



AGENDA

SCRUTINY COMMITTEE MEETING

Date: Wednesday, 19 January 2022

Time: 7.00 pm

Venue: Virtual Meeting Via Skype*

Membership:

Councillors Lloyd Bowen (Chairman), Steve Davey, Mike Dendor (Vice-Chairman), Oliver Eakin, Tim Gibson, James Hall, Mike Henderson, Carole Jackson, Denise Knights, Pete Neal, Ken Pugh, Bill Tatton and Corrie Woodford.

Quorum = 4

Pages

Information for the Public

*Members of the press and public can listen to this meeting live. Details of how to join the meeting will be added to the website on 18 January 2021.

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Therefore by entering the meeting and speaking at Committee you are consenting to being recorded and to the possible use of those sound recordings for training purposes.

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1. Apologies for Absence and Confirmation of Substitutes
2. Minutes

To approve the [Minutes](#) of the Meeting held on 17 November 2021 (Minute Nos. 436 - 439) 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 Interests (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 meeting 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 One - Substantive Items

- | | | |
|----|------------------------------------------------------|---------|
| 4. | An update on Master's House, Sheerness | 5 - 58 |
| 5. | Financial Management Report - Second Quarter 2021/22 | 59 - 82 |

Part Two - Business Items

- | | | |
|----|----------------------|---------|
| 6. | Cabinet Forward Plan | 83 - 86 |
|----|----------------------|---------|

The Committee is asked to consider the Forward Plan with a view to identifying possible items for pre-decision scrutiny.

Issued on Tuesday, 11 January 2022

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 Scrutiny Committee, please visit www.swale.gov.uk

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

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Scrutiny Committee	
Meeting Date	19 January 2022
Report Title	Master’s House, Trinity Road Sheerness – Low Carbon Refurbishment
Cabinet Member	Cllr Monique Bonney - Cabinet Member for Economy & Property
SMT Lead	Emma Wiggins - Director Regeneration & Neighbourhoods.
Head of Service	Joanne Johnson – Head of Regeneration & Economic Development
Lead Officer	Jeremy Pilgrim – Interim Property Manager

1 Purpose of Report and Executive Summary

- 1.1 The purpose of this report is to advise Swale Borough Council Scrutiny Committee in respect to the works, progress, and financial propriety in respect to the Cabinet approval dated 17th March 2021 to allocate capital funds to the low carbon refurbishment of the Master’s House, Sheerness.
- 1.2 Cabinet recommended :-
- a) Approve the allocation of £1.3m of funding towards the cost of the low carbon refurbishment of Masters House.
 - b) Delegate authority to the Head of Property Services and Head of Legal Services in consultation with Cabinet Member for Economy and Property to enter the necessary contract to undertake the works, due to the short timescales associated with the grant funding and to ensure that the required completion date of 30th September 2021
 - c) Delegate authority to the Head of the Legal Partnership to negotiate and complete all necessary contracts, leases. Dees and ancillary deeds and documents on the Terms agreed by the Head of Property Services as referred to in recommendation (b) above.
- 1.3 In addition to the approval of funding of £1.3m by Cabinet further funding was awarded by Public Sector Decarbonisation Scheme in the sum of £234,750. The grant was given conditionally for specific items of works in relation to Low Carbon refurbishment to include:- Low energy air source heat pump; LED lighting; New Double-glazed windows and roof insulation. Additionally, the Grant was awarded on the basis that the contract would commence March 2021 and complete by end of September 2021.
- 1.4 Due to number of serious events, most notably business disruption caused by the Covid pandemic; critical staff departures; lack of competitive bids and unprecedented construction cost rises; the original timetable could not be met.

- 1.5 Following further discussions with Salix, the grant funding agency, an extension to the timetable to complete the Low Carbon Works has been extended to the end of March 2022. Due to the current pandemic continuing and the Government implementing 'Plan B' Salix has invited applications to extend completion for a further three months ending 30th June 2022, subject to proof that works have commenced. Preliminary work started on site 13th December, with start on site to commence January 2022.
- 1.6 The contract was further delayed due to only one bid being received following a detailed Procurement exercise. Following detailed discussions and further negotiations it was agreed to appoint the sole bidder, Astral Contractors Ltd. Astral are an established building contractor located at Sheerness and consequently comply with the Council's policy to where appropriate local contractors, employing local labour.
- 1.7 Due in part to Brexit; the Covid pandemic and the period of lockdown there has been an unprecedented increase in construction costs together with increases in order time and availability of equipment. This required the project to be re-evaluated, with the outcome of either terminating the contract, reducing the specification of works, without diminishing the outcomes or seeking additional funding either through the Council or externally. In view of the contractual agreement to complete the Low energy grant funding works within an agreed timetable, it was agreed to reduce the specification, revise the contract, and proceed. A further evaluation and cost estimates are being obtained for Phase 2 works to obtain further Council funding together with possible additional grant funding through the Levelling Up Fund.
- 1.8 In order to allow an earlier 'on site' start date a Letter of Intent was signed by the Council and Contractor pending completion of the detailed and revised contract. Preliminary work started on site 13th December, with start on site to commence January 2022.

2 Background

- 2.1 Master's House in Trinity Road, Sheerness was formally the district office for Swale Borough Council. It is a two storey Victorian period property that has an Edwardian extension on the western end, as well as a large 1960s side extension to the east. It comprises 5,813 sq ft gross internal area. It is a well- located asset in the heart of Sheerness, between the Water Tower and Holy Trinity Church, with SBC's Trinity Place Car Park to the rear and a short walk from the High Street, train station and sea front.
- 2.2 In 2011, Kent County Council opened the Gateway in Sheerness High Street and the SBC services that were previously delivered from the Trinity Road offices transferred to the Gateway.
- 2.3 The building has been let to the current tenant for six years, on a peppercorn rent and on full repairing terms. The tenant has sublet the space for community purposes as well as to individual occupiers on rolling short term leases pending a longer - term decision on the future of the building.

- 2.4 The building was rebranded as the “Master’s House” by the recent occupiers to reflect its earlier purpose in connection with the adjacent water company buildings.
- 2.5 Historically there has been very little investment in the building and consequently it is now in need of significant refurbishment to bring it up to standard in order to be able to relet it.
- 2.6 The building currently does not meet the minimum standard required for a compliant Energy Performance Certificate. This means that the building cannot be leased out without environmental improvement works being carried out.
- 2.7 The property and adjacent garden have been secured with fencing as part of the construction site,

3 Background to Proposals

- 3.1 There were two key drivers for the proposed refurbishment:
 - Making a significant contribution towards the Climate Change Action Plan objective of achieving net zero carbon Council operations by 2025, and
 - Meeting the priorities set out in the Economic Improvement Plan 2020-2023 including the Council investing in its own assets. “Securing investment and Infrastructure”, “Raising Swale’s Profile” and “Supporting Local Business”. This project will enhance Sheerness town centre by creating a business and community hub that provides high quality office, meeting, and social/community space for use by the local community.
 - The adjoining land and buildings, not in Council ownership are derelict, and it hoped that with the substantial improvements to Masters House it will act as a catalyst for inward private investment and redevelopment of the surrounding area

Consultancy team

- 3.2 Due to the similarities with the Swale House project, which did not proceed it was decided to appoint the same project managers and quantity surveyors (Quartz Project Services) and MEP/sustainability experts (Elementa Ltd) for both projects.
- 3.3 In addition, Novium Architects were appointed to design a new internal layout and advise on the required improvements to the building fabric. Revised plans attached at (appendix 2)
- 3.4 Because of the tight timescales for the grant application process, all appointments were made using approved framework agreements.

Public Sector Decarbonisation Scheme

- 3.5 One of the key drivers outlined in 3.1 above is to achieve net zero carbon operations. The current building is very inefficient and needs substantial improvements to achieve an acceptable level. Principally replacement of the oil-fired boiler was required and as there is no local Gas supply, it was recommended that the heating system be replaced with Low Energy Air Source Heat Pumps. In addition, further Low Carbon works to include Roof Insulation; Internal Wall Cladding; New double-glazed windows and Solar PV panels. Under the Public Sector Decarbonisation Scheme, grant funding has been awarded to the total value of £234,750. This money has been received by the council and is required to be expended only in accordance with the agreed contract with the Government Funding Agency SALIX. A detailed reporting and evaluation process is in place and all grant monies are required to be audited and signed off by the Council's Section 151 Officer.
- 3.6 The works will deliver significant carbon reductions together with an associated reduction in energy use. The total annual carbon reduction is 84 tonnes and the estimated reduction in energy running costs is £8,260 per annum.

Further refurbishment works

- 3.7 The architects have designed a new internal layout for the building which is based partly on the requirements of a modern office environment and partly on making the best use of the large function room on the first floor. The draft plans can be found at Appendix II.
- 3.8 The scheme also includes the option to convert the outbuildings to the rear of Master's House into workshops. These could potentially be rented out as studios to businesses compatible with users of the main building (i.e., not noisy/dirty occupiers who would disturb tenants in the main building)

4.0 Income Potential

- 4.1 Following refurbishment of the building there will be three key areas for income generation within this project, 9 x office rentals, 3 x workshop rental and hiring of 3 x meeting room/conference space.
- 4.2 The serviced business hub model does run very successfully nationally, and in Sittingbourne there are schemes that have enjoyed some success. A key principle of this model is to provide a fully inclusive rent, and on-site management, at an economic cost to start-up businesses and organisations, whilst ensuring that management and maintenance costs are covered.
- 4.3 At the time of the March Committee report it was estimated that an average annual income circa £50K could be achieved inclusive of Service Charge. This was based upon data and research from local agents and then demand. It is unknown what impact the continuing COVID pandemic is having on this type of operating model, although

national industry intelligence is predicting a more flexible approach will become the norm. We have also received unsolicited interest from several public and private.

- 4.4 Further Market engagement and testing will be conducted and a full marketing and letting programme will be in place prior to completion of the refurbishment, now anticipated to be in July/August 2022.

5.0 Options for Management Arrangements

- 5.1 The Council are currently undertaking further evaluation for managing the building post completion. The Cabinet report highlighted three options listed below for reference. It is current thinking that the Council wishes to retain an interest in the project over that of income generation and to create a social and economic hub to promote start up and public sector supported enterprises / charities.

- **Direct management by SBC using directly employed staff.** Full control would be retained over how building is used. SBC retains all risk relating to rental income, voids and running costs. Potential difficulties with providing cover for sickness/holidays. May require a job share arrangement.
- **Indirect (“arms length”) management by a company or trust, working on behalf of SBC.** Control over how building is used can be written into management agreement. Risks relating to rental income, voids and running costs likely to fall to SBC. Also lose connection to local businesses/Economic Development aspect.
- **Building leased to a company or trust to manage:** Very low risk option as rental income would be guaranteed regardless of occupancy of the building or income generated from tenants. SBC could influence how building is used by including a user clause within the lease. However, SBC would only have minimal influence how the asset is used/let. If business is not viable, lease could be forfeited, and building returned to SBC

- 5.2 All three options will potentially deliver the key objectives for the scheme, but with varying risk as to cost, income and management resource. The Council is currently considering several management arrangements including seeking to work with other providers of Inclusive workshop and office accommodation to ‘pool’ resources to achieve economy of scale.

6.0 Risk Management

- 6.1 The project has had to face unprecedented issues and challenges since the approval of the report recommendations in March 2021. These have included Fiscal, contractual and timetable risks.
- 6.2 Fiscal risk has involved securing and maintaining funding. It has been necessary to secure extended completion of Grant funded works. This has been

successfully negotiated and the revised agreement will ensure that the Grant funding is expended in accordance with the contract agreement and retained.

