	<b>250</b>	<b>(316)</b>	<b>(43)</b>	<b>(146)</b>	<b>(250)</b>	<b>(305)</b>	<b>(285)</b>	<b>(326)</b>
<b>Unfunded Budget Gap (surplus)/deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Assumptions</b>	
Revenue Support Grant:	nil all years
Business Rates Retention:	Business Rates Retention safety-net plus 2% per year
Council Tax:	2% in all years
Council Tax Base:	Increase of 730 Band D equivalent properties p.a. from 22/23, 580 p.a. from 25/26, 480 p.a. from 27/28
Interest Receipts:	£188,000 in all years
Property Investment Strategy:	£1.508m in 22/23, £1.558m from 23/24, £1.655m from 26/27, £1.696m from 29/30
Pay award:	2% in all years
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. Note 21/22 Car Parking inflation deferred for one year

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## New Growth and Savings/Additional Income Proposals: People and Places Advisory Committee

SCIA Year No.	Description	Year	Ongoing	2022/23 Impact £000	Budget Impact £000
<b>Growth</b>					
	none				
	Sub Total			0	0
<b>Savings/Additional Income</b>					
	none				
	Sub Total			0	0
	Net (Savings)/Growth Total			0	0

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SERVICE CHANGE IMPACT ASSESSMENT

Not applicable for this Advisory Committee as there are no new growth and savings proposals.

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## 2022/23 Budget Setting Timetable

### **Stage 1: Financial Prospects and Budget Strategy 2022/23 and Beyond**

7 September - Finance & Investment AC

16 September - Cabinet

### **Stage 2: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)**

28 September - Housing and Health AC

6 October - People & Places AC

7 October - Improvement & Innovation AC

12 October - Cleaner & Greener AC

19 October - Development & Conservation AC

4 November - Finance & Investment AC

### **Stage 3: Budget Update (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees)**

9 December - Cabinet

### **Stage 4: Budget Update (incl. Government Settlement information)**

13 January - Cabinet

### **Stage 5: Budget Update and further review of Service Change Impact Assessments (if required)**

January to February - Advisory Committees

### **Stage 6: Budget Setting Meeting (Recommendations to Council)**

10 February - Cabinet

### **Stage 7: Budget Setting Meeting (incl. Council Tax setting)**

22 February - Council

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

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# Financial Strategy



## INTRODUCTION

In the years preceding this Strategy Sevenoaks District Council has proven itself to be highly successful in some of the most austere and challenging times faced by local government. This was only possible because of our award winning financial strategy and the achievement of a self-sufficient balanced budget within our unique 10-year budget framework.

The absolute need and desire to support our local businesses and people in our communities during the Covid-19 pandemic placed an unforeseen and difficult challenge on the Council and its finances. Using our previous experience and following our principles, we acted early, bringing forward our budget setting, making incredibly difficult but necessary savings to maximise the opportunity for a much stronger financial position in the medium to long-term.

Our Financial Strategy enables the Council to deliver its services effectively, in accordance with the priorities set out in the Corporate Strategy. At the same time, it ensures that our spending is prioritised to deliver the promises our Members set out in the **Council Plan themes**:

-  Environment
-  Economy
-  Housing
-  Community Safety
-  Health

## OUR FINANCES

### Our Vision

Long-term financial health to deliver exceptional services and achieve the promises set out in the Council Plan.

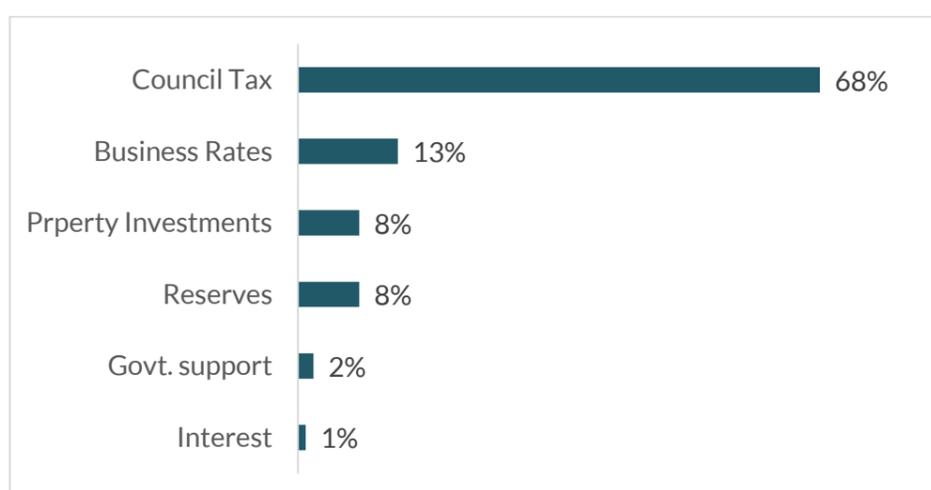
### What's important to us:

- Our budget supports the Council's vision and priorities
- Taxpayers and customers receive quality services and value for money
- Innovation, efficiency and cost-effectiveness
- Maximising income from grants and other funding opportunities
- Taking a commercial approach where it will benefit our budgets and our residents and local businesses
- Good quality, risk managed investments to generate more income for local priorities

### To be successful, we must:

- Remain financially self-sufficient
- Be clear about the Council's future financial prospects, with a ten-year budget as an integral part
- Ensure a strategic approach is taken to the management of the Council's finances, Council Tax, and budget setting
- Make effective use of reserves and capital receipts
- Manage our money carefully, monitor monthly and constantly strive for better value from our spending

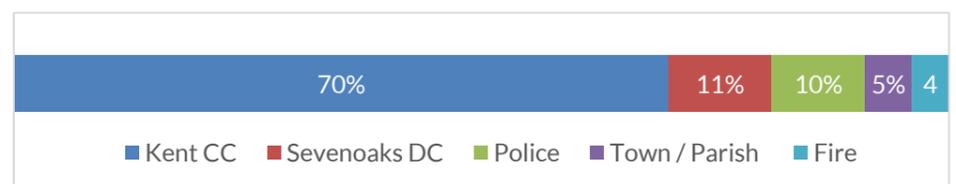
### WHERE OUR MONEY COMES FROM



### COUNCIL TAX

Sevenoaks District Council collects the Council Tax charge for itself but also for Kent County Council, Kent Fire & Rescue Service, Kent Police & Crime Commissioner and all the local town and parish councils. Each authority sets its own charge that contributes to the total.

Sevenoaks District Council's part of the charge at Band D is £224.91, 11% of the total. Council Tax contributes about £11.4million to District Council services.



### WHERE OUR MONEY IS SPENT

In 2021/22 the Council will spend about £16.8million on services for local people

	Cleaner & Greener £5.7m
	Development & Conservation £0.9m
	Housing & Health £1.0m
	People & Places £0.6m

	Finance & Investments £3.1m
	Improvement & Innovation £5.7m
	Other -£0.2m

**OUR PRIORITIES** | By keeping a focus on our priorities we will deliver our vision

**Financial self-sufficiency**



No longer relying on direct government funding gives greater certainty to our financial planning. It allows for long-term plans to be developed over our 10-year budget period.

- We will produce high quality financial reports and monitor our budgets every month
- We will address growth items and service pressures annually through the budget planning process
- We will manage inflationary pressures and prudent assumptions about future pressures and keep them under regular review

**Savings & reserves**



Creating a culture where there is a continuous drive for better value in our spend helps to create savings to balance our budgets. Alongside flexible and effective use of reserves, it allows for sustainable solutions to financial pressures

- We will seek to deliver a minimum of £100,000 in savings annually
- We will regularly review the use of reserves and maintain a minimum balance of 10% of the Net Service Expenditure budget.
- We will make flexible use of the Budget Stabilisation Reserve to increase resilience in the budget setting process

**Income & investments**



Making best use of the Council's reserves and carefully managed borrowing generates 10% of the Council's annual budget. Seeking new opportunities for funding from grants and investments is increasingly essential to the Council's financial sustainability.

- We will bid for external funding
- We will adopt a commercial approach where it will be of benefit to our budgets and support the delivery of Council priorities
- We will make investments in property and banks and institutions to bring in income to support the delivery of Council services

**Delivering our Financial Strategy**

Our Financial Strategy is supported by a number of related strategies and an action plan to help us achieve our vision and to deliver the ambitions set out by Members in the Council Plan.

How we work as a team of officers is critical to the success of the organisation and to help us achieve our aims, the Financial Strategy seeks to unite us all behind the same priorities and approach.

The outcomes we hope to achieve and the measures that will help us to determine whether we have been successful are set out below.



**Outcomes and success measures**

Financial self-sufficiency					
	Financial plans ensure there are no unplanned reductions to Council services		Overall proportion of Council budgets funded by income from council tax does not increase		A balanced 10-year budget is delivered annually
Savings & Reserves					
	Annual savings exceed the £100,000 target whilst continuing to protect services		The General Fund reserves retains at least 10% of the Net Service Expenditure budget		Specific savings agreed as part of the annual budget process are achieved as planned.
Income & Investments					
	Successful bids for external funding generate new income and opportunities for the Council		Income from paid for services is in accordance with budget costs, is comparable to neighbouring authorities and is considered to provide value for money		Treasury Management, Property and commercial investments exceed expected yield

**SEVENOAKS DISTRICT - VOLUNTARY SECTOR BAROMETER SURVEY**

**People & Places Advisory Committee - 6 October 2021**

**Report of:** Deputy Chief Executive, Chief Officer People & Places

**Status:** For Information

**Also considered by:**

- Cabinet - 12 October 2021

**Key Decision:** No

**Executive Summary** COVID-19 has had a major impact on the voluntary and community sector both nationally and locally. The Voluntary Sector Forum, agreed to undertake a barometer survey in May 2021 to track the impact of COVID-19 on the voluntary and community sector in the Sevenoaks District. This report presents the findings of the survey and the steps being taken to action issues raised.

**This report supports the Key Aim of:** the Councils Corporate Plan

**Portfolio Holder:** Cllr. Lesley Dyball

**Contact Officer(s):** Jenny Godfrey x7112

**Recommendation to People and Places Advisory Committee:**

To receive and note the report.

**Recommendation to Cabinet:**

To receive and note the report.

**Reason for recommendation:** The survey findings provides data on the impact of COVID-19 on the voluntary and community sector in the Sevenoaks District. The report outlines the steps being taken by the Council to support the sector.

**Introduction and Background**

- 1 COVID-19 has had a major impact on the voluntary and community sector both nationally and locally.
- 2 Sevenoaks District Council established the Sevenoaks District Voluntary Sector Forum in April 2020 as a response to the pandemic. Whilst the Forum has been informally discussing the impact throughout the pandemic, the impact had not been quantified.

## Agenda Item 7

- 3 The Voluntary Sector Forum, chaired by Angela Painter, agreed to undertake a barometer survey in May 2021, to track the impact of COVID-19 on the voluntary, community sector in the Sevenoaks District. The Forum discussed and agreed a set of 15 questions for the barometer survey.
- 4 The results of the survey provide a sample of the sector's health and recovery in the district and provides information for the Council, Kent County Council (KCC) and others including decision makers and potential funders.
- 5 The Voluntary Sector Forum will revisit the questions and survey the sector every quarter to continue to track the impact of COVID-19 and highlight areas for particular intervention, support and collaboration.
- 6 Survey Monkey was used to make it quick and easy to access and complete.

### Survey results

- 7 There were 26 responses (the Forum usually has between 20 and 30 organisations regularly attend) and five key issues were identified from the results of this survey. These issues and the approach being adopted to support the voluntary sector in addressing them are set out below:
  - Working with those organisations that anticipate not being in operation this time next year, linking them with others including other voluntary organisations and free mentoring/support.
  - Continuing to find and share potential funding opportunities and facilitate good collaboration.
  - Digital inclusion - work with newly appointed Digital Inclusion Officer at Compaid (joint funded by Sevenoaks District Council and West Kent Housing Association) to ensure maximum reach and support in the district.
  - Continue to work with Imago on promoting volunteering opportunities in the district and support voluntary sector with signposting to free/good value for money training for new volunteers.
  - Government restrictions and confidence in returning to face-to-face: continue to share information and support regarding compliance with restrictions and best practice for returning to some face-to-face interactions.
- 8 These results and the above areas are being shared with the voluntary sector and will be discussed at a future Forum. We will continue to use the Forum to work on any identified challenges. For example, at the last Voluntary Sector Forum, we invited a speaker from Medway Council Public Health to tell us about the free Workplace Health Project commissioned by KCC and Medway Councils and endorsed by Public Health England. KCC are rolling it out throughout the county and voluntary sector organisations can participate and help improve the health of their workforce including volunteers. Going forward, again by way of examples, we have speakers booked from 'Funding For All' offering voluntary sector organisations free mentoring and wide expert support (HR, Finance, fundraising etc.), and,

from a national co-production project which will provide tried and tested resources and information useful for good collaboration/partnership.

