

AGENDA

CABINET MEETING

Date: Wednesday, 8 July 2020
Time: 7.00pm
Venue: Virtual Meeting Via Skype*

Membership:

Councillors Mike Baldock (Vice-Chairman), Monique Bonney, Angela Harrison, Ben J Martin, Richard Palmer, Roger Truelove (Chairman) and Tim Valentine.

Quorum = 3

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1. Apologies for Absence
2. Minutes

To approve the Minutes of the Meeting held on [Wednesday 3 June 2020](#) (Minute Nos. 679 – 690) as a correct record.

3. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.

The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:

(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.

(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.

(c) Where it is possible that a fair-minded and informed observer, having considered the facts would conclude that there was a real possibility that the Member might be predetermined or biased the Member should declare their predetermination or bias and then leave the room while that item is considered.

Advice to Members: If any Councillor has any doubt about the existence or nature of any DPI or DNPI which he/she may have in any item on this agenda, he/she should seek advice from the Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the Meeting.

Part B Reports for Decision by Cabinet

4. Swale Borough Council and its approach to recovery

5.	Financial management report - financial outturn report 2019/20	19 - 60
6.	Queenborough & Rushenden Regeneration HIF contract award	61 - 64
7.	Visitor Economy Framework Action Plan	65 - 92
8.	Air Quality Management Areas (AQMA)	93 - 104
9.	Barton's Point Bridge Contract Award	105 - 114
10.	Contract for Post collection and delivery service	115 - 118
11.	Recommendations from the Extraordinary Local Plan Panel meeting held on Thursday 11 June 2020	119 - 120

Issued on Monday, 29 June 2020

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact DEMOCRATIC SERVICES on 01795 417330**. To find out more about the work of the Cabinet, please visit www.swale.gov.uk

**Chief Executive, Swale Borough Council,
Swale House, East Street, Sittingbourne, Kent, ME10 3HT**

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Cabinet Meeting	
Meeting Date	8 th July 2020
Report Title	Swale Borough Council and its approach to recovery
Cabinet Member	Cllr Roger Truelove, Leader of the Council
SMT Lead	Emma Wiggins, Director of Regeneration
Head of Service	Emma Wiggins, Director of Regeneration
Lead Officer	Emma Wiggins, Director of Regeneration
Key Decision	No
Classification	Open
Recommendations	1. That Members agree the draft Recovery Plan (set out in Appendix One), subject to future amendments as the recovery phases evolve.

1 Purpose of Report and Executive Summary

- 1.1 As the government eases the country out of lockdown, attention has been turned from emergency response to the 'recovery phase'. This is not a normal recovery due to the scale of the Covid-19 impact - we are in uncharted waters.
- 1.2 Recovery may require some form of realignment of services and processes of the council, with short, medium and long-term choices to make. A plan is being developed for recovery which will evolve over time. This draft plan is set out in Appendix One.

2 Background

- 2.1 The draft Recovery Plan attempts to address the different phases of recovery as we move through them. At the time of writing these phases are still not entirely clear, but we are assuming immediate (June – Sept), medium term (October - March 2021) and longer term (March 2021 +).
- 2.2 The plan sets out what the council intends to do throughout the process of recovery. Recovery will not be linear, and we may have to return to emergency response depending on if there is another spike.
- 2.3 There is much we still don't know about what Government will decide around lockdown phases, withdrawal of support etc. As such the plan will evolve over time as we learn more and gain more feedback which will inform the plan.
- 2.4 So in that context, a plan has been drafted as robustly as possible, balancing the need to sustain core services, to continue with the Administration's programme of

change and to meet the pressures of what will be a changed social and economic environment.

3 Proposals

3.1 The draft Recovery Plan is set out in Appendix One, but in summary the priorities are:

Economic Improvement: Support our local economy so that it can survive and be strong, resilient, dynamic, and adaptable to change. Encourage a local economy that fosters good, clean, sustainable growth. Play our part in helping meet some of the immediate challenges the boroughs' economy now faces but also take advantage of the untapped potential, for longer-term benefit.

Affordable Housing: Provide sustainable housing for local people by pursuing all viable opportunities for increasing the supply of affordable and social housing across the borough. Work in partnership to respond to those in need of housing, anticipating increased demand as we move out of lockdown.

Climate and Environmental Emergency: Seize the opportunities arising from the pandemic to a renewed commitment to investing in our environment and addressing climate change. Explore new approaches as a result of behavioural change and its impact on the environment.

Communities and Social Inclusion: Enable our communities to be resilient and cohesive. Capitalise on the community spirit engendered through the pandemic and our changed relationship with the voluntary and community sector as a result – supporting it to bring about social change and quality of life. Focus on the vulnerable groups hardest hit by the pandemic, and address health and wellbeing implications arising from it.

Renewing Local Democracy and making the council fit for the future: Improve the council's engagement with communities and stakeholders across the borough to get buy in for a collective recovery. Be innovative in our ideas on how we do things as an organisation given the cultural, behavioural and environmental changes the pandemic presents.

Overarching/ Cross Cutting Themes

In addition to the priorities above, there are some overarching/ cross cutting themes that run throughout the approach to recovery:

Working in collaboration: The council is committed to working in collaboration with a wide range of partners to facilitate and enable recovery. The changed social and economic circumstances have provided an opportunity look again at the role public sector organisations, like the council, play. There is no single agency responsible for 'delivering' recovery - we will need to work together. Success will depend on coordination across a range of partners and a communitarian approach to partnership working based on shared objectives, across the public, private and community sectors in Swale.

Communications and messaging: It is important that we communicate effectively and timely and get our messaging right so people know what the council is doing and how it is able to support them. Making the most of our assets and using the attributes of each area of Swale to promote places and the borough as a whole as a great place to visit and invest will be key to recovery. Recognising and promoting positive outcomes including reduced traffic and pollution, better work/life balance, community spirit. Also, any improved people’s perception of the public sector and local councils role in the pandemic.

The Local Plan Review: This major project pulls all other strands together. Driving good, sustainable growth through the Local Plan Review will address all the priorities – economic improvement, affordable housing and good design and standards, community infrastructure, climate change agenda and so on.

4 Alternative Options

4.1 The council doesn’t have a Recovery Plan. This isn’t recommended as we need a plan to help focus and prioritise the council’s approach and ensure that is a safe, sustainable, managed recovery. In accordance with the Civil Contingencies Act 2004, the County Council, along with District councils, have a statutory responsibility regarding response and recovery.

5 Consultation Undertaken or Proposed

5.1 The Recovery Plan is in draft and it will evolve over time as the phases of recovery roll out nationally. The intention is to regularly review and seek feedback. This starts with a member forum being held on 22nd July 2020. As area committees emerge, the intention is to utilise them to engage more widely, along with the commitment to engage and collaborate to deliver the actions in the plan.

6 Implications

Issue	Implications
Corporate Plan	The priorities of the Recovery Plan mirror those of the emerging Corporate Plan and actions are aligned across all 4 priorities
Financial, Resource and Property	<p>On 3 June Cabinet received a Finance Coronavirus update. The report identified an initial estimate of £4.1m of additional costs and lost income. To date the Council has received £1.576m towards this deficit and there may well be no additional Government funding. This is an extremely serious position for the Council not just for this year but beyond given the likelihood of longer term shortfalls in Council Tax, Business Rates and other income.</p> <p>The 3 June report set out an approach to balancing the in year budget position and it needs to be recognised that this will need to</p>

	be adhered to and the ability of the Council to fund new initiatives over and above those already identified is non-existent.
Legal, Statutory and Procurement	There are various statutory, regulatory and licensing powers that the council can use to help rebuild the local economy and support communities.
Crime and Disorder	We are working with the Police to ensure open and public spaces stay safe as we move out of lockdown and will continue to monitor the situation throughout the recovery phases.
Environment and Climate/Ecological Emergency	Any opportunities arising from the pandemic will be explored, as will new approaches as a result of behavioural change and its impact on the environment.
Health and Wellbeing	<p>The plan looks at opportunities to promote health and wellbeing, capitalising on a new interest in walking and cycling and enjoying the outdoors that the pandemic has brought.</p> <p>It also will focus on the vulnerable groups hardest hit by the pandemic, and address health and wellbeing implications arising from it such as fuel poverty, mental health.</p> <p>This is also a focus for the work being done to get staff back to the office, where mental health issues of isolation are an issue.</p>
Risk Management and Health and Safety	<p>The council is adhering to government guidance in all areas of work and service delivery to ensure the safety of staff, members and residents.</p> <p>A risk assessment will be need to completed before staff can return to Swale House</p> <p>Risk assessments have also been completed for outwards facing staff working in the community</p> <p>We also support staff and volunteers with PPE.</p>
Equality and Diversity	The Recovery Plan will enable our communities to be resilient and cohesive and support social change and quality of life, focusing on the vulnerable groups hardest hit by the pandemic.
Privacy and Data Protection	Consideration has been given as part of the community response project and the handling of sensitive data of the shielded cohort.

7 Appendices

7.1 The following documents are to be published with this report and form part of the report:

- Appendix One: Draft Recovery Plan

8 Background Papers

None

Appendix One: Draft Recovery Plan

Introduction

The government is easing the country out of lockdown and its overarching approach to recovery has been published in a 50-page recovery strategy (our Plan to Rebuild: The UK Government's COVID-19 recovery strategy). With this in mind, the council needs to turn its attention from emergency response to the 'recovery phase'.

The concept of recovery may be understood differently by different people and that is understandable. This is not a normal recovery due to the scale of the Covid-19 impact. Normally we would return over time to business as usual, but in this situation, this will not happen and so we are in uncharted waters. This recovery is unique.

Recovery may require some form of realignment of services and processes of the council, with short, medium and long-term choices to make. To help the council be clearer in its approach, a plan is being developed which will evolve over time.

What is the Recovery Plan?

It is an attempt to address the different phases of recovery as we move through them. At the time of writing these phases are still not entirely clear, but we are assuming immediate (June – Sept), medium term (October - March 2021) and longer term (March 2021 +).

The plan sets out what the council intends to do throughout the process of recovery, accepting that there will be different responses depending on local, specific circumstances. Recovery will not be linear, and we may have to return to emergency response depending on if another spike hits. It also needs to be sustainable for the longer term. There is much we still don't know about what Government will decide around lockdown phases, withdrawal of support etc. as such the plan needs to be flexible and our approach agile so it can adapt to change.

So in that context, a plan is being prepared as robustly as possible, balancing the need to sustain core services, to continue with the Administration's programme of change and to meet the pressures of what will be a changed social and economic environment.

Coronavirus has amplified some of the issues the borough faces – struggling high streets, health inequalities - but it has also shown the strengths that it has – community spirit, quality open spaces. The Recovery Plan aims to address the underlying issues but also build on the strengths.

Why do we need a Recovery Plan?

To help focus and prioritise the council's approach and ensure that is a safe, sustainable, managed recovery. Also, as a statement to the borough and wider partners, of its commitment and the role it has to play.

As we move into the recovery phase(s) we will need to do this not only within the national framework, but also at a county level. In accordance with the Civil Contingencies Act 2004, the County Council, along with District councils, have a statutory responsibility regarding recovery, with the county taking the lead as it effects more than one district. However, the council, working within this broader context, needs to develop its own response for its own activity, but also more broadly in relation to Swale's communities and economy.

The framework will be used to assess both the impact and opportunities as a result of the pandemic, particularly in regard to changing trends and behaviours, social and environmental evolution, but also economic, social, environmental and health impacts. Work is currently being undertaken at a Kent level on this and will be available by the end of July. Findings can be built into the Plan as we move forward.

What are the priorities for the Recovery Plan?

The Administration made clear its priorities last May. These are now articulated through its emerging Corporate Plan. The pandemic has magnified these priorities and enhanced their relevance and importance for the borough and so the Recovery Plan focuses itself around these in terms of action related to recovery. These priorities for recovery are set out below with high level actions as they evolve in Table One.

Economic Improvement: Support our local economy so that it can survive and be strong, resilient, dynamic, and adaptable to change. Encourage a local economy that fosters good, clean, sustainable growth. Play our part in helping meet some of the immediate challenges the boroughs' economy now faces but also take advantage of the untapped potential, for longer-term benefit.

Affordable Housing: Provide sustainable housing for local people by pursuing all viable opportunities for increasing the supply of affordable and social housing across the borough. Work in partnership to respond to those in need of housing, anticipating demand as we move out of lockdown.

Climate and Environmental Emergency: Seize the opportunities arising from the pandemic to a renewed commitment to investing in our environment and addressing climate change. Explore new approaches as a result of behavioural change and its impact on the environment.

Communities and Social Inclusion: Enable our communities to be resilient and cohesive. Capitalise on the community spirit engendered through the pandemic and our changed relationship with the voluntary and community sector as a result – supporting it to bring about social change and quality of life. Focus on the vulnerable groups hardest hit by the pandemic, and address health and wellbeing implications arising from it.

Renewing Local Democracy and making the council fit for the future: Improve the council’s engagement with communities and stakeholders across the borough to get buy in for a collective recovery. Be innovative in our ideas on how we do things as an organisation given the cultural, behavioural and environmental changes the pandemic presents.

Overarching/ Cross Cutting Themes

In addition to the priorities above, there are some overarching/ cross cutting themes that run throughout the approach to recovery:

Working in collaboration: The council is committed to working in collaboration with a wide range of partners to facilitate and enable recovery. The changed social and economic circumstances have provided an opportunity look again at the role public sector organisations, like the council, plays. There is no single agency responsible for ‘delivering’ recovery - we will need to work together. Success will depend on coordination across a range of partners and a communitarian approach to partnership working based on shared objectives, across the public, private and community sectors in Swale.

Communications and messaging: It is important that we communicate effectively and timely and get our messaging right so people know what the council is doing and how it is able to support them. Making the most of our assets and using the attributes of each area of Swale to promote places and the borough as a whole as a great place to visit and invest will be key to recovery. Recognising and promoting positive outcomes including reduced traffic and pollution, better work/life balance, community spirit.

The Local Plan Review: This major project pulls all other strands together. Driving good, sustainable growth through the Local Plan Review will address all the priorities – economic improvement, affordable housing and good design and standards, community infrastructure, climate change agenda and so on.

How will we deliver?

In terms of delivery structure and governance, Cabinet subgroups for priority areas have been established, that currently meet at least monthly. We will also feed into the Kent wide recovery structure. At a local, ward level, we will engage through the new area committees along with parish and town councils as well as a range of key stakeholders. There is also a members' forum being held to engage on the plan on 22nd July 2020.

The council will need to be mindful that recovery, as with response, has a huge potential impact on the Council's finances. Delivery will need to be within the financial parameters of the Medium-Term Financial Plan and ensure the ongoing financial viability of the council. There has been government and other external funding provided to the council up to this point, and this may or may not continue.

Actions have already been undertaken to prepare a detailed estimate of the projected revenue budget impact so far of the pandemic. A base position has been established which will be subject to regular review through the recovery phases, and impacts are based on a variety of assumptions, some for a limited period and others assuming an ongoing impact through the year.

What is our exit strategy out of recovery?

At the time of writing it is hard to know when recovery will end. This will become more certain as we move out of lockdown and further down the road to recovery that Government has set out. What is known is that any withdrawal of support or focus will need to be managed sensitively and at the right time, working locally and collaboratively.

Table One: Actions for focus

Priority	Areas of Focus – Short term June – Sept 20	Areas of Focus – Medium Term Oct 20 – March 2021	Areas of Focus – Long Term March 2021 +
Economic Improvement	Deliver the various business grant schemes	Business support - sector specific eg SME, Tourism as well as business start-ups	Investigate the evolution of a 'one business account' approach within the Council
	Link into any emerging regional/ national schemes Job brokerage scheme Future Jobs Fund model (KCC) Regional Growth Fund Scheme (KCC) SELEP Scale up programme	Link into any emerging regional/ national schemes Job brokerage scheme Future Jobs Fund model (KCC) Regional Growth Fund Scheme (KCC) SELEP Scale up programme	Link into any emerging regional/ national schemes Job brokerage scheme Future Jobs Fund model (KCC) Regional Growth Fund Scheme (KCC) SELEP Scale up programme
	Endorsement of the Economic Improvement Plan (EIP) Deliver EIP short term actions	Implement the EIP actions	Implement the EIP actions
	Endorsement of the Visitor Economy Framework (VEF) Deliver VEF quick wins	Implement the VEF actions	Implement the VEF actions
	Deliver the Opening up the High Streets Project across Sittingbourne, Sheerness, Faversham and Leysdown	Develop the wider Sittingbourne High Street Project	Develop high street place making and strategic visioning

Priority	Areas of Focus – Short term June – Sept 20	Areas of Focus – Medium Term Oct 20 – March 2021	Areas of Focus – Long Term March 2021 +
	Continue to explore FE opportunities and opportunities for retraining	Continue to explore FE opportunities and opportunities for retraining	Continue to explore FE opportunities and opportunities for retraining
			Look at the opportunity for business start-ups/ incubator space/ commuter provision
Affordable Housing	Assess the impact on demand for housing service as a result of changes to Government support	Work in partnership to secure TA and affordable accommodation once Section 21 notices reintroduced	Insist on affordable housing as part of the planning process
	Deliver landlord tenancy sustainment work and prevention work	Deliver landlord tenancy sustainment work and prevention work	Deliver landlord tenancy sustainment work and prevention work
	Deliver rough sleeping and hidden homeless project	Deliver rough sleeping and hidden homeless project	Deliver rough sleeping and hidden homeless project
	Progress the development of the Mormon site and Fountain Street	Assess options for Cockleshell walk	Prescribe building standards and quality through the local plan
Climate and environmental emergency	Deliver the Climate Change and Ecological Emergency Action Plan	Deliver the Climate Change and Ecological Emergency Action Plan	Deliver the Climate Change and Ecological Emergency Action Plan
	Swale House refurbishment	Detailed planning for the project	Construction work on site
	Clean Air Zone	Consultants commissioned to develop a proposal	Implementation subject to KCC
	Green staff travel plan	How to reduce business mileage and commuting mileage	Actions implemented after staff and trade union consultation

Priority	Areas of Focus – Short term June – Sept 20	Areas of Focus – Medium Term Oct 20 – March 2021	Areas of Focus – Long Term March 2021 +
	Work with Children and Families Ltd to recruit a Fuel and Water Poverty worker	Implement work programme for the Fuel and Water Poverty worker to help residents who may be struggling financially and are in fuel poverty.	Implement work programme for the Fuel and Water Poverty worker to help residents who may be struggling financially and are in fuel poverty.
	Park Improvement projects to encourage greater activity and access to green space and the health and wellbeing outcomes that brings	Park Improvement projects to encourage greater activity and access to green space and the health and wellbeing outcomes that brings	Park Improvement projects to encourage greater activity and access to green space and the health and wellbeing outcomes that brings
	Active Travel Project tranche 1	Active Travel project tranche 2	Agree the Transport Strategy through the Local Plan
Communities and Social Inclusion	Develop a health and wellbeing recovery plan	Implement a health and wellbeing recovery plan	Implement a health and wellbeing recovery plan
	Continue to deliver community support hub	Continue to deliver community support hub	
		Undertake targeted interventions (door knocking) with our most disadvantaged families and communities	Work in partnership to tackle mental health and improve the scope of such services
	Preparation for holding small community engagement events in local areas as per govt guidance	Run small community engagement events in local areas as per govt guidance	Run small community engagement events in local areas as per govt guidance
	Work with Swale foodbanks to ensure a coordinated effort of support	Work with Swale foodbanks to ensure a coordinated effort of support	Work with Swale foodbanks to ensure a coordinated effort of support

Priority	Areas of Focus – Short term June – Sept 20	Areas of Focus – Medium Term Oct 20 – March 2021	Areas of Focus – Long Term March 2021 +
	Grant support and work with Swale CVS, CAB, to support communities	Grant support and work with Swale CVS, CAB, to support communities	
	Run the member community grant scheme	Run the member community grant scheme	
	Developing an ongoing volunteer scheme building on those who helped with community hub	Implement the scheme	Implement the scheme
	Deliver work programme of the Community Engagement and Social Inclusion Officer and the Health and Wellbeing Officer	Deliver work programme of the Community Engagement and Social Inclusion Officer and the Health and Wellbeing Officer	Deliver work programme of the Community Engagement and Social Inclusion Officer and the Health and Wellbeing Officer
Renewing local democracy and making the council fit for the future	Introduce Area Committees	Evolution of Area Committees	Area Committees established and sustained
	Planning the introduction of Cabinet Committees	Cabinet Committees introduced	Cabinet Committees functioning
	Redesign and risk assess Swale House to comply with Govt guidance for safely getting people back to the office. Determine process of getting staff back in phases	Continue phased return of staff Review introduction of opening reception and getting other services back	Embed homeworking/ flexible working within the culture of the Council in the longer term.
	Explore the use of technology and digital for home working and holding virtual meetings		

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Agenda Item 5

Cabinet	Agenda Item:
Meeting Date	8 July 2020
Report Title	Financial Management Report – Outturn 2019/20
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	Nick Vickers, Chief Financial Officer
Head of Service	Nick Vickers, Chief Financial Officer
Lead Officer	Phil Wilson, Financial Services Manager and Caroline Frampton, Principal Accountant
Key Decision	Yes
Classification	Open
Forward Plan	Reference number:
Recommendations	<ol style="list-style-type: none">1. To note the revenue underspend of £64,188.2. To note the revenue service rollovers of £190,630 and the setting up of new reserves as set out in in Appendix I Table 9.3. To note that any uninsured losses regarding the roof replacement at the Swallows Leisure Centre will be met from borrowing in 2020/21.4. To delegate to the Chief Financial Officer the allocation of uncommitted underspends to reserve funds.5. To note the capital underspend of £4,937,473 and expenditure of £19,097,577 as detailed in paragraph 3.19 and Appendix I Table 12.6. To consider the capital rollovers of £5,263,936 as detailed in Appendix I Table 13 for approval.

1. Purpose of Report and Executive Summary

- 1.1 This report sets out the revenue and capital outturn position for 2019/20. The report is based on service activity for the whole of 2019/20 and is collated from monitoring returns from budget managers.
- 1.2 On 3 June we reported to Cabinet on the projected impact on the Council's finances of the Coronavirus pandemic. This has huge impact on the finances of the Council and there is an impact on this report. In previous years, a permissive approach has been taken to rollover requests but unfortunately this is no longer possible. Given that the rollovers will have to come from Reserves which are being prioritised for member priorities, rollover requests cannot be agreed except where the funding of the rollover is linked to a specific item of funding or a previous Cabinet decision.