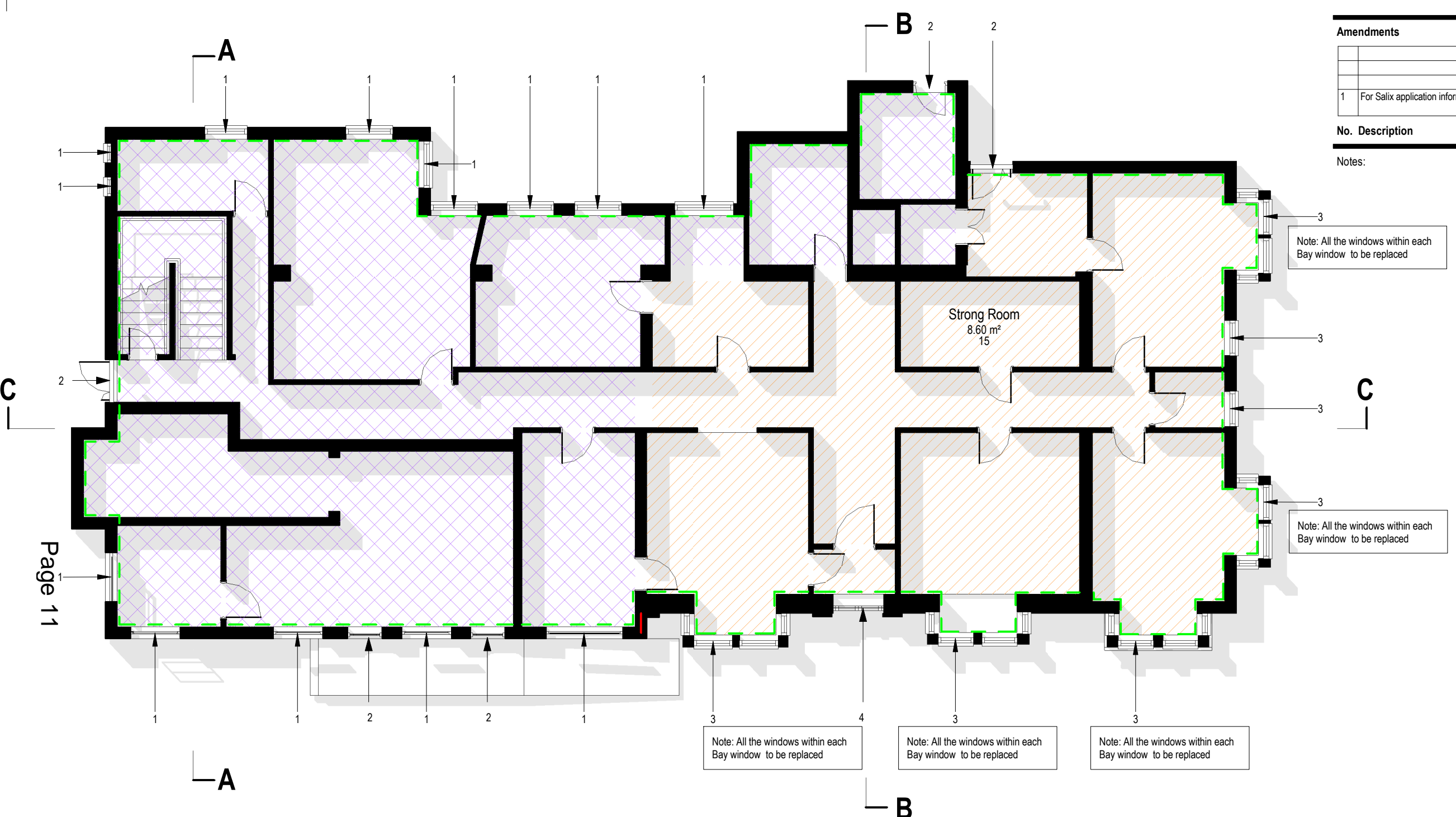
- 6.3 Contractual Agreements. A Letter of Intent, forming a legally binding agreement between the Contactor and The Council has been signed, allowing the Contractor to commence works, securing the site and commencement of ordering specified equipment to assist in reducing lead in times. The full revised contract will be signed and sealed on or before Friday 14th January 2022.
- 6.4 The Contract has been respecified to ensure that the works come within the budget set. Any additional works will be subject to further approval by Cabinet or Committee.
- 6.5 Whilst the timetable originally proposed has not been met, due to exceptional circumstances, revised contracts, revised completion dates for Grant funding works have been secured mitigating risk of Funding being withdrawn.
- 6.6 A detailed Project Management and Risk Management reporting structure is in place to ensure that the contract runs on time and to contract budget. In addition to ensure that any risks to the project are highlighted and processed promptly
- 6.7 Monthly on-site meetings are diarised to include project cost valuation reporting, and submission and approval of invoices against specification of costs.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Proposed layout plans
 - Appendix II: Set of Pictures of Masters House


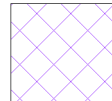





8.0 Background Papers

Cabinet Report dated 17th March 2021



Amendments		
No.	Description	Date / Issued by
1	For Salix application information	08/01/2021 DLH

No. Description Date / Issued by

- Notes:
-  Indicates Potential areas of timber floor, with potential void below utilised to add insulation
 -  Indicates Potential areas of solid floor
 -  Indicates a location of proposed 62mm internal insulated dry lining
 -  Indicates existing windows to be replaced with new aluminum double glazed units to achieve 1.4 wm 2 k colour: White to match existing
 -  Indicates existing doors to be replaced with new aluminum double glazed units to achieve 3.6wm 2 k colour: White to match existing
 -  Indicates existing windows to be replaced with new timber double glazed units to achieve 1.8wm 2 k colour: White to match existing
 -  Indicates existing main door to be refurbished/replaced with new timber double glazed units to achieve 3.6wm 2 k colour: White to match existing

Note: All the windows within each Bay window to be replaced

Note: All the windows within each Bay window to be replaced

Note: All the windows within each Bay window to be replaced

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Project Name:
Masters House

Dwg Reference:
GA Ground Floor Plan

Drawn: Author Checked: Checker
Scale: 1 : 100 @ A3 Project Issue Date:

Project:	Originator:	Volume:	Level:	Type:	Role:	Number:
Z0513 - NOV - Z1 - 00 - M2 - A - 0004						

Status: Suitability Description: Orig Paper Size:

Revision: **1** Revision Description: Novium Job No: **Z0513**

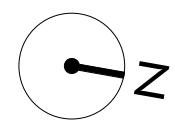
1 Ground Floor Plan

1 : 100

Internal insulated dry lining system,
Ecotherm Ecoliner insulated plasterboard mechanically fixed on firrings to internal face existing external walls. Taped and filled joints, sanded and painted to client's requirements, lining to acheive u-value 0.36wm 2 k

Windows
Existing windows to be removed and replaced with new sliding sash conservation units fully sealed and with high spec gas filled double glazing. Aluminum Comar 5P.i or similar windows to achieve u-value 1.4 wm 2 k. to be screw fixed to existing fabric, sealed with mastic seals to create airtight junction. Cill to be replaced strapped down to existing fabric and decorated to match existing. Non regular shaped specialist windows to grand hall to be replaced with like, to achieve u-value 1.8 wm 2 k

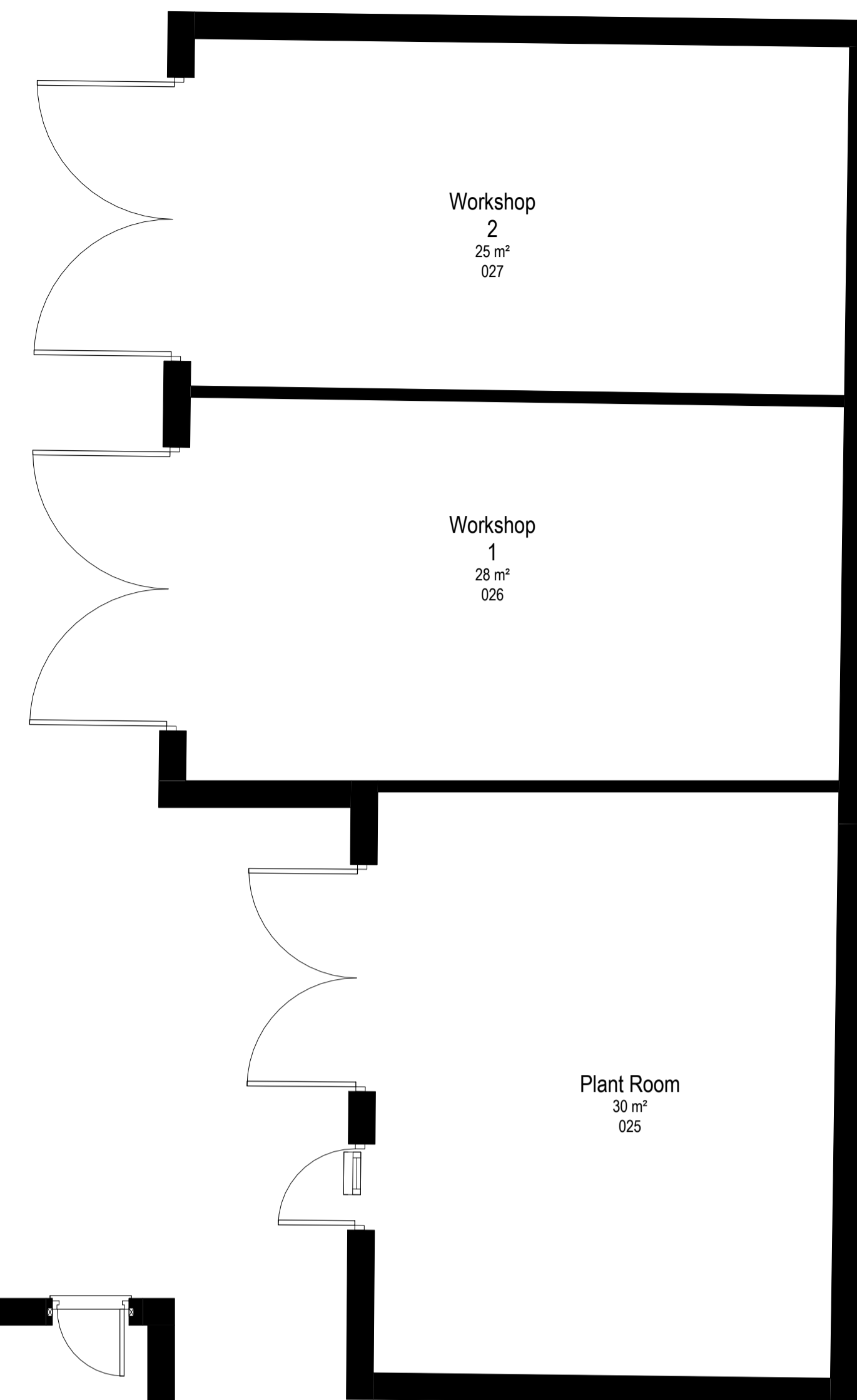
External Doors.
Existing entrance door to be refurbished upgrade draught stripping, the refurbished doors required to achieve u-value 3.50 wm 2 k. New replacement external doors to to achieve u-value 1.80 wm 2 k.



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ASCH007 - Room Area Schedule Existing Ground Floor			
Level	Number	Name	Area
Level 00			
Level 00	001	Draft Lobby	4 m ²
Level 00	002	Office	16 m ²
Level 00	003	Office	14 m ²
Level 00	004	Entrance/Reception	20 m ²
Level 00	005	Reception	14 m ²
Level 00	006	Office	8 m ²
Level 00	007	Strong Room	11 m ²
Level 00	008	Office	19 m ²
Level 00	009	Circulation	6 m ²
Level 00	010	Office	17 m ²
Level 00	011	Room	3 m ²
Level 00	012	ICT Suite	19 m ²
Level 00	013	Rear Lobby	7 m ²
Level 00	014	Room	1 m ²
Level 00	015	Room	1 m ²
Level 00	016	Store	5 m ²
Level 00	017	Office	19 m ²
Level 00	018	Conference	28 m ²
Level 00	019	Circulation	4 m ²
Level 00	020	Circulation	23 m ²
Level 00	021	Cafe	42 m ²
Level 00	022	Room	7 m ²
Level 00	023	Male WC	8 m ²
Level 00	024	Store	5 m ²
Level 00	025	Plant Room	30 m ²
Level 00	026	Workshop 1	28 m ²
Level 00	027	Workshop 2	25 m ²
Level 00: 27			
Grand total: 27			385 m ²

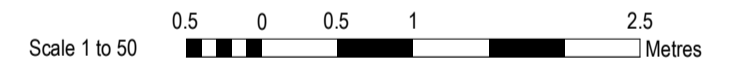


Notes:
NOTE:
 The information on this drawing is based on incomplete information and assumptions. A professional survey is required to ascertain dimension of existing areas and elements and location and nature of partitions, windows and doors.

CO-ORDINATION NOTE:
 The information on this drawing is still subject to the final co-ordination of structure / sub-structure, M&E, FF&E and kitchen design and to review with the Building Control Body and the Fire Specialists.