- 9 It should be noted that the Council continues to support the voluntary and community sector in the District through the provision of its Community Grants scheme, the Local Strategic Partnership Community Wellbeing Fund, Community Safety Partnership grants and Service Level Agreements. In 2020 and early 2021, particularly through the lockdown periods, the Council undertook a Crowdfunding campaign for the voluntary sector and distributed additional funding via Government’s Containment Outbreak Management Fund.

**Key Implications**

Financial

None.

Legal Implications and Risk Assessment Statement.

None.

Equality Assessment

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

Consideration of impacts under the Public Sector Equality Duty:

Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	No disadvantage or discrimination identified.
b. Does the decision being made or recommended through this paper have	Yes	The steps being taken to address issues identified by the survey will support the voluntary and

## Agenda Item 7

Question	Answer	Explanation / Evidence
the potential to promote equality of opportunity?		community sector in delivering their services to those most in need. The Council will work with the voluntary sector to achieve this.
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No negative impacts identified

### Conclusions

This paper asks that you note the findings from the May 2021 barometer survey of the voluntary and community sector in the Sevenoaks District.

#### Appendices

Appendix A - Results in Detail from May 2021 Voluntary Sector Barometer Survey

#### Background Papers

N/A

Sarah Robson

Deputy Chief Executive & Chief Officer People & Places

**SEVENOAKS DISTRICT - VOLUNTARY SECTOR BAROMETER SURVEY**

**Appendix A - Results of May 2021 Survey**

Results in detail

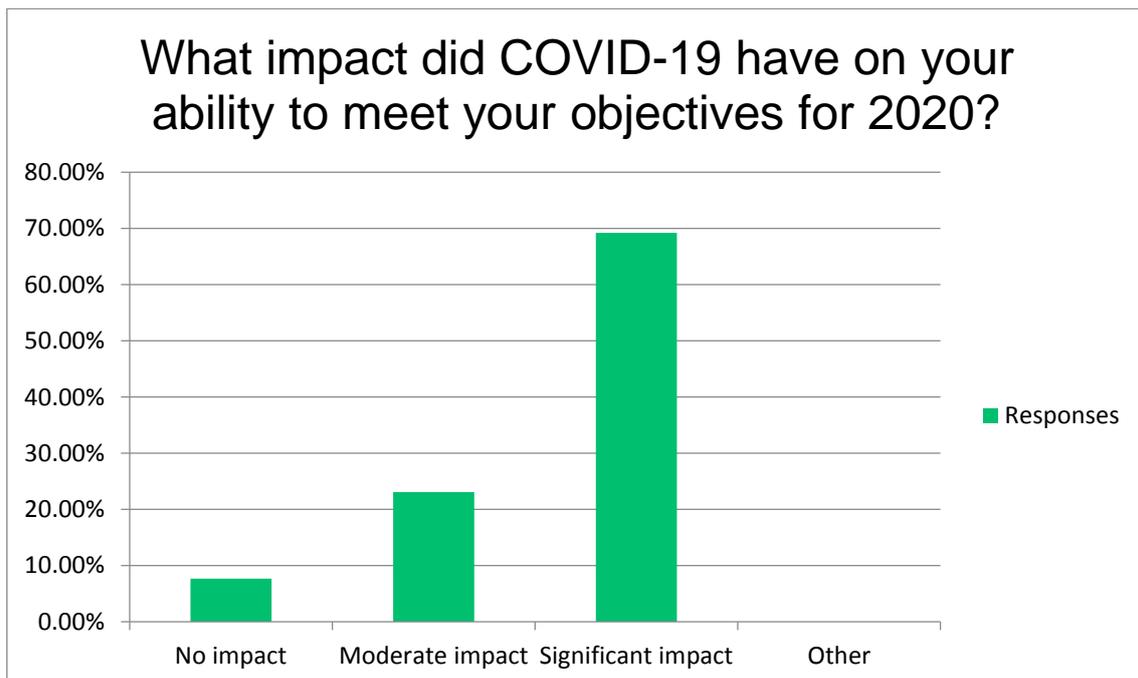
Set out below are the results for each question. These are grouped by theme:

- Objectives - Questions 1 to 3
- Financial Position - Questions 4 to 6
- Future & Budget - Questions 7 & 8
- Impact on Services - Questions 9 to 13
- Volunteers & AOB - Questions 14 & 15

**Objectives - Questions 1 to 3**

**Question 1:** What impact did COVID-19 have on your ability to meet your objectives for 2020?

Answer options	Percentage choosing answer options
No Impact	7.69%
Moderate Impact	23.08%
Significant Impact	69.23%



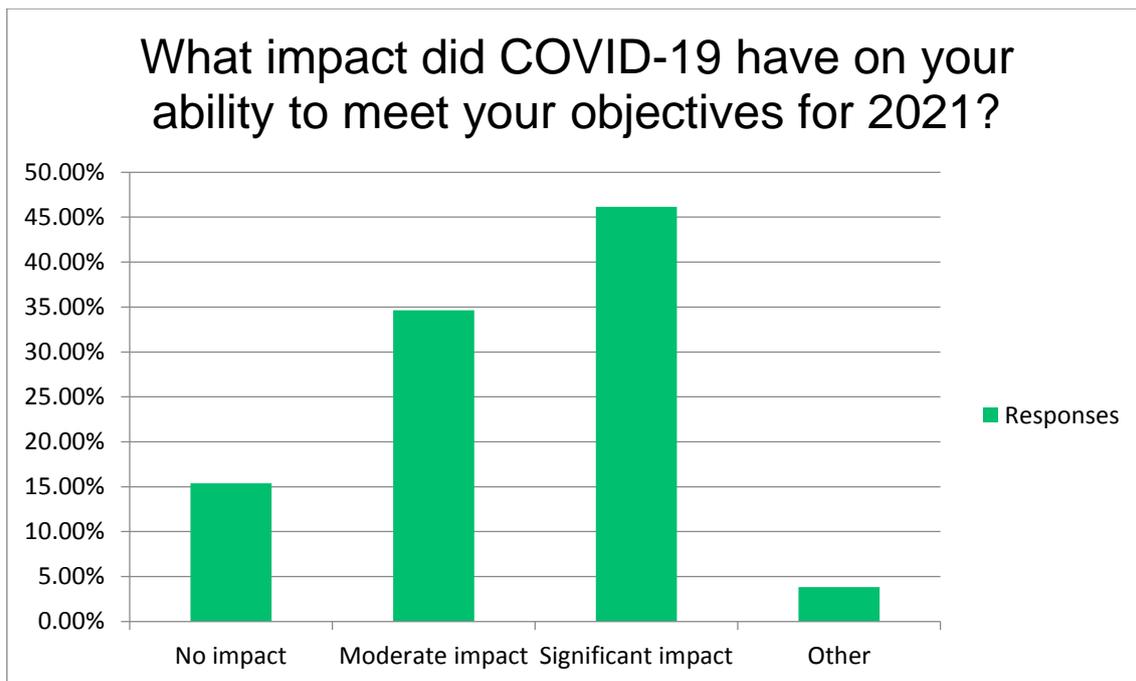
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Please tell us about the impact COVID-19 had on your 2020 objectives (here are some the answers received):

- Unable to meet with our members and run events.
- All face-to-face interactions have become virtual. This has meant that delivery has had to be adapted. Our driving service for a time was transformed into a befriending service.
- 50% of our service was face to face. It is now 100% by telephone and email and mostly being delivered remotely from home. Supervision has to be provided for all advice settings and this is now remote too.
- Reduced our ability to earn our own income and achieve unrestricted funds. This was mitigated by emergency funding.
- Our fundraising was heavily impacted and our demand for services increased significantly.

**Question 2:** What impact did COVID-19 have on your ability to meet your objectives for 2021?

Answer Options	Percentage choosing answer options
No Impact	15.38%
Moderate Impact	34.62%
Significant Impact	46.15%
Other	3.85%



Please tell us about the impact COVID-19 has had on setting your 2021 objectives (here are some of the answers received):

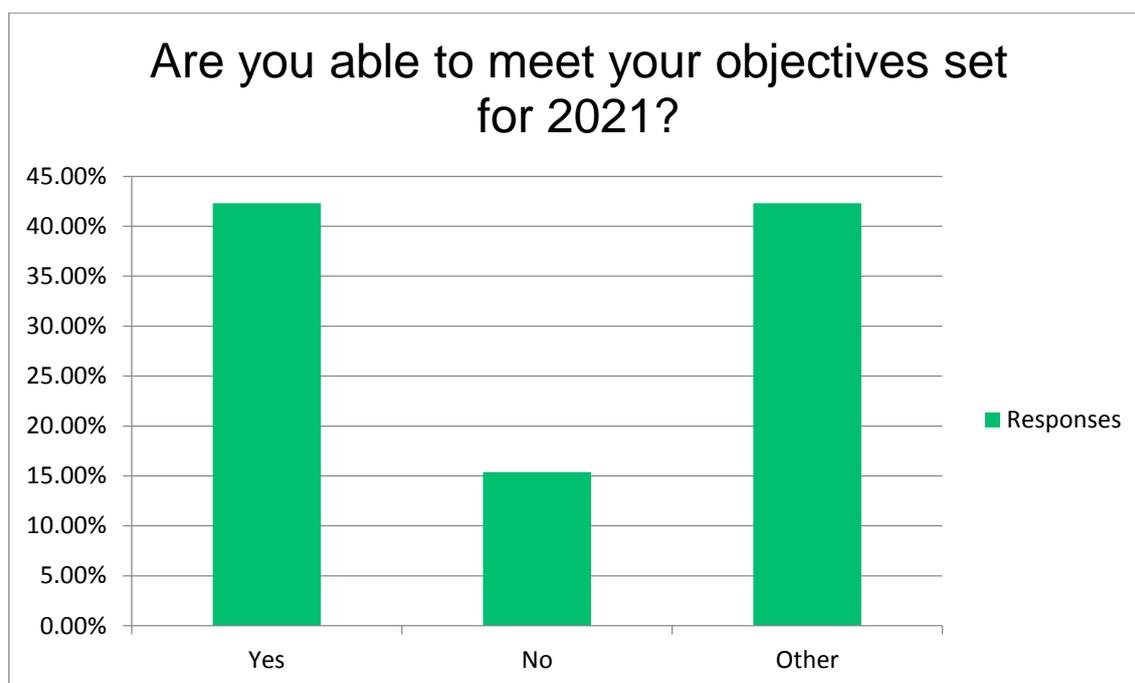
- We are trying to catch up on last year as well as deliver this year's work, on less funding than before.
- As for 2020 with continued uncertainty. Impact on health services has been huge. New question marks over transport and housing. Reliance on technology very difficult with members who aren't connected.
- We anticipate a significant financial deficit and the COVID-19 secure regulations mean are unable to use all our counselling rooms so we anticipate at least half of our counselling sessions will continue to be held by phone/online.
- With the 2020 impact and then the expectation of social distancing continuing through to mid-June, we have had to severely amend our aims and objectives for 2021. Given this we are able to achieve what we have as our revised objectives but they fall short of what we would like to be doing.
- The first four months all our services (that could be) were on Zoom. Since then we have opened up our clubs (face to face) and we are hoping to continue our services as before the pandemic.

**Question 3:** Are you able to meet your objectives set for 2021?

Answer Options	Percentage choosing answer options
Yes	42.31%

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Answer Options	Percentage choosing answer options
No	15.38%
Other	42.31%



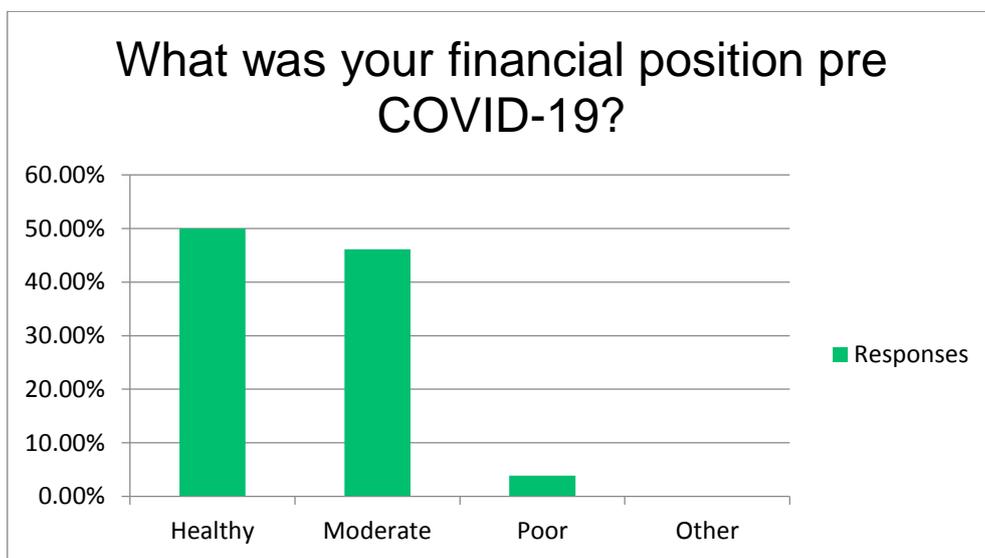
Please tell us how COVID-19 has impacted on your 2021 objectives (here are some of the answers received):

- We have been able to meet all of our objectives to date just by transferring to other technology ways of communicating with our clients. However current funding remains unconfirmed still from September 2021 to August 2022. If funding is not forthcoming then it will impact our 2021 objectives in all areas of the West Kent communities we currently cover.
- The nature of the delivery has changed. The numerical targets will be achievable.
- We are optimistic that we will be able to continue to offer counselling for the whole community whether in person or phone/online. Ticking the other box rather than the yes box reflects the uncertainty about regulations/restrictions and the resulting difficulty in planning for the year.

