

Agenda

Policy and Resources Committee Meeting

Date: Thursday, 12 June 2025

Time 7.00 pm

Venue: Council Chamber, Swale House, East Street, Sittingbourne, ME10 3HT

Membership:

Councillors Mike Baldock, Lloyd Bowen, Charles Gibson, Tim Gibson, Angela Harrison, James Hunt, Elliott Jayes, Mark Last, Rich Lehmann, Ben J Martin, Kieran Mishchuk, Richard Palmer, Julien Speed, Ashley Wise and Dolley Wooster.

Quorum = 5

Pages

Recording and Privacy Notice

Swale Borough Council is committed to protecting the security of your personal information. As data controller we process data in accordance with the Data Protection Act 2018 and the UK General Data Protection Regulation.

This meeting may be recorded. The recording will be retained in accordance with the Council's data retention policy and may be published on the Council's website. By entering the chamber and by speaking at a meeting, whether in person or online, you are consenting to being recorded and to the recording being published.

When joining a meeting online, your username will be visible to others in attendance. In joining the meeting you are consenting to us processing your username. You may use a pseudonym as your username but the use of an inappropriate name may lead to removal from the meeting.

If you have any questions about how we look after your personal information or your rights under the legislation, please email dataprotectionofficer@swale.gov.uk.

1. Election of Chair

To Elect a Chair for the Municipal Year 2025/26.

2. Election of Vice-Chair

To elect a Vice-Chair for the Municipal year 2025/26.

3. Emergency Evacuation Procedure

Visitors and members of the public who are unfamiliar with the building and procedures are advised that:

- (a) The fire alarm is a continuous loud ringing. In the event that a fire drill is planned during the meeting, the Chair will advise of this.
- (b) Exit routes from the chamber are located on each side of the room, one directly to a fire escape, the other to the stairs opposite the lifts.
- (c) In the event of the alarm sounding, leave the building via the nearest safe exit and gather at the assembly point on the far side of the car park. Do not leave the assembly point or re-enter the building until advised to do so. Do not use the lifts.
- (d) Anyone unable to use the stairs should make themselves known during this agenda item.

4. Apologies for Absence

5. Minutes

To approve the [Minutes](#) of the Meeting held on 26 March 2025 (Minute Nos. 760 – 776) as a correct record.

6. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves, their families or friends.

The Chair will ask Members if they have any disclosable pecuniary interests (DPIs) or disclosable non-pecuniary interests (DNPIs) to declare in respect of items on the agenda. Members with a DPI in an item must leave the room for that item and may not participate in the debate or vote.

Aside from disclosable interests, where a fair-minded and informed observer would think there was a real possibility that a Member might be biased or predetermined on an item, the Member should declare this and leave the room while that item is considered.

Members who are in any doubt about interests, bias or predetermination should contact the monitoring officer for advice prior to the meeting.

7.	2024/25 Financial Outturn	5 - 20
8.	2024/25 Performance Management	21 - 26
9.	Financial Management System Donation	27 - 30
10.	New and Amended Fees for Applications made to the Planning Service	31 - 74
11.	Local Heritage Listing - Protocol for Urgent Listings	75 - 84
12.	Postal Goods and Services - Contract Award	85 - 88
13.	Membership of Sub-Committees	89 - 92

Appendix to follow

14. Membership of the Planning and Transportation Policy Working Group 93 - 96

Appendix to follow

15. Member Appointments to Joint Arrangements 97 - 100

Appendix to follow

16. Forward Decisions Plan 101 - 102

17. Control Room Growth Business Case 103 - 106

18. Exclusion of the Press and Public

To decide whether to pass the resolution set out below in respect of the following items:

That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3.