It is also subject to more detailed information to be provided by means of specialist surveys, to depict a better picture of the existing and the works required. Results are awaited from the following surveys:
 - building condition survey
 - measured survey
 - intrusive structural survey
 - damp survey
 - asbestos survey
 - drainage CCTV

Refer to Architect's schedule of works and specifications for more details regarding the works on the individual elements.
 Refer to M&E engineer for works on existing services and installation of new mechanical and electrical fixtures.



Amendments

No.	Description	Date	Issued by
2	Issued for tender	22/03/2021	GM
1	Issued for Information	10/03/2021	GM

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Project Name:
Masters House

Dwg Reference:
Existing Ground Floor GA Plan

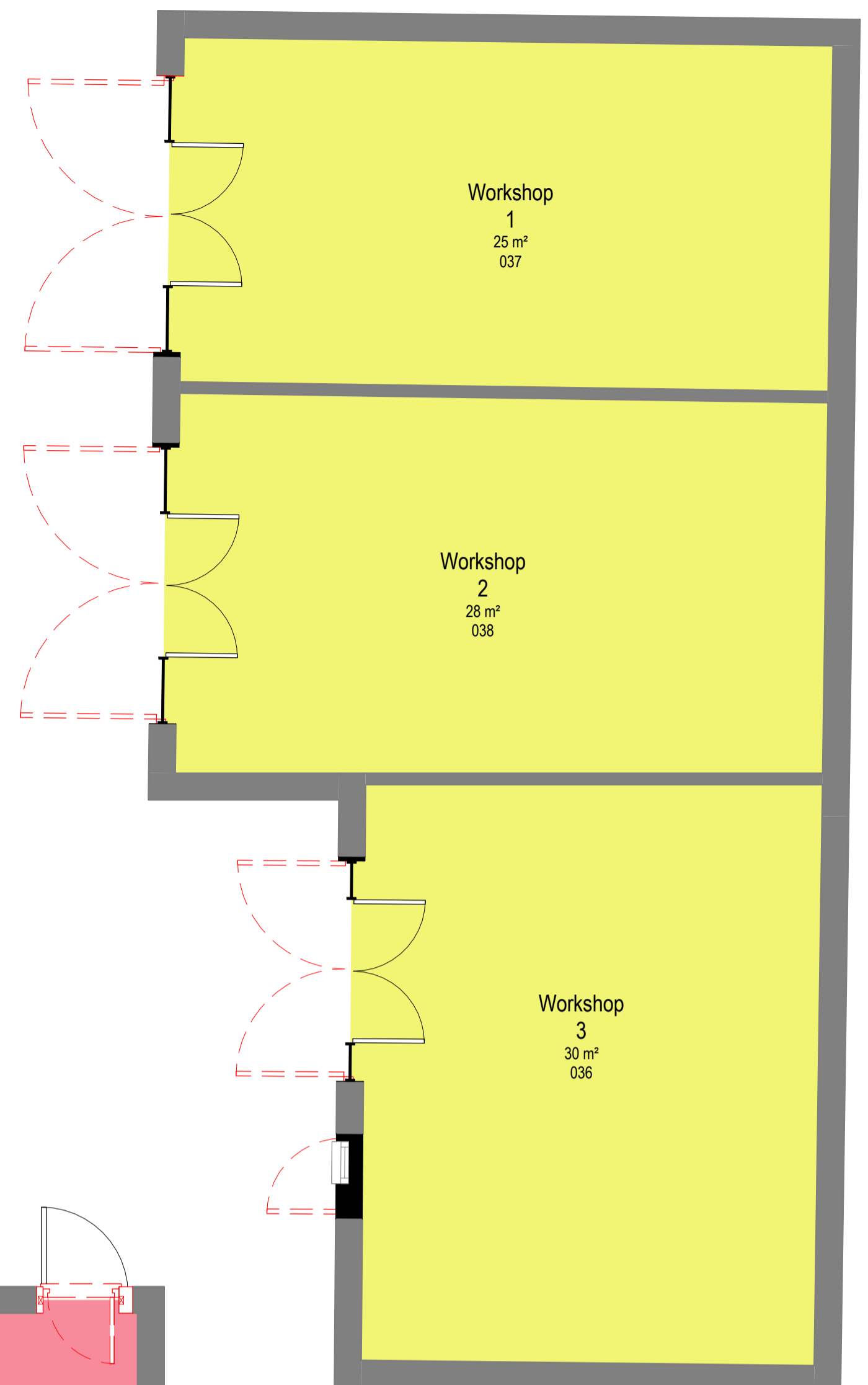
Drawn: GM Checked: Checker
 Scale: 1 : 50 @ A1 Project Issue Date: March 2021

Project:	Originator:	Volume:	Level:	Type:	Role:	Number:
Z0513	NOV	V1	00	DR	A	03000

Status: **S3** Suitability Description: **Information** Orig Paper Size: **A1**
 Issued for Tender
 Revision: **P0.2** Revision Description: **INFORMATION** Novium Job No: **Z0513**

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ASCH007 - Room Area Schedule Proposed Ground Floor			
Level	Number	Name	Area
Level 00			
Level 00	001	Lobby/Waiting	5 m ²
Level 00	003	Office	14 m ²
Level 00	004	Entrance/Reception	38 m ²
Level 00	008	Meeting	19 m ²
Level 00	010	Meeting	17 m ²
Level 00	011	Store	3 m ²
Level 00	012	Office	19 m ²
Level 00	013	Rear Lobby	7 m ²
Level 00	014	Cupboard	1 m ²
Level 00	016	Plant Room	5 m ²
Level 00	017	Office	20 m ²
Level 00	018	Kitchen/Breakout space	21 m ²
Level 00	019	Circulation	14 m ²
Level 00	020	Circulation	15 m ²
Level 00	021	Office	19 m ²
Level 00	022	Office	31 m ²
Level 00	023	Office	23 m ²
Level 00	030	Toilet	3 m ²
Level 00	031	Toilet	3 m ²
Level 00	032	Lift	3 m ²
Level 00	033	Reception Office	10 m ²
Level 00	034	Plant	5 m ²
Level 00	035	Disabled WC	8 m ²
Level 00	036	Workshop 3	30 m ²
Level 00	037	Workshop 1	25 m ²
Level 00	038	Workshop 2	28 m ²
Level 00 26			385 m ²
Grand total: 26			385 m ²



- Department Legend**
- Breakout/kitchen
 - Circulation
 - Meeting Room
 - Non-net Area
 - Office
 - Staff And Administration Areas
 - Storage
 - WC'S
 - Work shops

CO-ORDINATION NOTE:
 The information on this drawing is still subject to the final co-ordination of structure / sub-structure, M&E, FF&E and kitchen design and to review with the Building Control Body and the Fire Specialists.
 It is also subject to more detailed information to be provided by means of specialist surveys, to depict a better picture of the existing and the works required. Results are awaited from the following surveys:
 - building condition survey
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 - damp survey
 - asbestos survey
 - drainage CCTV
 Refer to Architect's schedule of works and specifications for more details regarding the works on the individual elements.
 Refer to M&E engineer for works on existing services and installation of new mechanical and electrical fixtures.



Amendments

No.	Description	Date	Issued by
4	Issued for tender	22/03/2021	GM
3	Issued for information	19/03/2021	GM
2	Issued for information	16/03/2021	GM
1	Issued for information	16/03/2021	GM

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Project Name:
Masters House

Dwg Reference:
Proposed Ground Floor GA Plan

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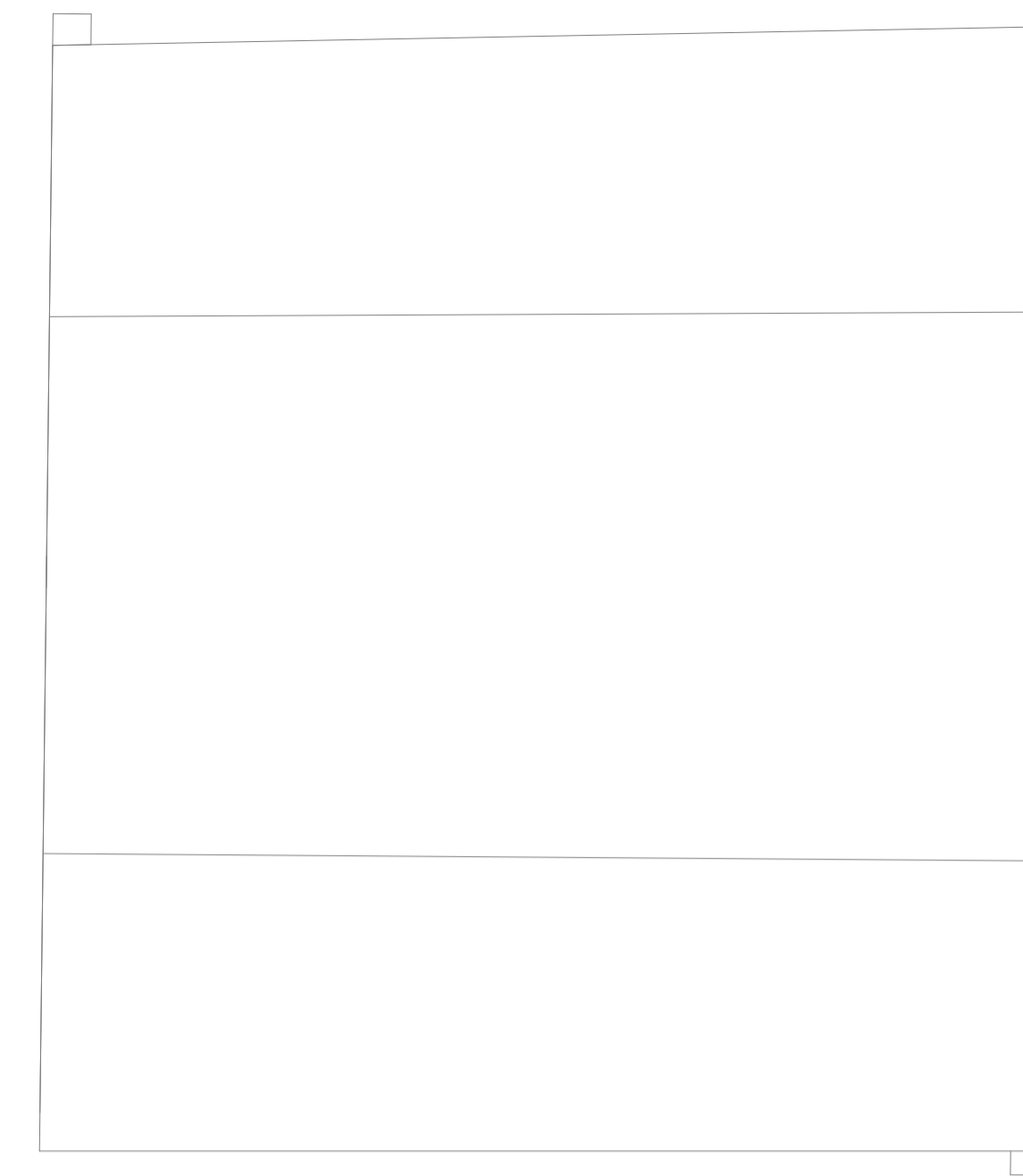
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S3 Issued for Tender A1