Financial Position - Questions 4 to 6

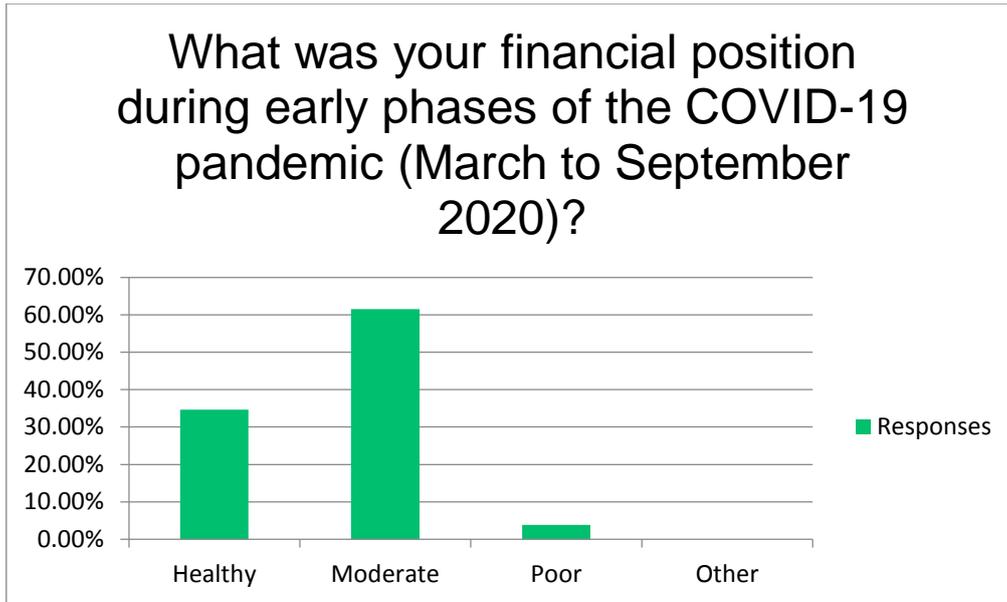
**Question 4:** What was your financial position pre COVID-19?

Answer Options	Percentage choosing answer options
Healthy	50%
Moderate	46.15%
Poor	3.85%
Other	0%



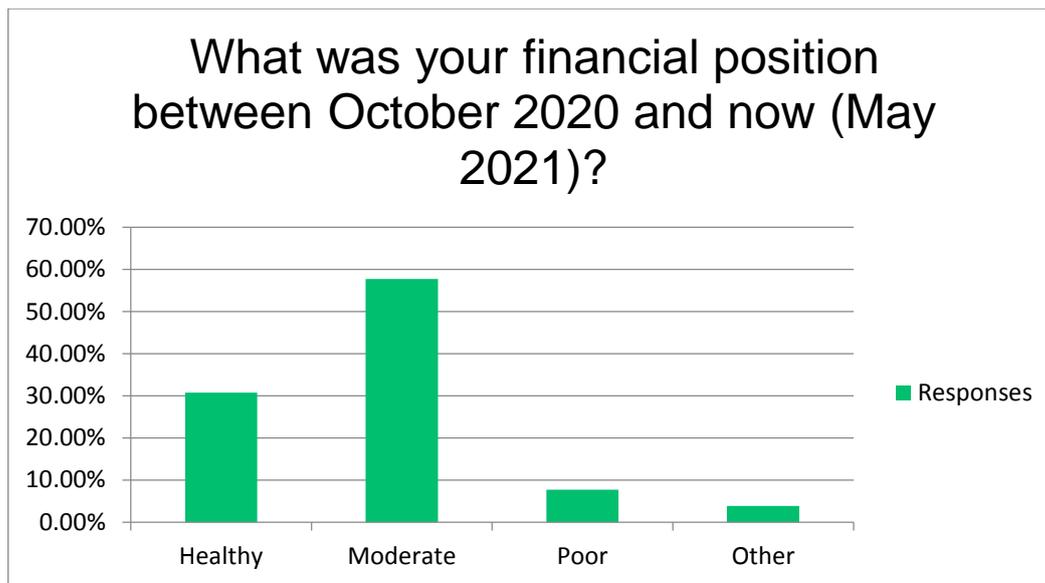
**Question 5:** What was your financial position during early phases of the COVID-19 pandemic (March to September 2020)?

Answer Options	Percentage choosing answer options
Healthy	34.62%
Moderate	61.54%
Poor	3.85%
Other	0%



**Question 6:** What was your financial position between October 2020 and now (May 2021)?

Answer Options	Percentage choosing answer options
Healthy	30.77%
Moderate	57.69%
Poor	7.69%
Other	3.85%



Comments made in answer to above 3 questions about financial position included:

- We have not been able to do any fundraising
- Only now picking up as we are starting to run activities and open visitor centres, so adversely affected in the first part of the year.
- The sudden closure meant an immediate drain on the reserves. We managed to secure two grants which helped ensure the impact was moderate rather than poor.
- SDC helped our finances and to keep our members informed with the printing of additional newsletters.
- Our budget is based on achieving 50% project funding. This dried up overnight and we had an uncertain few months. Ultimately, we raised £150K through emergency funding and our financial position is healthy at the end of the financial year.

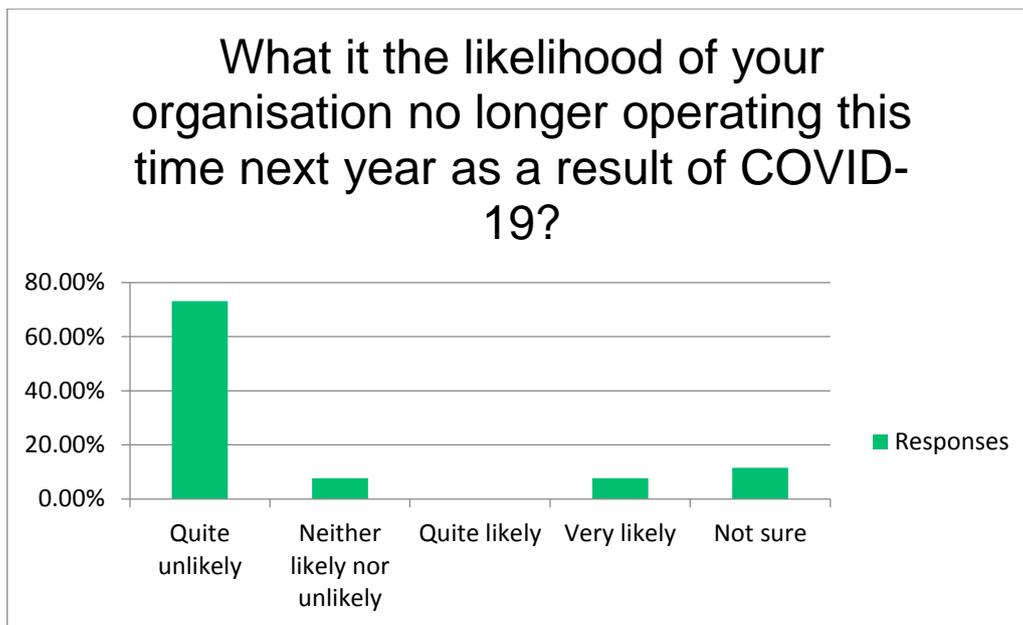
**Future & Budgets - Questions 7 and 8**

**Question 7:** What is the likelihood of your organisation no longer operating this time next year as a result of COVID-19?

Answer Options	Percentage choosing answer options
Quite Unlikely	73.08%
Neither likely nor unlikely	7.69%
Quite Likely	0%

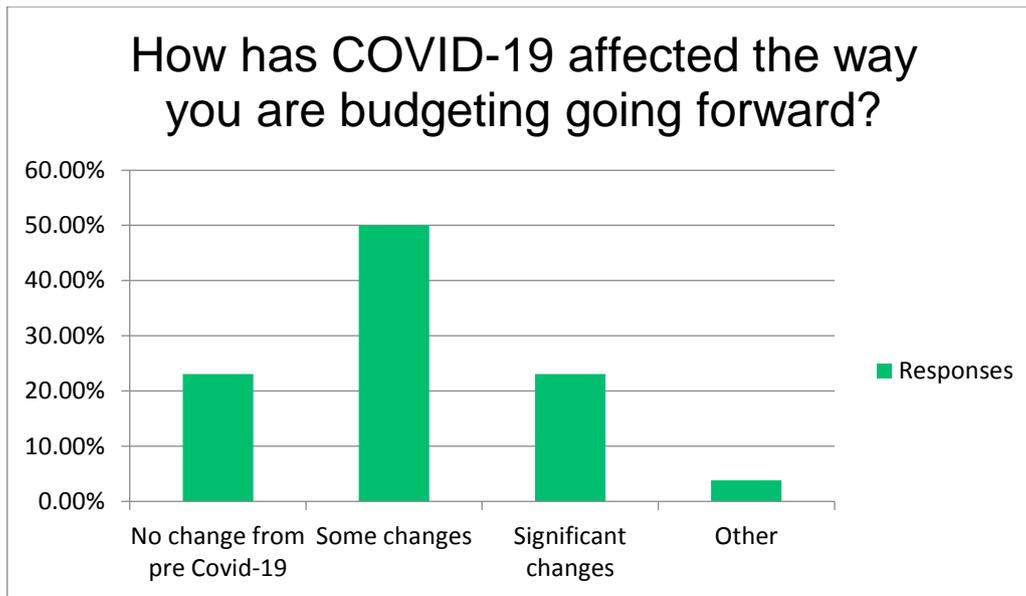
## Agenda Item 7

Answer Options	Percentage choosing answer options
Very Likely	7.69%
Not Sure	11.54%



**Question 8:** How has COVID-19 affected the way you are budgeting going forward?

Answer Options	Percentage choosing answer options
No change from pre COVID-19	23.08%
Some changes	50%
Significant changes	23.08%
Other	3.85%



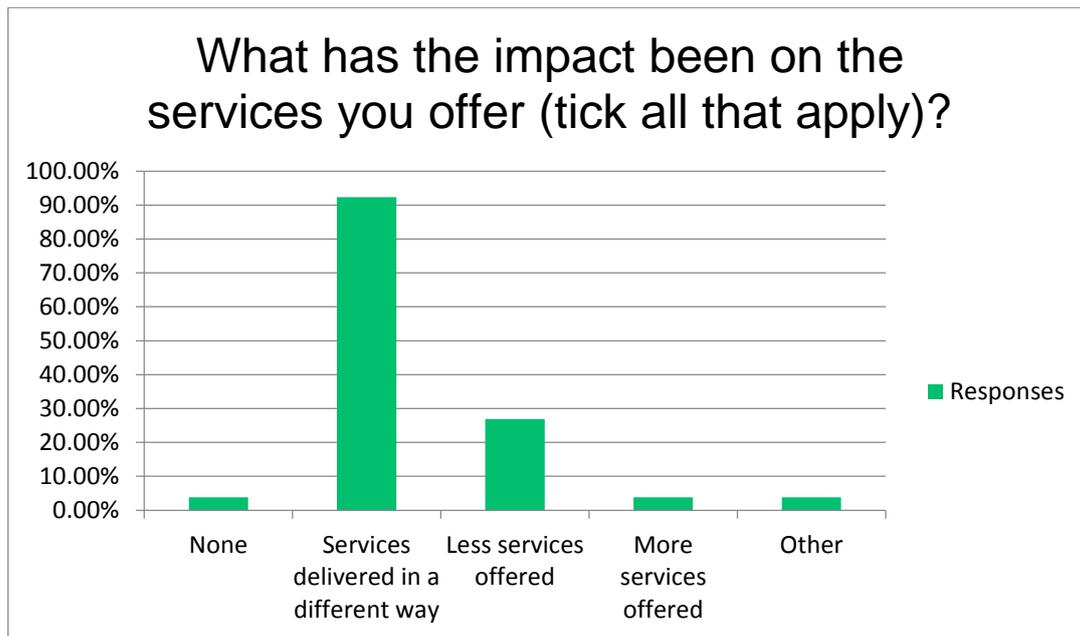
Please tell us about future changes to your budgeting as a result of COVID-19 (here are some of the responses):

- Had to revise budgets significantly several times.
- We have used up a significant amount of our reserves and will be working to replace this over the next decade.
- Previously our operational activities were a significant part of the income but with diminished reserves and seriously curtailed operations we now need to consider different and higher streams from other sources as few costs can be stopped.
- We cannot be sure when community fundraising will be possible so are relying on potential project funding.