1.3 The purpose of the report is to compare the actual spend and income incurred in 2019/20 to the budget originally approved by members at Council in February 2019 and subsequent amendments by virements, Cabinet or made under delegated authority during the year. Robust budget monitoring is a key part of effective internal financial control, and therefore is one of the elements underpinning good corporate governance. Appendix I is a booklet providing a detailed analysis of budget variations for each service and for each capital project.

1.4 The headline figures are:

- total revenue underspend of £64,188 - Table 8 in Appendix I;
- £190,630 revenue rollover requests from Heads of Service – Table 9 in Appendix I;
- capital underspend of £4,937,473 – Table 12 in Appendix I; and,
- £5,263,936 rollover requests of capital underspends – Table 13 in Appendix I.

2. Background

2.1 The Council operates a budget monitoring process at Head of Service level, with regular reports to the Leader and Cabinet Member for Finance and the Strategic Management Team.

2.2 Financial monitoring reports are presented to Cabinet on a quarterly basis, as well as to Scrutiny Committee.

3. Proposals

Revenue Outturn

3.1 The last monitoring report to Cabinet was on 18 March covering April to December and the net revenue service expenditure was a forecast underspend of £33,000 and the equivalent outturn figure shown in Table 2 is an underspend of £64,188, which represents a movement of £31,188 on a budget of £18.969 million. Table 1 below details the significant movements and is based on Table 8 in Appendix I.

3.2 There was a significant fall in the net cost of homelessness from the last monitoring forecast which was mainly due to the efforts of the Housing team in securing Nightly Lets and Optivo accommodation at a lower cost than forecast, (£26k and £44k reductions respectively) and a higher amount of Housing Benefit claims over the last three months than forecast, (£73k), with these reductions slightly offset by £29k costs unrecoverable from housing benefit due to their being over the benefit cap.

3.3 £192k for additional consultancy costs were incurred for defending two public enquiries on planning applications and extended determination periods for handling major planning applications and have been met from reserves.

Table 1 – Net Revenue Service Expenditure - Movement from April to December Forecast to Outturn

Net Revenue Service Expenditure	£'000
Variance reported to Cabinet 18 March 2020 for April to December	(33)
Homelessness – reduction in projected overspend (paragraph 3.2)	(114)
Elections – contribution from KCC towards SBC costs	(44)
Democratic Process – Members’ allowances and travel	(14)
Customer Service Centre – Sheppey Gateway – lower than expected contract costs	(37)
Car Parks – reduced income	64
Multi Storey Car Park – additional costs	69
Planning – reduced planning fee income	50
Planning – additional Planning Performance Agreement and pre-application advice income	(19)
Leisure & Sports Centres – mainly higher utility costs	103
Environment Health – net reduced costs on shared services	(62)
ICT – additional expenditure on Mid Kent ICT services	30
Audit – reduced costs on Mid Kent Audit services	(14)
Human Resources – reduced costs on Mid Kent services	(34)
Net other items	(9)
Variance reported to Cabinet for 2019/20 Outturn	(64)

Chart 1 - Performance Against Budget Analysed by Service

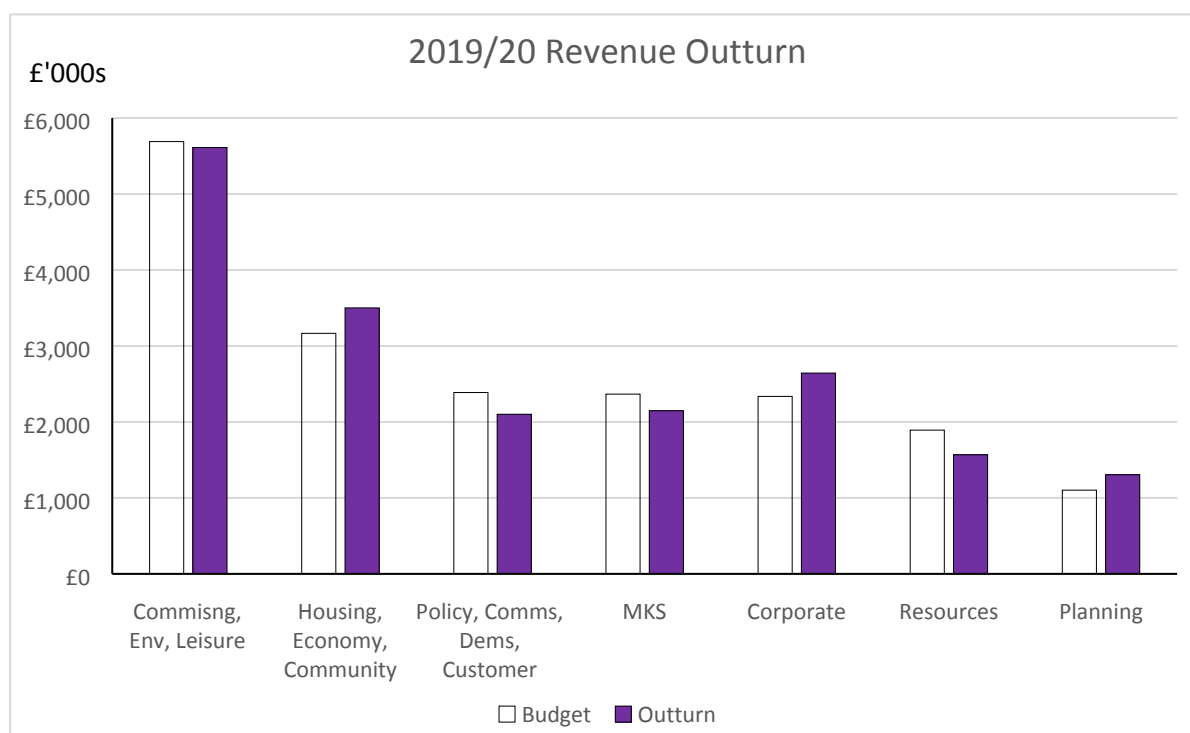


Table 2- Projected Variance by Service

	Service Manager	Working Budget £	Outturn 2019/20 £	Outturn Variance £
Chief Executive		331,280	251,118	(80,162)
Policy, Communications & Customer Services	D. Clifford	1,228,400	1,094,752	(133,648)
Democratic Services	D. Clifford	1,158,670	1,006,651	(152,019)
Director of Regeneration	E. Wiggins	185,460	180,862	(4,598)
Housing, Economy & Community Services	C. Hudson	3,165,720	3,501,394	335,674
Planning	J. Freeman	1,102,470	1,304,946	202,476
Commissioning, Environment & Leisure	M. Cassell	5,689,990	5,611,967	(78,023)
Finance	N. Vickers	771,620	736,223	(35,397)
Revenues & Benefits	Z. Kent	(191,620)	(354,422)	(162,802)
Property	A. Adams	671,800	676,636	4,836
Licensing & Resilience	D. Fackrell	47,000	(2,027)	(49,027)
Environmental Health	T. Beattie	593,320	510,483	(82,837)
Information Technology	C. Woodward	1,223,000	1,100,355	(122,645)
Internal Audit	R. Clarke	191,180	175,141	(16,039)
Human Resources	B. Sandher	444,690	403,018	(41,672)
Legal	P. Narebor	507,590	468,088	(39,502)
Sittingbourne Regeneration	N. Vickers	0	157,013	157,013
Princes Street Retail Park	N. Vickers	(230,000)	(435,430)	(205,430)
Specific rollovers contribution to Reserves from services shown above	N. Vickers	0	367,000	367,000
Corporate Items	N. Vickers	2,049,510	2,122,047	72,537
NET REVENUE SERVICE EXPENDITURE		18,940,080	18,875,815	(64,265)
Financed by:				
Revenue Support Grant		(113,000)	(113,144)	(144)
Business Rates		(8,333,380)	(8,333,380)	0
New Homes Bonus		(1,875,000)	(1,874,725)	275
Council Tax Requirement		(8,257,700)	(8,257,754)	(54)
TOTAL FINANCING		(18,579,080)	(18,579,003)	77
NET EXPENDITURE (Transfer (to)/ from General Fund		361,000	296,812	(64,188)

Proposed Revenue Rollovers and General Fund

3.4 Rollovers can be either be service requests arising because not all the budget on a particular project had been spent in the year, or service bids linked to the Council's priorities, or for ringfenced reserves to comply with statute or due to a previous Cabinet decision.

3.5 A number of rollovers have already been made to comply with statute and previous Cabinet decisions which total £367,000. The revenue underspend of £64k (Table 2 above) includes these rollovers and they are detailed below:

Service	Description	£'000s
Revenues and Benefits	The net saving has been transferred to the Revenues and Benefits reserve.	(179)
IT Maintenance and Software	The saving has been transferred to the IT reserve to be used solely to fund IT related expenditure in future years.	(132)
Parking Management	The surplus relating to on-street parking has been transferred to the on-street parking reserve under Section 55 of the Road Traffic Act 1984.	(67)
Environmental Response Team	Section 96 of the Clean Neighbourhoods and Environment Act of 2005 advised that income must be spent on "qualifying functions". The surplus has been transferred to the reserve.	(22)
Local Planning & Conservation	The underspend on the local plan has been transferred to the reserve to be used solely to fund Local Plan associated work in accordance with previous Cabinet decisions.	(12)
Licensing	A net overspend on Hackney Carriage licences and other licences has been transferred to the ring-fenced reserve under the Local Government Act 1976. This reserve is to be used to fund Licensing related expenditure in future years.	10
Building Maintenance	The variance on building maintenance has been met from the reserve.	35
Total		(367)

3.6 Table 9 in Appendix I lists rollovers which have not yet been made and are service requests for rollovers at an operational level. These total £190,630.

3.7 The General Fund is shown below. The Council's policy is to maintain a balance of at least £1.5m in the General Fund.

Table 3: General Fund Balance

	£'000s
General Fund balance at 1 April 2019	(4,358)
2018/19 rollovers approved by Cabinet in July 2019	723
2019/20 net expenditure (Table 2)	297
General Fund Balance	(3,338)

Business Rates

3.8 From 1 April 2013 business rates were part localised. Given the large growth in business rates in the borough this has been hugely positive for the Council's finances. The Council is in a business rates pool with KCC, 10 other borough/district councils and the Fire Authority. The pool enables business

rates which would otherwise be passed to Central Government to be retained in the county. Under the arrangement the borough/district, KCC and a joint fund received 30% each and 10% went into a reserve.

3.9 In total the Council collected £53m of business rates in 2019/20. After the complicated system of levies and tariffs has been accounted for, the Council received £10m.

3.10 There was a net reduction in the business rates reserves by £871k in 2019/20:

- £992k reduction in the Business Rates Volatility Reserve. This was a result of £1m contribution to the Special Projects, £250k budgeted contribution to the General Fund offset by net additional business rates of £258k.
- £758k reduction in the Kent Pool Economic Development Business Rates Reserve. This was the result of £215k for the Visitor Economy Framework for 2018-2023; £250k for the Isle of Sheppey Lower Road; £800k for Corporate Priorities; £250k for the Heritage Strategy and £757k increase from business rates. This reserve was established as a result of the Council joining the Kent business rates pool in 2015/16. It is to fund economic development as agreed by the Council and KCC.
- £860k increase in the North Kent Housing and Commercial Growth Business Rates Fund. This was the result of a revised allocation of the final figures from 2018/19. For 2018/19 the Council was part of a Kent wide business rate pilot 100% localisation which included the setting up of this fund. There is a 'bidding process' set-up to enable authorities across North Kent, including Kent County Council (KCC), to present potential initiatives to the North Kent Leaders and the appropriate representative from the County Council for approval. The stated purpose of the fund is to support future delivery, where outcomes can be better achieved by local authorities working together across a wider area. This fund is to be used to fund borrowing to support affordable housing projects.

3.11 At 31 March 2020 the balances on the business rates reserves were as follows:

- £3.9m Business Rates Volatility Reserve
- £1.3m Kent Pool Economic Development Business Rates Reserve
- £1.7m North Kent Housing and Commercial Growth Business Rates Fund

3.12 The actual amount of business rates collected can be affected by a wide range of variables including new businesses opening, existing businesses growing, closure of businesses, rating appeals and collection rates.

3.13 The Business Rates Collection Fund has set aside £10m for appeals, of which the Council's share is £4m. In July 2019 the Council was notified of a

successful business rate appeal by Morrisons for their major warehouse on the 2010 rating list. The one-off cost charged to the provision for appeals was £2.5m and the ongoing impact is a £400k reduction in business rates income. However, the effect on future years' business rates income has been offset to an extent as a result of a change in the methodology used for calculating the cost of potential appeals for the 2017 rating list.

Improvement and Regeneration Funds

3.14 Table 4 below details the outturn position on a number of reserve funds.

Table 4: Improvement and Regeneration Funds

	Balance as at 1 April 2019	Transfers from reserve (Expenditure) in year	Transfers to reserve (Income) in year	Balance as at 31 March 2020	Balance unallocated as at 31 March 2020
Funds:	£'000	£'000	£'000	£'000	£'000
Special Projects	0	(171)	1,135	964	37
Performance	494	(62)	0	432	199
Communities	122	(67)	501	556	383
Pension & Redundancy	86	(7)	15	94	94
Regeneration	437	(285)	0	152	0
Local Loan Fund	175	0	0	175	175
TOTAL	1,314	(592)	1,651	2,373	888

3.15 Table 11 in appendix I details the allocations from the above funds during 2019/20.

Usable Reserves

3.16 Table 5 below summarises the usable reserves balance as at 31 March 2020.

Table 5: Usable Reserves

Reserve:	Balance as at 1 April 2019	Transfers from reserve in year	Transfers to reserve in year	Balance as at 31 March 2020
	£'000	£'000	£'000	£'000
Total Earmarked Revenue Reserves	(17,831)	6,215	(6,731)	(18,347)
General Fund	(4,358)	1,020	0	(3,338)
Capital Grants Unapplied	(329)	10	(90)	(409)
Usable Capital Receipts	(1,365)	297	(291)	(1,359)
TOTAL	(23,883)	7,542	(7,112)	(23,453)

3.17 Table 10 in appendix I details the earmarked revenue reserves as at 31 March 2020.

Capital Expenditure

3.18 This section of the report details actual capital expenditure and highlights any variations between the revised 2019/20 capital budget and the outturn.

3.19 Actual expenditure to end of March 2020 was £19,097,577. This represents 79% of the revised budget. There remains an underspend of £4,937,473. Further details are set out in Table 12 of Appendix I.

3.20 Table 6 below summarises the capital underspend of £4,937,473.

Table 6: Capital Programme Expenditure

	2019/20 Revised Budget	2019/20 Outturn	2019/20 Outturn Variance
	£'000	£'000	£'000
Housing, Economy & Community Services	19,624	15,894	(3,730)
Commissioning, Environment & Leisure	4,151	2,928	(1,223)
Property Services	20	61	41
Environmental Health	49	64	15
Finance	98	98	0
Information Technology	93	53	(40)
Total SBC funded	18,472	16,152	(2,320)
Total Partnership funded	5,563	2,946	(2,617)
Total Capital Programme	24,035	19,098	(4,937)
% Spent to date compared to Revised Budget		79%	

3.21 Heads of Service have submitted a number of capital rollover requests totalling £5,263,936 to be spent in 2020/21 to be released from the underspend of 2019/20. The requests are listed in Table 13 Appendix I, with an explanation provided by the service manager. Of these requests, £2,380,552 is linked with partnership funding, as explained in the notes, leaving £2,883,384 to be met from internal resources. The largest items of rollover are:

- Disabled Facilities Grant (external funding) - £1,927,533
- Sittingbourne Regeneration - £1,581,302
- Leisure Centres - £293,847
- Open Spaces S106 Play Equipment £226,000

Funding of the 2019/20 Capital Programme

3.22 The 2019/20 capital programme expenditure of £19,097,577 was funded as set out in Table 7 below.

Table 7: Capital Programme Funding

	2019/20 Outturn
	£'000
Capital grants and other contributions	3,098
Capital receipts	298
Earmarked reserves	873
Borrowing	14,829
Total Capital Funding	19,098

- 3.23 The Sittingbourne Town Centre Project and Leisure Centres are being funded from borrowing. The Council’s borrowing strategy was set out in the Treasury Management Report to Cabinet in February.
- 3.24 CCTV Control Centre – this is being funded from internal borrowing to be repaid by setting aside revenue savings.
- 3.25 Capital receipts from sale of assets in 2019/20 were £172k. Capital receipts from repayment of grants and loans were £119k.
- 3.26 In February the Swallows Leisure Centre roof was severely damaged by high winds in a storm. Due to the age of the roof there is very limited insurance coverage. A tender process has been undertaken by appointed specialist advisers and the tenders are still being evaluated. It is expected that the full repairs will cost in the range £800,000 to £1m. This will be funded by borrowing.

Payment of Creditors

- 3.27 For 2019/20, 98% of invoices from suppliers were paid within 30 days of receipt of invoice, against the target of 97%.

Sundry Debtors

- 3.28 Tables 14.1 and 14.2 in Appendix I analyse the sundry debt outstanding.

4. Alternative Options

- 4.1 None identified – this report is largely for information.

5. Consultation Undertaken or Proposed

- 5.1 Heads of Service and Strategic Management Team have been consulted in preparing this report.

6. Implications

Issue	Implications
Corporate Plan	Good financial management is key to supporting the Corporate Plan objectives.

Issue	Implications
Financial, Resource and Property	As detailed in the report
Legal and Statutory	The outturn report is not a statutory requirement but it is a requirement of the Council's Financial Regulations.
Crime and Disorder	None identified at this stage.
Environmental Sustainability	The report identifies a wide range of expenditure headings which support the Council's Climate and Emergency Action Plan.
Health & Wellbeing	None identified at this stage.
Risk Management and Health and Safety	The Council's overall financial position is a key risk in the Council's Corporate Risk Register.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	None identified at this stage.

7. Appendices

7.1 The following documents are published with this report and form part of the report:

- Appendix I: Financial Outturn Report 2019/20

8. Background Papers

8.1 [Cabinet Medium Term Financial Plan and Budget 2019/20](#)

Financial Outturn Report 2019/20

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Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
CHIEF EXECUTIVE – Cllr R Truelove		
Chief Executive & Corporate Costs	(80)	(£66k) Underspend – net staff costs; (£12k) Underspend – special projects; (£2k) Net additional savings.
TOTAL	(80)	
POLICY, DEMOCRATIC SERVICES, COMMUNICATIONS AND CUSTOMER SERVICES – Cllr R Truelove (David Clifford)		
Policy, Communications & Customer Services:-		
Policy	(4)	(£8k) Underspend – net staff costs; £4k Net overspend.
Communications	(52)	(£28k) Underspend – net staff costs; (£22k) Underspend - advertising & promotion; (£2k) Net underspend.
Customer Services	(68)	(£37k) Underspend – Kent County Council Sheerness Gateway contract; (£21k) Underspend – net staff costs; (£10k) Net underspend.
Information Governance	(10)	(£10k) Underspend – net staff costs.
TOTAL	(134)	(77k is requested to roll forward into 2020/21 – refer to Table 9)
Democratic Services:-		
Democratic Process	(98)	(£53k) Underspend – members’ allowances and travel; (£32k) Underspend net salary costs; (£13k) Reduced expenditure net.
Elections & Electoral Registration	(46)	£5k Additional net salary costs; (£44k) Additional income from Kent County Council; (£3k) Additional income from other local authorities; (£2k) Additional income from sales of register: (£2k) Net underspend.
MKS Shared Service Corporate Costs	(8)	(£8k) Underspend on corporate costs of MKS shared service costs from Maidstone Borough Council as a result of an underspend in 2018/19;

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
TOTAL	(152)	(£30k is requested to roll forward into 2020/21 – refer to Table 9).
REGENERATION – Cllr M Bonney (Emma Wiggins)		
Regeneration	(5)	(£5k) Reduced net salary costs.
TOTAL	(5)	
HOUSING, ECONOMY AND COMMUNITY SERVICES – Cllr B Martin, Cllr T Valentine, Cllr R Palmer, Cllr M Bonney, Cllr A Harrison (Charlotte Hudson)		
Economy & Community Services:-		
CCTV	(3)	(£3k) Net underspend reported.
Community Halls and Centres	7	£7k Net additional costs.
Community Safety	(4)	(£4k) Net savings.
Economy & Community Services, Cultural & Economic Development	3	£3k Net additional costs.
Learning and Skills	(5)	(£5k) Net savings.
Tourism & Heritage	(9)	(£9k) Net savings.
Arts Events & Activities	0	Nil variance reported.
Markets	(1)	(£1k) Net savings.
Sports Development and Youth	(24)	(£8k) Net salary savings; (£16k) Net additional savings/income.
Sub-total	(36)	(£5k is requested to roll forward into 2020/21 – refer to Table 9).
Housing:-		
Homelessness Temporary Accommodation	364	£790k Additional accommodation costs; (£436k) Additional net housing benefit income; £17k Additional storage costs; (£7k) Net additional underspends.
Homelessness Temporary Houses	7	£7k Net additional costs.
Housing Advice / Options	29	£22k Additional staff costs; £7k Net additional costs.
Housing Development and Strategy	(9)	(£9k) Net salary savings.

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Private Sector Housing	(3)	£7k Net additional salary costs; (£10k) Net other savings/income.
Stay Put Scheme	(16)	(£14k) Disabled Facilities Grant (DFG) fee income; (£2k) Net other savings. £238,712 of revenue expenditure (small repairs) has been met from DFG.
Sub-total	372	(£5k is requested to roll forward into 2020/21 – refer to Table 9).
TOTAL HOUSING, ECONOMY & COMMUNITY SERVICES	336	
PLANNING – Cllr M Baldock (James Freeman)		
Building Control/Dangerous Structures	-	Nil variance reported.
Development Control/Services	224	(£101k) Reduced net salary costs; £285k Reduced income – planning fees – A slowdown in the number of significant major planning applications as existing local plan allocations have come forward for determination; £33k Reduced income - S106 monitoring fees; (£51k) Additional income – Planning Performance Agreement (PPA) and pre-application advice income; £37k Additional costs – legal fees / planning consultancy advice; £21k Net additional costs.
Local Land Charges	54	£76k Reduced income from land charges; (£22k) Reduced costs – Mid Kent Planning Service.