Revision: Revision Description: Novium Job No:
P0.4 INFORMATION Z0513

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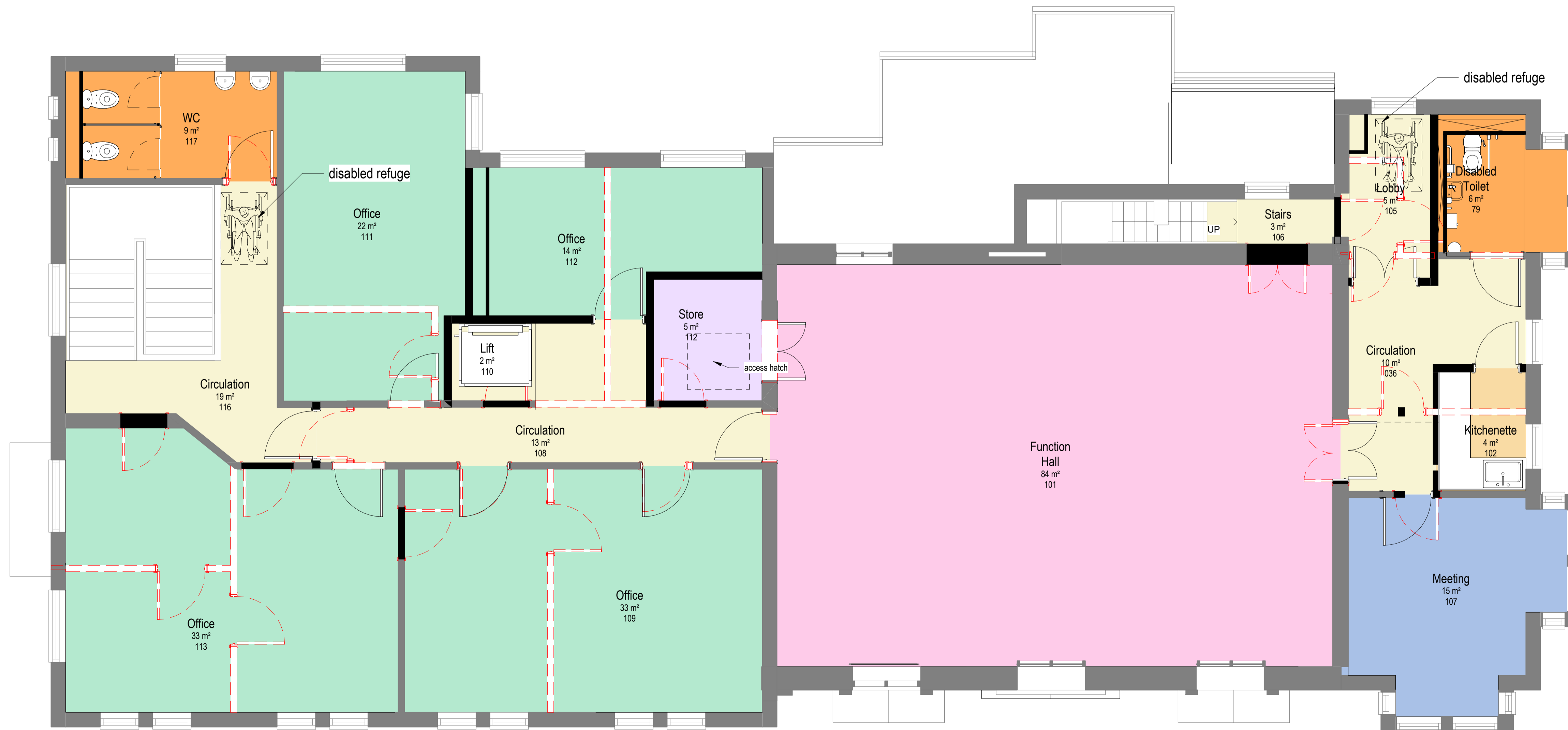
ASCH007 - Room Area Schedule Proposed First Floor			
Level	Number	Name	Area
Level 01			
Level 01	036	Circulation	10 m ²
Level 01	79	Disabled Toilet	6 m ²
Level 01	101	Function Hall	84 m ²
Level 01	102	Kitchenette	4 m ²
Level 01	105	Lobby	5 m ²
Level 01	106	Stairs	3 m ²
Level 01	107	Meeting	15 m ²
Level 01	108	Circulation	13 m ²
Level 01	109	Office	33 m ²
Level 01	110	Lift	2 m ²
Level 01	111	Office	22 m ²
Level 01	112	Store	5 m ²
Level 01	112	Office	14 m ²
Level 01	113	Office	33 m ²
Level 01	116	Circulation	19 m ²
Level 01	117	WC	9 m ²
Level 01: 16			277 m ²
Level 01: 16			277 m ²
Grand total: 16			277 m ²



Notes:

Department Legend

- Breakout/kitchen
- Circulation
- Main hall
- Meeting Room
- Office
- Storage
- WCS



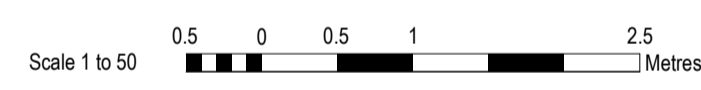
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Amendments

No.	Description	Date	Issued by
4	Issued for tender	22/03/2021	GM
3	Issued for information	19/03/2021	GM
2	Issued for information	16/03/2021	GM
1	Issued for information	16/03/2021	GM

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Project Name:
Masters House

Dwg Reference:
Proposed First Floor GA plan

Drawn: GM Checked: Checker
Scale: 1 : 50 @ A1 Project Issue Date: March 2021

Project:	Originator:	Volume:	Level:	Type:	Role:	Number:
Z0513	NOV	V1	01	DR	A	03011

Status: **S3** Suitability Description: **Issued for Tender** Orig Paper Size: **A1**

Revision: **P0.4** Revision Description: **INFORMATION** Novium Job No: **Z0513**

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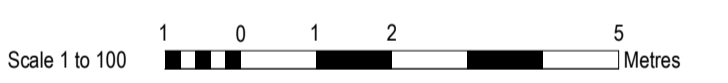
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Amendments

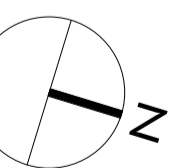
No.	Description	Date	Issued by
2	Issued for tender	22/03/2021	GM
1	Feasibility Issue	10/02/2012	DLH

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Project Name:
Masters House

Dwg Reference:
Existing Roof Plan

Drawn: GM Checked: Checker

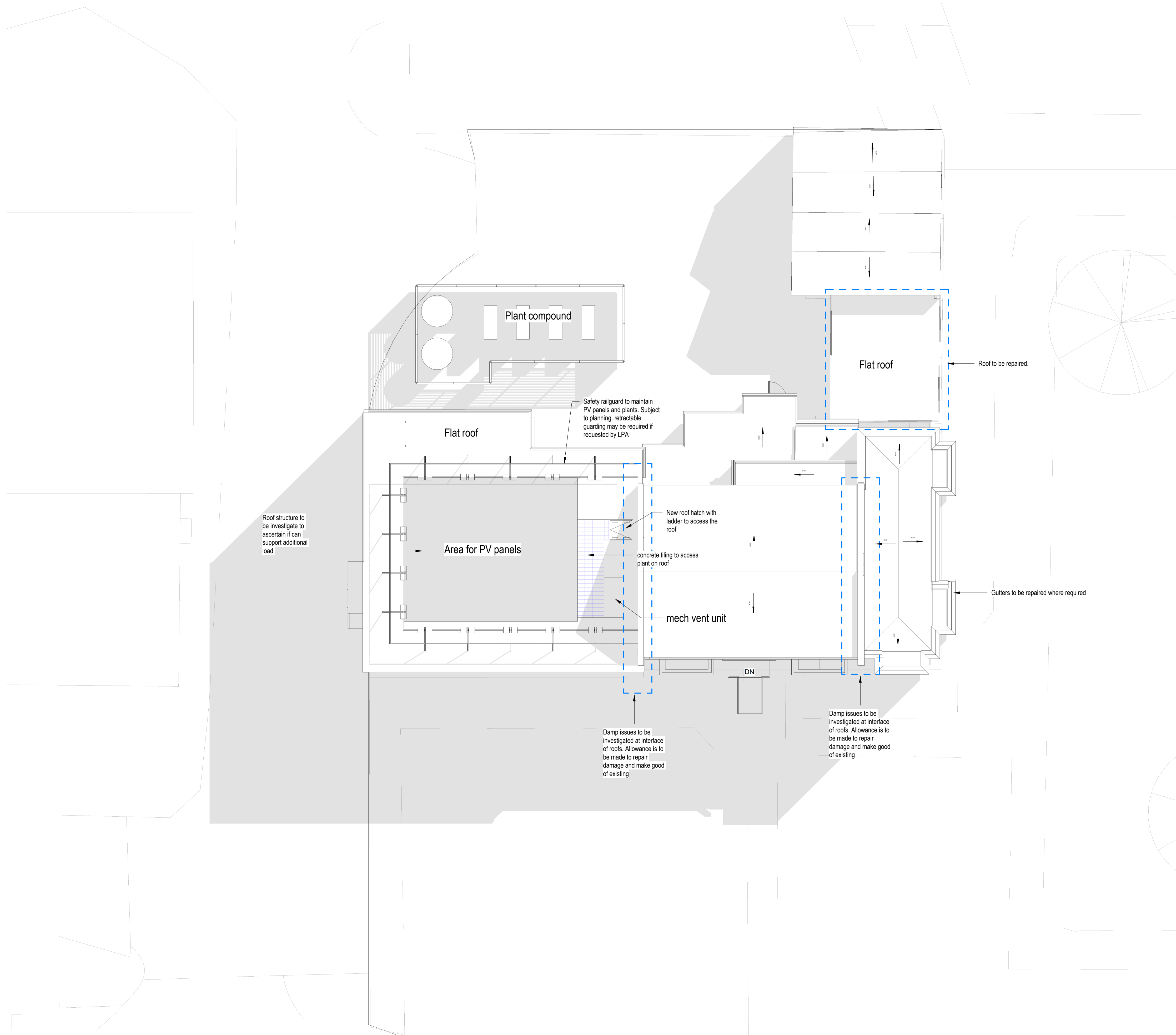
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Z0513 - NOV - V1 - RF - DR - A - 03020						

Status: **S3** Issued for Tender Orig Paper Size: **A1**

Revision: **P0.2** INFORMATION Novium Job No: **Z0513**

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Amendments

No.	Description	Date	Issued by
3	Issued for tender	22/03/2021	GM
2	Issued for information	18/03/2021	GM
1	Issued for information	18/03/2021	GM

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Project Name:
Masters House

Dwg Reference:
Proposed Roof Plan

Drawn: GM Checked: Checker

Scale: 1 : 100 @ A1 Project Issue Date: March 2021

Project:	Originator:	Volume:	Level:	Type:	Role:	Number:
Z0513	NOV	V1	RF	DR	A	03021

Status: **S3** Suitability Description: **Issued for Tender** Orig Paper Size: **A1**

Revision: **P0.3** Revision Description: **INFORMATION** Novium Job No: **Z0513**

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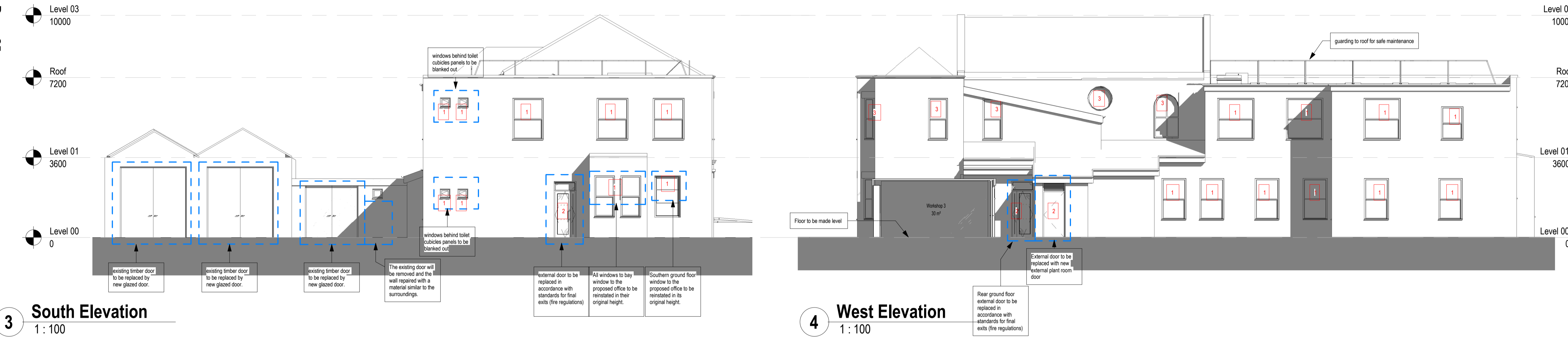
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- 2 Indicates existing doors to be replaced with new aluminium double glazed units to achieve 3.6w/m² k colour: White to match existing
- 3 Indicates existing windows to be replaced with new timber double glazed units to achieve 1.8w/m² k colour: White to match existing
- 4 Indicates existing main door to be refurbished/replaced with new timber double glazed units to achieve 3.6w/m² k colour: White to match existing



1 North Elevation
1 : 100

2 East Elevation
1 : 100

Page 25



3 South Elevation
1 : 100

4 West Elevation
1 : 100

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Refer to M&E schedule of works, FF&E schedule of works and installation of new mechanical services.