**Impact on Services - Questions 9 to 13**

**Question 9:** What has the impact been on the services you offer (tick all that apply)?

Answer Options	Percentage choosing answer options
None	3.85%
Services delivered in a different way	92.31%
Less services offered	26.92%
More services offered	3.85%
Other	3.85%

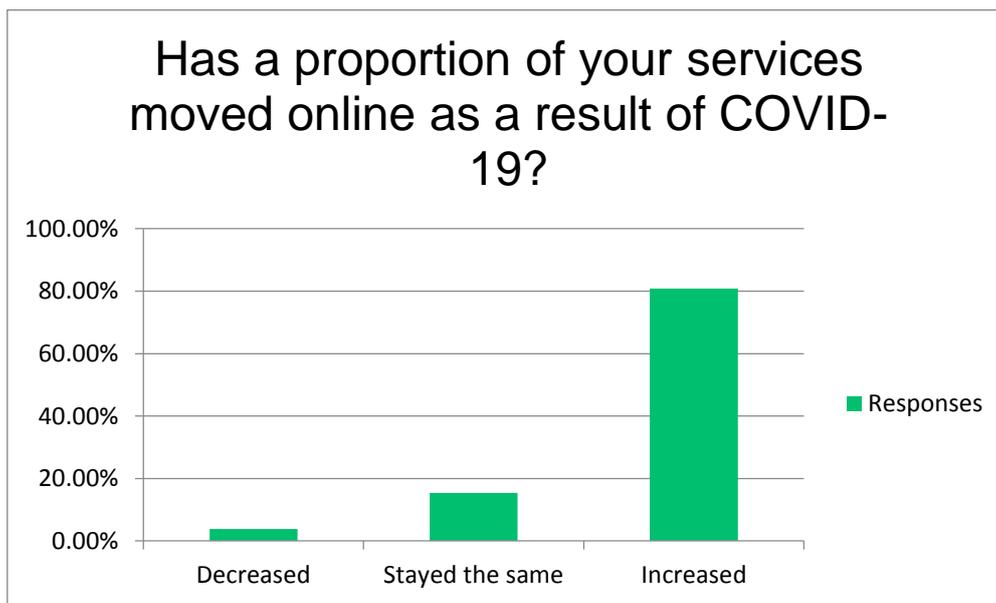


Please tell us about the impact of COVID-19 on your services (here are some of the responses):

- We have run more services on line e.g. singalongs, wellbeing seminars, committee meetings, AGM, partnership with Every Step Counts to encourage walking, encouragement of mobility exercises via zoom, provision of lots of helpful information vis newsletters ( made them twice as long).
- All counselling sessions moved to phone/online and going forwards we plan to offer a hybrid service of both online/phone and in person counselling dependent upon clinical need and client preference.
- We have used Zoom for some meetings. Camps, trips and most face to face meetings have all been stopped. In one Cub pack alone, 20 events planned for 2020 and early 2021 had to be cancelled.
- Services delivered in a different way - to more beneficiaries. This is particularly true for our loneliness projects in DGS and our infrastructure projects.
- All our appointments moved from face-to-face to telephone. Going forward we expect to offer a hybrid with both telephone and face-to-face appointments being available.
- We have delivered all services online and by phone and designed new services to meet the needs of our local community.

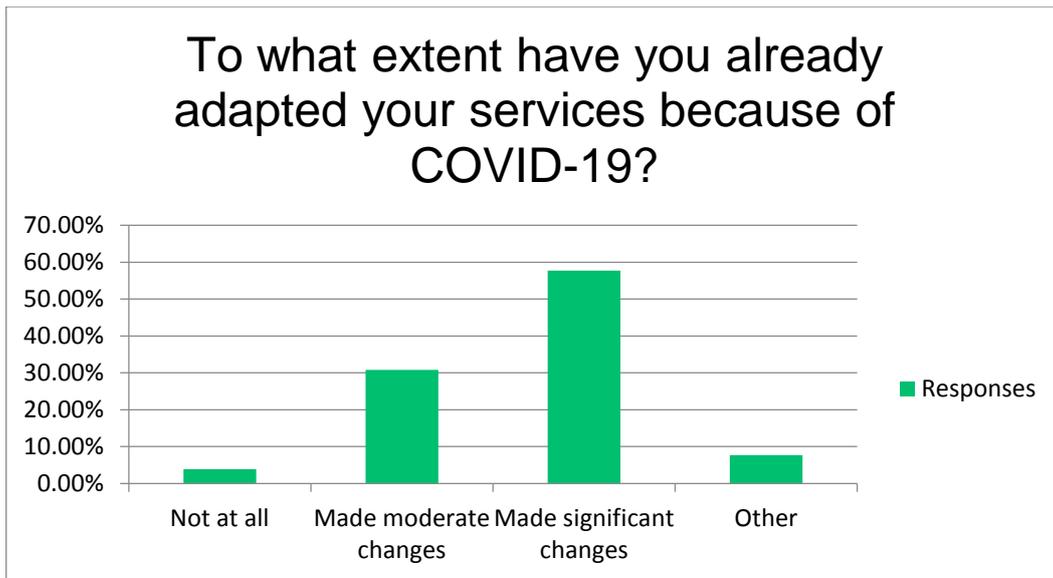
**Question 10:** Has a proportion of your services moved online as a result of COVID-19?

Answer Options	Percentage choosing answer options
Decreased	3.85%
Stayed the same	15.38%
Increased	80.77%



**Question 11:** To what extent have you already adapted your services because of COVID-19?

Answer Options	Percentage choosing answer options
Not at all	3.85%
Made moderate changes	30.77%
Made significant changes	57.69%
Other	7.69%

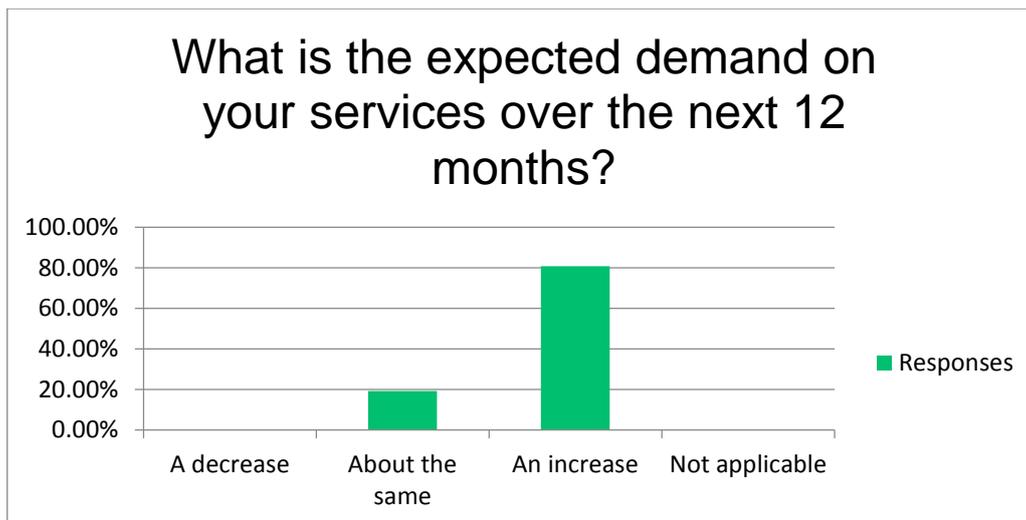


Please tell us how you have adapted your services because of COVID-19 (here are some of the responses):

- Staff working from home where possible. More innovative, digital projects taking place. Volunteering has altered as we can no longer transport them.
- The service moved online but is expecting to revert to in-person meetings. However, it is clear that there is a need for an online service to continue if time and funds permit, as some of our new service users will be unable to join us in live sessions either because of distance, transport or because their poor health makes them especially vulnerable.

**Question 12:** What is the expected demand on your services over the next 12 months?

Answer Options	Percentage choosing answer options
A decrease	0%
About the same	19.23%
An increase	80.77%
N/A	0%



**Question 13:** Going forward, what changes will you need to make to your operations and services?

Answer Options	Percentage choosing answer options
None	7.69%
Moderate changes	46.15%
Significant changes	38.46%
Other	7.69%

Please tell us about the changes to your operations and services due to COVID-19 (here are some of the responses):

- Will adapt to change as it could occur with further lockdowns and will consider more general online service to young people, yet face to face is our preference.
- If everything returns to normal we will continue to have some as it is meetings on Zoom. We have also found that some of the people we work with tend to prefer online sessions.
- Moving more advisers onto telephone work. The telephone will be the first point of contact for most people.
- We expect to need higher casework capacity to deal with increased client numbers. This will mean a need for more voluntary or paid Case Managers.

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- We are investing in a new website as we believe more traffic/referrals will come through that, new IT system, new phone system, new CRM, new finance system, new impact assessment framework.
- We are having to close some centres and move service into a consolidated effort.

### Volunteers & AOB - Questions 14 and 15

**Question 14:** Has there been a change in the number of people who volunteer for your organisation over the last 12 months?

Answer Options	Percentage choosing answer options
Decreased	53.85%
Stayed the same	34.62%
Increased	11.54%



**Question 15:** Is there anything else you would like to add?

“I think it is very hard to make definite plans for the coming year because so much is uncertain. That means we have to be alert to all possibilities, particularly when it comes to singing groups and large group gatherings, where there are known to be additional risks. We will need to make every effort to return to in-personal

sessions for the sake of people who are desperate for human contact and couldn't 'get on with Zoom' but also be ready to hop back on to the Zoom”

“We work with disabled individuals so it will be the case that many cannot just return as if nothing has happened but will take a long while to reacquaint themselves with the surroundings and people. Even some of our most capable participants who have been able to return with the restrictions have been extremely nervous, so those with learning difficulties who have no understanding what Covid is and why they have been prevented from coming could require considerable extra support before being able to fully participate. For us as organisers, not knowing what restrictions may be needed in the winter is concerning.”

“Mental health should be a priority for future funding in the community as well as within the NHS which Government has already funded but community services still unaware of their funding future for community service users.”

“Loneliness and isolation are the biggest challenges for older people.”

“We have sadly lost a committee member and several volunteers have ill health. We are working to find replacements. This will hopefully become easier when things open up fully. Many thanks to the Voluntary Sector Forum for providing an excellent and supportive space to share information and ideas”

“Fortunate to have recruited volunteers in difficult Covid times.”

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**SEVENOAKS DISTRICT - COMMUNITY GRANT SCHEME 2020/21**

**People & Places Advisory Committee - 6 October 2021**

**Report of:** Deputy Chief Executive, Chief Officer People & Places

**Status:** For Information

**Key Decision:** No

**Executive Summary** This report is the end of year update for Grants Awarded for the year 2020/2021.

**This report supports the Key Aim of:** the Council's Community Plan

**Portfolio Holder:** Cllr. Lesley Dyball

**Contact Officer(s):** Jenny Godfrey - Ext. 7112

Kelly Webb - Ext. 7474

**Recommendation to People and Places Advisory Committee:**

To receive and note the report.

**Reason for recommendation:** To give Members a year-end update on the 2020/2021 Community Grants, the impact of Covid-19 and actions taken by the Council.

**Introduction and Background**

- 1 All recipients of Community Grants for 2020/21 were offered Council guidance and support. During August and September, recipients were asked to provide an update on their received grants and if there had been an impact of Covid-19 on their project, service or activity together with any changes made or planned. Since September, the Council has worked with all recipients to deliver as much of their projects, services and activities as possible. Where this has not been possible, the Council has accrued returned unspent monies and reinvested it in 2021/22 Community Grants, and, carried forward two projects for delivery in 2021/22.

**Results**

- 2 Table 1 below sets out how the recipients of Community Grants for 2020/21 reacted and responded to Covid-19 and details the adaptations they made as a result. It also sets out the details of those projects, services, activities where unspent monies were returned and the two projects carried forward for delivery in 2021/22.