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Local Planning & Conservation	(42)	(£20k) Reduced costs – Conservation & Design; (£12k) Underspend – Local Plan; (£10k) Net reduced costs. N.B. The underspend on the local plan has been transferred to the ring-fenced reserve to be used solely to fund Local Plan associated work.
Mid Kent Planning Service (MKPS)	(34)	(£34k) Reduced costs – Mid Kent Planning Service.
TOTAL PLANNING	202	
COMMISSIONING, ENVIRONMENT AND LEISURE – Cllr A Harrison, Cllr T Valentine (Martyn Cassell)		
Commissioning, Contracts and Procurement	(98)	(£87k) Underspend – net salaries; (£5k) Underspend – staff transport; (£6k) Net miscellaneous savings.
Client & Amenity Services and Technical Services	(52)	(£33k) Underspend – net salaries; (£9k) Underspend – staff transport; (£10k) Net miscellaneous savings.
Community Halls & Centres	-	Nil variance reported.
Environmental Response Team	(48)	(£33k) Net additional income Fixed Penalty Notices (FPNs); £20k Additional environmental initiative grants paid out (offset by FPN Savings); (£15k) Savings equipment purchase; (£9k) Additional income licences issued; (£9k) Savings travel/transport costs; £11k Additional staff costs; (£13k) Net other savings. N.B. Section 96 of the Clean Neighbourhoods and Environment Act of 2005 advised that income must be spent on “qualifying functions”. A surplus of £22k has been transferred to the ring-fenced account at year end.
Leisure & Sports Centres	101	£15k loss of income (Sport England Grant reserved since 2016/17 no longer realistic to expect); £88k Additional leisure centre costs mainly relating to higher utility subsidy to Swale Community Leisure; (£2k) Net additional cost savings.

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Refuse Collection / Street Cleansing / Public Conveniences / Recycling & Waste Minimisation	(193)	(£61k) Additional income – garden waste collection; (£49k) Net additional income wheeled bins; (£42k) Contract savings through performance penalties (deductions applied); (£25k) Net additional income special collections; (£7k) Savings public conveniences premises; £7k Additional litter bins maintenance; (£16k) Net other additional income/savings.
Multi-Storey Car Park (MSCP)	189	£50k Business rates; £107k Property management costs; £14k Equipment purchase; £9k Building maintenance; £9k Signage; £10k Electricity; £8k Deep cleaning; £8k Other fees & services; (£26k) Car parking fees income.
Parking Management	46	£137k Net reduced income – car parks pay and display fees £46k Net additional car park equipment purchase, maintenance costs and licences; £18k Additional costs – parking partnership Maidstone Borough Council; £13k Season Ticket reduced income; (£27k) Additional income – residents parking permits; (£10k) Staff cost savings; (£19k) Saving cash security costs; (£39k) Additional income on and off-street penalty charge notices (PCN's); (£25k) Reduced costs – rent car parks; (£14k) Reduced costs – business rates car parks; (£10k) Savings on planned maintenance; (£24k) Net other savings. N.B. The surplus of £67k relating to on-street parking has been transferred to the ring fenced on-street parking account under Section 55 of the Road Traffic Act 1984.

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Seafront, Harbour & Quays, Coast Protection and Flood Preparation	(1)	(£1k) Net savings.
Grounds Maintenance	(8)	(£8k) Net contract savings.
Cemeteries and Closed Churchyards	(42)	(£26k) Additional internment fees; (£16k) Net other savings/income.
Highways	(14)	(£11k) Street naming & numbering fees additional income; (£3k) Net other savings/income.
Sports Pitches & Pavilions, Parks & Open Spaces, Countryside & Country Parks, and Allotments	42	£19k Overspend for hire of temporary premises; £43k Overspend on necessary health and safety repairs to play areas; (£11k) Underspend on countryside and country parks; (£9k) Underspend net other costs/income.
TOTAL	(78)	(£56k is requested to roll forward into 2020/21 – refer to Table 9).
FINANCE – Cllr R Truelove (Nick Vickers)		
Financial Services	(35)	(£30k) Savings on salaries; (£5k) Net other savings;
TOTAL	(35)	

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
REVENUES & BENEFITS – Cllr R Truelove (Nick Vickers)		
	(163)	<p>£32k Reduction in Benefit Admin Subsidy; (£151k) Additional Department for Works and Pensions (DWP) Housing Benefit Grant; (£59k) Staff cost savings; (£1k) Additional DWP grant income; N.B. The net saving of (£179k) detailed above has been transferred to reserves.</p> <p>£200k Reduction in recovery of overpayments of Housing Benefits (please note that this is offset by £126k underspend on bad debt which is included under corporate costs); (£44k) Reduced expenditure on net Housing Benefits; (£48k) Additional income – recovery of Council Tax benefit overpaid (please note that this is offset by £77k set aside for bad debts which is included under corporate costs); (£15k) Reduced costs Fraud Partnership with Maidstone Borough Council; (£17k) Additional income MKS Debt Enforcement Partnership share of surplus; (£60k) Net additional savings.</p>
TOTAL	(163)	
PROPERTY SERVICES – Cllr M Bonney (Anne Adams)		
Property Services	(44)	(£43k) Underspend net salary costs; (£1k) Reduced expenditure net.
Administrative Buildings	9	(£8k) Underspend net salary costs; £23k Introduction of security officer in Swale House reception; (£9k) Underspend energy costs etc at Central House; £3k Additional net costs.
Property Management	5	£5k Additional net costs.
Building Maintenance	35	The £35k variance on building maintenance has been met from the ring-fenced reserve.
TOTAL	5	

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
LICENSING & RESILIENCE PLANNING – Cllr R Palmer (Della Fackrell)		
Resilience Planning	4	£4k Additional salaries.
Licensing	(53)	(£30k) Additional income – Hackney Carriage licences; £19k Reduced income – Gambling licence fees; (£28k) Additional income – General legal fees; (£7k) Reduced expenditure – salary costs; (£7k) Net savings. N.B. A net overspend of £10k (including central support costs) on Hackney Carriage licences and other licences has been transferred to the ring-fenced reserve under the Local Government Act 1976 at year end. This reserve is to be used to fund Licensing related expenditure in future years.
TOTAL	(49)	
ENVIRONMENTAL HEALTH – Cllr T Valentine (Tracey Beattie)		
Environmental Health Mid Kent Service	(63)	(£63k) Underspend on shared service as a result of vacant posts.
Environmental Services	(20)	(£11k) Underspend on shellfish monitoring/sampling; (£9k) Net underspend/additional income on client side.
TOTAL	(83)	(£17k is requested to roll forward into 2020/21 – refer to Table 9).
INFORMATION TECHNOLOGY – Cllr R Truelove (Chris Woodward)		
Telecommunications	(28)	(£28k) Reduced expenditure on equipment maintenance and costs of telephones.
IT Maintenance and Software	(132)	(£132k) Underspend on IT maintenance and software. This variance has been transferred to the ring-fenced reserve to be used solely to fund IT related expenditure in future years.
Mid Kent ICT/GIS	38	£38k Additional expenditure on Mid Kent ICT services.
TOTAL	(122)	
INTERNAL AUDIT – Cllr R Truelove (Rich Clarke)		
Mid Kent Audit Services	(14)	(£14k) Reduced costs on Mid Kent Audit service.
Risk Management	(2)	(£2k) variance reported.
TOTAL	(16)	

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
HUMAN RESOURCES – Cllr R Truelove (Bal Sandher)		
Mid Kent Human Resources	(34)	(£34k) Reduced costs on shared service.
Organisational Development	(8)	(£11k) Reduced expenditure – corporate training; £3k Additional expenditure net.
TOTAL	(42)	
LEGAL – Cllr R Truelove (Patricia Narebor)		
Legal MKLS	(74)	£24k Additional expenditure – salary costs; (£98k) Additional income as a result of Swale's usage of the service being below the budgeted level and therefore additional income received from Maidstone Borough Council and Tunbridge Wells Borough Council;
External Legal Fees	17	£17k Overspend on external legal fees.
S106 Income	17	£17k Reduced income.
TOTAL	(40)	
NON-SERVICE BUDGETS		
Sittingbourne Regeneration	157	£12k Additional salary costs; £119k Additional property management costs; £48k Additional operational management costs; (£25k) Recovery of costs; £3k Additional net costs.
Princes Street Retail Park	(205)	(£215k) Additional income – rental income Princes Street Retail Park; £10k Additional expenditure.

Table 8 – Main Variations by Service

Net (under)/overspend / income shortfall for 2019/20 by service		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Contribution to Reserves and Corporate Items	440	<p>(£191k) Increase in cash flow and an improved return on our investments; £192k Increased costs of borrowing.</p> <p>£254k Council Tax Grant contribution to reserves; £38k Contributions from reserves not required; £367k Net contribution to reserves from ring fenced services as detailed in table above; £72k Net other movement on reserves</p> <p>(£254k) Council Tax Grant from major preceptors. This has been transferred to the ring-fenced reserve;</p> <p>(£38k) Net additional underspends/income.</p>
	(64)	NET EXPENDITURE (Underspend)

Table 9 – Revenue Rollover Requests

No.	Head of Service	Funded from	Rollover Request £	Purpose of Rollover
1	Charlotte Hudson	Youth Service	4,530	To fund future revenue skatepark costs.
2	Charlotte Hudson	Homelessness	4,140	Rent Deposit Scheme
3	Charlotte Hudson	Homelessness	1,360	Underspend on maintenance of SBC houses.
4	Charlotte Hudson	Staying Put	300	Donation: Small trust charity funding received to fund new items for properties in need of de-cluttering and replacement.
		Total	10,330	
5	David Clifford	Policy	3,140	Support for the restructure of the policy team to take place during 2020/21.
6	David Clifford	Customer Service Centre (CSC)	20,000	Use part of CSC underspend to support technical enhancements to existing software systems to further improve functionality for customers choosing to self-serve.
7	David Clifford	Mayoral Service	1,750	This is an annual rollover request to account for the fact that the civic year does not align with the financial year and the mayor needs a budget during the period of non-alignment.
8	David Clifford	Electoral Registration	28,700	To cover the anticipated costs of canvas reform and associated reduction in government elections grant.
9	David Clifford	Elections	23,300	We would like to use this money, which is an underspend on previous elections, to support future SBC borough elections.
10	David Clifford	Democratic Services	26,100	Members Allowances - There has been a recent allowance review with recommendations (to be agreed by Council) of increases in allowances. Also, there will likely be additional allowances for new Chairmen of Area Committees, once implemented.
11	David Clifford	Democratic Services	4,200	Members' training: as many members are still relatively new to their role, additional training on various topics has been requested.
		Total	107,190	

Table 9 – Revenue Rollover Requests

No.	Head of Service	Funded from	Rollover Request £	Purpose of Rollover
12	Tracey Beattie	Environmental Services	10,000	Underspend on shellfish classification as a result of new contract and reduced sampling as a result of bad weather etc. Potential increase in sampling costs from the current oyster sampling to sampling for oysters, cockles and mussels.
13	Tracey Beattie	Environmental Services	6,630	Additional income on Food Hygiene and Health & Safety. The rollover to meet additional costs arising from shellfish sampling.
		Total	16,630	
14	Martyn Cassell	Highways SBC	2,350	Having paid KCC for their annual maintenance fee, we have held back remaining funding to put towards the replacement of existing SBC owned lighting with LED units, in preparation for new maintenance contract. This funding will cover pre-contract investigation work and emergency repairs
15	Martyn Cassell	Environmental Services	9,130	Underspend to be rolled over to fund body cameras that were to be purchased during 2019/20 but due to the Privacy Impact Assessments taking longer than expected and then Covid19 delaying any orders it was not possible to do.
16	Martyn Cassell	Street Cleaning	10,000	Street rezoning review completed late in year and agreement for changes commenced from date of agreement rather than for the whole year. Request for a corporate rollover to carry out existing projects on problem laybys on high speed roads – A2
17	Martyn Cassell	Refuse & Recycling Service	35,000	Funds are from sales of wheeled bins. Requesting roll over to cover the cost of additional food bins and food bags to be used on project introducing food waste to currently exempted areas.
		Total	56,480	
	Total Rollover Requests		190,630	

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Table 10 – Revenue Reserves (not including Table 9 rollovers)

	Balance 31 March 2019 £'000	Transfers out 2019/20 £'000	Transfers in 2019/20 £'000	Balance 31 March 2020 £'000
Business Rates Volatility	(4,935)	1,438	(446)	(3,943)
North Kent Housing & Commercial Growth Business Rates	(846)	0	(860)	(1,706)
Kent Pool Economic Development Business Rates	(2,065)	1,515	(776)	(1,326)
Preceptors Council Tax Support	(817)	0	(254)	(1,071)
Special Project Fund	0	171	(1,135)	(964)
Revenues and Benefits	(630)	0	(179)	(809)
Shared Business Rates Allocated to Council Priorities	0	0	(800)	(800)
Building Maintenance	(897)	233	(42)	(706)
General Reserve	(2,186)	1,520	0	(666)
Communities Fund	(122)	67	(501)	(556)
Performance	(494)	62	0	(432)
STC Retail Park	(439)	22	0	(417)
Repairs & Renewals	(274)	73	(175)	(376)
Parking	(379)	73	(67)	(373)
Stay Put Fund	(232)	0	(51)	(283)
Commuted Sums	(266)	0	0	(266)
Heritage Strategy	0	0	(250)	(250)
Local Development Framework	(208)	0	(12)	(220)
Visitor Economic Framework	0	26	(215)	(189)
Financial Services	(184)	4	0	(180)
Local Loan Fund	(175)	0	0	(175)
Refuse and Recycling	(132)	4	(44)	(172)
Housing	(137)	14	(30)	(153)
Regeneration	(437)	285	0	(152)
Wheeled Bins	(181)	98	(35)	(118)
Electoral Registration	(89)	44	(62)	(107)
Environmental Initiatives	(77)	0	(24)	(101)
Pension & Redundancy	(86)	7	(15)	(94)
Disabled Facilities Grants (Revenue)	(85)	0	0	(85)

Table 10 – Revenue Reserves (not including Table 9 rollovers)

	Balance 31 March 2019 £'000	Transfers out 2019/20 £'000	Transfers in 2019/20 £'000	Balance 31 March 2020 £'000
Insurance Funds	(88)	5	0	(83)
Milton Creek Access Road	(75)	0	0	(75)
Tree Survey and Works in Closed Churchyards	(63)	0	0	(63)
Cemeteries	(60)	0	0	(60)
Faversham Creek Footpath	(60)	0	0	(60)
ICT Reserve	(55)	0	0	(55)
Licensing	(21)	10	(43)	(54)
Sheppey Lower Road Improvements	0	200	(250)	(50)
Development Control Reserve	0	62	(62)	0
Faversham Recreation HLF Bid	(80)	80	0	0
Miscellaneous	(956)	202	(403)	(1,157)
Sub Total Earmarked Revenue Reserves	(17,831)	6,215	(6,731)	(18,347)
Usable Capital Receipts	(1,365)	297	(291)	(1,359)
Capital Grants Unapplied	(329)	10	(90)	(409)
General Fund	(4,358)	1,020	0	(3,338)
Total Reserves	(23,883)	7,542	(7,112)	(23,453)

Table 10 – Revenue Reserves (not including Table 9 rollovers)
Notes

Business Rates Volatility	To assist the Council in managing the volatility of business rate income as a result of business rate localisation.
North Kent Housing & Commercial Growth Business Rates	Under the Kent Business Rates 2018/19 Pilot there was to be an allocation of funds called the Housing & Commercial Growth Business Rates which was allocated among “clusters” of authorities for each cluster to determine the final allocation. SBC is in the “North Kent” cluster.
Kent Pool Economic Development Business Rates	This fund has been established as a result of the Council joining the Kent Business Rates Pool. It is to fund economic development as agreed by the Council and KCC.
Preceptors Council Tax Support	Paid by KCC, Police and Fire to reflect the costs of Council Tax support localisation.
Special Project Fund	The Cabinet meeting 10 July 2019 proposal to set up a Special Projects Fund was agreed. The commitment is to allocate £1m per annum from accumulated business rate reserves to the funds. The fund is being used to deliver tangible projects for the residents of the borough making the public spaces cleaner and better presented. Minute 122/07/2019.
Revenues and Benefits	Savings made in the Revenues and Benefits section, including unspent grants were transferred to this reserve. This is used to cover the shortfall in grant.
Shared Business Rates Allocated to Council Priorities	The Cabinet meeting 18 December 2019 agreed that £800k of shared business rates will be now used to help achieve Council priorities. Minute 401/12/2019.
Building Maintenance	To meet items of backlog building maintenance as identified in the Council’s medium-term maintenance plan as well as urgent or unexpected items. Each year the reserve is topped up by any underspend on the building maintenance revenue budget.
General Reserve	The use of this reserve is subject to the approval of Members.
Communities Fund	This is to support the Council’s Localism Agenda.
Performance	To improve overall performance. Officers can submit a bidding list of proposals.
STC Retail Park	This reserve is for the accounting adjustment between the value of income received and the value included in the accounts.
Repairs & Renewals	Regular contributions are made to this fund from the General Fund for a number of services to fund the future cost of significant items of expenditure.
Parking	Any surplus from on-street parking is transferred to the ring fenced on-street parking account under Section 55 of the Road Traffic Act 1984.
Stay Put Fund	To support the Council’s Stay Put service which offers advice, support and help to the elderly and disabled, who are owner occupiers or private tenants and who need practical assistance to repair, adapt or improve their homes.
Commutated Sums	This reserve will be used to fund play area and open space maintenance in future years.

Table 10 – Revenue Reserves (not including Table 9 rollovers)
Notes

Heritage Strategy	The Cabinet meeting 18 December 2019 agreed to the transfer of £250,000 from the Kent Pool Economic Development Reserve to the Heritage Strategy. Minute 402/12/2019.
Local Development Framework	Any underspend or overspend on this service on the General Fund will be transferred to this fund and used solely to fund Local Development Framework associated work.
Visitor Economic Framework	The Cabinet meeting 7 Feb 2018 agreed that the Visitor Economy Framework 2018-2023 be adopted and that funding of £250,000 from the shared business rates pool with Kent County Council be used to contribute to the delivery of the framework. Minute 475/02/2018.
Financial Services	To fund continuous system developments for the financial systems, and meeting the costs of the professional advice and staff development on accounting, taxation, payments, etc.
Local Loan Fund	To support voluntary, community or not-for-profit organisations and town and parish councils in Swale to enable management and delivery of local services and facilities.
Refuse and Recycling	To fund on-going review of additional roads from new developments to be added on to Biffa contract and services including clinical, bulky and weekly collections.
Housing	To fund the homelessness service in future years.
Regeneration	To fund regeneration projects in the Borough. Officers can submit bids to this reserve.
Wheeled Bins	To fund the new wheeled bins purchases and replacements.
Electoral Registration	To fund one-off costs of Local Authority elections in future years.
Environmental Initiatives	Income from Fixed Penalty Notices used to support various environmental initiatives. It is a requirement of the legislation that any money generated is used to create a cleaner and greener environment.
Pension & Redundancy	To meet the cost of releasing the Pension Fund benefits to staff who have taken early retirement and to fund all other redundancy costs.
Disabled Facilities Grants (Revenue)	This reserve is related to the Better Care Fund (BCF) incorporating Disabled Facilities Grants (DFG). Funding is from the Government and administered via KCC. The balance of the BCF to carry over as agreed by Strategic Management Team and used for new or committed work to support the DFG service.
Insurance Funds	The purpose of the reserve is to fund Insurance claims that fall below £1,000 which will reduce our number of claims.
Milton Creek Access Road	Reserve will be used for new access road to Milton Country Park and increased security around the car park to stop unauthorised encampments.
Tree Survey and Works in Closed Churchyards	Funding required to appoint consultants to undertake a tree condition survey across the Council's Green Spaces and to fund a rolling programme of tree works.

Table 10 – Revenue Reserves (not including Table 9 rollovers)

Notes

Cemeteries	Used to cover the costs of purchasing a new electronic burial records system as part of the transformation review recommendations and further expected costs at the new Iwade burial site.
Faversham Creek Footpath	Footpath in Faversham - part of the regeneration of the Faversham Creek.
Information and Communication Technology (ICT) Reserve	This is the net ICT underspend and will be used to fund IT equipment in future years.
Licensing	Any surplus or deficit from Licensing is transferred to the ring-fenced Licensing account under Local Government (Miscellaneous Provisions) Act 1982.
Sheppey Lower Road Improvements	The Cabinet meeting 18 December 2019 agreed to the shared Kent Pool Economic Development Reserve be allocated to the Sheppey Lower Road improvements (£250k). Minute 402/12/2019 and paragraph 3.16.
Development Control Reserve	To fund the uncertainty in Development Management works due to economic conditions.
Faversham Recreation Heritage Lottery Fund (HLF) Bid	Following a successful bid to Heritage Fund for the £1.9m Parks for People improvement project, this bid provides the match funding for the ongoing capital improvements and subsequent community activity plan phases of the project. The capital phase makes extensive improvements to the two main buildings in the Rec, the Grade II listed Lodge and changing pavilion, as well as making significant hard and soft landscaping improvements to the grounds.
Miscellaneous	This is made up of the earmarked reserves that are less than £50,000. A full list of these reserves is available upon request.