3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

19. Exempt Appendix I - Control Room Business Case 107 - 114

Issued on Wednesday, 4 June 2025

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 democraticservices@swale.gov.uk. To find out more about the work of this meeting, please visit www.swale.gov.uk

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

This page is intentionally left blank

Policy & Resources Committee	
Meeting Date	12 June 2025
Report Title	Financial Management Report – Outturn 2024/25
EMT Lead	Lisa Fillery, Director of Resources
Head of Service	Claire Stanbury, Head of Finance and Procurement
Lead Officer	Caroline Frampton, Principal Accountant
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. To note the reduced take from the budget contingency reserve of £317k to deliver a balanced outturn position. 2. To note the level of reserves at 31 March 2025 as detailed in table 3. 3. To note the capital slippage of £14.711m and capital expenditure of £16.827m against the Revised Budget as detailed in table 4 and appendix II.

1. Purpose of Report and Executive Summary

- 1.1 This report sets out the revenue and capital outturn position for 2024/25. The report is based on service activity for the whole of 2024/25 and documents the final spend and income in the year, including transfers to and from reserves.
- 1.2 The purpose of the report is to compare the actual spend and income incurred in 2024/25 to the budget and to provide explanations for any variances. The report also highlights the reprofiling of capital budgets as a result of slippage on projects where budgets have already been approved.
- 1.3 The headline figures are:
 - £1.253m use of reserves to deliver a balanced outturn – Table 1;
 - Gross capital expenditure of £16.827m, net capital spend of £8.932m – Table 4; and,
 - £14.711m reprofiled slippage of capital spend – appendix II.

2. Background

- 2.1 The Council operated a budget monitoring process at Head of Service level, with regular reports during 2024/25 to the Policy & Resources Committee and the Strategic Management Team.

3. Proposals

Revenue Outturn

Table 1 - Variance by Service:-

	Working Budget £'000	Outturn £'000	Variance £'000
Chief Executive	778	759	(19)
Communications	358	339	(18)
Elections, Democratic Service & Information Governance	1,143	1,119	(25)
Housing & Community	5,300	4,857	(442)
Planning	337	1,239	902
Environment & Leisure	9,219	9,416	197
Regeneration & Economic Development	(294)	(221)	73
Finance & Procurement	753	705	(48)
Revenues & Benefits	154	195	42
Environmental Health	614	617	3
Information Technology	1,339	1,348	9
Internal Audit	158	133	(26)
Human Resources	472	463	(8)
Legal	678	607	(71)
Drainage Board Levy	1,000	1,000	0
Corporate Overheads & Capital Financing	3,698	2,827	(871)
NET REVENUE SERVICE EXPENDITURE	25,706	25,403	(303)
Finance by:			
Budget Contingency Reserve	(1,588)	(1,271)	317
Revenue Support Grant	(338)	(338)	(0)
Funding Guarantee Grant	(1,276)	(1,276)	(0)
Services Grant	(30)	(30)	0
Business Rates	(11,736)	(11,736)	0
New Homes Bonus	(674)	(674)	0
Collection Fund Deficit	45	31	(14)
Council Tax Requirement	(10,109)	(10,109)	0
TOTAL FINANCING	(25,706)	(25,403)	303
NET EXPENDITURE (Contribution (to) General Fund)	0	(0)	(0)

- 3.1 The variances with brackets are underspends, i.e., income received was greater than the budget or the spend was less than budget; variances with no brackets are overspends, i.e., the income was less than the budget, or the spend was more than budget. The significant variances from budget are explained below:-
- 3.2 Significant variances from budget (£20,000 or more) are explained below.

3.3 Elections, Democratic Services & Information Governance £25,000 underspend

Electoral Services £28,000 overspend

Multiple local by-elections for Swale Borough Council seats and their set up including; polling staff, venues, ballot paper printing and staff overtime are the main contributing factor to this overspend.

Democratic Services – Members £25,000 underspend

The underspend is a result of Special Responsibility allowances and National Insurance on allowances being underspent. This is primarily due to having sufficient budget for all roles with special responsibility, but having some members filling more than one role.

Information Governance £20,000 underspend

Due to a retirement in the team there was a vacancy for part of the year which is the main contributory factor to this underspend.

3.4 Housing & Community Services £442,000 underspend

Private Sector Housing £94,000 underspend

This is a result of vacancies within the team during the year. This is not expected to be an ongoing position.