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Organisation Name	Project/Service/Activity provided grant to deliver	Key adaptations to Project/Service/Activity
D’Vine Singers	Wellbeing Choir	Sang online & established ‘singing befriender’ scheme where volunteers can support members requiring additional support with meeting digitally.
Sevenoaks District Arts Council	Provision of small grants for the arts.	Grant funded some initiatives including (between the first and second lockdowns) a successful photography exhibition but unable to spend full grant. Returned £375* to the Council.
Eden Christian Trust	Youth Club in Edenbridge	Provided activities online and kept in touch using social media and phone calls. Held socially distanced walk and talks and outside activities.
North West Kent Volunteer Centre	Befriending Service and transport.	Switched entirely to telephone befriending. Used existing friendships made through pre Covid-19 befriending to ensure mutual support continued.
Sevenoaks District Sports Council	Provision of small grants for sporting activities	Continued to support sporting activities and interests.
Sevenoaks Counselling	Counselling	Reverted to online counselling.
CVSNWK	Disseminate to the voluntary sector an electronic news bulletin of shared information, opportunities and training	Increase in subscription and reach of this newsletter as a result of the need to share experiences and information.

Organisation Name	Project/Service/Activity provided grant to deliver	Key adaptations to Project/Service/Activity
Imago	Volunteer Development Service; Dial 2 Drive service	Used Dial 2 Drive service to assist with transport to vaccination venues. Producing monthly electronic newsletter advertising volunteering vacancies.
Age UK Sevenoaks & Tonbridge	Pop Up Café Sessions	Provided telephone support to residents and carried out doorstep welfare visits, and distributed many goods that Age UK Sevenoaks & Tonbridge had purchased and some that had been donated via Age UK National Office.
COMPAID	Dial a Ride service for disabled, elderly and other vulnerable residents	Provided transport to medical appointments. Also assisted with transport to vaccination venues.
Sevenoaks PHAB	Weekly Meet-up for adults with learning and/or physical disability	Purchased new games and equipment - used when restrictions eased and will continue to be used.
Sevenoaks Volunteer Transport Group	Low cost transport for elderly and disabled residents	Provided transport to medical appointments.
West Kent Mediation	Mediation service.	Significant increase in cases and reverted to holding online mediations.
BRIDGES	Run creative arts and crafts sessions in their café	Reverted to delivering packs of materials and then running virtual sessions to complete the projects together.
West Kent Extra	Summer residential trip for vulnerable children aged 8-12 years.	This project was unable to go ahead. It has been carried forward to 2021/22.

## Agenda Item 8

Organisation Name	Project/Service/Activity provided grant to deliver	Key adaptations to Project/Service/Activity
Kenward Trust	Deliver Active Archery and Alpaca Sessions to groups of vulnerable adults and young people	These activities were unable to go ahead. They have been carried forward to 2021/22. £210* returned to the Council - cost of refreshments no longer being included in the activities.
DAVSS	Support services for residents experiencing domestic violence	Significant increase in demand for services. Support provided online and via telephone. DAVSS invested in their computer system to ensure its suitability for some continued online support going forwards.
Salus Group	Primary to secondary school transition events.	Unable to hold events. Provided Year 6 pupils with transition books instead and returned £750* to the Council.
The Lewis Project	Support sessions running to promote mental wellbeing in young musicians age 16 years and over	Continued planning Album recording; commissioned artist for cover & designed/produced promotional materials. Once restrictions lifted, met to rehearse.
PSB Breastfeeding	Supporting new mothers with breastfeeding	Adapted their provision of supporting new mothers by training volunteers via video calls
The Hygiene Bank	Equivalent to a Food Bank but with hygiene products.	Increase in demand for hygiene products. Distributed via Food Banks.
Fegans	Deliver Parents Supporting Parents programme	Used online sessions instead of face-to-face meetings.

\*This is included in a total of £1,335 that was accrued and used for Community Grants awarded for 2021/22.

- 3 Performance statistics for grants over £500\* are set out in Table 2 below.

Key Performance Indicators <b>under</b> target	Key Performance Indicators <b>on</b> target	Key Performance Indicators <b>above</b> target	Key Performance Indicators <b>on or above</b> target
29.69%	29.69%	40.62%	70.31%

\*These are the figures reported against Performance Indicator Code LPI\_CD02.

- 4 Table 3 below shows the performance statistics for ALL grants, including those under £500.

Key Performance Indicators <b>under</b> target	Key Performance Indicators <b>on</b> target	Key Performance Indicators <b>above</b> target	Key Performance Indicators <b>on or above</b> target
31.43%	30%	38.57%	68.57%

- 5 The performance of the 2020/21 Community Grants is lower than the target of 80% (for Community Grants over £500) but given the significant impact of Covid-19 (including two grants not spent and carried forwards to 2021/22) it is both expected and understandable. Using innovative solutions, these projects, services and activities still reached and benefited the most vulnerable residents in the Sevenoaks District. Appendix A sets out example case studies received as part of the end of year monitoring.

### Key Implications

#### Financial

None.

#### Legal Implications and Risk Assessment Statement.

None.

#### Equality Assessment

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

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users. The impact has been analysed and does not vary between groups of people. The results of this analysis are set out immediately below.

### Consideration of impacts under the Public Sector Equality Duty

Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	No disadvantage or discrimination identified.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	Yes	The steps taken to address issues identified during the pandemic supported the delivery of the projects, services and activities to the most vulnerable residents for 2020/21 Community Grants. This significant learning has also helped shape future projects, services and activities, ensuring they can reach the most vulnerable residents of the Sevenoaks district.
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No negative impacts identified

### Conclusions

This paper highlights the impact of Covid-19 on the 2020/2021 Community Grants and identifies how any issues were progressed and monitored by the Council. It also sets out the performance statistics for these grants and the significant learning from delivering such projects, services and activities during the pandemic.

#### Appendices

Appendix A - Case Studies

#### Background Papers

N/A

Sarah Robson

Deputy Chief Executive & Chief Officer People & Places

**Sevenoaks District - Community Grant Scheme 2020/21**

**Appendix A**

This Appendix sets out some example case studies and quotations from beneficiaries of the Community Grant Scheme 2020/21.

Telephone Befriending - North West Kent Volunteer Centre

Mr B aged 78 contacted us in May 2020. We were in lockdown and client had been told to shield. His sister who lives in Dartford was unable to visit as she was also shielding but was hard of hearing. Mr B had no other family, and he was finding it more difficult with lockdown and especially as phone calls with his sister were becoming more difficult due to her hearing problems.

Mr B asked if there was someone who could visit him, due to lockdown it was explained that we could not provide this service but would happily place a telephone befriender with Mr B. We arranged a local volunteer in the view of progressing to a face to face if lockdown ended. Initially it was reported that Mr B was quite tearful at the beginning of the calls, informing the volunteer that he would still enjoy a drive out to his friend's house or a game of boules on a Saturday or Sunday, he enjoyed his garden and would happily go for walks locally when the weather was good. However, he informed his befriender that even his garden was not bringing him enjoyment anymore. These conversations became worrying for the volunteer.

We at the office sent the volunteer some information about gardening, he was wanting to find a common conversation point with Mr B and started to also have an interest. They began discussing the volunteers garden and Mr B started to give tips about when to prune and the volunteer sent some photos of some greenfly and Mr B took great delight in giving tips on how to treat the fly. Mr B even sent some information about how to stop the frost on the volunteer's plants during the winter. Mr B's mood had changed from the initial calls and there is now a common enjoyment between the volunteer and Mr B. Once again Mr B was able to enjoy his garden, discussing with the volunteer about plants and flowers and which are easier to manage.

Our volunteer says, "I never thought I would get as much out of volunteering as I have and look forward to the secret tips from Mr B. I never thought I would be pleased to inform Mr B when he finally got rid of the greenfly."

Online Exercising - Age UK Sevenoaks & Tonbridge

As in-person Pop Ups were unable to take place during Covid 19, the Health and Wellbeing Co-ordinator started running weekly online Zoom classes for older people with access to a tablet, phone or computer. The classes were open to all older people who needed help with strength, balance and mobility as result of not being able to be as active as usual and who also wanted some social interaction with others.

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Mrs A and Mrs B attended one of the first Zoom meetings. They are sisters but due to the fact they are vulnerable and have restricted mobility, they had not seen each other for 6 months. This was compounded by the fact that Mrs B has been very unwell.

Only Mrs A had had access to a computer but the Health and Wellbeing Co-ordinator managed to contact Mrs B's daughter who brought her laptop to her mother's house and joined in the Zoom class with her mother. Seeing Mrs A and Mrs B smiling was priceless and watching them interact and socialise, albeit virtually, was very rewarding.

The outcomes for these two ladies is that their mental and physical well-being was improved greatly by the fact that the class facilitated their reunion. In addition the class promoted the mental and physical well-being of the other participants as they were able to interact socially and benefit from the physical exercises in the session.

Testimonial from one of the sister's daughters:

"Great class this morning thanks. Mum is really enjoying your classes every Tuesday and does her best to do all the exercises. She has recently been diagnosed with mixed dementia but your class remains one of the highlights of her week - if not THE high point! We are just going to take a day at a time and help her to retain her independence for as long as possible. Just thought it might be useful for you to know."

### Counselling Support - Sevenoaks Counselling

E is 17 years old and made contact for counselling because of loss of confidence and very low self-esteem. She has a younger brother who has special needs and was at home from his residential school. She was normally very able, hardworking and quiet in school. We used video calls and she attended five sessions. The counselling focused on her family life at home, the difficult changes that she was coping with, and her self-esteem. We also looked at her contact with friends and how she could maintain this. In the final session we created a chart with all her strengths and abilities. She visibly relaxed as she took this to heart and began looking forward to university entrance in due course.

### Mediation Services - West Kent Mediation

This case was referred to us by a housing association and was causing so much anti social behaviour that one tenant was at risk of losing her tenancy.

The two parties concerned live in a block of flats above and below one another, and Miss S has reported on many occasions excessive noise. Both parties have mental health problems and have stated that this dispute was affecting their mental health.

The mediators telephoned both parties to introduce our service and look at a way forward. Miss B stated that she would prefer telephone mediation as she would feel uncomfortable on a zoom call with her neighbour. After several calls we had some issues to work with and both party offering small gestures and acknowledging

a willingness to resolve. They also both agreed the small gestures will reduce the amount of stress they were under. We left them for two weeks for them to work on the gestures and look at other ways of moving forward.

After two weeks we contacted both party's they had agreed a plan to move forward, it was agreed that noise levels will be kept to a minimum between 10pm and 8am. This was emailed to both parties and both agreed.

### Music Group - The Lewis Project

“Thanks to this project young people get the same opportunity to increase their confidence, make great friends and participate in music making some very talented musicians. All of these are important aspects of positive mental health.”

### Parent Support - Fegans

“This whole situation of Covid 19 has been really stressful for families like us as the routines changed everything becomes a struggle but I looked forward to a couple of hours to myself and being able to talk about the challenges I faced.”

“The advice around family rules has made a huge difference. Your worker understood that our clever children would take advantage of any loopholes and explained how to involve the girls in planning the rules. Now the girls are more accepting of a consequence and when frustrated, exhausted and at our wits' end, we no longer feel the need to go way over the top and 'cancel Christmas' to feel in control.”

### Support Services for residents experiencing domestic violence - DAVSS

Margaret said “Thank you! You lot were great! I don't usually reach out for help and you guys laid it on a plate. Your organisation gave the impression that you really cared. Thank you for all that you do.”

### Youth Club - Eden CT

During the restrictions we were able to do some socially distance walks in bubbles. One of our young people (X) planned a walk around the outskirts of Edenbridge. The process involved her looking at a local map and with guidance learnt how to orientate a map using a compass. She then plotted the route she wanted to take the group on learning the different map symbols with regards to footpaths etc. On the day of the walk she led 12 other young people and 4 leaders around the route she had plotted. It was a warm and sunny afternoon and all of the young people had lots of fun just being able to get out and safely socialise with friends, it was also a great opportunity to get some good exercise in, the walk itself lasted just over an hour. X learnt some new skills in map reading and leadership.

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**FARMSTEAD DRIVE, SPITALS CROSS, EDENBRIDGE - DEVELOPMENT PROPOSAL**

People & Places Advisory Committee - 6 October 2021

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

**Status:** For Decision

**Also considered by:**

- Improvement and Innovation Advisory Committee - 7 October 2021
- Cabinet - 14 October 2021
- Council - 17 November 2021

**Key Decision:** No

**Executive Summary:**

The proposed development site is located on Farmstead Road within the Spitals Cross housing estate in Edenbridge. The estate was built in the 1960's, and the proposed development site is occupied by the local community hall (Fircroft Hall), the Londis convenience store and open space. The site is circa 1 acre (0.42 hectares) and the proposal is to re-provide the community hall, a convenience store, public open space and provide 33 residential units (of which 30% will be affordable) and parking.