Table 11 – Allocation of Funds

	£'000
Special Project Fund	
Carbon Management Plan 2019 – 2023	19
Parks Infrastructure Fund	121
Traffic Pollution Additional Planting on SBC Land	25
Playground Improvements	18
Recycling Bins on Main Bathing Beaches	5
Faversham Swimming Pool Boiler Replacement	93
Climate and Ecological Emergency	7
Sheppey Hall Improvements	40
Eco Stars (continued participation)	5
Restoring the Artesian Well at Oare Marshes	10
St. Anne's Footbridge Lighting	15
The Mill Skatepark and Dolphin Barge Museum Site	40
Upgrade 8 Planned EV Charging Points	32
Newington Play Area	20
Painters Forstal Community Hall	50
West Faversham Community Centre	75
Minster Lees toilets	93
Bartons Point toilets and shower block	150
Sittingbourne Forum toilets	50
Faversham Central Car Park toilets	40
Milton Creek Country Park toilets	150
Leysdown Spinney toilets	40
Total Special Project Fund Approved as at 8 June 2020	1,098
Communities Fund	
Volunteer Swale Awards 2019/20	5
Salt Giveaway	4
20's Festival	25
Food Bank	30
Murston Old Church	100
Leaky Lucy Minibus Replacement	10
Citizens Advice Service Swale	20
Total Communities Fund Approved as at 31 March 2020	194

Table 11 – Allocation of Funds

	Allocated to March 2020 £'000
Pension & Redundancy Fund	
Pension and Redundancy accrual difference	-8
Total Pension & Redundancy Fund as at 31 March 2020	-8
Regeneration Fund	
Members Grants 2019/20	54
Total Regeneration Fund Approved as at 31 March 2020	54
Performance Fund	
Spatial Planning Specialist Support	38
Total Performance Fund Approved as at 31 March 2020	38

Table 12 – Capital Programme 2019/20 Outturn

Capital Scheme	Funding SBC/ Partner ship (P)	2019/20 Original Budget	2019/20 Revised Budget	2019/20 Outturn	2019/20 Variance	Rollover Request	Roll-over Note No. (See Table 15)	Variance Note No. (See Table 15)
	£	£	£	£	£	£		
Commissioning, Environment & Leisure - M. Cassell								
Barton's Point Coastal Park – Replacement Bridge	SBC	0	120,000	28,740	(91,260)	91,260	1	
Car Park Improvement/Enhancement: Disabled Bays, Beach Street, Sheerness	SBC	0	21,570	21,570	0	0		
Car Park Improvement/Enhancement - Electric charging points Installation, Central Car Park, Faversham	SBC	0	10,870	10,870	0	0		
Coastal Monitoring Programme (Coast Protection)	SBC	0	0	39,642	39,642	0		A
Faversham Recreation Ground Improvement - S106/External Grants	P	1,328,920	1,328,920	1,267,429	(61,491)	74,134	2	
Faversham Recreation Ground Improvement	SBC	0	50,000	201,468	151,468	0		B
Faversham Recreation Ground - Outdoor Gym equipment	SBC	0	0	17,000	17,000	0		C
Faversham Recreation Ground - Outdoor Gym equipment – S106/External Grants	P	0	29,690	25,415	(4,275)	0		
Gunpowder Works Oare, Faversham - S106	P	0	9,000	0	(9,000)	9,000	3	
Milton Creek Country Park Access Road	SBC	40,000	40,000	0	(40,000)	40,000	4	
Minster Leas Promenade Resurfacing	P	84,970	84,970	5,000	(79,970)	79,970	5	
New Play Area - Iwade Scheme	P	45,000	45,000	0	(45,000)	45,000	6	
Open Spaces Project - Balas Drive (play improvements at play area, Sittingbourne)	SBC	0	10,000	10,000	0	0		
Open Spaces Project - Balas Drive (play improvements at play area, Sittingbourne)	P	0	1,070	1,070	0	0		
Open Space Project - Minster Leas (outdoor gym equipment)	SBC	0	22,000	20,247	(1,753)	1,753	7	
Open Space Project - Minster Leas (outdoor gym equipment)	P	0	9,000	9,000	0	0		

Table 12 – Capital Programme 2019/20 Outturn

Capital Scheme	Funding SBC/ Partner ship (P)	2019/20 Original Budget	2019/20 Revised Budget	2019/20 Outturn	2019/20 Variance	Rollover Request	Roll-over Note No. (See Table 15)	Variance Note No. (See Table 15)
	£	£	£	£	£	£		
Open Spaces Project - Rectory Play Fields Fitness, Rectory Rd, Sittingbourne (fitness equip.) S106/external grant	P	0	20,000	19,999	(1)	0		
Open Spaces Project - Shellness Road (refurbishment existing Play Area at Leysdown Coastal Park, Shellness Road)	SBC	0	30,000	27,750	(2,250)	2,250	8	
Open Spaces Project - Shellness Road (refurbishment existing Play Area at Leysdown Coastal Park, Shellness Road) - S106/external grant	P	0	26,750	26,750	0	0		
Open Spaces S106 Play Equipment	P	226,000	226,000	0	(226,000)	226,000	9	
Play Area Improvements	SBC	150,000	0	0	0	0		
Play Area Improvements - Hugh Price Close	P	0	30,000	0	(30,000)	0		D
Play Area Improvements - Diligent Drive	SBC	0	18,000	0	(18,000)	18,000	10	
Play Area Improvements - Milton Creek Country Park	SBC	0	27,200	27,184	(16)	0		
Play Area Improvements - King George V Playing Fields, Queenborough	SBC	0	17,780	17,781	1	0		
Play Area Improvements - Rectory Playing Field, Sittingbourne	SBC	0	51,510	51,508	(2)	0		
Public Toilets Refurbishment - Forum, Sittingbourne	SBC	0	50,000	0	(50,000)	50,000	11	
Public Toilets Refurbishment - Central Car Park, Faversham	SBC	0	40,000	0	(40,000)	40,000	12	
Public Toilets and Showers - Bartons Point, Sheppey	SBC	0	100,000	0	(100,000)	100,000	13	
Public Toilets - The Spinney Leysdown	SBC	0	40,000	0	(40,000)	40,000	14	
Modular Toilet Kiosk - Milton Creek Country Park	SBC	0	150,000	0	(150,000)	150,000	15	
Modular Toilet Kiosk - Minster Leas	SBC	30,000	110,000	69	(109,931)	109,931	16	
Sheppey Lower Road Improvements	SBC	0	200,000	200,000	0	0		
Footpath contribution - High Street Sittingbourne - S106	P	0	59,130	40,215	(18,915)	18,915	17	

Table 12 – Capital Programme 2019/20 Outturn

Capital Scheme	Funding SBC/ Partnership (P)	2019/20 Original Budget	2019/20 Revised Budget	2019/20 Outturn	2019/20 Variance	Rollover Request	Roll-over Note No. (See Table 15)	Variance Note No. (See Table 15)
	£	£	£	£	£	£		
Leisure Centres - Budget Only	SBC	0	1,079,000	0	(1,079,000)	293,847	18	
Swallows Leisure Centre - Capital Works	SBC	0	0	712,052	712,052	0	18	
Sheppey Leisure Centre (not pool) - Capital Works	SBC	0	0	69,071	69,071	0	18	
Sheppey Leisure Centre - Swimming Pool	SBC	0	0	4,030	4,030	0	18	
Sheppey Leisure Centre Roof	SBC	0	0	74,133	74,133	0		E
Wheeled Bins	SBC	0	94,000	0	(94,000)	94,000	19	
Total Commissioning, Environment & Leisure		1,904,890	4,151,460	2,927,993	(1,223,467)	1,484,060		
Housing, Economy & Community Services – C. Hudson								
CCTV - Repairs & Renewals	SBC	15,000	30,000	0	(30,000)	30,000	20	
CCTV Monitoring Control Centre	SBC	0	250,000	201,690	(48,310)	0		F
Faversham Creek Basin Regeneration Project (swing bridge)	SBC	200,000	200,000	0	(200,000)	200,000	21	
Disabled Facilities Grants Mandatory Grants	P	2,062,800	3,676,730	1,510,485	(2,166,245)	1,927,533	22	
Disabled Facilities Grants Discretionary Grants	P	0	0	4,774	4,774	0		
Winter Warmth Grants	SBC	0	0	14,747	14,747	0		
Housing Repair Grants Over 60	SBC	0	0	3,310	3,310	0		G
Decent Home Loans Owner Occupier (loans)	SBC	0	0	7,400	7,400	0		G
Sittingbourne Town Centre – Cinema	SBC	14,212,758	15,250,640	11,893,245	(3,357,395)	1,581,302	23	
Sittingbourne Town Centre - Other Assets	SBC	0	0	1,642,557	1,642,557	0	23	
Sittingbourne Town Centre – Multi Storey Car Park	SBC	0	0	362,257	362,257	0	23	

Table 12 – Capital Programme 2019/20 Outturn

Capital Scheme	Funding SBC/ Partner ship (P)	2019/20 Original Budget	2019/20 Revised Budget	2019/20 Outturn	2019/20 Variance	Rollover Request	Roll-over Note No. (See Table 15)	Variance Note No. (See Table 15)
	£	£	£	£	£	£		
Sittingbourne Town Centre Princes St, Retail Park	SBC	0	0	7,900	7,900	0	23	
Sittingbourne Land plots, Crown Quay Lane and creek frontage	SBC	0	0	10,524	10,524	0		H
The Mill Project, Sittingbourne Skate Park	SBC	150,000	200,000	200,000	0	0		
The Mill Project, Sittingbourne Skate Park	P	15,000	16,350	35,424	19,074	0		I
Total Housing, Economy & Communities Services		16,655,558	19,623,720	15,894,313	(3,729,407)	3,738,835		
Property - A. Adams								
New Folder/Inserter machine in Print Room	SBC	0	20,110	20,106	(4)	0		
Swale House - Toilet Refurbishment	SBC	0	0	40,716	40,716	0		J
Total Property Services		0	20,110	60,822	40,712	0		
Environmental Health - T. Beattie								
Replacement parts of Air Pollution Monitoring Station - St. Paul's Street, Sittingbourne	SBC	0	24,525	31,790	7,265	0		K
Replacement of Air Pollution Monitoring Station - Newington site	SBC	0	24,525	31,790	7,265	0		K
Total Environmental Health		0	49,050	63,580	14,530	0		
ICT - C. Woodward								
ICT infrastructure – firewall and equipment replacement	SBC	91,200	92,500	52,869	(39,631)	39,631	24	
Total ICT		91,200	92,500	52,869	(39,631)	39,631		
Finance - N. Vickers								
Faversham Pool Refurbishment	SBC	0	93,000	93,000	0	0		
34 High Street, Sittingbourne	SBC	0	0	1,200	1,200	0		L
Finance System Upgrade	SBC	0	5,210	3,800	(1,410)	1,410	25	
Total Finance		0	98,210	98,000	(210)	1,410		

Table 12 – Capital Programme 2019/20 Outturn

Capital Scheme	Funding SBC/ Partnership (P)	2019/20 Original Budget	2019/20 Revised Budget	2019/20 Outturn	2019/20 Variance	Rollover Request	Roll-over Note No. (See Table 15)	Variance Note No. (See Table 15)
	£	£	£	£	£	£		
Total Capital Programme Funded by SBC	SBC	14,888,958	18,472,440	16,152,016	(2,320,424)	2,883,384		
Total Capital Programme Funded by Partners	P	3,762,690	5,562,610	2,945,561	(2,617,049)	2,380,552		
Total Capital Programme		18,651,648	24,035,050	19,097,577	(4,937,473)	5,263,936		

Table 13 – Capital Explanation of Variations & Rollovers

Note No	Description	Amount £	Notes
Explanation of Variations:-			
Commissioning, Environment & Leisure – Martyn Cassell			
A	Coastal Monitoring Programme (Coast Protection)	39,642	Funded from Coastal Monitoring Programme (Coastal Protection) grant.
B	Faversham Recreation Ground Improvement	151,468	This spend was funded from the Faversham Recreation Heritage Lottery Fund reserve, play area improvement funding, and other reserves which the Heritage Fund was not able to fund as part of the project grant. The Faversham Recreation Ground Improvement project funded by SBC is now completed. This project will be funded from the S106 capital contributions and the Heritage Fund in the future.
C	Faversham Recreation Ground - Outdoor Gym equipment	17,000	Funded from Bootcamp Fitness Reserve.
D	Play Area Improvements - Hugh Price Close	(30,000)	Partnership funds have been returned to provider as the scheme is no longer required.
E	Sheppey Leisure Centre Roof	74,133	Overspend funded from Buildings Maintenance Reserve.
Housing, Economy and Community Services – Charlotte Hudson			
F	CCTV Monitoring Control Centre	(48,310)	Project completed. Underspend is because officers decided not to go with all of the options in the original contract.
G	Housing – Various	10,710	Funded from Housing Repayments Loans.
H	Sittingbourne Land plots, Crown Quay Lane and creek frontage	10,524	Funded from S106 contributions.
I	The Mill Project, Sittingbourne Skate Park	19,074	Funded from S106 contributions. There is a balance of £25,812 from the S106 capital contributions to pay the retention payment on the Skatepark in 2020/21. This will be reported on the first quarter monitoring report to Cabinet in 2020/21.

Table 13 – Capital Explanation of Variations & Rollovers

Note No	Description	Amount £	Notes
J	Swale House – Toilet Refurbishment	40,716	Funded from Buildings Maintenance Reserve.
K	Air Pollution Monitoring Stations	14,530	Funded from capital receipt, S106 contributions and Air Quality Reserve.
L	34 High Street	1,200	Funded from General Reserve approved by Cabinet meeting 5 June 2013.
Capital Rollover Requests:-			
Commissioning, Environment & Leisure – Martyn Cassell			
1	Barton's Point Coastal Park – Replacement Bridge	91,260	The Tender process has been delayed and will conclude in 2020/21. The 28.7k spend has been for the demolition of the old bridge. Request to roll over remaining balance of the original 120k budget.
2	Faversham Recreation Ground Improvement - S106/External Grants	74,134	Ongoing improvement project with some project delay due to asbestos discovery, problems with pavilion floor detailing and most recently COVID19. Rollover funded from revised balances on grants and external contributions.
3	Gunpowder Works Oare, Faversham - S106	9,000	Awaiting Historic England permissions for work to proceed. Rollover is partnership funding.
4	Milton Creek Country Park Access Road	40,000	Awaiting developer planning permission and agreement for works.
5	Minster Leas Promenade Resurfacing	79,970	This budget is a grant provided by the Environment Agency to undertake resurfacing works at Minster Leas promenade. Due to savings on the scheme, this is the surplus from the original grant. The Environment Agency have confirmed that they do not need us to return the surplus and have advised that it can be used towards future maintenance schemes. We are therefore saving the funding for that purpose.
6	New Play Area Iwade Schemes	45,000	Awaiting transfer of land from developer. Partnership funding.
7	Open Space Project - Minster Leas (outdoor gym equip.)	1,753	This project is now complete and request rollover to add back to the Play Improvement Reserve.

Table 13 – Capital Explanation of Variations & Rollovers

Note No	Description	Amount £	Notes
8	Shellness Road Play Area	2,250	Small amount of reinstatement work to complete prior to final payment, delayed due to ground conditions and COVID19.
9	Open Spaces S106 Play Equipment	226,000	Balance of S106 play area project contributions not spent due to delay in land transfers.
10	Play Area Improvements - Diligent Drive	18,000	Delayed due to reduced staff resources.
11	Public Toilets Refurbishment - Forum, Sittingbourne	50,000	Project has yet to commence
12	Public Toilets Refurbishment - Central Car Park, Faversham	40,000	Project has yet to commence
13	Public Toilets and Showers - Bartons Point, Sheppey	100,000	Project has yet to commence.
14	Public Toilets - The Spinney Leysdown	40,000	Project has yet to commence.
15	Modular Toilet Kiosk - Milton Creek Country Park	150,000	Tender has yet to commence request for full budget roll over
16	Modular Toilet Kiosk - Minster Leas	109,931	The Tender process has concluded, and the final decision was approved at Cabinet meeting on 22 April 2020.
17	S106 - Footpath contribution - High Street Sittingbourne - S106	18,915	S.106 project for footpath improvements. Project scheduled in-line with KCC requirements for road space. Completion of works delayed due to COVID19.
18	Leisure Centres - Budget Only	293,847	£712,052 has been spent at Swallows and £73101 at Sheppey. Balance of £293,847 to be rolled over as there remains some outstanding works.
19	Wheeled Bins	94,000	To cover the cost of additional bins for projects to be carried out on introduction of new project.

Table 13 – Capital Explanation of Variations & Rollovers

Housing, Economy & Community Services – Charlotte Hudson			
20	CCTV - Reserves - Repairs & Renewals	30,000	Roll forward of the £30K in the Repairs & Renewals fund requested for future ongoing repairs and upgrades at a later date.
21	Faversham Creek Basin Project	200,000	The project is being led by KCC and they currently haven't met the conditions set out in the Cabinet decision. The funding is requested to roll forward should KCC meet the conditions.
22	Disabled Facilities Grants Mandatory Grants	1,927,533	Funding is from Central Government via KCC. It has increased every year since 2015/16. The money is part of the Better Care Fund which incorporates aspects of health and our disabled facilities grants (DFG) which are mandatory. The money is also now able to be used for discretionary grants delivered by Staying Put Service and winter warmth grants which provide eligible vulnerable persons with funding to improve heating and insulation in their properties. £238,712 of the original funding has been used to fund revenue Staying Put.
23	STC Regeneration	1,581,302	Overspend of £1,480,000 funded from borrowing (minute 336/10/2019). Rollover is to complete the remaining projects within budget.
ICT - Chris Woodward			
24	ICT infrastructure	39,631	This rollover is requested to be used to fund the new backup system.
Finance – Nick Vickers			
25	Finance System Upgrade	1,410	Not all the upgrade work could be completed due to workload and the impact of the coronavirus. This rollover will enable the upgrade work on data protection to be completed in 2020/21.
	Total Rollover Requests	5,263,936	

Table 14 – Sundry Debt Outstanding (including not due)

Table 14.1 – Sundry Debt Outstanding (including not due) by due date

	March 2020 £'000	March 2019 £'000
Not due (less than 1 month)	216	590
1-2 months	28	9
2-6 months	115	284
6-12 months	230	60
1-2 years	19	40
2-3 years	30	14
3-4 years	11	14
4-5 years	9	25
5-6 years	20	5
6 years +	32	33
Total	710	1,074
Total due (over 1 month)	494	484
% Total over 1 month	69%	45%

Notes:-

2 - 6 months includes £57k relating to one company;

6 – 12 months includes £53k relating to one company (same as 2 – 6 months) and £147k Network Rail.

1 – 2 years includes £6k relating to charges on property.

2 – 3 years includes £6k relating to charges on property.

5 – 6 years includes £4k relating to charges on property.

6 years + includes £21k relating to charges on property. The balance are rent deposit debts which are being paid off via payment plans.

It should be noted that these tables include debts raised for all our grants receivable from Kent County Council, the NHS, etc.

Table 14.2 – Sundry Debt Outstanding (including not due) by Service

	March 2020 £'000	March 2019 £'000
Property	196	200
Commissioning, Environment & Leisure	57	77
Housing, Economy & Communities	263	116
Legal	0	362
Environmental Health	2	4
Planning	23	7
Communications	3	0
Other	166	308
Total	710	1,074

Notes :-

'Property' includes £110,000 quarterly rent relating to one company.

'Housing, Economy & Communities' includes £147k Network Rail, £71k Rent Deposit Schemes etc. and £33k charges on property.

'Other' includes £112k not due as at 31/3/20.

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Cabinet Meeting	
Meeting Date	8 July 2020
Report Title	Queenborough & Rushenden Contract Award Delegated Authority
Cabinet Member	Cllr Monique Bonney, Cabinet Member for Economy and Property
SMT Lead	Emma Wiggins, Director of Regeneration
Head of Service	Charlotte Hudson, Head of Housing, Economy & Community Services
Lead Officer	Debbie Townrow, Economic Development Officer
Key Decision	Yes
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. That the Cabinet provides delegated authority for the appointment of the contractor to deliver the land raising and remediation contract currently being procured to the Head of Housing, Economy & Community Services and Chief Financial Officer in consultation with the Cabinet Member for Economy and Property and the Cabinet Member for Finance. 2. That Cabinet provides delegated authority to the Head of Legal Services to approve and execute the Contract documentation for the appointment of the selected contractor.

1 Purpose of Report and Executive Summary

- 1.1 The Economic Development team alongside the appointed Project Managers, Campbell Reith, are undertaking a one stage tender process based on the most economically advantageous tender (MEAT) which will be evaluated on 60% price and 40% quality. The Contract is to provide the remediation and land raising works funded by the Housing Infrastructure Fund (HIF) and represents the final piece of capital works to bring forward the regeneration ambitions – to create a remediated and stable development platform that has been land raised out of flood plain.
- 1.2 This report summarises the procurement process and seeks Cabinet approval to provide delegated authority to officers, in consultation with Cabinet members for the approval and appointment of the recommended contractor. This report also seeks Cabinet approval to provide delegated authority to the Head of Legal Services to approve and execute the Contract documentation for the appointment of the selected contractor.

2 Background

- 2.1 In December 2018, Cabinet approved to enter into the Homes England Grant Determination Agreement (GDA) to provide £3.5 million HIF funding secured from Homes England to assist the delivery of the infrastructure improvements required to enable Phase 4 of the Queenborough and Rushenden regeneration scheme to be developed. This was increased in June 2019 to £5.1 million. In August 2019, a procurement waiver was approved to appoint Campbell Reith as the Project Manager's for the HIF works tender specification and contractor appointment process.
- 2.2 The HIF funded works contract was advertised in accordance with current contract standing orders, with interested parties asking to complete a standard Invitation to Tender. At the time of writing this report, the tender process has just commenced and so it is not known at the current time, how many compliant tenders will be received. However, all compliant submissions will be scored in accordance with the criteria explained in the tender document.
- 2.3 Due to the timescales associated with the HIF funding milestones and completion dates, we need to make an appointment to the successful contractor as soon as the procurement process has been completed and so are seeking a delegated authority to be made to the Head of Housing, Economy and Community Services in consultation with the Cabinet Member for Economy and Property and the Cabinet Member for Finance to finalise the appointment.
- 2.4 A full and robust scoring process will take place for all compliant tender submissions and the tenderer that submitted the most economically advantageous tender will be appointed. The panel will consist of the Economic Development Officer, the Project Manager from Campbell Reith plus the Senior Development Manager from Homes England.
- 2.5 It is anticipated that they contract for this element of the works will total circa £3.5million. Separate contracts will be procured in due course for the other specialist elements of the HIF funded works.

3 Proposals

- 3.1 That the Cabinet provides delegated authority for the appointment of the contractor to deliver the land raising and remediation contract currently being procured to the Head of Housing, Economy & Community Services in consultation with the Cabinet Member for Economy and Property and the Cabinet Member for Finance.
- 3.2 That Cabinet provides delegated authority to the Head of Legal Services to approve and execute the Contract documentation for the appointment of the selected contractor. Cabinet is requested to delegate authority to approve the proposal to enter into a contract with the successful tenderer for the durations of

the works, expected to be 18 months, with the option to extend the contract for up to a maximum of a further six months. These works are funded in full by the HIF funding, even if the contract extension is utilised.

4 Alternative Options

- 4.1 An alternative option would be to not provide delegated authority and require the appointment recommendation to be presented to the next available Cabinet meeting on 23 September. This option is not considered to be a suitable alternative due to the negative impact it would have on our ability to meet the milestones detailed within the HIF agreement and subsequently our ability to claim the full amount of funding required to deliver the works.