Scale 1 to 100 (vertical dimensions) 1 to 100 (horizontal dimensions)

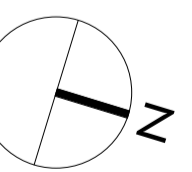
No.	Description	Date	Issued by
2	Issued for tender	22/03/2021	GM
1	Feasibility Issue	10/02/2021	DLH

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Project Name:
Masters House

Dwg Reference:
Proposed GA Elevations

Drawn: GM Checked: Checker
Scale: 1 : 100 @ A1 Project Issue Date: March 2021

Project:	Originator:	Volume:	Level:	Type:	Role:	Number:
Z0513	NOV	V1	ZZ	DR	A	04000

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Revision:	Revision Description:	Novium Job No:
P0.2	INFORMATION	Z0513

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2 Section B-B
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3 Section C-C
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1	Feasibility issue	10/02/2012	DLH

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Project Name:
Masters House

Dwg Reference:
Proposed GA Sections

Drawn: Author Checked: Checker

Scale: 1 : 100 @ A1 Project Issue Date: March 2021

Project:	Originator:	Volume:	Level:	Type:	Role:	Number:
Z0513	NOV	V1	ZZ	DR	A	05000

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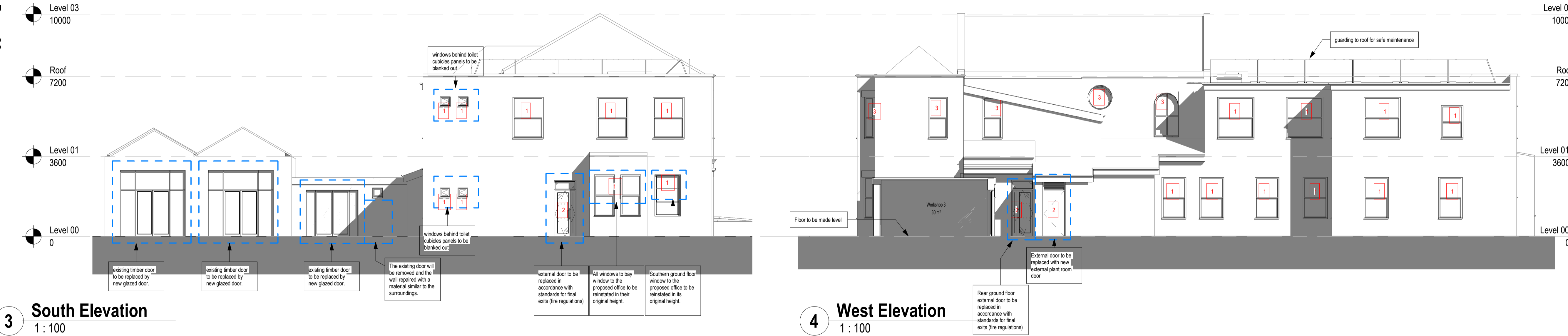
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1 North Elevation
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Page 29



3 South Elevation
1 : 100

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Project Name:
Masters House

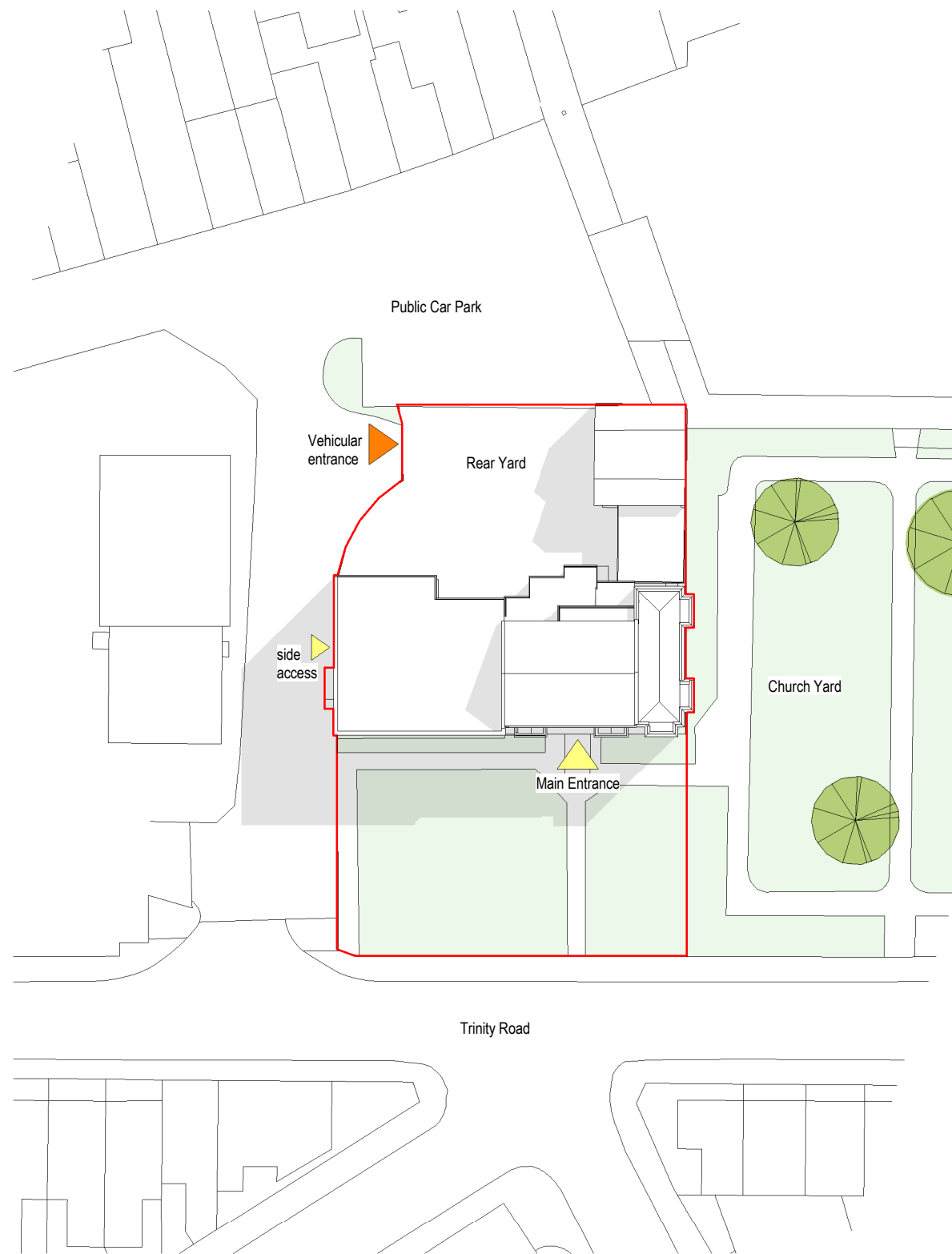
Dwg Reference:
Proposed GA Elevations

Drawn: GM Checked: Checker
Scale: 1 : 100 @ A1 Project Issue Date: March 2021

Project:	Originator:	Volume:	Level:	Type:	Role:	Number:
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Amendments

No.	Description	Date	Issued by
1	Issued for tender	22/03/2021	GM

No. Description Date / Issued by

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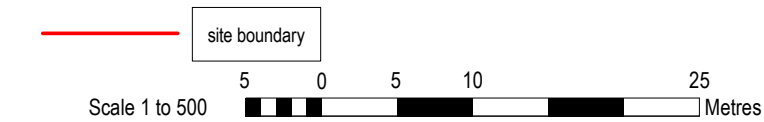
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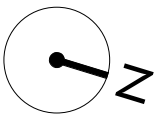


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Project Name:
Masters House

Dwg Reference:
Existing Site Plan

Drawn: GM Checked: Checker

Scale: 1 : 500 @ A3 Project Issue Date: March 2021

Project	Originator	Volume	Level	Type	Role	Number
Z0513 - NOV - ZZ - ZZ - DR - A - 02000						

Status: Suitability Description: Orig Paper Size:
S3 Issued for Tender A3

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P0.1 INFORMATION Z0513

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No.	Description	Date / Issued by
1	Issued for tender	22/03/2021 GM

No. Description Date / Issued by

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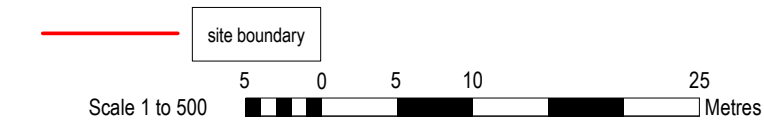
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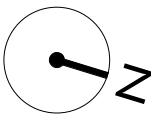


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Dwg Reference:
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Drawn: Author Checked: Checker

Scale: 1 : 500 @ A3 Project Issue Date: March 2021

Project	Originator	Volume	Level	Type	Role	Number
Z0513 - NOV - ZZ - ZZ - DR - A - 02001						

Status: Suitability Description: Orig Paper Size:
S3 Issued for Tender A3

Revision: Revision Description: Novium Job No:
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Agenda Item 5

Scrutiny	Agenda Item:
Meeting Date	19 January 2022
Report Title	Financial Management Report – Second Quarter 2021/22
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	Lisa Fillery, Director of Resources
Head of Service	Phil Wilson, Head of Finance and Procurement
Lead Officer	Phil Wilson, Head of Finance and Procurement, Caroline Frampton, Principal Accountant
Key Decision	Yes
Classification	Open
Forward Plan	Reference number:
Recommendations	<ol style="list-style-type: none">1. To note the projected revenue overspend of £359,000.2. To note the additional funding from the Covid Recovery Fund towards two schemes as detailed in paragraph 3.8.3. To note that delegated authority be given to the Leader and the Director of Resources to top up the Improvement & Resilience Fund as required from the Business Rates Economic Development Pool Reserve in order to meet the costs of the development of the Master's House.4. To note the changes to the capital funding as detailed in paragraph 3.13.5. To note the capital expenditure of £2,533,419 as detailed in paragraph 3.14 and Appendix I Table 8.6. To note the additional Government funding received by the Council in response to the coronavirus as detailed in paragraph 3.3.7. To note the capital variances and their funding as detailed in paragraph 3.15 and Appendix I Table 8 refers.

1. Purpose of Report and Executive Summary

1.1 This report sets out the revenue and capital projected outturn position for 2021/22. The report is based on service activity up to the end of September 2021 and is collated from monitoring returns from budget managers.

1.2 The headline figures are:

- Projected revenue overspend on services of £359,000 - Table 1;

- Projected net impact of the Coronavirus pandemic of £726,000 as at end of September 2021.

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.
- 2.3 This report will be going to Cabinet on 8 December.

3. Proposals

Revenue Outturn

- 3.1 As at the end of September 2021 the forecast revenue overspend projected to 31 March 2022 is £359,000.

Table 1 - Projected Variance by Service at 30 September 2021

Service	Service Manager	Working Budget £	Projected Outturn £	Projected Variance £
Chief Executive	L. Reed	263,320	211,320	(52,000)
Policy, Communications & Customer Services	D. Clifford	1,245,620	1,129,620	(116,000)
Democratic and Electoral Services	D. Clifford	1,052,660	1,075,660	23,000
Director of Neighbourhood & Regeneration	E. Wiggins	192,860	192,860	0
Housing & Community	C. Hudson	3,563,140	3,691,140	128,000
Planning	J. Freeman	883,380	998,380	115,000
Environment and Leisure	M. Cassell	6,285,170	6,279,170	(6,000)
Regeneration & Economic Development	J. Johnson	1,195,000	1,180,000	(15,000)
Property	J. Johnson	(65,500)	(39,500)	26,000
Finance & Procurement	P. Wilson	950,760	950,760	0
Revenues & Benefits	Z. Kent	376,390	347,390	(29,000)
Environmental Health	T. Beattie	528,830	561,830	33,000
Information Technology	C. Woodward	1,351,820	1,351,820	0
Internal Audit	R. Clarke	188,690	188,690	0
Human Resources	B. Sandher	462,910	462,910	0
Legal	C. Valmond	516,780	510,780	(6,000)
STC - Cinema/Hotel/Restaurants	J. Johnson	(796,590)	(796,590)	0
STC - Retail Park	J. Johnson	(474,810)	(474,810)	0
Contributions to Reserves for services shown above (Table 2)	P. Wilson	0	(3,000)	(3,000)
Corporate Items	Corporate	2,347,570	2,806,570	459,000
NET REVENUE SERVICE EXPENDITURE		20,068,000	20,625,000	557,000
Financed by:				
Revenue Support Grant		(116,000)	(116,000)	0
Other Government Grants		(1,377,000)	(1,575,000)	(198,000)
Business Rates		(8,642,000)	(8,642,000)	0
New Homes Bonus		(1,028,000)	(1,028,000)	0
Collection Fund Surplus		(50,000)	(50,000)	0
Council Tax Requirement		(8,855,000)	(8,855,000)	0
TOTAL FINANCING		(20,068,000)	(20,266,000)	(198,000)
NET EXPENDITURE (Contribution from General Fund)		0	359,000	359,000

3.2 The revenue overspend of £359,000 includes four anticipated contributions to/from reserves, which will be made at year-end in order to comply with statute and previous Cabinet decisions, and these are detailed below:

Table 2: Transfer to Reserves from Ringfenced Services and non Ringfenced Services

Service	Description	£'000
Ringfenced Services:-		
Revenues and Benefits	The net saving at year end will be transferred to the Revenues and Benefits reserve.	119
Local Planning & Conservation	The overspend on the local plan will be transferred to the reserve at year-end to be used solely to fund Local Plan associated work in accordance with previous Cabinet decisions.	(40)
Total Ringfenced Services		79
Non Ringfenced Services:-		
Environment & Leisure	Proposed to use the Covid Reserve to fund the additional capital expenditure re Swallows Roof (reported in Table 3 & Appendix I Table 8. Refer to paragraph 3.8)	(82)
TOTAL		(3)
For noting only:-		
Environment & Leisure	Proposed to use reserves to fund the loss of income claims re Leisure Centres (Covid) (reported in service line in Table 1) refer to paragraph 3.8	(320)

3.3 It is estimated that the Council will receive additional Government Covid funding of £198k of sales, fees and charges income for 2021/22. This is included in the forecasts in Table 1.