The community buildings currently occupying the site are at the end of their economic life/require substantial refurbishment. This presents an opportunity to redevelop the Hall and its facilities and to replace the shop with modern premises, and to provide new housing, including affordable homes. The sale of the residential accommodation would provide capital receipts to pay for these improvements.

Several development options have been prepared and high level development appraisals suggest the preferred option is financial viable and feasible from a planning perspective. This report seeks approval to undertake further feasibility and design work to facilitate the submission of a planning application and to deliver the scheme subject to receiving all the necessary statutory consents.

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 required.

**This report supports the Key Aim of:** improvements to public realm and infrastructure and meeting housing targets, including much needed affordable housing. The provision of new housing, both market and affordable, is a key priority and pressure for the District.

**Portfolio Holder:** Cllr. Peter Fleming

**Contact Officers:** Detlev Munster, Ext. 7099

Adrian Rowbotham, Ext. 7153

**Recommendation to People & Places Advisory Committee and Improvement and Innovation Advisory Committee:**

That the recommendations to Cabinet below are endorsed.

**Recommendation to Cabinet:**

- (a) it be recommended to Council that the provision of £7,609,620 in the 2021/22 Capital Programme to deliver the scheme which is to be funded as noted in the Financial Implications be approved;
- (b) subject to approval of the approval of the recommendation (a) by Council, authority be delegated to the Strategic Head of Property and Commercial and the Chief Officer Finance and Trading, in consultation with the Cabinet Member for Finance & Investments to proceed with the scheme subject to final scheme viability; and
- (c) subject to approval of the approval of the recommendation (a) by Council, authority be delegated to the Strategic Head of Property and Commercial following consultation with the Chief Officer Finance and Trading and the Head of Legal Services to submit a planning application and to enter into any necessary contracts to facilitate the development and construction of the proposed scheme in accordance with the Council's Contracts Procedure Rules and for the disposal of the residential and commercial units.

**Recommendation to Council:**

That the provision of £7,609,620 in the 2021/22 Capital Programme to deliver the scheme which is to be funded as noted in the Financial Implications be approved.

**Reason for recommendation:** To provide much needed affordable housing in the district particularly in Edenbridge.

## Introduction and Background

- 1 Edenbridge is the main urban settlement in the Western part of the Sevenoaks District. Spitals Cross is located on the east side of the B2026 (Main Road/Station Road), which bisects the town. Farmstead Road is accessed via Fircroft Way which runs through the Fircroft Way industrial estate. The development proposal involves a single site which includes the current community hall (Fircroft Hall), a community shop and playground, together with associated open space.
- 2 Spitals Cross was built in the 1950s/60s by the London County Council and was transferred to the ownership of Sevenoaks District Council in 1980. In 1989, the council housing was transferred to West Kent Housing Association with Sevenoaks District Council retaining the open spaces.
- 3 Spitals Cross' built form is predominantly two storey high residential units. However, to the north of the site, there are two six storey buildings. Accordingly, there is a sharp transition between the six and two storey residential buildings. Proposals under consideration address this imbalance with building heights in between. Larger industrial and commercial buildings lie to the west.
- 4 Community facilities on the site are c.60 years old and are looking tired and dated. The buildings are reaching the end of their economic life and require substantial refurbishment/expenditure. It would be preferable to replace the buildings with modern facilities and to make better use of the site by providing new housing (including affordable), which would not only contribute to meeting local housing need/numbers but also cover the financing of the project.
- 5 The proposed development aims to:
  - re-provide the community hall;
  - meet net-zero commitments resulting in an energy efficient and modern fit-for purpose community hall;
  - re-provide the play area and provide improved amenity space;
  - provide affordable housing;
  - re-provide the convenience store;
  - enhance the urban fabric;
  - provide new parking.

## The Proposed Development Scheme

- 6 Several design options were considered for the site and the preferred option (detailed in appendix A) proposes:
  - 33 residential units with 11 affordable housing units (33%)
  - 11 x 1-bed units (5 affordable)
  - 17 x 2-bed units (4)
  - 5 x 3-bed units (2)

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- Community Hall, Convenience Store, new Car parking spaces, Playground, trees, Private gardens, Soft landscaping and Hard landscaping
- 7 This option positions the community hall and store on axis to the towers to the north to address and face the undefined green buffer. The orientation allows for the community hall and store to face and dynamically connect multiple pathways and greenspaces. A new playground is provided adjacent to new family dwellings to allow children to access play-space without crossing roads and enabling passive parental and community supervision. While the scheme's layout is noted in appendix A, it may change slightly to reflect additional planning comments and viability issues that may arise from detailed design planning.
  - 8 The options appraisal suggests that the preferred option is viable from a planning and financial perspective, but further detailed analysis is required to refine the preferred option.
  - 9 Consequently, the next stage will involve the preparation of detailed designs for the site (to RIBA Stage 3) as this level of information is required to not only obtain a planning consent, but also to clarify viability and de-risk the project but to enhance confidence in deliverability.
  - 10 The next stage will undergo a further detailed investment appraisal to determine viability, and will only proceed if it meets the scheme's aims and is within the financial parameters set.
  - 11 Recognising the importance of the community hall for local residents, arrangements will be made to provide residents with a temporary community hall during the demolition and construction phases.

### Public Consultation

- 12 To is proposed that the local community and interested parties will be consulted as part of the detailed design process with two key stages:
  - To outline the proposed option and obtain preliminary feedback to inform further design work;
  - To outline the proposed detailed design and to refine the scheme where appropriate.
- 13 Following the pre-planning consultation, further consultation will take place as part of the statutory planning process.

### Procurement

- 14 Subject to scheme viability and obtaining the necessary statutory consents, it is envisaged that the scheme will need to be publically procured in accordance with the Public Contracts Regulations 2015.

- 15 The scheme will likely be procured using two or possibly a single stage Design & Build procurement route with a selection questionnaire and JCT Design and Build 2016 standard form of contract.
- 16 The demolition of the community buildings may be under a separate contract

**Delivery Programme**

- 17 The project’s indicative delivery programme, assuming planning consent is granted, is outlined in the table below, and is subject to change:

Stage	Date	
Corporate Programme Board	July 2021	Completed.
People & Places Advisory Committee	5 <sup>th</sup> October 2021	
Improvement & Innovation Advisory Committee	7 <sup>th</sup> October 2021	
Cabinet	14 <sup>th</sup> October 2021	
Full Council	17 <sup>th</sup> November	
Planning Submission	April 2022	
Contractor Specification and ITT issued	May 2022	
Planning Determination	August 2022	
Contractor Appointment/award	October 2022	
Start on site	January 2023	
Practical completion	April 2024	

**Project Costs and Funding**

- 18 An external cost consultant (Playle & Partners) was appointed to advise on the scheme’s costs. The total estimated development cost is expected to be circa £6.3m and the total project cost is £7,609,620. The table below provides a high-level outline of the projects costs.

Elemental Items	Amount
Total Building works including demolitions, abnormals, preliminaries	£4,753,000
Project/Design Team fees	£628,000
Risk & Inflation Allowance	To£1,420,000
Legal & Marketing Fees	£218,044
Financing Fees	£187,942
CIL/S.106	£302,634
Other costs	£100,000

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<b>Total</b>	<b>£7,609,620</b>
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- 19 An external property consultant (Pathfinder Development Consultants) was commissioned to determine the schemes viability and advise on residential sales. Pathfinder DC suggests that the scheme has a GDV of c.£9.315m which yields a residual land value of c. £658k. This land value correlates well with Strutt & Parkers suggested benchmark land value of circa £787k bearing in mind the need to replace the community uses on the site. The scheme delivers 30% affordable housing and the financial model assumes a profit margin of 6% on the affordable housing and a profit margin of 12% on market sales. Profit is estimated at c. £1.05m. It is also important to note that the Risk and Inflation allowance includes a robust contingency of £1.42m.
- 20 The capital requirement to cover construction and other development costs is to be funded from external borrowing before capital receipts from the sale of houses to recoup development funding.

### Project Governance

- 21 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.
- 22 The Project Team will be adapting PRINCE2 methodologies to manage the project.
- 23 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

- 24 Do nothing. This option requires the Council to undertake significant refurbishment works to the community hall. A condition Survey was undertaken to establish the nature of the works required and these are estimated at between £40k and £50k. However, this will not result in significant improvements to the building and further works would need to be undertaken to improve the environmental performance of the building and meet the Council's net-zero carbon aspirations. Additionally, landlord improvements would need to be undertaken to the retail unit and these have not been costed. The nature of the TRA's tenancy will mean that should refurbishment works be undertaken, these costs will not be recuperated and hence cannot be funded. The do nothing option also does not release land for much needed affordable housing. Most notably, the District's Strategic Housing Assessment (2017) suggests that this part of the District requires 78 homes a year. A better result will be achieved by

replacing the buildings with modern facilities, to provide some modern housing and to improve the landscaping.

- 25 Alternative design options were considered by our external consultant (LSI Architects) and the preferred option is considered to sit sensitively with the existing estates built context and preliminary views of the Planning Authority were obtained. Additionally, cost plans and feasibility assessments were prepared for the respective options, and the preferred option is considered to optimise site benefits and financial returns for the Council together with 30% affordable housing.
- 26 An alternative option would be to dispose of the site with planning permission. This option has been ruled out as affordable housing together with the re-provision of a community hall, convenience store and environmental improvements would not materialise as a private developer would seek to maximise profits. SDC is able to assess/consider community value not just financial viability.

### Risk Assessment

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

### Financial Implications

- 28 The scheme is intended to be funded (ultimately) from capital receipts from the sale of residential units in the scheme.
- 29 The Table below provides a summary of estimated scheme funding, based on feasibility work to date.

Scheme Funding (Est.)	2021/22	2022/23	2023/24	2024/25	Total
	£	£	£	£	£
Expenditure	706,914	2,169,623	4,349,432	383,651	7,609,620
<b>Funding:</b>					
External borrowing	(706,914)	(2,169,623)	(4,349,432)	(383,651)	(7,609,620)
Capital Receipts from sale of residential units				9,315,000	9,315,000
Net scheme (surplus)/cost					1,705,380

- 30 23 residential units will be disposed of in the open market and according to the Council's property consultant, they are expected to generate a sales receipt of £8.143m. The Affordable housing units are expected to generate

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£1.172m and are discounted to reflect development cost and are in line with current market practice for affordable housing.

- 31 Until the receipts from the sales of the residential units are received, short-term external borrowing will be used to fund the scheme. The potential financing costs are shown within the table in section 18.
- 32 The new retail unit will be retained by the Council and will be let on market terms. The Community Hall will be leased to reflect community benefit, but also to ensure future on-going liabilities are recuperated.
- 33 Consideration will need to be given to the VAT implications of the project. Dependant on the use of some of the elements of the project it may require specific VAT treatment. Further VAT advice will be sought.

### Legal Implications

- 34 The Council has freehold title of the site.
- 35 The land is currently occupied by a commercial tenant in the retail premises and a Resident's Association at the community hall. These would each need to be terminated in accordance with the respective procedures prior to any redevelopment. New leases will need to be entered into prior to occupation within the new development.
- 36 The residential units are to be disposed of with 125 year leases on the open market and affordable units sold to a registered provider. As a result, the Council will need to establish a management company to hold the freehold and to manage the communal areas. The scheme will need to be registered with Homes England to qualify for "Help to Buy" which will be essential in this location. Changes to "Help to Buy" mean that it only applies to first time buyers and is due to expire completely in 2023, this may have implications for sales/timing of sales.
- 37 The Council will need to apply for planning consent and obtain all other necessary statutory approvals (e.g. building control approval) and these are known to the Project Team.
- 38 Due diligence assessments have identified that it would be suitable to appropriate the site for Planning purposes including to ensure proper planning. The Council is authorised to appropriate land that it owns under Section 122 of the Local Government Act where no longer required for the purpose for which it was previously held. The Council may not appropriate any land which consists of open space land unless it has published its intention in a local newspaper for at least two consecutive weeks and given due consideration to any responses received. It is intended that, if the development is approved, an appropriation would take place at a later stage.

- 39 The procurement of a design and build contractor, will need to be procured in accordance with the Public Contract Regulations 2015 thresholds, and 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.
- 40 There are no State Aid implications associated with the proposed scheme.

### **Equality Assessment**

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.

### **Sustainability**

A sustainability checklist has been completed and a positive impact is anticipated. Please elaborate on net carbon design etc. and also densifying existing settlements.

### **Conclusion**

This dynamic scheme provides new community buildings and homes (including affordable homes) at Spitals Cross which has not seen investment since its inception 60 years ago. It presents a unique regeneration opportunity for Edenbridge that will set a new design and sustainability benchmark for future growth.