5 Consultation Undertaken or Proposed

- 5.1 Internal consultation has taken place with relevant colleagues in Legal, Procurement and Senior Management Team about the procurement and appointment process. There has also been ongoing dialogue with Homes England and we have a robust contract in place with Campbell Reith as Project Managers for this scheme.
- 5.2 Legal and Procurement colleagues will be required to approve all process and documentation prior to any agreements being signed or contracts issued.

6 Implications

Issue	Implications
Corporate Plan	The Queenborough and Rushenden Regeneration scheme is a key element of Delivering Regeneration within the current Corporate Plan and contributes to the delivery of major regeneration projects in the Borough to improve the appearance and facilities of our towns and villages. Supports the priority of supporting the right homes in the right places in line with the emerging Corporate Plan.
Financial, Resource and Property	Failing to deliver these works within the scope of the grant funding investment could impact on our ability to successfully claim the full amount of funds available which would then jeopardise the financial viability to deliver the remaining phases of the scheme.
Legal, Statutory and Procurement	Both Legal and Procurement have indicated that the proposals and all associated documents provided to date are acceptable. On receipt of further documentation, they will again be subject to review by colleague from the relevant service areas.
Crime and	None identified at this stage.

Disorder	
Environment and Sustainability	None identified at this stage.
Health and Wellbeing	None identified at this stage.
Risk Management and Health and Safety	Failing to secure this grant funding would put the future of the Queenborough and Rushenden Regeneration scheme at risk of failure through elongating the development timescales.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	All regulatory and legislative requirements associated with privacy and data protection are accounted for and met by utilising the council's procurement portal, Pro-Contract.

7 Appendices

None.

8 Background Papers

Background documents are held with the Economic Development department and are also held on the Council's e-procurement system. A copy of the Contract if approved will be executed as a deed and a copy will be held with our Legal department.

Cabinet Meeting	
Meeting Date	Wednesday 8 July 2020
Report Title	Visitor Economy Framework Action Plan
Cabinet Member	Cllr Monique Bonney, Cabinet Member for Economy and Property
SMT Lead	Emma Wiggins, Director Regeneration
Head of Service	Charlotte Hudson, Head of Housing, Economy and Community Services
Lead Officer	Lyn Newton, Economy and Community Services Manager
Key Decision	No
Classification	Open
Recommendations	1. To note the Visitor Economy Framework Action Plan and proposed consultation ahead of Cabinet endorsement in early autumn 2020

1 Purpose of Report and Executive Summary

- 1.1 This report highlights the Visitor Economy Framework Action Plan which draws on primary and secondary research commissioned through independent consultants including surveys with visitors and non-visitors. Additional information has been collated from internal Officer and external tourism, leisure and hospitality sector workshops. A separate appendix details all actions including identifying ongoing work alongside short, medium and long-term actions. The Visitor Economy Framework 2018-2023 was adopted by the Council in 2017 and a budget of up to £250,000 was allocated from the shared business rate pool of which £100,000 has been drawn down to date.
- 1.2 The Council now wishes to consult on the current action plan ahead of committing resources. The timing is critical as the visitor economy emerges from the pandemic into what government is describing as a ten-year road to recovery.

2 Background

- 2.1 The Visitor Economy Framework Action Plan drafted prior to Covid-19 'lockdown' meant that the industry planned consultation launch in April 2020 was delayed. The purpose of the meeting was to 'sense check' the document, agree shared priority actions and identify industry leads where possible. With the exception of a key meeting in March with Faversham Town Council, at which an agreement in principle was reached to work collaboratively including the commitment to supporting of the Visit Swale web portal, further progress has been delayed as staff have been redeployed to respond to Covid-19. It is now proposed to engage

the industry over the summer period whilst businesses have a phased return ahead of the Council formally adopting the Visitor Economy Framework Action Plan in September 2020 when planning will need to take place for a new 'norm' visitor season in 2021.

- 2.2 The planning will include the allocation of resources including the balance of up to £150,000 budget to priority actions to 2023.

2 Proposals

Following working with the Economic Improvement and Recovery sub-group it is proposed that the Visitor Economy Framework Action Plan is shared internally and externally over the summer period to gain commitment to partnership working and inform resource allocation moving forward. It will also be necessary to monitor government announcements through Visit England and Visit Kent to ensure that Swale is well placed to take advantage of any emerging recovery initiatives and funding opportunities which are at this stage unknown. The government has announced a ten-year recovery plan which starts with 'baby steps' but there is limited detail at this stage to support key decisions at the local, county or regional level. For the Visitor Economy Framework Action Plan to be a success it is essential that there is shared ownership across different stakeholder groups as well as Council service units. A period of consultation over the summer will give an opportunity to both 'sense check' the current action plan as well as build in any emerging opportunities should they arise over this same period.

4 Alternative Options

- 4.1 It is advised that to ensure a collaborative response to both sector recovery post-pandemic and to build partnership that the proposal as outlined is the preferred option to build sector confidence and longer-term economic stability and growth. To do nothing would not be a sensible approach in a post pandemic environment where the visitor economy sector has been crushed.

5 Consultation Undertaken or Proposed

- 5.1 The Visitor Economy Framework Action Plan has been developed through both an evidence base of research and surveys but also with internal and external workshops to begin a process of identifying and prioritising actions. It is now proposed to share internally and externally the key documentation to 'sense check' ahead of allocation of resources.

6 Implications

Issue	Implications
Corporate Plan	<p>Priorities have been identified from the emerging Corporate Plan</p> <p>Priority 1 Building the right homes in the right places and supporting quality jobs for all</p> <p>1.6 Implement the Visitor Economy Framework to increase investment, address new visitor demands and grow the value of the sector to the Swale economy</p> <p>Priority 2 Investing in our environment and responding positively to global challenges</p> <p>2.3 Establish a special projects fund to provide much needed investment in the Brough's public realm and open spaces</p> <p>2.4 Recognise and support the local heritage to give people pride in the place they live and boost the local tourism industry</p> <p>Priority 3 Tackling deprivation and creating equal opportunities for everyone</p> <p>3.5 Promote wellbeing and enjoyment of life by signposting and encouraging a wide range of sporting, cultural and other leisure activities appropriate and accessible to each age group</p>
Financial, Resource and Property	<p>When the Framework was first agreed in 2017, £250,000 of funding was allocated from the shared business rate pool. To date, £100,000 of that funding has been drawn down.</p> <p>This is an ambitious set of actions that the Council will not be able to fund. Delivery will be dependent upon funding from other bodies.</p>
Legal, Statutory and Procurement	<p>Work within the visitor economy sector is non-statutory. Individual actions and projects would be costed and are subject to normal procurement rules.</p>
Crime and Disorder	<p>At this stage there are no known crime and disorder implications</p>
Environment and Climate/Ecological Emergency	<p>The walking and cycling initiatives are likely to positively impact on air quality and reduce car emissions. Work to enhance open spaces should contribute to biodiversity net gains in addition to longer term improving air quality.</p>

Health and Wellbeing	Some project initiatives such as waling and cycling and other leisure activity will positively improve the individual's health and wellbeing as well as access to improved lifestyle choices through exercise, healthy eating and access to outdoor destinations (both free and paid for)
Risk Management and Health and Safety	At this stage there are no known risks, but individual projects and activities would be reviewed on a project by project basis
Equality and Diversity	At this stage, the Visitor Economy Framework Action Plan is too abstract with project ownership to be determined; where projects are to be taken forward by the Council an Equalities Impact Assessment will need to be undertaken
Privacy and Data Protection	There are no identified implications

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: (Swale Visitor Economy Framework Action Plan)
 - Appendix II: (Prioritised Actions)

8 Background Papers

None

Swale Visitor Economy Framework Action Plan

For this action plan to be a success it is essential that there is shared ownership across different stakeholder groups and council departments. It is therefore vital to establish a clear working structure right from the start; identifying resources, delivery responsibility and agreeing key milestones.

The following action plan has been developed based on a range of **primary and secondary research** as well as **consultations with cross-council departments and wider stakeholders** from across the borough. The plan builds on the first stage of work already carried out to deliver on the Visitor Economy Framework, taking into consideration the unique identity of individual areas but also the shared assets and challenges of the borough and wider destination. This work is also designed to support wider placemaking objectives and we recommend that you use the extensive research to update the existing resources and inform future strategies.

Placemaking

Creating a strong framework which will support growth of the Visitor Economy in Swale has benefits beyond providing experiences for tourists, improving the attractiveness of the place not just to visitors but also residents, investors and incoming skilled workers. The Visitor Economy Framework should sit at the heart of a wider placemaking strategy, incorporating stakeholders from wider sectors, supporting inward investment and skills development.

Investment in visitor infrastructure provides resources that help to build strong communities, improving civic pride and supporting social inclusion. Furthermore, the Visitor Economy Framework can support the transformation of public spaces, enhancing community assets and providing a new focus for problem areas. Developing the visitor offer has also been proven to be a catalyst for the transformation of the high street and creating vibrant places by helping to capitalise on the growing trend for experiences and improving the dining and evening economy offer. Delivering the actions within this document, which supports the work already carried out by the Visit Swale team, will have a wider impact on how people perceive Swale.

The internal workshop helped us to ensure that the action plan reflects current local authority priorities such as the Climate Change and Ecological Emergency with a focus on sustainable tourism and aligns with interrelated strategies such as the Heritage and Cycling & walking Strategies.

A significant amount of both primary and secondary research has been carried out to ensure that the framework responds to the needs of visitors and changing visitor trends. While consultation with departments across Swale Borough Council means that the actions will support wider council strategies and objectives.

The action plan has been structured into six workstreams which address the destination challenges defined by the research, while also aligning with wider council priorities.

1. Branding & identity
2. Business support and partnerships
3. Product quality and development
4. Transport & public realm
5. Community engagement
6. Tactical marketing

The workstreams have emerged from the following six overarching destination challenges that were identified as part of the research and further tested in the workshops. For more details about each challenge, please consult Appendix 1.

1. Shift visitors' perceptions of the area and increase awareness of the product offering.
2. Give visitors a reason to stay longer and spend more.
3. Respond to visitor engagement with online and social content.
4. Give visitors a reason to visit outside of the summer season.
5. Develop the visitor experience by creating packages and experiences.
6. Persuade visitors to travel beyond London.

Visitor Economy Framework

The table below provides an overview of the workstreams and the headline actions. This must be read in conjunction with the specific deliverables which have been informed by research and are detailed across the following pages.

Overarching Destination Challenges					
Placemaking					
Workstream 1	Workstream 2	Workstream 3	Workstream 4	Workstream 5	Workstream 6
Branding & identity	Business support & partnerships	Product quality & development	Transport & public Realm	Community engagement	Tactical marketing
<ul style="list-style-type: none"> ➤ Review and embed destination identity for towns ➤ Improve destination video and photography ➤ Develop destination brand and increase awareness ➤ Improve engagement on social media channels ➤ Develop destination content bank ➤ Refresh on-brand visitor materials 	<ul style="list-style-type: none"> ➤ Respond to changing visitor needs ➤ Develop business training programme ➤ Increase cross-promotion between businesses ➤ Increase cross-sector collaboration ➤ Increase regional collaboration 	<ul style="list-style-type: none"> ➤ Grow experiential product ➤ Develop water activities ➤ Improve quality of accommodation ➤ Develop out of season events ➤ Showcase local food, drink & produce better ➤ Develop walking and cycling offer ➤ Develop sustainable tourism offer ➤ Improve coastline, sea front and estuary offer 	<ul style="list-style-type: none"> ➤ Improve cycling infrastructure ➤ Improve disability access ➤ Improve visitor facilities and signage ➤ Improve landscaping and green spaces ➤ Develop integrated transport and smart ticketing solutions ➤ Improve coach parking 	<ul style="list-style-type: none"> ➤ Uncover and tell real stories ➤ Curate special offers for residents ➤ Integrated communication strategy for residents 	<ul style="list-style-type: none"> ➤ Define and segment comms channels by key target markets ➤ Develop campaigns with regional partners ➤ Develop out of season campaigns ➤ Local campaign ➤ Develop overnight-stays campaign ➤ Partner with relevant influencers
Measuring Results					
Resource					

Measurement and reporting

These actions have been developed to be specific, measurable and achievable with realistic timelines. The suggested timescales we have used are:

- Short term – up to 1 year
- Medium term – 2-3 year
- Long term – up 5 years

Establishing clear metrics by which to measure growth in the visitor economy is vital. Swale Borough Council currently commissions the Cambridge Model Economic Impact Study every two years. Continuing to commission the Economic Impact Study, will provide a comparable set of data on changes in visitor economy.

In addition, this District level data can be aligned to other performance indicators such as digital reach, engagement and subscribers, additional spend from marketing campaign evaluation. Other indicators of success could include growth in engaged partners for Visit Swale and initiatives outlined below including online platforms selling experiences and Gourmet Garden Trails, event footfall counters, day visitor dwell time based on car park ticketing and increased use of coach parking facilities. Destination visitor research should be carried out a minimum of every five years, particularly if regeneration and destination development work has taken place as this will provide a measurement of changing perceptions.

Resource and funding

The following Action Plan is based on a partnership delivery structure. As many of the actions align with wider council priorities and initiatives, any resource or funding required from within the council may be allocated according to the priority function.

Responsibilities for actions also sits with the private sector, with some actions delivered by businesses within the Swale district as well as partner organisations across the county. This is why it's essential that businesses and organisations involved in the development and listed as delivery partners are actively engaged and take shared ownership of the plan. By exploring partnership working opportunities for delivery of large-scale projects, there can be the added benefits of economies of scale, shared expertise and leveraging additional funding streams.

Individual businesses have had some success in accessing funding through schemes such as LEADER and LOCASE. Work should be done to identify new funding streams and promoting them to the right businesses to maximise the benefit for the area.

Workstream 1: Branding & Identity

Deliverable	Destination Challenges	Delivery Timescale	Delivery partners	Location
1. Review and embed destination identity for towns 1.1. Refresh destination stories based on new visitor insights 1.2. Disseminate visitor research town dashboards 1.3. Create pen portraits of product audit for each destination 1.4. Create pen portraits of key audience of each destination 1.5. Identify destination brand ambassador(s) for each town 1.6. Dedicated presence for each town on Visit Swale website with clear user journey and avoiding duplication	1,3	Short term	Swale Borough Council - Visit Swale, Town Councils, Visit Kent	Faversham, Isle of Sheppey, Sittingbourne
2. Improve destination video & photography 2.1. Refresh and build-upon existing image library and conduct gap analysis 2.2. Following gap analysis, commission new destination imagery and video content by audience and theme to build on existing image library	1,3	Short / Medium term	Swale Borough Council - Visit Swale, Businesses, Colleges, Photography Clubs	Swale
3. Develop destination branding and increase awareness 3.1. Assess if a full destination branding exercise is required to support visitor economy as well as wider placemaking 3.2. Create destination brand guidelines document 3.3. Develop a destination PR strategy	1,3	Short /Medium term	Swale Borough Council - Visit Swale, Communications, Economic Development	Swale
4. Improve engagement on social media channels 4.1. Create social media guidelines, including key messages, hashtags and tone of voice for each channel 4.2. Map audience and best team within Swale Borough Council to deliver each channel	1,3	Short term	Swale Borough Council - Visit Swale, Communications	Swale

<ul style="list-style-type: none"> 4.3. Launch Visit Swale Instagram account for visitor focused messages 4.4. Launch Swale Borough Council LinkedIn business account for business engagement messages 4.5. Once in place, add Instagram feed to Visit Swale website 4.6. Create 3 or 4 locations for Instagram suitable photography within public realm 4.7. Work with local social media influencers, photographers and bloggers 4.8. Set up a working group with key partner businesses and organisations to support key social media content themes including shared hashtags e.g. gardens, food, history etc. 4.9. Incorporate user generated content onto channels 4.10. Create agreed plan for sharing content on Visit Swale channels from town-led organisation channels e.g. Visit Faversham 4.11. Create opportunities for user engagement such as voting/polls 				
<p>5. Develop destination content bank</p> <ul style="list-style-type: none"> 5.1. Continue to develop Visit Swale content authors group 5.2. Create quarterly content plan with seasonal, local and national themes 5.3. Set up streamlined process for businesses to submit content 5.4. Set up content bank with generic sample copy 	1,3	Ongoing	Swale Borough Council - Visit Swale, Communications, Businesses	Swale
<p>6. Refresh on-brand visitor materials</p> <ul style="list-style-type: none"> 6.1. Maintain regular updates to the Swale Visitor Map 6.2. Explore opportunities for commercial funding of the Swale Visitor Map 6.3. Map current distribution channels for the Swale Visitor Map 	1	Short term	Swale Borough Council – Visit Swale	

Workstream 2: Business support & partnerships

Deliverable	Destination Challenges	Delivery Timescale	Delivery partners	Location
1. Respond to changing visitor needs 1.1. Review of business opening times and recommendations based on visitor behaviour and footfall 1.2. Businesses to build partnerships with accommodation providers, with a focus on holiday park owners to encourage wider dispersal of visitors and increase spend 1.3. Improve visitor welcome from businesses with specific destination welcome training.	2,4	Medium term	Businesses, Visit Swale	Swale
2. Develop business training programme 2.1. Digital Experience Platform Training i.e. Airbnb Experiences / TripAdvisor 2.2. Welcome Walkers Training 2.3. Content Curation for Social Media training 2.4. SEO & Google Maps Training 2.5. Accessibility training 2.6. Destination welcome training 2.7. Online Profile and Reviews training 2.8. Self-catering quality development training	4,6	Short term	Visit Swale	Swale
3. Increase cross-promotion between businesses 3.1. Businesses to utilise Visit Swale fam trips 3.2. Annual networking and leaflet swap event 3.3. Update and raise awareness of the business toolkit to include imagery, copy, Swale Visitor Map pdf and links that businesses can use to promote other local businesses and events on their own channels 3.4. Raise awareness of business toolkit and wider Swale Borough Council B2B support tools 3.5. Encourage attractions to include links to nearby accommodation on their websites.	1,2,5	Short / Medium term	Businesses, Visit Swale, Historic Swale, Produced in Kent, Explore Kent, Wheels of Time	Swale

<p>3.6. Encourage accommodation providers to list nearby attractions on their websites.</p> <p>3.7. Increase engagement with and between tourism businesses through communications on LinkedIn</p>				
<p>4. Increase cross-sector collaboration</p> <p>4.1. Build relationships with local producers and create local supplier list for businesses</p> <p>4.2. Develop links with local artist networks such as artists' open houses and connect with other businesses/projects</p> <p>4.3. Encourage businesses to get involved with the 'Great for Art' Homes pilot as part of England's Creative Coast</p> <p>4.4. Encourage businesses to get involved with England's Coastal Path project</p> <p>4.5. Work with retail and market traders to engage with events, incorporate more local products and experiences</p> <p>4.6. Create best practice case studies of cross-sector partnerships for each sector</p>	<p>2,5</p>	<p>Medium term</p>	<p>Businesses, Produced in Kent, East Kent Artists' Open Houses, Market Traders, Visit Kent, Natural England – England's Coastal Path, Artists, Residents</p>	<p>Swale</p>
<p>5. Increase regional collaboration</p> <p>5.1. Set up a collaboration network with neighbouring destinations</p> <p>5.2. Develop regional and thematic itineraries with partners</p> <p>5.3. Participate in partnership working groups to benefit from the Dickens 150 anniversary and highlight Dickens connections across Swale</p> <p>5.4. Ensure that Visit Swale messaging aligns with the "Visitor First" regional approach</p> <p>5.5. Build stronger relationships with transport providers to ensure Swale destinations are profiled on their channels</p> <p>5.6. Support a county-wide bid in for tourism zone status to address barriers to growth</p>	<p>1,2,5,6</p>	<p>Medium term</p>	<p>Visit Swale, Visit Kent, Medway Council, Gravesham Borough Council, Visit Canterbury, Quality Bus Partnership, Joint Transportation Board, Kent Highways</p>	<p>Swale</p>

Workstream 3: Product quality & development

Deliverable	Destination Challenges	Delivery Timescale	Delivery partners	Location
1. Grow experiential product 1.1. Businesses and organisations to identify opportunities for delivering visitor experiences, including fossil hunting, scorpion hunting, sea glass craft, archaeological dig experiences, beach and forest schools 1.2. Develop suitable booking processes for experiences 1.3. Case studies with businesses already delivering experiences through digital experiences platforms	1,2,5,6	Medium term	Businesses, Visit Swale, Visit Kent, Historic Swale, Residents	Swale
2. Develop water activities 2.1. Work with Yacht Club, Sailing Club, Barge Museum and Rowing Club to develop visitor offer 2.2. Identify a provider to hire SUPs, Sea Kayaks, Wind surfing and Kite boarding 2.3. Raise awareness of wild and outdoor swimming offer including blue flag beaches and Faversham lido with outdoor swimming groups and triathlons 2.4. Work with boat tour providers to further develop tours to Maunsell Sea Forts from Queenborough, seal watching as well as photography and art tours 2.5. Explore the possibility of reopening ferry link from mainland to the Isle of Harty 2.6. Install mooring posts at Milton Creek	4,5,6	Long term	Swale Borough Council, Businesses, Visit Swale	Swale
3. Improve quality of accommodation 3.1. Work with landowners / tenants to support diversification into high quality visitor accommodation 3.2. Encourage more high-quality glamping and sustainable accommodation products 3.3. Actively encourage development of a high quality / boutique hotel through the local plan and identifying suitable sites	2,5	Long term	Swale Borough Council - Planning, Visit Swale, Locate in Kent, Visit Kent	Swale