Business Rates

3.4 The Council collects business rates and distributes them to preceptors including the Government, Kent County Council (KCC), the Fire Authority and the Council and this is accounted for in the Collection Fund. The original forecast for 2021/22 was that the Council would collect £53m in total in 2021/22. Later the Government announced new reliefs on business rates for retail, local newspapers and nurseries which would reduce the income from business rates by £7m, but this will be offset by Government grants.

3.5 The Council budgeted that its share of the total business rates collected for 2020/21 would be £8.642m. There is a complicated system of levies and tariffs, and any deficit on the Collection Fund for 2021/22 will be allocated to each preceptor as a cost in future years.

3.6 The Business Rates Collection Fund has set aside £12m for appeals, of which the Council's share is £5m.

Improvement and Regeneration Funds

3.7 Table 3 below details the second quarter position on a number of reserve funds.

Table 3: Improvement and Regeneration Funds

	Balance as at 1 April 2021	Topping Up of Funds 2021/22	Fund Committed as at 1 April 2021	Funds committed after 1 April 2021 (Appendix I Table 7) 2021/22	Forecast Balance Unallocated
Funds	£'000	£'000	£'000	£'000	£'000
Improvement and Resilience	1,000	0	0	(780)	220
Covid Recovery	0	1,043	0	(47)	996
Special Projects	1,055	1,000	(815)	(1,124)	116
Performance	271	0	(122)	(55)	94
Communities	411	0	(52)	(44)	315
Pension & Redundancy	52	50	0	(52)	50
Sheppey Improvement Fund (Capital)	0	250	0	(295)	(45)
Regeneration	149	0	0	0	149
TOTAL	2,938	2,343	(989)	(2,397)	1,895

3.8 It is recommended that the following schemes are funded from the Covid Recovery Fund.

- Swallows Roof – additional capital expenditure - £82k (reported in quarter 1 report)
- Swallows and Sheppey Leisure Centres - loss of income claims - £320k (refer to Table 6 Appendix I)

The balance on the Covid Recovery Fund if the above are approved will be £594k.

3.9 The Sheppey Improvement Fund is £250,000 from capital receipts. Three projects have been allocated to be funded from this reserve: Sheppey War Memorial (£60,000); Public Toilets Sheerness Seafront (estimated £120,000) and Barton Point drainage works (estimated £115,000). The estimates for all these projects total £295,000 which currently exceeds the Fund by £45,000. Work is ongoing to address this difference and an update will be provided later.

3.10 It is recommended that delegated authority be given to the Leader and the Director of Resources to top up the Improvement & Resilience Fund as

required from the Business Rates Economic Development Pool Reserve in order to meet the costs of the development of the Master's House.

3.11 Table 7 in Appendix I details the new allocations from the above funds to date.

Capital Expenditure

3.12 This section of the report details actual capital expenditure to end of September 2021 and highlights any variations between the revised 2021/22 capital budget and the projected outturn.

3.13 The revised budget includes the following approvals as detailed in Table 4 below. As a result of the ongoing review of the financial resources the funding for a couple of schemes has changed.

Table 4: Capital Approvals

	£
Original Budget	18,524,160
Capital rollovers from 2020/21 as agreed by Cabinet 14/7/21	5,880,660
St Anne's Footbridge Lighting– to be met from Special Project Funding (SPFBID16). New LED light units and a new control cabinet for the electrical supply	41,250
Master's House £1.55m – Following a review of financial resources the funding for this scheme is now as follows; capital receipts £850,000, £273k grant funding, £112k Reserves (Improvement & Resilience Fund) and the balance of £314k from Reserves (Kent Pool Economic Development Business Rates reserve).	700,000
Sheerness War Memorial – £60,000 payment is a grant and £16,000 is a loan. To be funded from the Sheppey Improvement Fund of £250,000 (Cabinet Report 16/12/20 minute 350/12/2020).	For noting only
CCTV Monitoring Control Centre – Reserves – CCTV (Cabinet Report 22/09/21).	4,960
Winter Warmth Grants – externally funded.	6,780
Faversham Recreation Ground Improvement – S106 (Cabinet Report 22/09/21).	15,800
Swallows Leisure Centre – Roof Improvements (Cabinet Report 22/09/21)	81,740
Queenborough & Rushenden Klondyke Land – External Grant (Cabinet Report 22/09/21)	487,450
Swale House Refurbishment – Cabinet March 2021 approved budget for scheme (Cabinet Report 17/03/21 minute 563/03/2021). Original budget was £3m, Cabinet approved £1.9m.	(1,100,000)
Schemes approved following Quarter 1 Report to Cabinet:-	
High Street Various Projects. To be funded from High Streets Fund £780k, S106 £100k and Improvement & Resilience Fund £107k.	987,350

	£
Barton Point drainage work - £115,000 estimate. To be funded from the Sheppey Improvement Fund of £250,000.	For noting only
Sheerness Seafront Public Conveniences - £120,000 estimate. To be funded from the Sheppey Improvement Fund of £250,000.	For noting only
Sheppey Improvement Fund - £61k to be funded from capital receipts	61,000
Faversham Reach Public Footpath ZF43 - £60,000. To be funded from the Faversham Creek Footpath Reserve.	60,000
Murston Old Church - £20,000 – to be met from Communities Fund (CFBID62).	20,000
Coronation Clock Tower, Sheerness £185,000 – Following a review of financial resources the funding for this scheme is now as follows; £127k Reserves (Town Centres/High Streets Fund), £20k Reserves (Improvement & Resilience Fund) and £38k from S106 receipts.	185,000
Sheppey Hall Improvement (Special Projects Fund SPFBID11) – this bid was completed in 2020/21 and therefore this capital funding is not required in 2021/22.	(40,000)
Public toilets for Queenborough All Tide Landing – to be funded from the Improvement & Resilience Fund.	6,900
TOTAL	25,923,050

3.14 Actual expenditure to end of September 2021 was £2,533,419. This represents 10% of the revised budget. Further details are set out in Table 8 of Appendix I.

3.15 The following projects totalling £1,036,403 (of which £616k is external funding) require approval by Cabinet for funding in 2021/22: -

- Queenborough & Rushenden Klondyke Land - £616k – this is fully funded from external Grant;
- Sittingbourne Town Centre - £420k – this is funded from internal/ external borrowing.

3.16 Table 5 below summarises the capital expenditure to date compared to the revised budget.

Table 5: Capital Programme Expenditure

	2021/22 Revised Budget	2021/22 Actual to Date	2021/22 Projected Variance
	£'000	£'000	£'000
Environment & Leisure	2,273	280	0
Housing & Community Services	17,204	859	0
Planning	60	60	0
Regeneration & Economic Development	6,037	1,335	(876)
Information Technology	350	0	0
Total Capital Programme	25,923	2,533	(876)
Total funded by the Council	19,191	698	(1,492)
Total Partnership funded	6,732	1,835	616
% Spent to date compared to Revised Budget			10

Payment of Creditors

3.17 For April to September 2021, 98.6% of invoices from suppliers were paid within 30 days of receipt of invoice against the target of 97%.

Sundry Debtors

3.18 Tables 9.1 and 9.2 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.
Financial, Resource and Property	As detailed in the report
Legal, Statutory and Procurement	None identified at this stage.
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	The report identifies a wide range of expenditure headings which support the Council's Climate and Emergency Action Plan.

Issue	Implications
Health & Wellbeing	None identified at this stage.
Safeguarding of Children, Young People and Vulnerable Adults	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 Report 2021/22

8. Background Papers

[Revenue Budget and Capital Programme 2021/22](#)

Service – Cabinet Member (Head of Service)	£'000
CHIEF EXECUTIVE – Cllr R Truelove (Larissa Reed)	
Other Variances:	
Salary underspend	(37)
Special Projects & Swale Stars	(14)
Other net savings	(1)
TOTAL	(52)
POLICY, DEMOCRATIC SERVICES, COMMUNICATIONS AND CUSTOMER SERVICES – Cllr R Truelove (David Clifford)	
Policy, Communications & Customer Services:	
Other Variances:	
Salary underspend – Policy – vacant posts	(80)
Salary underspend – Customer Service Centre	(36)
Sub Total	(116)
Democratic Services and Electoral Services:	
Other Variances:	
Democratic Services – Members Allowances & Travel	23
Sub Total	23
TOTAL	(93)
DIRECTOR OF NEIGHBOURHOOD & REGENERATION – (Emma Wiggins)	
Other Variances:	
Nil variance	-
TOTAL	-
HOUSING AND COMMUNITY SERVICES – Cllr B Martin, Cllr R Palmer, Cllr A Harrison (Charlotte Hudson)	
Community Services:	
Other Variances:	
Licences – salary costs savings	(26)
Licences – reduced income	21
Sub-total	(5)
Housing:	
Other Variances:	
Salary costs overspend	47
Homelessness – temporary accommodation houses overspend	13
Homelessness – other overspend	74
Private Sector Housing – net variations	(1)
Sub-total	133
TOTAL	128

Table 6 – Significant Variances

APPENDIX I

Service – Cabinet Member (Head of Service)	£'000
PLANNING - Cllr M Baldock (James Freeman)	
Other Variances:	
Planning Fees income – additional income (excluding major applications)	(125)
Planning Fees income – additional income from major application - Highsted Park (South-east Sittingbourne)	(290)
Planning consultation advice - additional advice to handle the significant major applications including Highsted Park in planning fees income (includes agency support £52k)	200
Appeal Costs – Additional costs – Litigation costs	233
Development Control / Services – salaries	(32)
Enforcement – Salaries – additional agency costs partly offset by vacant posts	81
Spatial Planning Team – salaries underspend offset by additional agency expenditure	19
Dangerous Structures	2
Local Plan overspend – Judicial Review. This will be funded from the Local Plan reserve in 2021/22	40
Mid Kent Planning Support	(10)
Other	(3)
TOTAL	115
N.B. The overspend on the local plan will be met from the ring-fenced reserve to be used solely to fund Local Plan associated work.	
<i>Total settlement has not yet been determined for the Wises Lane Planning appeal cost. This cost is not reflected above.</i>	
ENVIRONMENT AND LEISURE – Cllr Saunders, Cllr A Harrison, Cllr R Palmer, Cllr Bonney, Cllr Valentine (Martyn Cassell)	
Coronavirus Related Variances:	
Parking Management:	
Car Parks pay and display – income shortfall	500
Parking season tickets – income shortfall	33
Residents Parking Permits & Voucher Parking reduced income	1
Parking Enforcement – deficit relating to on-street parking	54
Multi-Storey Car Park – income shortfall	40
Leisure & Sports Centres:	
Swallows and Sheppey Leisure Centres - Loss of income (LOI) claims	320
Leisure Centres Loss of Income claim to be offset by reserves (refer to paragraph 3.8)	(320)
Public Conveniences – additional equipment costs	4