### **Appendices**

Appendix A - Appraisal Plans and Layouts  
Appendix B - Cost plan and appraisal  
Appendix C - Outline Risk Assessment

### **Background Papers**

- LSI (June 2021): Farmstead Drive Options Appraisal

The following background documents are exempt from publication. The applicable reason for this redaction is paragraph 3 of Schedule 12A of the Local Government Act 1972: Information relating to the financial or business affairs of any particular person (including the authority holding that information). This is because it could prejudice the returns of a commercial tender that the Council will be undertaking and provides commercially sensitive information.

## Agenda Item 9

- Playle & Partners (July 2021): Farmstead Drive Options and Feasibility Study Cost Plan
- Pathfinders Development Consultant (July 2021): Farmstead Drive Viability Appraisal
- SDC Legal Services (Mat 2021): Report on Title.

**Detlev Munster, Strategic Head of Property & Commercial**

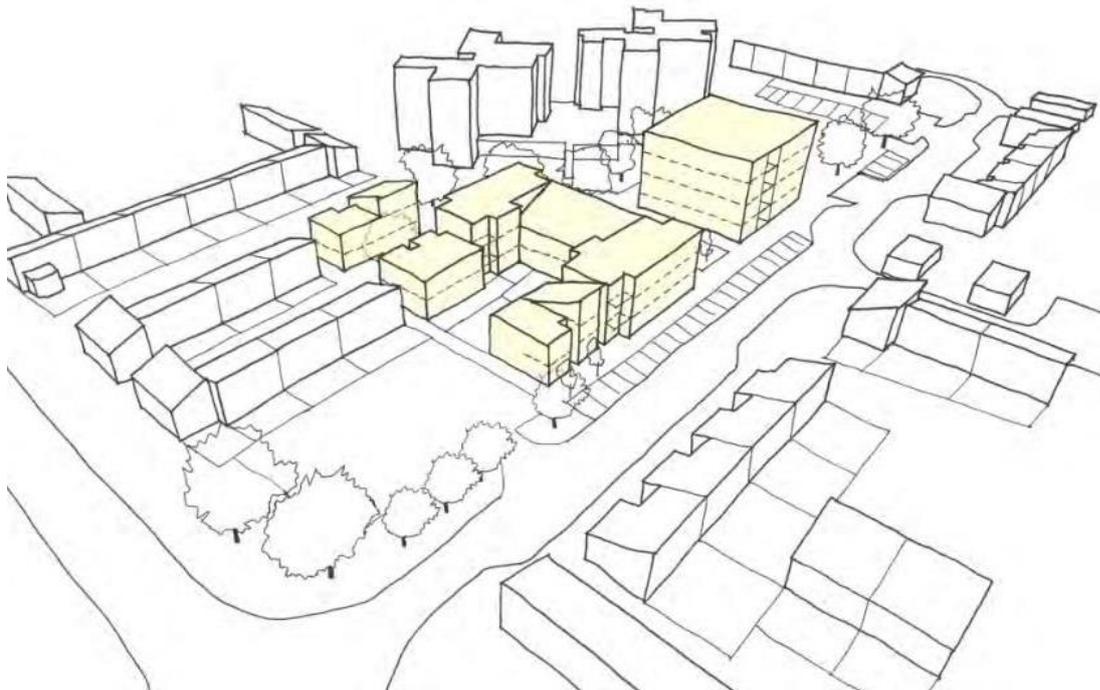
**Appendix A: Appraisal Plans and Layouts**

No. OF UNITS TOTAL: 30  
DENSITY ACROSS SITE A & B: 67 UNITS/ Ha.

Site A - West Kent Housing association  
Site B - Sevenoaks District Council  
Affordable Housing



INDICATIVE MASSING



## Agenda Item 9

### APPENDIX B –Abridged Development Appraisal

<b>Project Budget</b>		
<b>Elemental Items</b>		<b>Amount</b>
<b>Works</b>		
Building, Demolition and site works	4,100,000	
Contractors Prelims	492,000	
Contractors Overhead & Profit	161,000	
		<u>4,753,000</u>
<b>Project Design Fees</b>		
Consultants	380,000	
Main contractor designs	190,000	
Planning Allowance	21,000	
Building Control Allowance	12,000	
Site Investigation	25,000	
Client fees (PM, Comms, Other)	100,000	
		<u>728,000</u>
<b>Risk and Inflation Allowances</b>		
Design development	215,000	
Construction risk	215,000	
Contingencies	500,000	
Inflation	490,000	
		<u>1,420,000</u>
<b>Legal and Marketing</b>		
Marketing & Sales Costs (£500 legals per property)	5,500	
Marketing & Sales Costs (£900 legals plus 2% GDV)	183,557	
Site Acquisition Costs (SDLT, Agents Fees & Legal)	28,988	
		<u>218,044</u>
<b>Finance Cost and Fees (6.5%)</b>	187,942	
		<u>187,942</u>
<b>CIL</b>	302,634	
		<u>302,634</u>
<b>Profit and Overhead</b>		
Overheads & Profit (say 6% on GDV for affordable)	70,355	
Overheads & Profit (say 12% on GDV for private ur)	977,139	
		<u>1,047,494</u>
<b>TOTAL COST</b>		<u><b>8,657,114</b></u>

**Appendix C - 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	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.
Finance	Correct VAT treatment for this complicated scheme may increase costs.	Expert VAT advice being sought to assess and minimise any financial impact.
Planning	Planning consent not obtained.	Pre-planning discussions will take place with the planning and highways authority and advice incorporated in the scheme.
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/H ealth	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.  Contingency and inflation allowance provided.

## Agenda Item 9

Construction	Capital costs exceed budget due to factors including: construction market tender disinterest, tender risk cover pricing, tender period over Christmas, covid-19 costs.	Works tendered on RIBA stage 4 information gives tenderers confidence the design is thorough and coordinated.  Realistic client contingencies in place for unforeseen. Robust change control process in place. Contract includes administration by Employers Agent.
Construction	Delays in scheme approval lead to increased costs due to construction inflation.	Robust information submitted to allow SDC Committees/Cabinet/Council to make timely decisions. Project Contract sum based on programme.
Construction	Problems during ground works (contamination/obstructions/s oil type) exceed allowances based on RIBA stage 3 surveys, cause delay and extra costs.	Detailed ground investigation surveys will be undertaken prior to a contractor being appointed. Realistic contractor and client contingencies in place for unforeseens.
Public opposition	Residents oppose the scheme and prove awkward during construction	Officers have commenced the consultation process with a presentation to the Town Council. The Council will take concerns into account and adjust its scheme where appropriate.  Should the scheme proceed, appropriate arrangements will be put in place to ensure residents are informed about the construction programme to ensure minimal temporary disruption to residents.

## STANGROVE ESTATE REGENERATION PROJECT

People & Places Advisory Committee - 6 October 2021

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

**Status:** For Decision

**Also considered by:**

- Improvement and Innovation Advisory Committee - 7 October 2021
- Cabinet - 14 October 2021
- Council - 17 November 2021

**Key Decision:** No

**Executive Summary:** The Council has identified the opportunity to deliver 13 new homes within the Stangrove Estate in Edenbridge. According to the 2016 Household Survey this part of the district has a requirement of 78 new homes per year. The Stangrove estate has several parcels of land which are poorly used, and by developing these sites, the Council will not only contribute to its housing targets, but will also significantly improve the Estate's public realm by providing additional car parking spaces and landscaping improvements to the public open spaces. A new community shop will also be provided in response to the local community's wishes.

Design and feasibility work and other due diligence studies have been undertaken and a planning application for the development was submitted in August 2021. Subject to planning consent being obtained and funding being finalised, it is envisaged that the new scheme will be delivered by Summer 2023. This report seeks Council approval for this new capital project to proceed and for provision to be made within the Capital Programme.

**This report supports the Key Aim of:** improvements to public realm and infrastructure and meeting housing targets, including much needed affordable housing. The provision of new housing, both market and affordable, is a key priority and pressure for the District.

**Portfolio Holder:** Cllr. Peter Fleming

**Contact Officers:** Detlev Munster, Ext. 7099; Adrian Rowbotham, Ext. 7153

**Recommendation to People & Places Advisory Committee and Improvement and Innovation Advisory Committee:**

That the recommendations to Cabinet below are endorsed.

**Recommendation to Cabinet:**

That

- (a) it be recommended to Council that the capital funding of the scheme as outlined at paragraph 15 (Project Costs & Funding) be agreed and it be noted that the scheme will only progress subject to the funding gap being eliminated and planning permission being obtained;
- (b) it be recommended to Council that, subject to approval of the approval of the recommendation (a), the development scheme for 7 sites within Stangrove Park, Edenbridge to provide 7 off-street, communal car parks, a new community shop, improvements to landscaping and 13 residential units at an estimated total project cost of £4,312,743, as set out in Table 1 be agreed; and
- (c) subject to approval of the approval of the recommendation (a) by Council, authority be delegated to the Strategic Head of Property and Commercial, following consultation with the Head of Legal Services and the Chief Officer Finance and Trading, to enter into necessary contracts for the funding of the scheme and the disposal of the residential and commercial units.

**Recommendation to Council that:**

- a) the capital funding of the scheme as outlined at paragraph 15 (Project Costs & Funding) be agreed and it be noted that the scheme will only progress subject to the funding gap being eliminated.
- b) the development scheme for 7 sites within Stangrove Park, Edenbridge to provide 7 off-street, communal car parks, a new community shop, improvements to landscaping and 13 residential units at an estimated total project cost of £4,312,743, as set out in Table 1 be agreed.

**Reason for recommendation:** To progress the scheme providing new infrastructure, public space improvements and new dwellings in Edenbridge.

## Introduction and Background

1. Edenbridge is the main urban settlement in the Western part of the Sevenoaks District. The Stangrove Estate is located on the West side of Edenbridge to the south of the railway line. It is accessed via Crouch House Road. Stanbridge Road and Pine Grove lead into the estate to Cedar Drive, Park View Close and Park Avenue. The estate is characterised by blocks of predominantly two storey terraced houses, which are interspersed with grassed open spaces.
2. The Stangrove Estate was built in the 1960's by the London County Council and was transferred to the ownership of Sevenoaks District Council in 1980. In 1989, the Council's housing stock was transferred to West Kent Housing Association with Sevenoaks District Council retaining the majority of the open spaces.
3. The estate has changed very little since inception when houses were built without dedicated parking spaces, at a time when car use was less prevalent. Cars are parked on estate roads giving an overall impression of congestion and residents and visitors have encroached onto open spaces to park their vehicles. This has significantly resulted in the deterioration of open spaces and reduced open spaces for resident enjoyment and impacted negatively on the area's biodiversity.
4. The development proposal involves six open spaces and the site of the estate's convenience store. Three of the seven sites are being developed for housing, and the remainder will have public realm improvements.
5. The lease for the existing convenience store expired in 01 November 2015 and the tenant has been holding over. New terms are currently being negotiated and consideration is being given to the provision of temporary store facilities while the existing store is being demolished and the new store is constructed.
6. Public consultation was undertaken in January 2018 with local residents and key stakeholders. In addition, the local town council was consulted and the Council's Community Consultation Officer at the time, liaised with local residents. Further discussions were held with the Chair of the Local Residents association in 2020.
7. Local residents expressed concern with the development of additional housing citing limited parking, increased traffic and loss of open space. Other issues raised included the need to re-provide a local convenience store, and potential overlooking and loss of privacy. Resident concerns were taken into account and designs were amended accordingly, including the reduction in the number of residential units, the provision of surplus parking and improvements to the open spaces.

## Update on Progress of the Development Scheme

## Agenda Item 10

8. The proposed scheme is designed to RIBA stage 3 and submitted to planning control in August (see Appendix A). The scheme comprises:
  - 7 community car parks, to provide 79 car parking bays (a further 23 private bays to be provided with the new dwellings).
  - A mixed use property with a total floor area of 183m<sup>2</sup>. Comprising community shop at ground floor (83m<sup>2</sup>) and 2 x 1 bed flats at first floor level. Green areas around the shop will be improved and cycle racks introduced. Separate access and outside amenity space to be provided for the flats, with separate servicing for the new shop.
  - 11 x 2/3 bed houses and associated landscape improvements on 2 sites (Park View Close and Cedar Drive). Park View close houses to be arranged as two terraces of 3 houses and at Cedar Drive three pairs of semi-detached houses.
9. The scheme is designed to national space standards, and the unit typologies reflect local need as per the Council's Strategic Housing Needs Study (2017).
10. It is proposed that the Council will retain the freehold of the car parking sites and the shop and the houses will be sold on the open market to generate capital receipts to cover the construction costs of the entire scheme. Some gap funding is likely to be necessary given the extent of the enabling infrastructure to be delivered at no charge.