<p>3.4. Work with Visit Kent and Locate in Kent to target suitable hotel developers working within the local plan</p> <p>3.5. Deliver training to support all accommodation providers to improve the standard of quality with a focus on self-catering businesses</p>				
<p>4. Develop out of season events</p> <p>4.1. Create Swale event calendar as a planning resource for businesses</p> <p>4.2. Identify gaps in the calendar for new out of season events</p> <p>4.3. Identify themes and audiences for new events based on destination identity</p> <p>4.4. Ensure that event seed funding to support organisations looking to set up a new event or expand an existing one is part of any future community grant scheme</p>	<p>1,4,6</p>	<p>Medium / Long term</p>	<p>Businesses, Visit Swale, Swale Borough Council</p>	<p>Swale</p>
<p>5. Showcase local food, drink and produce better</p> <p>5.1. Hospitality businesses to develop local produce menus</p> <p>5.2. Create field to fork narrative for each local producer with food miles information</p> <p>5.3. Develop more food and drink experiences</p> <p>5.4. Increase number of businesses involved in Gourmet Garden Trails and Kent Food Trails</p>	<p>1,2,6</p>	<p>Short / Medium term</p>	<p>Businesses, Produced in Kent, Visit Kent, Visit Swale</p>	<p>Swale</p>
<p>6. Develop walking & cycling offer</p> <p>6.1. Promote the three walking and cycling ‘Wildlife and Heritage Trails’ linking Coast to Downs in Swale, developed through the Interreg Experience project</p> <p>6.2. Develop product around England’s Coastal Path</p> <p>6.3. Develop baggage transfer connections</p> <p>6.4. Businesses to review the suitability of their offer/product for the walking and cycling market</p> <p>6.5. Increase number of water bottle refill locations on refill.org</p> <p>6.6. Secure a bike hire provider to deliver bike hire app</p>	<p>2,5,6</p>	<p>Medium term</p>	<p>Businesses, Kent Downs AONB, Sustrans, Explore Kent, CyclingUK, Local Rambler Associations, Natural England – England’s Coastal Path, Visit Swale</p>	<p>Swale</p>

<p>6.7. Commission cycling and walking maps for Sittingbourne</p> <p>6.8. Promote walking and cycling routes through national networks accessed by local rambler associations</p>				
<p>7. Develop sustainable tourism offer</p> <p>7.1. Curate content around eco-accommodation, low impact experiences and locally sourced produce</p> <p>7.2. Create a sustainable tourism toolkit to support businesses to be more environmentally friendly and showcase their credentials better</p> <p>7.3. Work with environmental and conservation organisations to develop new volunteering experiences</p> <p>7.4. Encourage more electric vehicle charging points at tourism businesses and identify potential funding sources.</p>	<p>4,5,6</p>	<p>Medium term</p>	<p>Visit Swale, Businesses, Visit Kent, Kent Downs AONB, Kent Wildlife Trust, Kent County Council</p>	<p>Swale</p>
<p>8. Improve coastline, sea front and estuary offer</p> <p>8.1. Work with local artists and community to continue development of the art offering on the sea wall</p> <p>8.2. Encourage quality hospitality providers and concessions in sea front areas through planning policy</p> <p>8.3. Review planning and licencing policies to ensure support for the development of quality hospitality providers with economic benefit for the local area</p> <p>8.4. Install beach huts with online booking</p>	<p>1,2,5,6</p>	<p>Medium / Long term</p>	<p>Swale Borough Council - Planning, Economic Development, Businesses, Town and Parish Councils, Natural England – England’s Coastal Path, Visit Swale</p>	<p>Swale</p>

Workstream 4: Transport & Public Realm

Deliverable	Destination Challenges	Delivery Timescale	Delivery partners	Location
<p>1. Improve cycling infrastructure</p> <p>1.1. Provide feedback to Sustrans on technical Town Audits (Sheerness and Faversham) and agree priorities for delivery</p> <p>1.2. Await outcome of bid for funding to create Sittingbourne walking and cycling map with Explore Kent</p> <p>1.3. More facilities at accommodation such as cycle storage, drying rooms and water refills</p> <p>1.4. Through Interreg Experience, develop three enhanced “green routes” for walking and cycling ‘Wildlife and Heritage Trails’ linking Coast to Downs in Swale</p>	1,4,5,6	Medium / Long term	Swale Borough Council, Kent Downs AONB, Explore Kent, Kent Count Council, Town and Parish Councils, Visit Swale	Swale
<p>2. Improve disabled access</p> <p>2.1. Develop accessible seafront walk</p> <p>2.2. Have key venues, including historical attractions, audited by Access-able</p> <p>2.3. Deliver audits of public seating and map gaps in provision</p> <p>2.4. Deliver audits of accessible toilets and changing spaces and map gaps in provision</p> <p>2.5. Improve public transport accessibility</p>	2,4	Long term	Swale Borough Council, Town Councils, Visit Swale, Historic Swale, Businesses, Tenants, Southeastern, Arriva, Stagecoach	Swale
<p>3. Improve visitor facilities and signage</p> <p>3.1. Deliver audit of public toilet facilities (location, opening times, standard of facilities, accessibility, user costs etc) in key attraction/event areas including the seafront</p> <p>3.2. Establish a Community Toilet Scheme and promote the Use Our Loos app to support additional provision</p> <p>3.3. Deliver audit of retail in each town and map gaps in provision of outlets of visitor interest.</p> <p>3.4. Wayfinding audit of signage and identify any gaps</p>	1,2	Medium term	Swale Borough Council, Town and Parish Councils, Visit Swale, Kent Highways, Businesses	Swale

<p>4. Improve landscaping & green spaces</p> <p>4.1. Increase tree planting in public areas</p> <p>4.2. Create 3 or 4 locations for Instagram suitable photography within public realm</p> <p>4.3. Conduct audit of picnic and seating areas in visitor locations including town centres and identify gaps in provision or quality</p> <p>4.4. Encourage businesses/retailers to install/improve their own floral/garden displays where appropriate. Focus on key event themes e.g. Hop Festival, Hanami etc</p> <p>4.5. Include “How to guides” on green space development on the Visit Swale business toolkit</p>	<p>1</p>	<p>Medium term</p>	<p>Swale Borough Council, Town and Parish Councils, Businesses, Swale in Bloom, Visit Swale</p>	<p>Swale</p>
<p>5. Integrated transport & smart ticketing solutions</p> <p>5.1. Map visitor transport routes including provider, length of time and cost.</p> <p>5.2. Continue to raise awareness of the Kent Connected app to visitors</p> <p>5.3. Promote plus bus ticket options where last mile is a challenge</p> <p>5.4. Work with Arriva on review of Isle of Sheppey</p> <p>5.5. Work with Arriva and Southeastern on joint ticketing</p> <p>5.6. Explore opportunity for reopening the ferry link from Harty to Faversham</p> <p>5.7. Continue work with boat provider to deliver water ferry/taxi service from Queenborough to Medway and Southend</p> <p>5.8. Scope infrastructure requirements for continuing long-term ferry link with Southend</p> <p>5.9. Set up network of businesses to develop packages and experiences around the Queenborough ferry service</p>	<p>2,6</p>	<p>Medium / Long term</p>	<p>Arriva, Stagecoach, Southeastern, Swale Borough Council, Kent Connected, Kent Highways, Queenborough Harbour Trust, Businesses, Visit Swale</p>	<p>Swale</p>

<p>6. Improve coach parking</p> <p>6.1. Option review of potential coach parking sites across public car parks including capacity, facilities, cost and opening times</p> <p>6.2. Review opportunity for businesses that could provide coach parking space and facilities</p> <p>6.3. Once secured, ensure all suitable coach parks are updated on Visit Kent trade hub</p>	<p>2,4</p>	<p>Medium term</p>	<p>Swale Borough Council, Town Councils, Visit Swale, Visit Kent, Kent Highways, Businesses</p>	<p>Swale</p>
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Workstream 5: Community engagement

Deliverable	Destination Challenges	Delivery Timescale	Delivery partners	Location
1. Uncover and tell real stories 1.1. Develop “People Like Me” campaign featuring content from local residents 1.2. Encourage residents to share their favourite places/hidden gems via social media and groups	1,2,3,6	Medium term	Visit Swale, Local residents, Communications	Swale
2. Curate special offers for residents 2.1. Encourage business and local resident engagement with Kent Big Weekend and Heritage Open days 2.2. Develop town apps for businesses to offer residents incentives and offers	1,3,4	Short / medium term	Businesses, Visit Swale, Town Council, Visit Faversham, Faversham Traders Association	Swale
3. Integrated communication strategy for residents 3.1. Review all resident and business communication channels managed by the council 3.2. Map opportunities for sharing relevant tourism messages on wider Swale Borough Council communication channels	1,3,4	Short term	Swale Borough Council - Visit Swale, Communications	Swale

Workstream 6: Tactical marketing

Deliverable	Destination Challenges	Delivery Timescale	Delivery partners	Location
1. Define and segment comms channels by key target markets 1.1. Map all Swale Borough Council comms channels and partner channels by audience 1.2. Use the product audit to align against target audience 1.3. Create an audience and style guide for each channel 1.4. Ensure alignment with PR strategy	3	Short term	Visit Swale, Swale Borough Council, Visit Kent, Communications team	Swale
2. Develop campaigns with regional partners 2.1. Maritime links 2.2. Heritage links 2.3. Food & drink links 2.4. Film locations 2.5. Suitable businesses to participate in Discover England Fund campaign, Gourmet Garden Trails 2.6. Suitable businesses to participate in Discover England Fund campaign, England's Creative Coast	1,2,3,4,5,6	Short / Medium term	Businesses, Visit Swale, Visit Kent, other councils	Swale
3. Develop out of season campaigns 3.1. Build on “dog friendly” website feature content and develop campaign 3.2. Build on “Back to nature - nearest faraway place” website feature content and develop campaign 3.3. Build on “Hidden gems” website feature content and develop campaign 3.4. Build on “Food & Drink” website feature content and develop campaign	1,2,3,4,6	Medium term	Visit Swale, Visit Kent, Visit Faversham, Businesses	Swale
4. Local campaign 4.1. Deliver local campaign on suitable residents’ channels using “people like me” content and recommendations e.g. residents’ groups, newsletters	1,2,3,4	Medium term	Visit Swale, Swale Borough Council Comms, Visit Kent	Swale

4.2. Encourage residents to participate in Kent Big Weekend and Heritage Open Days				
5. Develop overnight-stays campaign 5.1. Develop digital marketing campaign including competition in partnership with attractions and accommodation providers. 5.2. Feature good quality and “quirky” accommodation on social media channels 5.3. Include accommodation suggestions in all inspirational content featured on Visit Swale website 5.4. Incorporate into wider PR strategy	2,4,6	Medium term	Visit Swale, businesses, Visit Kent	Swale
6. Partner with relevant influencers 6.1. Identify suitable influencers based on audience 6.2. Confirm partnerships to support out of season campaign themes 6.3. Continue to utilise TravMedia network 6.4. Incorporate into wider PR strategy	1,3,4,6	Medium term	Visit Swale, Visit Faversham, Visit Kent, Communications	Swale

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Appendix II

Visitor Economy Framework Action Plan (prioritisation of actions)

ONGOING ACTIVITY

Develop destination content bank

- 5.1. Continue to develop Visit Swale content authors group
- 5.2. Create quarterly content plan with seasonal, local and national themes
- 5.3. Set up streamlined process for businesses to submit content
- 5.4. Set up content bank with generic sample copy

Improve cycling infrastructure

- 1.1. Provide feedback to Sustrans on technical Town Audits (Sheerness and Faversham) and agree priorities for delivery
- 1.2. Await outcome of bid for funding to create Sittingbourne walking and cycling map with Explore Kent
- 1.3. More facilities at accommodation such as cycle storage, drying rooms and water refills
- 1.4. Through Interreg Experience, develop three enhanced "green routes" for walking and cycling 'Wildlife and Heritage Trails' linking Coast to Downs in Swale

Develop walking & cycling offer

- 6.1. Promote the three walking and cycling 'Wildlife and Heritage Trails' linking Coast to Downs in Swale, developed through the Interreg Experience project
- 6.2. Develop product around England's Coastal Path
- 6.3. Develop baggage transfer connections
- 6.4. Businesses to review the suitability of their offer/product for the walking and cycling market
- 6.5. Increase number of water bottle refill locations on refill.org
- 6.6. Secure a bike hire provider to deliver bike hire app

SHORT TERM ACTIONS

1. Review and embed destination identity for towns

- 1.1. Refresh destination stories based on new visitor insights
- 1.2. Disseminate visitor research town dashboards
- 1.3. Create pen portraits of product audit for each destination
- 1.4. Create pen portraits of key audience of each destination
- 1.5. Identify destination brand ambassador(s) for each town
- 1.6. Dedicated presence for each town on Visit Swale website with clear user journey and avoiding duplication

4. Improve engagement on social media channels

- 4.1. Create social media guidelines, including key messages, hashtags and tone of voice for each channel
- 4.2. Map audience and best team within Swale Borough Council to deliver each channel
- 4.3. Launch Visit Swale Instagram account for visitor focused messages
- 4.4. Launch Swale Borough Council LinkedIn business account for business engagement messages
- 4.5. Once in place, add Instagram feed to Visit Swale website
- 4.6. Create 3 or 4 locations for Instagram suitable photography within public realm
- 4.7. Work with local social media influencers, photographers and bloggers
- 4.8. Set up a working group with key partner businesses and organisations to support key social media content themes including shared hashtags e.g. gardens, food, history etc.
- 4.9. Incorporate user generated content onto channels

- 4.10. Create agreed plan for sharing content on Visit Swale channels from town-led organisation channels e.g. Visit Faversham
- 4.11. Create opportunities for user engagement such as voting/polls

6. Refresh on-brand visitor materials

- 6.1. Maintain regular updates to the Swale Visitor Map
- 6.2. Explore opportunities for commercial funding of the Swale Visitor Map
- 6.3. Map current distribution channels for the Swale Visitor Map

2. Develop business training programme

- 2.1. Digital Experience Platform Training i.e. Airbnb Experiences / TripAdvisor
- 2.2. Welcome Walkers Training
- 2.3. Content Curation for Social Media training
- 2.4. SEO & Google Maps Training
- 2.5. Accessibility training
- 2.6. Destination welcome training
- 2.7. Online Profile and Reviews training
- 2.8. Self-catering quality development training

SHORT-MEDIUM TERM ACTIONS

2. Improve destination video & photography

- 2.1. Refresh and build-upon existing image library and conduct gap analysis
- 2.2. Following gap analysis, commission new destination imagery and video content by audience and theme to build on existing image library

- 3. Develop destination branding and increase awareness**
- 3.1. Assess if a full destination branding exercise is required to support visitor economy as well as wider placemaking
- 3.2. Create destination brand guidelines document
- 3.3. Develop a destination PR strategy

Increase cross-promotion between businesses

- 3.1. Businesses to utilise Visit Swale fam trips
- 3.2. Annual networking and leaflet swap event
- 3.3. Update and raise awareness of the business toolkit to include imagery, copy, Swale Visitor Map pdf and links that businesses can use to promote other local businesses and events on their own channels
- 3.4. Raise awareness of business toolkit and wider Swale Borough Council B2B support tools
- 3.5. Encourage attractions to include links to nearby accommodation on their websites.

Showcase local food, drink and produce better

- 5.1. Hospitality businesses to develop local produce menus
- 5.2. Create field to fork narrative for each local producer with food miles information
- 5.3. Develop more food and drink experiences
- 5.4. Increase number of businesses involved in Gourmet Garden Trails and Kent Food Trails

Develop out of season campaigns

- 3.1. Build on “dog friendly” website feature content and develop campaign
- 3.2. Build on “Back to nature - nearest faraway place” website feature content and develop campaign
- 3.3. Build on “Hidden gems” website feature content and develop campaign
- 3.4. Build on “Food & Drink” website feature content and develop campaign

Local campaign

- 4.1. Deliver local campaign on suitable residents' channels using "people like me" content and recommendations e.g. residents' groups, newsletters
- 4.2. Encourage residents to participate in Kent Big Weekend and Heritage Open Days

MEDIUM TERM

Respond to changing visitor needs

- 1.1. Review of business opening times and recommendations based on visitor behaviour and footfall
- 1.2. Businesses to build partnerships with accommodation providers, with a focus on holiday park owners to encourage wider dispersal of visitors and increase spend
- 1.3. Improve visitor welcome from businesses with specific destination welcome training.

Increase cross-sector collaboration

- 4.1. Build relationships with local producers and create local supplier list for businesses
- 4.2. Develop links with local artist networks such as artists' open houses and connect with other businesses/projects
- 4.3. Encourage businesses to get involved with the 'Great for Art' Homes pilot as part of England's Creative Coast
- 4.4. Encourage businesses to get involved with England's Coastal Path project
- 4.5. Work with retail and market traders to engage with events, incorporate more local products and experiences
- 4.6. Create best practice case studies of cross-sector partnerships for each sector

Increase regional collaboration

- 5.1. Set up a collaboration network with neighbouring destinations
- 5.2. Develop regional and thematic itineraries with partners
- 5.3. Participate in partnership working groups to benefit from the Dickens 150 anniversary and highlight Dickens connections across Swale
- 5.4. Ensure that Visit Swale messaging aligns with the "Visitor First" regional approach
- 5.5. Build stronger relationships with transport providers to ensure Swale destinations are profiled on their channels
- 5.6. Support a county-wide bid in for tourism zone status to address barriers to growth

Grow experiential product

- 1.1. Businesses and organisations to identify opportunities for delivering visitor experiences, including fossil hunting, scorpion hunting, sea glass craft, archaeological dig experiences, beach and forest schools
- 1.2. Develop suitable booking processes for experiences
- 1.3. Case studies with businesses already delivering experiences through digital experiences platforms

Develop sustainable tourism offer

- 7.1. Curate content around eco-accommodation, low impact experiences and locally sourced produce
- 7.2. Create a sustainable tourism toolkit to support businesses to be more environmentally friendly and showcase their credentials better
- 7.3. Work with environmental and conservation organisations to develop new volunteering experiences
- 7.4. Encourage more electric vehicle charging points at tourism businesses and identify potential funding sources.

Improve visitor facilities and signage

- 3.1. Deliver audit of public toilet facilities (location, opening times, standard of facilities, accessibility, user costs etc) in key attraction/event areas including the seafront
- 3.2. Establish a Community Toilet Scheme and promote the Use Our Loos app to support additional provision
- 3.3. Deliver audit of retail in each town and map gaps in provision of outlets of visitor interest.
- 3.4. Wayfinding audit of signage and identify any gaps

Improve landscaping & green spaces

- 4.1. Increase tree planting in public areas
- 4.2. Create 3 or 4 locations for Instagram suitable photography within public realm
- 4.3. Conduct audit of picnic and seating areas in visitor locations including town centres and identify gaps in provision or quality
- 4.4. Encourage businesses/retailers to install/improve their own floral/garden displays where appropriate. Focus on key event themes e.g. Hop Festival, Hanami etc
- 4.5. Include "How to guides" on green space development on the Visit Swale business toolkit

Improve coach parking

- 6.1. Option review of potential coach parking sites across public car parks including capacity, facilities, cost and opening times
- 6.2. Review opportunity for businesses that could provide coach parking space and facilities
- 6.3. Once secured, ensure all suitable coach parks are updated on Visit Kent trade hub

Uncover and tell real stories

- 1.1. Develop "People Like Me" campaign featuring content from local residents
- 1.2. Encourage residents to share their favourite places/hidden gems via social media and groups

Develop overnight-stays campaign

- 5.1. Develop digital marketing campaign including competition in partnership with attractions and accommodation providers.
- 5.2. Feature good quality and "quirky" accommodation on social media channels
- 5.3. Include accommodation suggestions in all inspirational content featured on Visit Swale website
- 5.4. Incorporate into wider PR strategy

Partner with relevant influencers

- 6.1. Identify suitable influencers based on audience
- 6.2. Confirm partnerships to support out of season campaign themes
- 6.3. Continue to utilise TravMedia network
- 6.4. Incorporate into wider PR strategy

MEDIUM - LONG TERM ACTIONS

Develop out of season events

- 4.1. Create Swale event calendar as a planning resource for businesses
- 4.2. Identify gaps in the calendar for new out of season events
- 4.3. Identify themes and audiences for new events based on destination identity
- 4.4. Ensure that event seed funding to support organisations looking to set up a new event or expand an existing one is part of any future community grant scheme

Improve coastline, sea front and estuary

- 8.1. Work with local artists and community to continue development of the art offering on the sea wall

- 8.2. Encourage quality hospitality providers and concessions in sea front areas through planning policy
- 8.3. Review planning and licencing policies to ensure support for the development of quality hospitality providers with economic benefit for the local area
- 8.4. Install beach huts with online booking

Integrated transport & smart ticketing solutions

- 5.1. Map visitor transport routes including provider, length of time and cost.
- 5.2. Continue to raise awareness of the Kent Connected app to visitors
- 5.3. Promote plus bus ticket options where last mile is a challenge
- 5.4. Work with Arriva on review of Isle of Sheppey
- 5.5. Work with Arriva and Southeastern on joint ticketing
- 5.6. Explore opportunity for reopening the ferry link from Harty to Faversham
- 5.7. Continue work with boat provider to deliver water ferry/taxi service from Queenborough to Medway and Southend
- 5.8. Scope infrastructure requirements for continuing long-term ferry link with Southend
- 5.9. Set up network of businesses to develop packages and experiences around the Queenborough ferry service

LONG TERM

Develop water activities

- 2.1. Work with Yacht Club, Sailing Club, Barge Museum and Rowing Club to develop visitor offer
- 2.2. Identify a provider to hire SUPs, Sea Kayaks, Wind surfing and Kite boarding
- 2.3. Raise awareness of wild and outdoor swimming offer including blue flag beaches and Faversham lido with outdoor swimming groups and triathlons
- 2.4. Work with boat tour providers to further develop tours to Maunsell Sea Forts from Queenborough, seal watching as well as photography and art tours
- 2.5. Explore the possibility of reopening ferry link from mainland to the Isle of Harty
- 2.6. Install mooring posts at Milton Creek

Improve quality of accommodation

- 3.1. Work with landowners / tenants to support diversification into high quality visitor accommodation
- 3.2. Encourage more high-quality glamping and sustainable accommodation products
- 3.3. Actively encourage development of a high quality / boutique hotel through the local plan and identifying suitable sites
- 3.4. Work with Visit Kent and Locate in Kent to target suitable hotel developers working within the local plan
- 3.5. Deliver training to support all accommodation providers to improve the standard of quality with a focus on self-catering businesses

Improve disabled access

- 2.1. Develop accessible seafront walk
- 2.2. Have key venues, including historical attractions, audited by Access-able
- 2.3. Deliver audits of public seating and map gaps in provision
- 2.4. Deliver audits of accessible toilets and changing spaces and map gaps in provision
- 2.5. Improve public transport accessibility

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+Cabinet Meeting	
Meeting Date	8 July 2020
Report Title	Declaration of 2 new Air Quality Management Areas
Cabinet Member	Cllr Tim Valentine, Cabinet Member for Environment
SMT Lead	Nick Vickers, Chief Financial Officer
Head of Service	Tracey Beattie, Mid Kent Environmental Health Manager
Lead Officer	Julie Oates, Environment Protection Team Leader
Key Decision	Non-Key
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. To declare a new Air Quality Management Area (AQMA) at Keycol Hill for nitrogen dioxide. 2. To declare an AQMA for particulates at the existing AQMA at St Pauls Street, Sittingbourne. 3. To proceed with the declaration of the AQMAs using Defra's Fast Track procedure.