Service – Cabinet Member (Head of Service)	£'000
Other Variances:	
Environmental Response Team – Section 96 of the Clean Neighbourhoods and Environment Act of 2005 advises that income must be spent on ‘qualifying functions’. Any surplus will be transferred to the ring-fenced account at year end	0
Cemeteries:	
Premises expenditure	9
Interments additional income	(12)
Client & Amenity Services:	
Head of Service and Client and Amenity Services – salary & staff costs savings	(21)
Net Transport and other costs savings	(4)
Technical Services – net salary and other costs savings	(3)
Coast Protection, Harbour & Quays, Seafront – net reduced income	7
Contracts	
Additional salary costs	5
Net Transport costs savings and other	(5)
Animal Welfare, Dog Warden Service:	
Salary costs savings	(4)
Licences additional income	(2)
Environmental Services – salary costs savings	(2)
Highways – net underspend	(1)
Leisure & Sports Centres:	
Consultancy costs overspend	6
Serco Operating Contract overspend	7
Swale Community Leisure Trust management agreement	(84)
Recycling & Waste Minimisation, Refuse Collection and Street Cleansing:	
Garden Waste collections – additional income	(240)
Wheeled Bins purchase – additional expenditure (increasing replacements needed of original bins). <i>Intend to use the ‘Wheeled Bins Repairs & Renewals Reserve’ to fund costs of £150,000 this year.</i>	0
Sale of Wheeled bins – additional income (bins provided under S106 agreements, sales to developers etc.)	(50)
Refuse contract – additional income due from Biffa due to service not being to standard/level expected as per contract (essentially compensation for unachieved service, known as “Perf Mech”).	(33)
Variations to Contract – savings	(20)
Special Collections – additional income (incl. bulky waste & A249)	(80)
Other – net additional costs	3

Table 6 – Significant Variances

APPENDIX I

Service – Cabinet Member (Head of Service)	£'000
Public Conveniences:	
Public Conveniences – net cost savings on premises expenses (including reduced business rates)	(19)
Contract cost additional expenditure (including additional site maintenance costs for new facilities)	27
Parks & Open Spaces, Sports Pitches, Countryside & Country Parks, Allotments and Pest Control:	
Play areas – equipment maintenance & purchase additional cost	2
Pest control – reduced commission income	2
Sports Pitches – net additional premises costs	3
Countryside – net other costs underspend	(8)
Countryside – additional rental income	(14)
Grounds Maintenance Contract – net costs savings	(40)
Parking Management:	
Parking Partnership with Maidstone Borough Council – additional costs	28
Multi-Storey Car Park additional income from season tickets	(56)
Electric Vehicle Charging Points income	(16)
Residents Parking Permits additional income	(10)
Business Rates additional costs	10
Off-street (car parks) Penalty Charge Notices (PCN's) additional income	(8)
Other – net costs savings	(15)
TOTAL	(6)
FINANCE & PROCUREMENT – Cllr R Truelove (Phil Wilson)	
Other Variances:	
Nil variance reported	-
TOTAL	-
REVENUES & BENEFITS – Cllr R Truelove (Zoe Kent)	
Coronavirus Related Variances:	
Reduced income – Mid Kent debt recovery due to courts being shut	87
Other Variances:	
Department for Works and Pensions (DWP) additional housing benefit grants (*)	(99)
DWP Housing Benefit Admin Subsidy Grant increase (*)	(20)
Net Other Costs	3
TOTAL	(29)
N.B. A net saving of (£119k) as detailed (*) will be transferred to reserves at year end	

Service – Cabinet Member (Head of Service)	£'000
PROPERTY SERVICES – Cllr M Bonney (Joanne Johnson)	
Other Variances:	
Property salary underspend as a result of vacant posts offset by additional agency costs	25
Use of reserves to meet additional costs identified above	(25)
Net Other Costs	26
TOTAL	26
REGENERATION & ECONOMIC DEVELOPMENT – Cllr M Baldock, Cllr M Bonney (Joanne Johnson)	
Other Variances:-	
Salary net underspend	(15)
TOTAL	(15)
ENVIRONMENTAL HEALTH – Cllr J Saunders (Tracey Beattie)	
Other Variances:	
Shared Service costs – 2021/22 Budget reported service savings for the Air Quality Project Officer.	42
Net Other Income/Savings	(9)
TOTAL	33
INFORMATION TECHNOLOGY – Cllr R Truelove (Chris Woodward)	
Other Variances:	
Nil variance reported	-
TOTAL	-
INTERNAL AUDIT – Cllr R Truelove (Rich Clarke)	
Other Variances:	
Nil variance reported	-
TOTAL	-
HUMAN RESOURCES – Cllr R Truelove (Bal Sandher)	
Other Variances:	
Nil variance reported	-
TOTAL	-
LEGAL – Cllr R Truelove (Claudette Valmond)	
Other Variances:	
Legal shared service – reduced costs	(7)
S106 additional income – additional income	(29)
External legal fees	30
TOTAL	(6)
CONTRIBUTIONS TO/FROM (-) RESERVES FROM SERVICES SHOWN ABOVE (Table 2)	
Local Plan	(40)

Service – Cabinet Member (Head of Service)	£'000
Revenue Services	119
Contribution from reserves to fund additional capital expenditure	(82)
TOTAL	(3)
CORPORATE ITEMS	
Other Variances:	
Treasury Management & Bank Charges	33
Insurance – additional properties and increases in the All Risks portfolio	46
Minimum Revenue Provision	22
Other net staff costs (including recruitment costs)	10
Salaried post funding from reserves not required as offset by savings under Policy, Governance and Customer Services	63
Sittingbourne Town Centre – Bus companies compensation	286
Other net savings	(1)
TOTAL	459
Net Financing variations – additional Covid grants	(198)
NET EXPENDITURE (Overspend)	359

The forecast salary variances identified in Table 5 above are collated in the table below and total £173k underspend on the total salary/ agency budget of £13.6m.

Service	£'000
Salary underspend - Chief Executive	(37)
Salary underspend – Policy	(80)
Salary underspend – Customer Service Centre	(36)
Salary underspend – Regeneration & Economic Development	(15)
Salary overspend – Housing & Community (including Licencing)	21
Salary underspend - Development Management	(32)
Salary overspend – Enforcement	81
Salary overspend – Spatial Planning	19
Salary underspend - Environment & Leisure	(29)
Salary overspend – Property due to vacancies offset by agency costs	25
Salary underspend – Legal	(43)
Salary underspend – Finance	(13)
Net other staff costs including pension costs underspend	(34)
Total	(173)

Table 7 – 2021/22 New allocations from Funds

Fund	£
Covid Recovery Fund	
Welcome Back Fund Posts (CFBID01)	36,500
Covid 19 Recovery Wellbeing (CFBID02)	10,856
Total Covid Recovery Project Fund	47,356
Special Project Fund	
Wild Estuary (SPBID40)	37,080
Application for Play Area Refurbishment (SPBID41)	28,000
Kemsley Community Centre (SPBID42)	50,000
Biodiversity, Queens Hall car park Faversham (SPBID43)	6,310
Bowls Wheelchair (SPBID44)	2,394
Cricket Nets – Colts Cricket Club Upchurch (SPBID45)	10,000
St Anne’s Footbridge Lighting Increase Fund (SPBID16 £41,250)	31,250
Active Travel (SPFBID46)	100,000
Parks Infrastructure Fund (SPBID03#2)	150,000
Members Grants 2021/22 (SPBID02)	53,800
Area Committees (SPBID39#2)	188,000
Climate Change & Ecological Officer (SPBID33#2)	31,614
Special Projects Officer (SPBID05#2)	55,000
Greenspaces Activities Co-ordinator (SPBID34#2)	35,000
Proposed Schemes:-	
CCTV	14,000
Proposals for 2022/23:-	
Members Grants 2022/23 (SPBID02#3)	53,800
Special Projects Officer 2022/23 (SPBID05#3)	55,000
Greenspaces Activities Co-Ordinator 2022/23 (SPBID34#3)	35,000
Area Committees 2022/23 (SPBID39#3)	188,000
Total Special Project Fund Forecast	1,124,248
Improvement and Resilience Fund	
£250k has been allocated to: Health & Communities, Economic Development, Climate, Heritage	
<u>Health & Communities</u>	
Early Childhood Development Pilot Project (IRFBID01)	39,916
Sheppey Community Bus (IRFBID03)	10,000
Milton Creek Country Park Container (IRFBID04)	2,800
Commissioning of Cultural Activity (IRFBID07)	6,000
Hop Festival eCommerce Website (IRFBID08)	4,000

Table 7 – 2021/22 New allocations from Funds
APPENDIX I

Fund	£
Summer Festival 2021 (IRFBID09)	5,500
Breaking Barriers Innovations – Isle of Sheppey Project (IRFBID15)	36,000
Sittingbourne Remembrance Service (IRFBID16)	3,000
Sittingbourne Christmas Lights (IRFBID20)	4,270
Sheerness Community Lantern Parade (IRFBID21)	2,415
Sheppey District Scout Centre Works (IRFBID22)	19,490
<u>Economic Development</u>	
Digital review of Visit Swale and digital media channels (Twitter and Facebook) (IRFBID02)	5,000
Sheerness Clock Tower (IRFBID05)	19,572
Toilets for the Queenborough All Tide Landing (IRFBID06)	6,895
Contribution to High Street Fund (IRFBIDTBC)	106,917
Redevelopment of Master's House (IRFBIDTBC)	111,616
<u>Climate</u>	
Tree Planting (IRFBID10)	25,000
LED in SBC Properties, Car Parks and Open Spaces (IRFBID11)	70,000
EV Chargers On-Street Residential ChargePoint Scheme Application (IRFBID12)	50,000
Car Club (IRFBID13)	52,000
Climate and Ecological Emergency Business Event (IRFBID14)	5,000
Air Quality (IRFBIDTBC)	48,000
<u>Heritage</u>	
Closed Churchyards Repairs / War Memorials and Maintenance #1 (IRFBIDTBC)	45,000
Closed Churchyards Repairs / War Memorials and Maintenance #2 (IRFBIDTBC)	25,000
Additional Tree Officer resource – TPO register (IRFBID17)	17,500
1 Year Fixed term Principal Planning Officer in Planning Policy (IRFBID18)	48,500
Planning Enforcement Notice Register (IRFBID19)	11,000
Total Improvement and Resilience Fund	780,391
Sheppey Improvement Fund (Capital Receipts)	
Sheerness War Memorial	60,000
Sheerness Seafront Public Conveniences	120,000
Barton Point Drainage Work	115,000
Total Sheppey Improvement Fund	295,000
Performance Fund	
Consultancy costs for writing Waste, Recycling and Street Cleansing specification ready for retender (BID140)	25,000
Planning Costs (2021/22 Approval) (1 year)	30,000

Table 7 – 2021/22 New allocations from Funds**APPENDIX I**

Fund	£
Total Performance Fund	55,000
Communities Fund	
Sittingbourne Community Hub – Capacity and Demand Report	1,375
20's Festival Community Grant Support	3,000
Murston Old Church	20,000
The Mill Project	20,000
Total Communities Fund	44,375
Pension & Redundancy	
Officer Redundancy	52,228
Total Pension & Redundancy Fund	52,228
Total All Funds	2,398,598

Table 8 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
<u>Environment & Leisure - M. Cassell</u>								
Gunpowder Works Oare, Faversham – S106	P	0	9,000	0	9,000	0	0	
New Play Area – Iwade Schemes – S106	P	0	45,000	0	45,000	0	0	
Resurfacing Promenade, The Leas – External Grant	P	0	79,970	0	79,970	6,145	0	
Modular Toilet Kiosk – Minster Leas – Reserves	SBC	0	24,360	0	24,360	0	0	
Milton Creek Country Park Access Road – Reserves	SBC	0	40,000	0	40,000	0	0	
Barton’s Point Coastal Park – Replacement Bridge – Capital Receipts	SBC	0	148,400	0	148,400	140,585	0	
Beach Huts – Capital Receipts	SBC	0	60,000	0	60,000	0	0	
Sheppey Improvement Fund – Capital Receipts	SBC	250,000	0	(250,000)	0	0	0	
Sheppey Improvement Fund - Public Toilets, Sheerness Seafront – Capital Receipts	SBC	0	0	120,000	120,000	0	0	
Sheppey improvement Fund - Barton Point drainage works – Capital Receipts	SBC	0	0	115,000	115,000	15,000	0	
Faversham Recreation Ground Outdoor Gym equipment – S106	P	0	4,940	0	4,940	0	0	
Faversham Recreation Ground Improvement - S106	P	0	0	15,800	15,800	15,804	0	
Open Spaces Play Equipment - S106 (Budget only)	P	100,000	356,000	0	456,000	0	0	