Homelessness £297,000 underspend

The underspend is a combination of many factors across the whole service, and the implementation of the Housing Options improvement programme to bring a reduction in costs. The underspend is made up of an increase in grants and income received and a reduction on the spend of nightly let accommodation. There was a lower than anticipated presentation of homelessness during the annual closure of the caravan parks, and there have also been some staff vacancies while the new structure has been introduced.

A number of grants were received late in the year, and therefore were not included in previous forecasts.

Licensing £21,000 underspend

This is as a result of additional taxi licensing income.

Community Services £24,000 underspend

This is a result of additional CCTV income from third party contracts and parish/borough councils and additional community safety grants. This is offset within the Community Services outturn which includes the departmental vacancy allowance of £44,000.

3.5 Planning £902,000 overspend

MKS Planning £36,000 overspend

Income is still forecast to be below the budget level, as has been the case in previous years. Although there has been an amendment to the budget, a further growth item has been added to the proposed budget for 2025/26, as this position is expected to continue.

Appeals £139,000 overspend

This overspend is due to a number of appeals and costs awarded against the council in 2024/25. Highsted is an inquiry, rather than an appeal, and is budgeted for separately, with costs in 2024/25 being met from the planned use of reserves.

Planning £722,000 overspend

The service continues to use agency staff to fill vacant posts, with recruitment ongoing to attract permanent staff. The cost of the agency staff outstrips the savings from the vacancies. The underspend from salaries amounts to £562,000. The spend on agency staff, for which there is no budget, is £1,054,000. This results in an overspend on staffing related costs of £492,000.

Further costs were incurred to support the Local Plan work, but these have been met from reserves.

Planning income has significantly reduced as a result of fewer planning applications received than anticipated. Planning income has fallen short of budget by £397,000. This position will be closely monitored throughout 2025/26.

3.6 Environment & Leisure £197,000 overspend

Environmental Services £51,000 underspend

The underspend is made up of a number of items. Income from Garden waste exceeded expectations by £31,000, savings of £28,000 on equipment purchases and a reduction of £15,000 on hire and leases due to a returned ERT vehicle. However, as the current lease contract is 5 years old, and due for renewal in 2025/26, we do expect costs to rise once again. Fixed penalty notices produced less than half of the budget, leaving a deficit of £65,000. This is then offset by a reduction in the costs, and the net impact is an underspend of £51,000.

The net cost of wheeled bins was overspent by £31,000. Some bin sales have achieved above the budget, but the income for bins provided to new larger developments is £90,000 below the target. This will need to be monitored during 2025/26.

Parking & Highways £65,000 underspend

Parking voucher sales achieved £50,000 surplus above budget, car park income £42,000 above budget, and there is a saving of £16,000 on cash collections as cash is being used less.

There is an overspend on car park electricity costs of £32,000 after recovery of costs for EV charging, and also an overspend of £27,000 for maintenance of car park surfaces.

Income from street naming and numbering is currently down, with a under-recovery of £18,000.

Climate Change £25,000 underspend

Underspend due to Active Travel Coordinator role, which was vacant for part of the year, and also only occupied part-time for part of the year.

Leisure Services £338,000 overspend

Utility charges continues to affect Leisure services with an overspend of £359,000, as indexation has increased costs under the contracted cap and collar agreement. From October 2024 there has also been a subsidy fee on the leisure contract due during the extension period, this amounted to £32,000 in 2024/25.

Grounds maintenance contract costs have increased due to inflation, creating an overspend of £25,000.

These overspends are offset by an underspend of £45,000 for unrequired salary costs at Faversham Recreation Ground, £13,000 increase on rents received and £10,000 on burial interment receipts.

There is also a one-off overspend of £28,000 to cover the costs of the confirm upgrade, which will allow for more efficient working practices to be implemented.