1 Purpose of Report and Executive Summary

- 1.1 This report is to inform Cabinet of the need to declare 2 Air Quality Management Areas (AQMAs). The first area is for a new AQMA located at Keycol Hill, Sittingbourne and is for the exceedance of the annual average Air Quality Objectives (AQO) for nitrogen dioxide (NO₂) of 40 µgm⁻³. The second is at the existing AQMA in St Pauls Street, Sittingbourne and is for the exceedances of the AQO relating to the annual allowance of daily exceedances of particulates (PM10).The AQO is 35 exceedances of the daily limit of 50 µgm⁻³.
- 1.2 With regards to Keycol Hill, additional NO₂ diffusion tubes were added to the local road network in 2018 in this part of Sittingbourne. This also included the Key Street area on the opposite side of the A2/A249 roundabout. Since July 2018, the annual mean AQO has been consistently exceeded along Keycol Hill. In addition, one of the Key Street diffusion tubes also exceeded the annual mean AQS in 2018.
- 1.3 As a result of this, it was decided to undertake an air quality assessment using detailed air quality dispersion modelling to provide the evidence to determine the requirement for declaring an AQMA and also the area to be declared. The assessment was undertaken by Phlorum Ltd and finalised in April 2020.
- 1.4 The dispersion modelling looked at predicted annual mean concentrations of NO₂ at 23 sensitive receptor locations on Keycol Hill, Key Street and London Road. Of these, exceedances of the AQO were predicted at 4 receptor locations on Keycol

Hill but none at Key Street or London Road. Although not, fully ratified at the time the assessment was undertaken (nor agreed by Defra), the diffusion tube data for 2019 was also examined by Phlorum. Generally, there has been a decrease in concentrations since 2018, but exceedances at Keycol Hill were still evident. No exceedances were recorded for Key Street which shows compliance with the annual mean AQO at the current time. However, NO₂ levels are within 10% of the AQO. Therefore, monitoring will continue in Key Street to detect any deterioration.

- 1.5 An AQMA is therefore required to be declared for Keycol Hill, but not for Key Street.
- 1.6 St Pauls Street was declared an Air Quality Management Area (AQMA) for exceedance of the annual average Air Quality Objective (AQO) for NO₂ in January 2013. A Strategic Air Quality Action Plan (AQAP) was finalised in 2018 which covers this area.
- 1.7 In 2018 Swale Borough Council installed equipment to measure PM₁₀ at this site. The first full year for data capture was in 2019 which showed exceedances of the AQO annual allowance of daily exceedances of PM₁₀. In 2019 the daily mean limit value of 50 µgm⁻³ was exceeded on 42 days. The annual allowance of days exceeded is 35 days. The maximum daily mean was 142 µgm⁻³ recorded in November 2019.
- 1.8 As regular exceedances of the daily mean limit for PM₁₀ are relatively rare in this type of residential/urban location, initial concerns were that the exceedances might be due to the older TEOM analyser being used. However, the TEOM equipment was replaced by new BAM equipment monitoring both PM₁₀ and PM_{2.5} in March 2020. Since that time, exceedances have continued. From January to the end of April, there have been 22 exceedances with a maximum of 137 µgm⁻³.
- 1.9 As a result of the continued exceedances, we will have to declare an AQMA for PM₁₀ in St Pauls Street.
- 1.10 The Annual Status Report (ASR) 2020 (detailing 2019 data) is being completed at the moment and will be submitted to Defra for approval/action by the end of June. The ASR will report the AQO exceedances for both Keycol Hill and St Pauls Street and the requirement to declare the AQMAs. This methodology of reporting the potential AQMAs is part of Defra's Fast Track declaration procedure. For Local Authority's experienced in declaring AQMA's the Fast Track procedure negates the need for further reports or assessments to have to be submitted to Defra . Public and Statutory consultation will still be required.
- 1.11 The requirement to declare an AQMA is a statutory obligation under the Environment Act 1995.

2 Background

2.1 Under the Environment Act 1995 and the Local Air Quality Management framework, Swale Borough Council has a statutory duty to review and assess air quality within its borough and take the necessary actions to improve areas of poor air quality. If Air Quality Objectives (AQO) for key pollutants are exceeded, an Air Quality Management Area (AQMA) must be declared. To date Swale Borough Council has declared five AQMA's for exceedances of the annual average AQO for nitrogen dioxide (NO₂):

AQMA 1: Newington, (A2/High St) declared 2009;

AQMA 2: Ospringle Street, Faversham (A2/Ospringle) declared in June 2011 and revised (as AQMA 6) to the Mount in May 2016. AQMA 2 has now been revoked and renamed and consolidated into one as AQMA 6;

AQMA 3: East Street, Sittingbourne (A2/Canterbury Road) declared January 2013;

AQMA 4: St Pauls Street, Milton, Sittingbourne (B2006) declared January 2013;

AQMA 5: Teynham (A2 /London Rd) declared December 2015; and

AQMA 6: See details in AQMA 2 above.

2.2 Once an AQMA has been declared, local authorities are required to draw up and publish an Air Quality Action Plan (AQAP) The 2019 Strategic AQAP outlines actions and measures that will be delivered in order to reduce concentrations of air pollution and exposure to air pollution.

2.3 The results from the installation of additional diffusion tubes on Keycol Hill and Key Street for 2018 indicated that the annual mean AQO has been consistently exceeded along Keycol Hill. In addition, one of the Key Street diffusion tubes also exceeded the annual mean AQS in 2018. Results during 2019 also suggested that exceedances were happening at Keycol Hill. Consequently, an air quality assessment has been undertaken using detailed air quality dispersion modelling to validate the requirement for declaring an AQMA and also the area to be declared. The assessment was undertaken by Phlorum Ltd and finalised in April 2020.

2.4 The ADMS-Roads model was used to model and predict NO₂ levels at 23 sensitive receptor locations. The ADMS-Roads model is a detailed air dispersion model validated and approved by Defra and widely used as a tool to calculate the dispersion of pollutants from traffic. The latest Defra Emissions Factor Toolkit was used to estimate vehicle emissions and other data input into the model includes, meteorological data, background pollutant concentrations from Defra and local monitoring data (diffusion tubes and continuous monitoring stations). Full model verification was undertaken and adjustment factors applied accordingly.

2.5 Sensitive receptor locations were chosen at the facades of buildings closest to the road and modelled at 'breathing height' (1.5m) for most locations i.e. a worst-case location scenario. The results in Table 1 show the predicted annual mean concentrations of PM10 at the receptor locations (2018 data). Exceedances of the AQO are predicted at 4 locations on Keycol Hill. There were no exceedances of

the AQO in Key Street or London Road. All predicted levels in these areas were well below the annual mean AQO concentration of 40 $\mu\text{g m}^{-3}$. The locations of these receptors and results can be seen on the maps in Appendix 1.

Receptor	Location	Annual Mean NO2 concentration ($\mu\text{g m}^{-3}$)
R1	Keycol Hill	19.7
R2	Keycol Hill	29.5
R3	Keycol Hill	26.7
R4	Keycol Hill	25.4
R5	Keycol Hill	21.3
R6	Keycol Hill	21.9
R7	Keycol Hill	29.2
R8	Keycol Hill	78.6
R9	Keycol Hill	34.8
R10	Keycol Hill	29.4
R11	Keycol Hill	26.8
R12	Keycol Hill	52.7
R13	Keycol Hill	49.5
R14	Keycol Hill	44.1
R15	Key St	33.9
R16	Key St	27.9
R17	Key St	31.2
R18	Key St	24.9
R19	Key St	30.9
R20	Key St	27.6
R21	London Rd	36.1
R22	London Rd	31.3
R23	London Rd	29.8

Table.1: Predicted annual Mean NO2 concentrations at sensitive receptor locations. Bold denotes exceedance of AQO.

- 2.6 The data set of diffusion tube data for 2019 was not available or fully ratified at the time the report was written. However, it was looked at by Phlorum for comparison purposes and generally, there has been a decrease in concentrations in 2019 when compared to 2018. However, exceedances at Keycol Hill were still evident. There were no exceedances for Key Street and concentrations appear to be well below the annual mean AQO. The full data set of 2019 results will be presented in the Annual Status Report 2020 which will be submitted to Defra for approval in June.
- 2.7 An AQMA can only be declared where there is evidence or that an AQO has been or is likely to be exceeded. Based on this and the findings of the appraisal report, an AQMA is therefore required to be declared for Keycol Hill, but not for Key Street.

- 2.8 St Pauls Street was declared an Air Quality Management Area (AQMA 4) for the exceedance of the annual average Air Quality Objective (AQO) for NO₂ in January 2013. On the whole, levels of NO₂ have continued to exceed or be close to the AQO since declaration. The only exception being for 2016 and 2017 where there was a decrease. A Strategic Air Quality Action Plan (AQAP) was finalised in 2018 which covers this area.
- 2.9 In 2018 Swale Borough Council installed equipment to measure PM10 at this site. Data capture for 2018 was low and there was no exceedance of the AQO. The first full year for data capture was in 2019 which showed a number of measured exceedances of the AQO annual allowance of daily exceedances of PM10. In 2019 the daily mean limit value of 50 µgm⁻³ was exceeded on 42 days. The annual allowance of days exceeded is 35 days. The maximum daily mean was 142 µgm⁻³ recorded in November 2019.
- 2.10 As regular exceedances of the daily mean limit for PM10 are relatively rare in this type of residential/urban location adjacent to a 'B' class road, initial concerns were that the exceedances might be due to possible inaccuracies caused by the use of the older TEOM analyser that had been installed. However, the TEOM equipment was replaced by new BAM equipment monitoring both PM10 and PM2.5 in March 2020. Since that time, exceedances have continued. From January to the end of April, there have been 22 exceedances with a maximum of 137 µgm⁻³.
- 2.11 In view of the number of exceedances of the daily mean limit value so far this year, it is highly likely that there will be more than the annual allowance of exceedances (35 days) for 2020 as there were for 2019. As a result, we will have to declare an AQMA for PM10 in St Pauls Street and this is likely to be a recommendation to Defra in the ASR 2020.
- 2.12 If a local authority identifies that there is a risk of exceeding an Air Quality Objective outside of an existing AQMA or for a different pollutant, it should declare an AQMA. Local Air Quality Management Technical Guidance (TG16 Feb 2018) provides the option of Fast Tack declaration. This is based on the collation of monitoring data and dispersion modelling where appropriate and the conclusion that the risk of exceedance of an AQO is likely. This information can be incorporated into the Annual Status Report supporting the decision to declare. This option is available to Local Authorities who have the experience and knowledge of declaring AQMAs and are able to determine suitable AQMA boundaries with reasonable certainty based on this.
- 2.13 The Phlorum report has provided a suggested AQMA boundary for Keycol Hill based on the dispersion modelling results. For St Pauls Street, it is proposed that the boundary of the AQMA for the PM10 AQO is the same as AQMA 4.

3 Proposals

- 3.1 To start the process for declaring AQMAs at Keycol Hill (for exceedance of the annual AQO for NO₂) and St Pauls Street (for exceedance of the AQO for the

annual allowance of daily exceedances of PM10). This process will start using the Fast Track declaration procedure once the ASR 2020 has been submitted to and approved by Defra.

4 Alternative Options

- 4.1 Declaring an AQMA is a statutory requirement. Failure to make the declarations where evidence exists of exceedances of any AQO would not be fulfilling our statutory duty. The Secretary of State has the power to direct local authorities under section 85 of the Environment Act 1995 to take specified steps which include declaring an AQMA.

5 Consultation Undertaken or Proposed

- 5.1 The Council is required to undertake statutory consultation on the declaration of a new AQMA prior to its formal declaration which is by legal order. Schedule 11 of the Environment Act 1995 lists statutory consultees on AQMA declarations. In addition, consultation will include members of the public and other relevant local groups. A consultation period of 6 weeks is required.

6 Implications

Issue	Implications
Corporate Plan	The proposals support Priority 2: Investing in our environment and responding positively to global challenges in the emerging Corporate Plan 2020-2023 'Working together for a better borough'.
Financial, Resource and Property	The AQMA declaration process will be implemented and met by existing staff resources and budget.
Legal, Statutory and Procurement	Declaring an AQMA is a statutory requirement under the Environment Act 1995.
Crime and Disorder	None identified
Environment and Sustainability	Implementation of the Regulations supports measures in the Strategic Air Quality Action Plan and also supports the declaration of the Environmental and Ecological Climate Emergency.
Health and Wellbeing	The AQAP measures and any reductions in vehicle emissions are beneficial to the health of residents.
Risk Management and Health and Safety	Failure to declare the AQMAs could result in reputational risk to the Council.
Equality and Diversity	None identified.

Privacy and Data Protection	None identified
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7 Appendices

7.1 The following documents are to be published with this report and form part of the report:

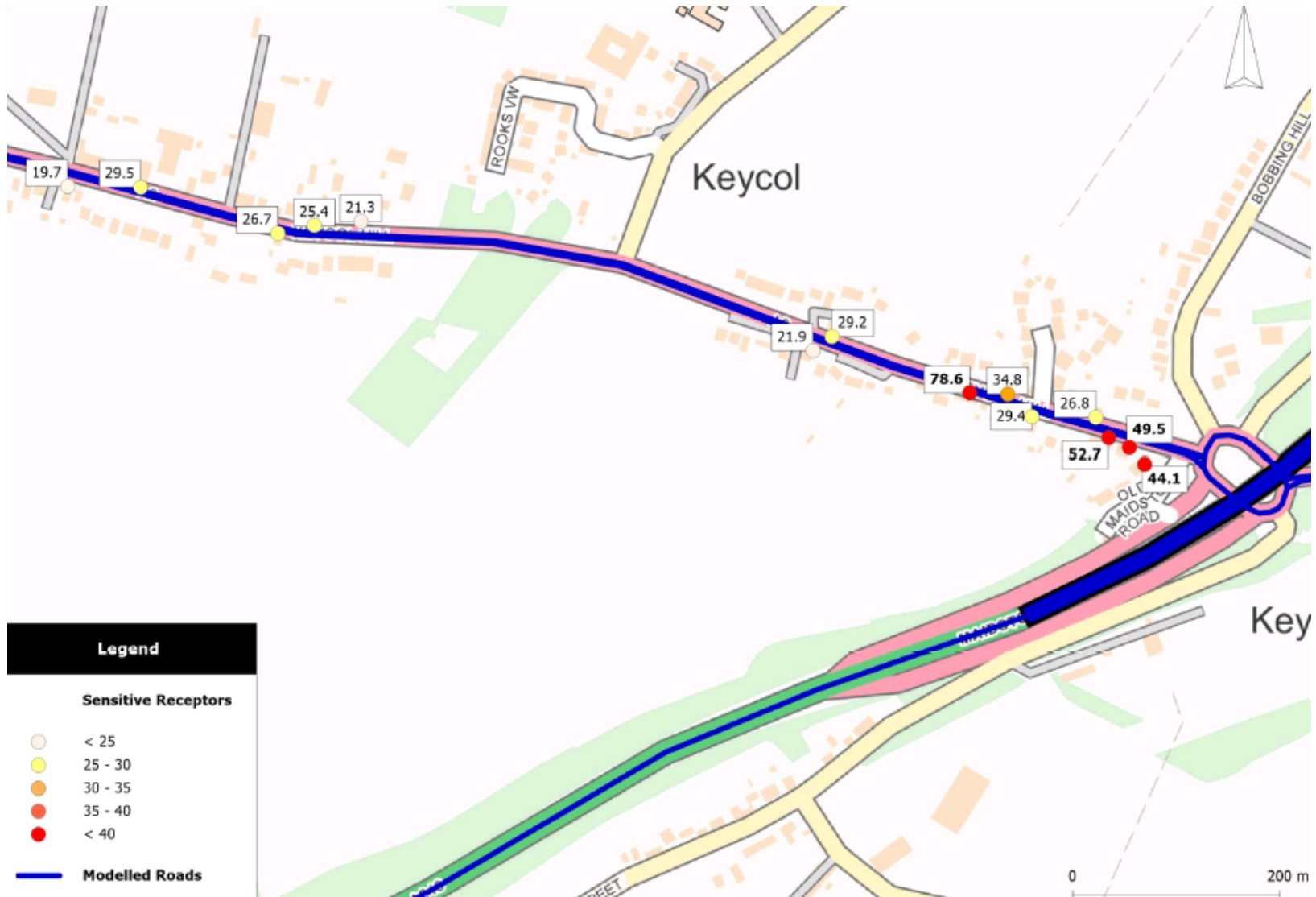
- Appendix 1: Maps of sensitive receptor locations and NO₂ results
- Appendix 2: Maps of proposed AQMA boundaries

8 Background Papers

None

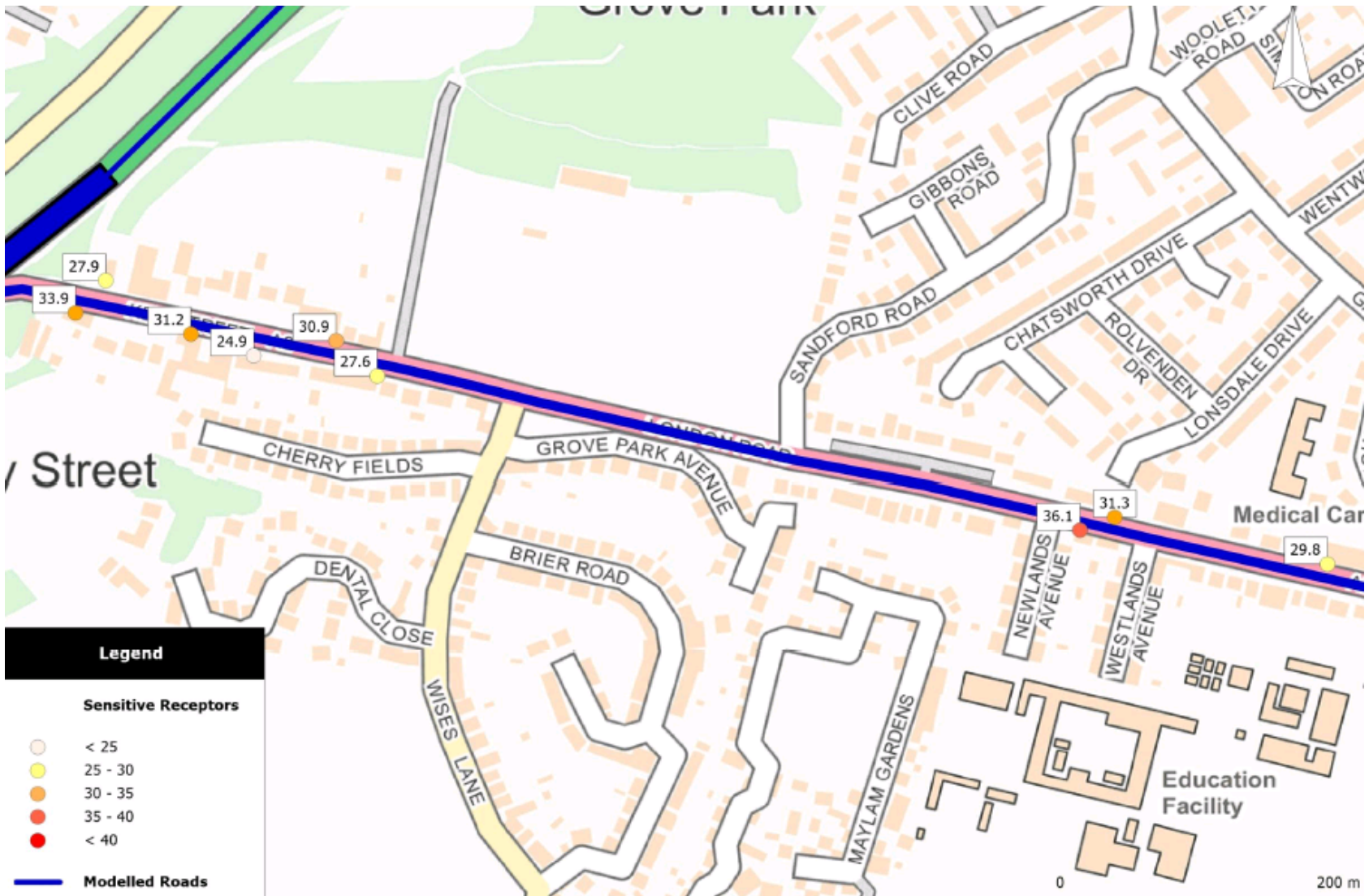
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Appendix I: Maps of sensitive receptor locations and NO₂ results