Table 8 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
Leisure Centres (Budget Only)	SBC	0	293,850	0	293,850	0	0	
Swallows Leisure Centre - Capital Works (Swallows roof)	SBC	0	0	81,740	81,740	61,194	0	
Play Improvements – Reserves – SPF	SBC	0	150,000	0	150,000	0	0	
Play Improvements - Capital Receipts	SBC	50,000	0	0	50,000	0	0	
Play Improvements, Diligent Drive – Reserves SPF	SBC	0	18,000	0	18,000	0	0	
Public Toilets for Queenborough All Tide Landing – Reserves	SBC	0	0	6,900	6,900	0	0	
Public Toilets Refurbishment, Forum, Sittingbourne – Reserves	SBC	0	42,080	0	42,080	0	0	
Modular Public Toilets Kiosk, Milton Creek Country Park, Sittingbourne – Reserves	SBC	0	84,280	(82,600)	1,680	1,683	0	
Public Toilets and Showers, Bartons Point, Sheppey – Reserves	SBC	0	100,000	82,600	182,600	0	0	
Wheeled Bins – Repairs & Renewals Reserve	SBC	35,000	251,000	0	286,000	0	0	
St Anne's Footbridge Lighting – Reserves	SBC	0	0	41,250	41,250	39,512	0	
Total Environment & Leisure		435,000	1,706,880	130,690	2,272,570	279,923	0	
<u>Housing & Community Services - C. Hudson</u>								
CCTV - Repairs & Renewals Reserve	SBC	15,000	30,000	0	45,000	0	0	
CCTV Monitoring Control Centre at Multi Storey Car Park – Reserves	SBC	0	0	4,960	4,960	4,959	0	
Disabled Facilities Grants (DFG) Mandatory Grants – External Grant	P	2,062,800	1,238,460	0	3,301,260	698,297	0	

Table 8 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
DFG Discretionary Grants – External Grant	P	0	1,927,530	0	1,927,530	0	0	
HRG – Housing Repair Grants over 60	SBC	0	0	0	0	1,816	0	(A)
RHB2 Decent Home Loans Owner Occupier	SBC	0	0	0	0	8,143	0	(A)
Winter Warmth Grants – External Grant	P	0	0	6,780	6,780	11,679	0	
Rainbow Homes – internal / external borrowing	SBC	11,500,000	0	0	11,500,000	0	0	
Rainbow Homes – Business Planning Work – internal / external borrowing	SBC	250,000	0	0	250,000	17,715	0	
Murston Old Church	SBC	0	0	20,000	20,000	20,000	0	
Sheppey Hall Improvements – Reserves	SBC	40,000	0	(40,000)	0	0	0	
Thistle Hill Comm Centre, Solar PV installation – Reserves	SBC	20,000	0	0	20,000	20,000	0	
Sheppey Improvement Fund - Sheerness War Memorial – Capital Receipts	SBC	0	0	60,000	60,000	60,000	0	
Sheppey Improvement Fund - Sheerness War Memorial – Loan	SBC	0	0	16,000	16,000	16,000	0	
Land Regeneration/Improvement Works at Dolphin Barge Museum and Skatepark – Reserves	SBC	37,920	0	0	37,920	0	0	
Land Regeneration/Improvement Works at Dolphin Barge Museum and Skatepark – Capital Receipts	SBC	14,140	0	0	14,140	0	0	
Total Housing & Community Services		13,939,860	3,195,990	67,740	17,203,590	858,609	0	

Table 8 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
Regeneration & Economic Development – J. Johnson								
High Streets – Reserves	SBC	0	0	780,430	780,430	0	0	
High Streets – S106	P	0	0	100,000	100,000	0	0	
High Streets – Reserves	SBC	0	0	106,920	106,920	0	0	
Sittingbourne Town Centre – internal / external borrowing	SBC	0	659,330	0	659,330	11,350	420,365	(B)
Footpath contribution - High St, Sittingbourne – S106	P	0	5,660	0	5,660	0	0	
Faversham Creek Basin Regeneration Project (swing bridge) – Capital Receipts	SBC	0	200,000	0	200,000	0	0	
Queenborough & Rushenden Klondyke Land – External Grant	P	0	0	487,450	487,450	1,103,488	616,038	(B)
Swale House Refurbishment	SBC	3,000,000	62,400	(1,100,000)	1,962,400	7,770	(1,912,400)	(C)
Sheerness Clock Tower – Reserves	SBC	0	0	165,420	165,420	157,675	0	
Sheerness Clock Tower – S106	P	0	0	19,580	19,580	0	0	
Sheppey Capital Investments – Capital Receipts	SBC	850,000	0	(850,000)	0	0	0	
Redevelopment of Master’s House, Sheerness – Capital Receipts	SBC	0	0	850,000	850,000	54,604	0	
Redevelopment of Master’s House, Sheerness – External Grants	P	0	0	273,000	273,000	0	0	
Redevelopment of Master’s House, Sheerness – Reserves	SBC	0	0	427,000	427,000	0	0	
Total Regeneration & Economic Development		3,850,000	927,390	1,259,800	6,037,190	1,334,887	(875,997)	

Table 8 – Capital Programme 2021/22

Capital Scheme	Funding SBC/ Partnership (P)	2021/22 Original Budget £	2020/21 Rollovers (Agreed by Cabinet 14/07/21) £	Other Approvals (refer to paragraph 3.13 in Report) £	2021/22 Revised Budget £	2021/22 Actual to Date £	2021/22 Projected Variance for Year £	Notes
<u>Planning Services – J. Freeman</u>								
Faversham Reach Public Footpath ZF43	SBC	0	0	60,000	60,000	60,000	0	
Total Planning Services		0	0	60,000	60,000	60,000	0	
<u>ICT - C. Woodward</u>								
I.T. MKIP Payment – Reserves	SBC	299,300	50,400	0	349,700	0	0	
Total ICT		299,300	50,400	0	349,700	0	0	
Total Capital Programme Funded by SBC	SBC	16,361,360	2,214,100	615,620	19,191,080	698,006	(1,492,035)	
Total Capital Programme Funded by Partners	P	2,162,800	3,666,560	902,610	6,731,970	1,835,413	616,038	
Total Capital Programme		18,524,160	5,880,660	1,518,230	25,923,050	2,533,419	(875,997)	

NOTES TO TABLE 8:

A – It is not possible to budget for these grant payments that are treated as capital. They are all funded from internal resources.

B – Refer to paragraph 3.15.

C – Underspend projected which will be rolled forward to 22/23.

Table 9.1 – Sundry Debt Outstanding (including not due) by due date

	September 2021 £'000	September 2020 £'000
Not due (less than 1 month)	650	315
1-2 months	9	4
2-6 months	100	160
6-12 months	134	104
1-2 years	47	205
2-3 years	30	20
3-4 years	16	17
4-5 years	10	9
5-6 years	2	24
6 years +	29	34
Total	1,027	892
Total due (over 1 month)	377	577
% Total over 1 month	36	65

2 - 6 months includes £14k relating to Kent Auto Salvage and £25k related to S106 receipt.

6 – 12 months £12k relating to Kent Auto Salvage.

2 – 3 years includes £9k car loan; £5k relating to charges on property.

3 - 4 years include £14k relating to charges on property and rent deposit debts which are being paid off via payment plans.

6 years + includes £24k 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 9.2 – Sundry Debt Outstanding (including not due) by Service

	September 2021 £'000	September 2020 £'000
Property	130	251
Commissioning, Environment & Leisure	131	56
Housing, Economy & Communities	179	290
Legal	0	0
Environmental Health	6	6
Planning	0	28
Communications	0	1
Other	581	260
Total	1,027	892

Other – includes S106 agreement – Land at Station Road Teynham which was not due at the end of September - £524k

**SWALE BOROUGH COUNCIL
FORWARD PLAN AND NOTICE OF KEY DECISIONS**

February 2022 - May 2022

Notes:

A key decision is defined as 'an Executive decision which is likely to (a) result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.'

The key decision threshold, confirmed by Council, is set at £100,000 (this relates to (a) of the definition above).

Where the decision will be made by Cabinet, the Members of the Cabinet are:

Councillor Roger Truelove – Leader and Cabinet Member for Finance

Councillor Mike Baldock – Deputy Leader and Cabinet Member for Planning

Councillor Richard Palmer – Cabinet Member for Community

Councillor Monique Bonney - Cabinet Member for Economy and Property

Councillor Julian Saunders - Cabinet Member for Environment

Councillor Angela Harrison – Cabinet Member for Health and Wellbeing

Councillor Ben J Martin – Cabinet Member for Housing

Councillor Tim Valentine – Cabinet Member for Climate and Ecological Emergency

Subject to any prohibition or restriction on their disclosure, copies or extracts of any documents listed below can be viewed at Swale House, East Street, Sittingbourne, Kent, ME10 3HT. Please contact Democratic Services to arrange a time to view the documents or to request copies by post by e-mailing democraticservices@swale.gov.uk or by telephone on: 01795 417330. Fees may be charged in accordance with the Council's Fees and Charges policy.

Other documents relevant to the decision item may be submitted to the decision maker; please contact Democratic Services (contact details above) to request details of these documents as they become available.

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Environmental Enforcement Team Policy To agree the refreshed policy.	Cabinet 9 February 2022	Non-Key	Open		Councillor Julian Saunders - Cabinet Member for Environment Jo Mapp
	South Thames Gateway Building Control Business Plan 2022 - 2025 To approve the Draft Business Plan 2022-2025.	Cabinet 9 February 2022	Non-Key	Open		Councillor Mike Baldock - Cabinet Member for Planning James Freeman
	Treasury Management Strategy Statement and Investment Strategy 2022/23 This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2022/23. It will be proposed to Council at the meeting on 23-2-22.	Cabinet 9 February 2022	Non-Key	Open		Councillor Roger Truelove - Leader and Cabinet Member for Finance Phil Wilson
	Medium-Term Financial Plan and 2022/23 Budget This report set out the Council's Medium-Term Financial Plan and proposals for the 2022/23 Budget. It will be proposed to Council at the meeting on 23 February 2022 as an appendix to the Council Tax Resolution.	Cabinet 9 February 2022	Non-Key	Open		Councillor Roger Truelove - Leader and Cabinet Member for Finance Phil Wilson

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Procurement of Agency Staff Services That the cabinet approves the appointment of Matrix SCM Ltd as the recommended provider for vendor neutral agency service provision for an initial three-year period with an option to extend for two years.	Cabinet 9 February 2022	Key	Open		Councillor Roger Truelove - Leader and Cabinet Member for Finance Debbie Fallis
	Recommendations from the Local Plan Panel meeting held on 27 January 2022	Cabinet 9 February 2022	Non-Key	Open		Councillor Mike Baldock - Cabinet Member for Planning James Freeman
	Post-Procurement Report: Replacement of Parking Payment Terminals To appoint the successful bidder following a completed procurement process and proceed with implementation of new parking payment terminals.	Cabinet 16 March 2022	Key	Open		Councillor Richard Palmer - Cabinet Member for Community Alex Wells
	Levelling-up Fund application	Cabinet 16 March 2022	Non-Key	Open		Councillor Roger Truelove - Leader and Cabinet Member for Finance Joanne Johnson
	Financial Management Report: April - December 2021 This report shows the revenue and capital projected outturn for 2021/22 as at the end of period 9,	Cabinet 16 March 2022	Non-Key	Open		Councillor Roger Truelove - Leader and Cabinet Member for Finance Phil Wilson

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	covering the period from April to December 2021.					
	Healthy and Active Lives Framework To adopt the final version fo the framework to guide internal work and support external partners.	Cabinet 16 March 2022	Non-Key	Open		Councillor Angela Harrison - Cabinet Member for Health and Wellbeing Russell Fairman
	Recommendations from the Swale Joint Transportation Board meeting held on 28 February 2022	Cabinet 16 March 2022	Non-Key	Open		
	Recommendations from the Local Plan Panel meeting held on 24 March 2022	Cabinet 16 March 2022	Non-Key	Open		Councillor Mike Baldock - Cabinet Member for Planning James Freeman