3.7 Regeneration & Economic Development £73,000 overspend

Swale House Operations £83,000 underspend

This is primarily due to the additional rental income from new Swale House tenancies, and a temporary reduction in cleaning staff. There are other minor savings on items such as equipment maintenance and specialist advice.

Buildings Maintenance £118,000 overspend

There are some minor underspends projected for maintenance of some buildings, but costs have been incurred in the demolition of Fountain Street prior to disposal, work at Faversham Pool, and a water leak at Queenborough.

Asset Management £198,000 overspend

There is an overspend within the Asset Management team due to the use of external support as a result of recruitment difficulties. Recruitment for key posts continues to be difficult, so growth has been included in the budget for 2025/26 to continue the use of some external support in the short term.

There is also an overspend in relation to Bourne Place due to vacant units. As well as the loss of income, business rates are currently having to be paid by the council. A lease has now been granted for two of the three final units, so although there is a rent free period this means that the overspend on business rates will not occur next year.

Economic Development £161,000 underspend

£30,000 of this relates to administration grant received for the UK Shared Prosperity Fund grants, as well as £60,000 of capacity and capability funding to support the staffing costs of the LUF project. There are also temporary reductions in staff costs due to vacancies and a reduction in expenditure in relation to Learning & Skills, some of which has been put forward as a permanent saving within the draft budget for 2025/26.

3.8 Finance & Procurement £48,000 underspend

Accountancy £12,000 underspend

This underspend is partly from vacancies within the team, which have now been filled, and also an underspend on fees and services which have been put forward as a permanent saving for the 2025/26 budget.

Financial Services £34,000 underspend

This is due to salary savings within the team resulting from staff vacancies following a restructure, as well as maternity leave. This underspend is not expected to be a permanent position.

3.9 Revenues & Benefits £42,000 overspend

Housing Benefits £253,000 overspend

There is a overspend of £217,000 due to an increase in Housing Benefits claims in non-charity supported accommodation, where costs are not covered in full by housing benefit subsidy. Plus, a reduction in the amount Housing Benefit overpayments recovered of £36,000 as a result of the transition of the case load to Universal Credit.

Revenues & Benefits Administration £212,000 underspend

There is a projected underspend of £216,000 from additional Incentive Funding grants from KCC and £66,000 additional income from increased recovery action. This is partially offset by £59,000 overspend due to increased external audit fees and £12,000 overspend on postage due to the above-mentioned increase in recovery action and other fees and services.

3.10 Information Technology £9,000 overspend

IT Maintenance & Licences £49,000 projected overspend

Projected overspend is due to inflation and Microsoft increases. This will be separately reviewed to ensure that budgets are appropriate, as well as a contribution to reserve being reintroduced in future years.

IT Service £40,000 underspend

This is due to vacant posts being held within ICT Development, Network and Support and GIS teams.

3.11 Internal Audit £26,000 underspend

This is due to vacant posts that have not yet been filled.

3.12 Human Resources £8,000 underspend

Apprenticeships £32,000 underspend

The underspend is as a result of one vacancy.

3.13 Legal £71,000 underspend

This is predominantly due to the capitalisation of legal costs to support our Temporary Accommodation project, which offsets the additional costs resulting from the use of agency staff to fill permanent positions due to recruitment difficulties. The additional cost of agency staff is covered by all partners in the shared service arrangement.

3.14 Corporate Overheads & Capital Financing £871,000 underspend

Interest and Capital Financing £393,000 underspend

This is arising due to interest rates remaining relatively high, and our treasury position meaning that overall we benefit from increased investment income. Whilst interest rates are falling, they are slow to do so, and as such the interest received throughout the year has been achieved at higher interest rates than had been anticipated. Due to the slow rate of reduction we have built in a temporary

increase in the interest income budget for 2025/26 of £150,000 for just one year, and this will be reviewed each year as part of the budget setting process.

Non-Distributed Pension Costs £226,000 underspend

Negotiations with the pension fund actuaries have resulted in a reduction in our contribution to the pension backfunding position. This is included as a saving in the budget for 2025/26.