### Procurement

11. The project quantity surveyor will report to officers on the options for procurement. Programme may need to be accelerated to meet Government funding timetables. A single stage Design & Build procurement route with a pre-qualification questionnaire may be the most favourable route. The JCT Design and Build 2016 standard form of contract is likely to be proposed. As the estimated construction works contract value is below the Public Contracts Regulations 2015 threshold, it will not fall within the requirements of PCR2015 tendering procedures. However, a competitive tendering exercise will be undertaken in accordance with the Council's Standing Orders.
12. Given the size of the contract the Council wishes to engage with local SME firms and will seek to engage with local market suppliers and advertise the opportunity accordingly.
13. The demolition of the shop may be under a separate contract with temporary shop provided, subject to detailed design and third party advice on procurement.

### Delivery Programme

14. The project's indicative delivery programme assuming planning is granted is outlined in the table below, and is subject to change:

Stage	Date	
Corporate Programme Board	July 2021	Completed.
Planning Application	August 2021	Submitted.
Submit business case to Homes England	September 2021	
People & Places Advisory Committee	5 <sup>th</sup> October 2021	
Improvement & Innovation Advisory Committee	7 <sup>th</sup> October 2021	
Cabinet	14 <sup>th</sup> October 2021	
Full Council	17 <sup>th</sup> November	
Planning Committee	November 2021	
Contractor Specification and procurement	November 2021	
Contractor Appointment/award	January 2022	
Start on site	March 2022	
House Sales/development completed	Summer 2023	

### Project Costs and Funding

15. External consultants were commissioned to advise on the scheme’s cost plan, deliverability and market value. The table below provides a high-level outline of the projects costs.

Cost Element	Amount
Construction & demolition	£3,442,414
Professional & other fees	£454,450
CIL Fee	£103,875
Legal & financing fees	£95,000
Client contingency & inflation allowance	£217,004
<b>Total</b>	<b>£4,312,743</b>

16. The scheme has an estimated GDV of £4.09m which will be realised through the sale of the residential units. Our appraisals suggest that the project is not viable in market terms due to a deficit of circa £300k. The deficit is caused by the cost of infrastructure improvements and enabling works which are a net cost to the scheme. These costs cannot be eliminated as the enabling works are essential and it is believed that without these enabling works a planning consent is highly unlikely.
17. Grant funding is therefore required to ensure the scheme breaks even and discussions are ongoing with Homes England and MHCLG.
18. The majority of the capital requirement (c£4.1m) is to be funded from a mix of internal sources before capital receipts from the sale of houses are realised to recoup construction funding.

### Project Governance

## Agenda Item 10

19. 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.
20. The Project Team will be adapting PRINCE2 methodologies to manage the project.
21. 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.

### Key Implications

#### Other Options Considered and Rejected

22. Do nothing. The Council will not be able to contribute to the delivery of much needed affordable housing in the district and local area. There is a need for more housing in the district generally and at a lower price point compared to Sevenoaks Town, where prices are high not just locally but nationally. Additionally, there are too many cars parked on the Estate's roads with unapproved informal parking on open spaces. This has led to a deterioration of amenity, loss of biodiversity and play space, and an increase in maintenance costs and liabilities. Current congestion on the roads is also compromising access for service and emergency vehicles. Provision of formal parking which is spread throughout the estate, whilst retaining open spaces between the houses is long overdue. The shop is at the end of its economic life and needs to be replaced with a modern facility with a shopfront.
23. 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 grant and the infrastructure improvements are only likely to be provided by the public sector able to assess/consider community value.
24. Consideration was given to increasing housing densities to increase value and reduce the deficit. Residents expressed resistance to any more additional housing units and discussions with the Planning Authority and the Highways Authority suggested that this would probably not be supported. Our assessments also suggested that an increase in density would also negate any net benefits created through the additional parking spaces created and would lead to further congestion in the area. It would also result in other planning issues, such as overlooking and reduction in open space, which were not considered acceptable.

Financial Implications

25. The scheme is intended to be funded from reserves/debt to be repaid by a combination of capital receipts from the sale of residential units in the scheme and grant.

26. The Table below provides a summary of the scheme funding.

Scheme Funding				
	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000
Revenue (sale of houses)			3,590	3,590
Retained Assets (shop & 2 x flats)			420	420
Total Revenue/Assets				4,010
Expenditure	(300)	(3,700)	(312)	(4,312)
Funded by:				
OPE Grant/Homes England	300			300
External borrowing		3,700	312	4,012
Total Funding				4,312

27. The 11 residential units will be disposed of in the open market and according to local estate agents, they are estimated to generate a sales receipt of £4,010,000 based on 2020 values. House prices may well be higher when the homes reach the market in 2023. To reduce the project’s cash-flow impact on the Council, off-plan sales will be sought.

28. The shop unit will be retained by SDC under a long lease and the two residential units above will be disposed of to Quercus Housing, the Council’s Housing Company. This will allow the Council to indirectly create and retain two much needed affordable housing units.

29. The funding for this scheme will need to come from external borrowing as cash projections show that there will not be sufficient resource available to fund this internally. The external borrowing will be repaid using the capital receipts from the sale of the houses and therefore short-term borrowing is the cheapest option available. Based on the current borrowing rates (21/09/21) the total cost of borrowing would be £24,000 over 2 years.

30. Gap funding has been applied for and discussions are on-going with Homes England and the One Public Estate Programme.

**Legal Implications and Risk Assessment Statement**

## Agenda Item 10

31. The Council has freehold title of the sites. Appropriate arrangements for the convenience store tenant will need to be made and notices will need to be issued.
32. A planning application has been submitted (21/02825/FUL). The Council will need to obtain further statutory approvals (e.g. building control approval) and these are known to the Project Team. The Council will also need to apply for a footpath diversion, and an application is currently being made.
33. 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.
34. The Council will need to comply with the conditions associated with any grants received. The Council is aware of the generality of HE and OPE grant conditions.
35. There are no State Aid implications associated with the proposed scheme.
36. Due diligence assessments have identified that it would be suitable to appropriate the site for Planning purposes including to ensure proper planning. The Council is authorised to appropriate land that it owns under Section 122 of the Local Government Act where no longer required for the purpose for which it was previously held. The Council may not appropriate any land which consists of open space land unless it has published its intention in a local newspaper for at least two consecutive weeks and given due consideration to any responses received. It is intended that, if the development is approved, an appropriation would take place at a later stage.

### Risk Assessment

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

### **Equality Assessment**

38. 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 shop, formal car parks and landscaped areas.

## Sustainability

39. A sustainability checklist will be completed and a positive impact is anticipated. It is worth noting that the proposed landscaping plans will have a positive impact on biodiversity and by providing formal parking areas, amenity space can be safeguarded.

## Conclusion

40. The project will result in the optimisation of Council land for much needed affordable housing and environmental improvements. Stangrove Park has seen very little investment since its inception 60-70 years ago. This scheme brings substantial improvements in the form of communal parking areas within existing green areas, improvements to landscaping, a new community shop and new housing.

### Appendices

Appendix A - Plans and Visuals

Appendix B - Outline Risk Assessment

### Background Papers

- [Cabinet Report 3 December 2015](#)
- Cabinet Report 06 August 2020
- Project Sustainability Checklist
- [Sevenoaks District Council \(2019\): Emerging Local Plan](#) (as submitted with evidence base to Planning Inspectorate)
- [Planning Permission 19/03543/FUL](#)

The following background documents are exempt from publication. The applicable reason for this redaction is paragraph 3 of Schedule 12A of the Local Government Act 1972: Information relating to the financial or business affairs of any particular person (including the authority holding that information). This is because it could prejudice the returns of a commercial tender that the Council will be undertaking and provides commercially sensitive information.

- Savills (August 2021): Viability Assessment
- Development Appraisal July 2021
- Greenwood Projects (2021): Cost Plan May 2021
- Greenwood Projects (2021): Cost Plan July 2021
- Project Risk Register

Detlev Munster

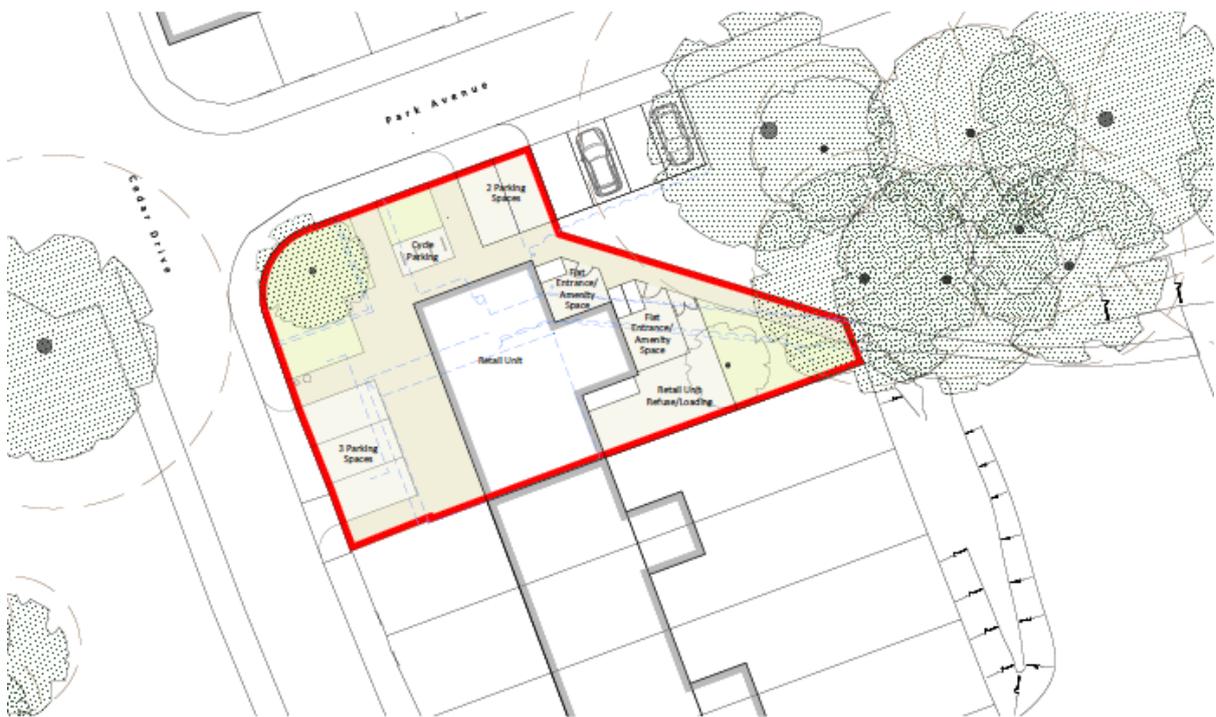
Strategic Head of Property & Commercial



Site 10 - Cedar Drive



Community shop & new parking





**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	Grant funding is not approved.	Early engagement with MHCLG/OPE and Homes England. Decision expected in November 2021. If grant funding is not available, Council may need to consider using Council capital to provide a further subsidy to the scheme or seek S106 and CIL contributions.
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.  Estimated capital receipts have also been baselined to 2020 prices. Hence the development appraisal has not indexed capital receipts which market data suggest is in excess of 5% p.a.
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.
Planning	Planning consent not obtained.	Pre-planning discussions have taken place with the planning and highways authority. Advice obtained has been incorporated in the scheme. A planning application was submitted in December 2020, and following the response from certain statutory consultees, it was decided to withdraw the application and resubmit a fresh application. This has allowed the Council to comprehensively address concerns and provide additional evidence. The refreshed planning application has significantly de-risked the submission.

## Agenda Item 10

Developer	SDC acting as developer is exposed to development 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/H ealth	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.  Contingency and inflation allowance provided.
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 will be tendered on a firm price basis.  Realistic client contingencies in place for unforeseen. Robust change control process in place. Contract includes administration by Employers Agent.
Construction	Delays in scheme approval lead to increased costs due to construction inflation.	Robust information submitted to allow SDC Committees/Cabinet/Council to make timely decisions. Project Contract sum based on programme.
Construction	Problems during ground works (contamination/obstructions/s oil type) exceed allowances causing delay and extra costs.	Detailed ground investigation surveys will be undertaken prior to a contractor being appointed. Realistic contractor and client contingencies in place for unforeseens.
Public opposition	Residents oppose the scheme and prove awkward during construction	Resident consultation to date, as well as residents observations to the withdrawn planning application, notes that the majority of residents remain opposed to the provision of additional housing citing parking/traffic congestion and loss of

		<p>amenity space. The Council has taken these concerns into account and has adjusted its scheme where appropriate.</p> <p>Should the scheme proceed, appropriate arrangements will be put in place to ensure residents are informed about the construction programme to ensure minimal temporary disruption to residents.</p>
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**People and Places Advisory Committee Work Plan 2021/22 (as at 22/09/2021)**

**5 October 2021**

- Budget 2021/22: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)
- End of Year Community Grants
- Establishing a Community Lottery
- Stangrove Development Proposal
- Farmstead Drive - Development Proposal
- White Oak Leisure Centre project update

**30 November 2021**

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**1 March 2022**

**Summer 2022**

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