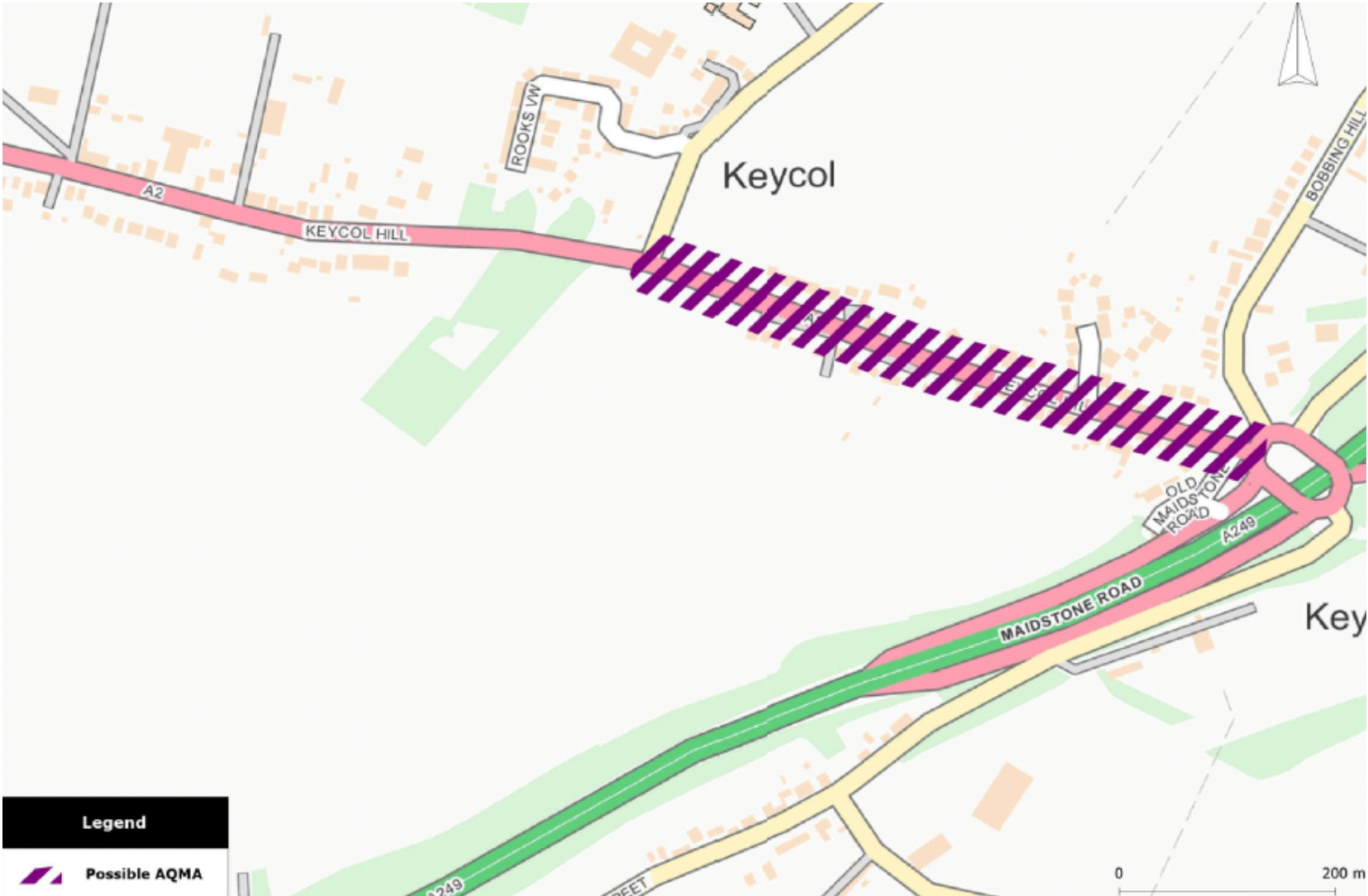
Sensitive Receptor Locations and NO₂ concentrations – Keycol Hill (Note: not to scale shown)

Appendix I: Maps of sensitive receptor locations and NO₂ results



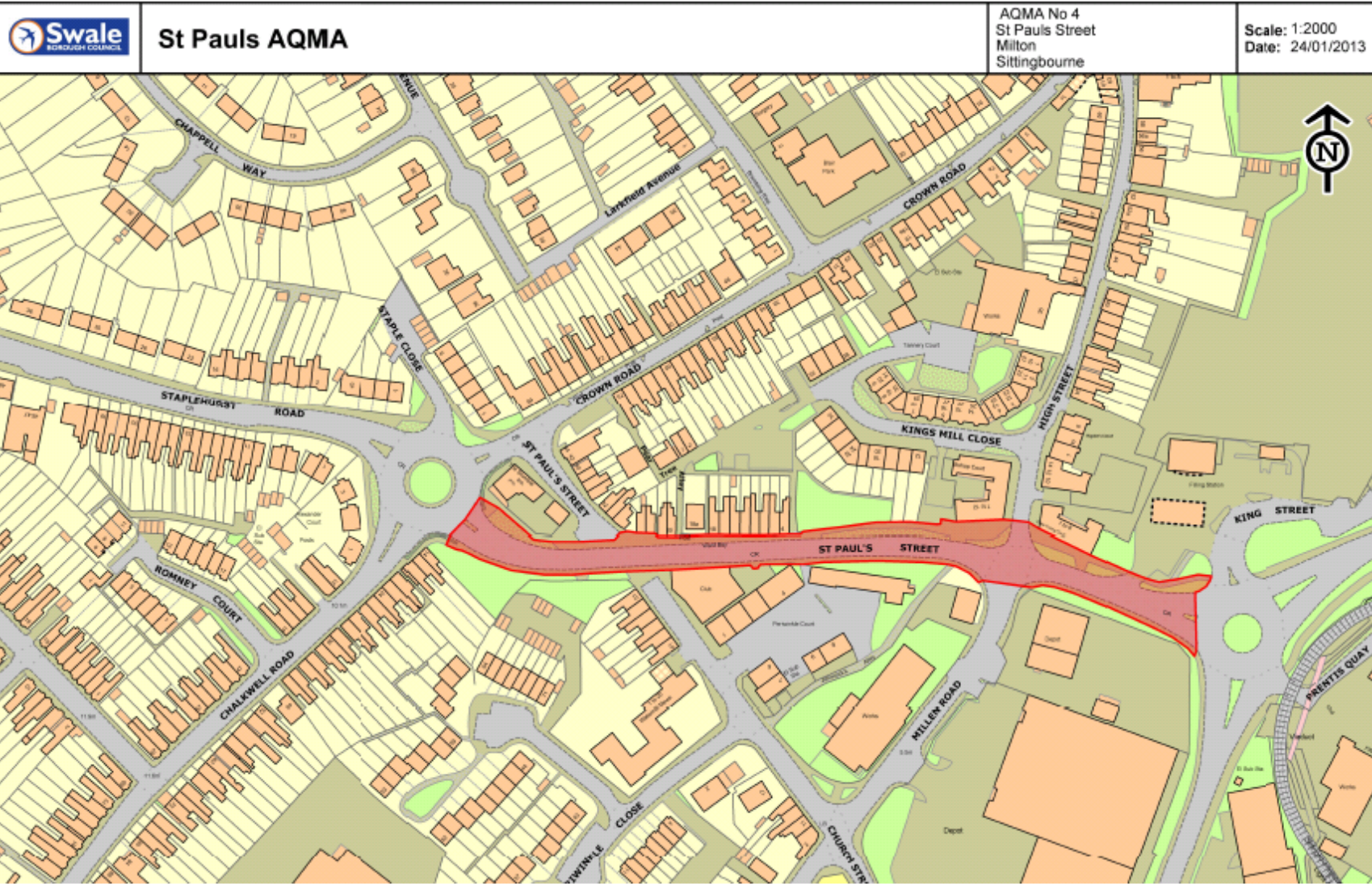
Sensitive Receptor Locations and NO₂ concentrations – Key Street (Note: not to scale shown)

Appendix 2: Maps of proposed AQMA boundaries



Proposed AQMA boundary – Keycol Hill (Note: not to scale shown)

Appendix 2: Maps of proposed AQMA boundaries



Proposed AQMA boundary – St Pauls Street (Note: not to scale shown)

Cabinet Meeting	
Meeting Date	8 July 2020
Report Title	Barton's Point Footbridge Contract Award
Cabinet Member	Cllr Tim Valentine, Cabinet Member for Environment
SMT Lead	Martyn Cassell, Head of Commissioning, Environment and Leisure
Head of Service	Martyn Cassell, Head of Commissioning, Environment and Leisure
Lead Officer	Jay Jenkins, Leisure & Technical Services Manager
Key Decision	Yes
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. To note any preference Cabinet may wish to express for option A or B. 2. To give the Cabinet Member for Environment and Head of Commissioning, Environment and Leisure delegated authority to agree the preferred option, taking account of the of consultation with ward members and local parishes once complete, and to award the contract to the company with the most economically advantageous tender for the selected option.

1 Purpose of Report and Executive Summary

- 1.1 The purpose of this report is to inform Cabinet of the outcome of the recently undertaken tender process for the Barton's Point Coastal Park footbridge and to recommended action to award the contract.

2 Background

- 2.1 The coastal park site comprises the linear rampart, ditch and associated defensive features of the Queenborough Lines, known locally as the Canal bank and Barton's Point Coastal Park, a former defensive battery.
- 2.2 The Queenborough Lines is considered by Historic England to be of national importance for its archaeology and history and the site is regionally important for wildlife.
- 2.3 The monument is significant for its ecology and contains many nationally important and endangered species, including nationally scarce plants, beetles, endangered flies and insects. The site is home to or used by a wide range of wildlife such as butterflies, swans, bats and water vowels.

- 2.4 The footbridge links Barton's Point to the other side of the Queenborough Lines and is a well-used pedestrian and cycle route through to Halfway. The site has considerable social and community value to local people and is a very popular location for locals and visitors alike.
- 2.5 The previous timber footbridge failed in 2019 after approximately 25 years life and was closed off for several months whilst options were considered for the removal and replacement of the bridge.
- 2.6 Local Councillors and concessionaries were keen to identify a temporary solution due to the route being very popular and a well-used thoroughfare whilst the new scheme was worked up.
- 2.7 The removal of the old bridge proved problematic as the weight and limited access hindered the process. This was also compounded by very wet weather towards the back end of 2019 which resulted in the removal not taking place until February 2020.
- 2.8 The temporary solution, a floating pontoon, was installed in March 2020 and remains in place to date. This has a weekly hire fee of £364.00.

Image of previous bridge prior to demolition.



Image of Temporary Floating Pontoon



- 2.9 A full open tender has been undertaken for a provision of a 'Single Span Low Arched Footbridge' with two options, a) Timber or b) Timber & Steel Combination.
- 2.10 The specification ensures the same height clearance as the previous bridge is maintained due to the access to the boating lake required by the nearby Sea Cadet training centre.
- 2.11 In coming to a decision on the best option, we need to consider the historic nature of the ancient monument and its military history versus the most practical and longest lasting solution within the allocated budget.

3 Tender Returns

- 3.1 A specification was prepared asking companies to price up a Single Span Low Arched Footbridge made from two different materials. Option A - Timber & Option B – Timber & Steel Composite.
- 3.2 A total of ten tender returns have been received. Three were rejected at evaluation stage as a result of failing to provide mandatory information.
- 3.3 Tenders were evaluated using the Councils 'Most Economically Advantageous Tender (MEAT) criteria. This considers the price (60%) and quality (40%) of submissions. Option A and B were evaluated separately, and the Council can choose whichever option it prefers.
- 3.4 The remaining seven tenders range from £144,682.56 to £529,399.17 for Option A and £105,426.37 to £496,103.39 for Option B. A full breakdown of costings for both options is in the tables below.

Option A - Timber

Company	Tender Price (£)	Tender Price Score	Quality score	Overall score
A –	257,609.74	33.70	22.33	56.03
B – Beaver Bridges	144,682.56	60.00	20.67	80.67
C –	529,399.17	16.40	35.00	51.40
D –	376,408.90	23.06	32.00	55.06
E –	215,219.68	40.34	25.33	65.67
F –	189,813.75	45.73	19.67	65.40
G –	358,400.05	24.22	32.33	56.55

Option B – Timber & Steel Composite

Company	Tender Price (£)	Tender Price Score	Quality score	Overall score
A –	227,037.94	27.86	22.33	50.19
B – Beaver Bridges	105,426.37	60.00	20.67	80.67
C –	496,103.39	12.75	35.00	47.75
D –	356,159.13	17.76	32.00	49.76
E –	197,058.04	32.10	25.33	57.43
F –	184,626.75	34.26	19.67	53.93
G –	325,838.43	19.41	32.33	51.75

- 3.5 The pricing for both options were varied but in all cases option B was lower priced than option A. Higher pricing does not always mean higher quality. In some cases, the companies plan to use sub-contractors and therefore have additional costs to a company that can deliver all requirements in-house.
- 3.6 This is a very technical tender and a large amount of scrutiny was undertaken on the responses to the quality questions. Whilst the quality scores vary, all companies achieve the required standard to meet the specification. Companies that scored higher on quality are often providing services above what is required in the specification (added value). This does not mean that those with lower quality scores are not suitable to deliver the project.
- 3.7 Most timber options are in 'Ekki' but there is one option in Oak, which costs the same. It has been noted that Oak is not as hard wearing or durable as Ekki.
- 3.8 The steel work has been quoted as box section and will be treated to combat the sea air, which will enhance the lifespan of the steelwork. The paint system on the steel composite option has a 20 year to First Major Maintenance guarantee. An example can be seen in Appendix I. Steel colour can be decided at the point of commission.
- 3.9 Both options will have two resin bonded aggregate strips inserted to the planking for the prevention of slips. Inserts are compliant with the relevant codes.
- 3.10 Both bridge options are designed to Euro-code: 120 design life. Across the tenders the timber option was generally given a lifespan of approximately 25 years with the steel/timber composite providing 50-100 years without any major works, assuming the bridge is maintained appropriately.

- 3.11 As a result of the complicated removal and the ongoing hire fees of the temporary bridge, this project is projected to exceed the original budget provision. Detail is provided below in Financial, Resource and Property implications section.
- 3.12 Consultation was not quite complete at the time of writing the report. Long delays to the contract award timetable would unfortunately add further hire costs to the project and may risk losing the window of better weather for construction to take place this year.

4 Proposal

- 4.1 Due to the tight timescales involved in awarding the contract and meeting the weather window, Cabinet are asked to give delegated authority to the Cabinet Member for Environment and Head of Commissioning, Environment and Leisure to award the contract subject to completion of the consultation with local Ward members and parish councils.

5 Alternative proposals

- 5.1 A decision could be taken not to proceed with replacing the footbridge. For the reasons stated above it is not recommended as the pedestrian and cycle route is widely used by residents and visitors and encourages healthy activity and use of the coastal park.

6 Consultation

- 6.1 The Planning department have confirmed the bridge replacement can be conducted under the Council's permitted development rights.
- 6.2 Historic England are a consultee on works relating to the ancient monument. They were consulted throughout the removal of the old bridge and installation of the temporary bridge. Provided that the canal banks were not damaged/amended they were happy for the works to be carried out.
- 6.3 The Cabinet Member for Environment and Minster Parish Council were kept informed throughout the closure and subsequent removal of the old bridge.
- 6.4 Given the different style and aesthetic appearance of the two options (timber or steel/timber composite), local Ward Members for Sheerness and Minster Cliffs were asked which option they would support. At the time of writing the report, feedback has been received from the two Minster Cliffs and two Sheerness Ward members who all supported option B Steel/Timber combination.
- 6.5 Minster Parish Council are considering the options on 16th July and Sheerness Town Council on 22 June.

7 Implications

Issue	Implications
Corporate Plan	For the emerging Corporate Plan, this issue will fall under public realm improvements. The project is part of the Coalition's priority on improving the public realm and facilities available to residents.
Financial, Resource and Property	<p>The project will be funded via the Council's capital programme. Capital receipts of £120,000.</p> <p>The demolition costs for the original bridge were £23,995 and the weekly hire fee for the temporary provision is £364.</p> <p>With a projected contract award date of 04/08/20 and a project completion date of 05/10/20 this would result in a total hire cost of £12,740. Therefore, the total demolition and hire costs would be £36,735.</p> <p>The proposed contract award total is £105,426. This results in a shortfall of £22,161 against the original £120,000 budget. Members are asked to cover the shortfall via further capital receipts.</p>
Legal, Statutory and Procurement	Tendering of the required works has been undertaken via a JCT MWD Minor Work Building Contract with contractor's design 2016.
Crime and Disorder	The remote location of the bridge could provide an opportunity for vandalism however there were few reported incidents concerning the old bridge.
Environment and Sustainability	Sustainable timber products are specified within each of the tender submissions. Whilst use of steel has a higher carbon footprint than the timber only solution, the steel and timber composite bridge will provide a greater lifespan.
Health and Wellbeing	The footbridge is part of a well-used pedestrian and cycle route. This encourages healthy activity and also helps to attract users to the coastal park.
Risk Management and Health and Safety	Project will be undertaken in accordance to CDM Regulations and regular monitoring will be undertaken by Officers and the Projects Support Surveyor.
Equality and Diversity	Specification will meet disability and access requirements. Any repairs or refurbishment will be undertaken according to the relevant guidelines/legislation.
Privacy and Data Protection	n/a

8 Appendices

8.1 The following documents are to be published with this report and form part of the report:

- Appendix I: Option Images (Please note as this is a bespoke build companies have provided the images purely as examples and the final colours/engineering drawings will be done following award).

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Barton's Point Footbridge Supporting Images

Option A - Timber



Option B – Timber and Steel Composite



* Images are purely for examples as this bridge will be bespoke made. The colours of the steel/timber composite bridge could be made more neutral for the setting e.g. parks green or brown.

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Cabinet Meeting	
Meeting Date	8 July 2020
Report Title	Contract for the collection and delivery of post from Swale House
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	Nick Vickers, Chief Financial Officer
Head of Service	Anne Adams, Head of Property Services
Lead Officer	Anne Adams, Head of Property Services
Key Decision	Yes
Classification	Open
Recommendations	Cabinet is recommended to enter into a new 5-year contract with Whistl Ltd for the collection and delivery of post from Swale House commencing on 1 August 2020.

1 Purpose of Report and Executive Summary

- 1.1 The purpose of this report is to seek members' approval to enter into a 5-year contract with Whistl Ltd for the collection and delivery of post from Swale House commencing on 1 August 2020.

2 Background

- 2.1 SBC first entered into a formal contract for postal services in 2016. Prior to 2010 all outgoing post was handled by Royal Mail and put through the franking machine in the Post Room. When the Swale Ashford Property Partnership commenced an opportunity was identified to "bolt on" to an existing contract between Ashford Borough Council and TNT Post (now known as Whistl) which had been procured by Ashford through a compliant process. TNT Post agreed to provide the same service for SBC and at the same rates as those paid by Ashford. This delivered significant cost savings for SBC and the arrangement continued until 2016.
- 2.2 The current arrangement does not include a "next day" service so Royal Mail 1st class post has continued to be used for post that needs to be delivered the following day.
- 2.3 Prior to the 2016 contract, research was carried out into national framework agreements and we became aware that a new framework was in the process of being set up by a consortium comprising Crown Commercial Services, Yorkshire Purchasing Organisation (YPO) and Eastern Shires Purchasing Organisation (ESPO). We expressed an early interest in this and it was formally launched in March 2015. The

details of the framework were received in August 2015 following which an internal consultation was commenced to ensure that the framework would meet the Council's needs.

- 2.4 Within the framework, there are two methods for proceeding to contract – (1) direct award, and (2) further competition. It was decided that using the further competition approach was most appropriate as it provided an opportunity to prepare a statement of requirements to ensure that the provider supplies a bespoke service that meets the Council's needs. The successful supplier under the previous framework was Whistl Ltd and their contract ends on 31 July 2020.
- 2.5 The 2015 CCS Framework ended in February 2020 and a new framework has been set up to replace it. It remains the only framework created for postal services.
- 2.6 A mini-competition has been carried out under the new framework and Whistl Ltd were the only supplier to submit a tender. This may be due to the fact that, when postal services was first opened up to competition, several companies established themselves as competitors to Royal Mail but are no longer operating in the Swale area.
- 2.7 There has been a delay in the finalising of the framework and a number of suppliers are still listed as "provisionally live" due to not having provided all the necessary accreditation documents. At the time of writing Whistl Ltd are still provisionally live on the framework. The reason that they are not yet fully live is that CCS have introduced a new accreditation requirement – ISO 27001. This accreditation relates to information security and Whistl are on track to be accredited by December 2020. In the meantime they have provided the Council with a detailed account of how they currently ensure the security of data and we are satisfied that there is minimal risk associated with proceeding the contract. In the event that the accreditation is delayed for any reason beyond December 2020 there is a risk of challenge from another supplier but as there are no other suppliers currently in the Swale market place this is considered only a theoretical risk.

3 Proposals

- 3.1 The value of the proposed contract will be approximately £520,000 over the five year period. This is an estimate based on our previous usage of the service so we would hope that, as the use of electronic communication continues to increase, the usage will reduce year on year.
- 3.2 As there were no other tenders to compare the submission against, we have evaluated it against the current contract. For about 95% of the post (typed sorted letters and handwritten) there will be no price increase. Typed unsorted letters would increase by 7.5% and large handwritten letters by 1.7%.
- 3.3 Whistl have provided the Council with a reliable and cost effective service for the previous 10 years and we therefore recommend entering into a new 5-year contract.

4 Alternative Options

- 4.1 The only alternative option to entering into the contract with Whistl would be to use Royal Mail for all “2nd class” mail as well as the 1st class mail. This arrangement would not conform with public procurement regulations and the associated spend would be classified as “non-compliant”. This is not recommended.

5 Consultation Undertaken or Proposed

- 5.1 The Commissioning and Procurement team has been consulted regarding this procurement. Feedback has been obtained from service users and opportunities will be taken to improve internal processes that will make the new contract easier to manage and recharge.

6 Implications

Issue	Implications
Corporate Plan	Supports the emerging corporate plan priority ‘renewing local democracy and making the council fit for the future’
Financial, Resource and Property	The funding for the 5-year contract is within the Council’s base revenue budget and is recharged to service units based on usage.
Legal, Statutory and Procurement	Support from Legal Services will be required to prepare the contract documents associated with the national framework agreement. The intended start date is 1 August 2020.
Crime and Disorder	None identified at this stage
Environment and Climate/Ecological Emergency	Whistl is a supply chain member of the Carbon Disclosure Programme (CDP), a global organisation that supports companies, cities and regions to take action to build a sustainable economy by measuring and understanding their environmental impact. They have received their 2019 CDP results and obtained the highest rating (A) putting them in the top 3% assessed.
Health and Wellbeing	None identified at this stage
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	None identified at this stage
Privacy and Data Protection	Whilst the supplier is not currently accredited to ISO 27001, they do use this standard as the guiding principles to their data security. They have appointed a third party to start the process

	of gaining full ISO 27001 accreditation, with resource and budget allocated to ensure they achieve this by December 2020. It should also be noted that whilst they as a business do not have ISO 27001 all the systems deployed in their business (Ensono, Nasstar, Link Connect and Microsoft Azure) do have ISO 27001 accreditation.
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7 Appendices

7.1 None.

8 Background Papers

None.

Cabinet 8 July 2020

Recommendations for approval

Extraordinary Local Plan Panel – 11 June 2020

Minute No. 693 – SWALE BOROUGH LOCAL PLAN REVIEW: TRANSPORT MODELLING EVIDENCE

- (1) *That the strategic transport modelling results at Appendix I of the report be noted.*
- (2) *That the work be part of the evidence base used to inform the Preferred Option stage of the Local Plan Review.*

Minute No. 694 – SEQUENTIAL TEST

- (1) *That Members note the content of the Sequential Test and that it be published and used as part of the evidence base for the Local Plan Review.*

Minute No. 695 – INFRASTRUCTURE DELIVERY PLAN SCOPING REPORT

- (1) *That the report be noted.*

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