Corporate Overheads £95,000 underspend

This is primarily a result of a further saving from the insurance contract that was retendered. Having had the new contract for a year, a further saving has been proposed as an ongoing reduction within the base budget.

Corporate Costs/Provisions £157,000 underspend

Following a piece of work to rebase salary budgets to ensure they are in line with agreed structures, combined savings have been identified. Any amounts that are ongoing are included as a saving within the budget for 2025/26.

General Fund

3.15 The General Fund is shown below. The Council's policy is to maintain a balance of at least £1.5m in the General Fund. This balance represents 13.4% of the cost of services for 2024/25 and is therefore deemed to be at an adequate level, however this position will be reviewed in 2025/26.

Table 2: General Fund Balance

	£'000
General Fund balance at 1 April 2024	(3,103)
Transfers in 2024/25	0
General Fund Balance	(3,103)

Earmarked Reserves

3.16 The following transfers have been made to or from reserves in 2024/25:

- An underspend on the waste contract, along with penalty income expected, have been transferred to the waste reserve. The waste reserve is intended to be used to support some ongoing revenue costs in future years, and can also be used to fund specific work required to improve recycling rates, especially in light of incoming changes to waste funding and the expectations arising from the introduction of the Extended Producer Responsibility scheme.
- A contribution has been made to the ICT reserve from an overall underspend across the service. This helps to fund the ongoing capital programme required to replace laptops and other hardware.
- Annual contribution has been transferred to the Electoral Registration Reserve to smooth the cost of elections over the election cycle.
- Planned transfer of transformation budget underspend to the transformation reserve, to fund future developments.

- Forecast contribution of £100,000 from interest receipts to a reserve to smooth the impact of future accounting adjustments.
- Unused grants transferred to reserve for future use (where conditions of the grant allow).
- Transfer to fund ongoing management development programme.
- Transfer to the Local Plan reserve to fund future work on the development of the plan, smoothing out the costs.
- The actual use of the Budget Contingency Reserve to support the delivery of a balanced budget was £400,000.
- £855,000 was used from the business rates pool to cover planned costs in relation to regeneration of the area.
- Reserves of £461,000 were used in 2024/25 to cover the costs of the Highsted inquiry.
- Reserves of £125,000 were used to support capital expenditure in the year.

3.17 Table 3 below sets out the earmarked reserves balances as at 31 March 2025.

Table 3: Earmarked Reserves

	Balance as at 1 April 2024 £'000	Contributions (to)/from reserve in year £'000	Balance as at 31 March 2025 £'000
Budget Contingency Reserve	(1,837)	808	(1,029)
Kent Business Rates Pool			
Economic Development	(2,717)	(226)	(2,943)
North Kent Housing & Commercial			
Growth Business Rates	(1,129)	179	(951)
Business Rates Volatility	(4,040)	(121)	(4,161)
Building and Asset Maintenance	(741)	(115)	(856)
Service Reserves	(1,568)	138	(1,430)
Waste and Environment	(860)	(714)	(1,574)
ICT Equipment Reserve	(464)	88	(376)
Repairs and Renewals	(342)	(25)	(367)
Miscellaneous	(2,667)	(305)	(2,973)
Total Earmarked Reserves	(16,365)	(294)	(16,659)
Collection Fund and Grants In			
Advance	(171)	28	(143)
Accounting Adjustments	(332)	(100)	(432)
Total Reserve	(16,869)	(366)	(17,234)

Capital Expenditure

- 3.18 This section of the report details actual capital expenditure and highlights any variations between the revised 2024/25 capital budget and the outturn.
- 3.19 Actual expenditure in 2024/25 was £16.823m which was 32% of the budget. There was capital slippage of £14.711m in terms of costs to Swale Borough Council, but a further £23.503m of grant or reserve funded spend will also be slipped into future years. A summary is set out in Table 4 below and further details are shown in appendix II.
- 3.20 Although only 32% of the total capital budget has been spent, some of the budgets are effectively a rolling budget and will be rolled into 2025/26. This is the case for the Disabled Facilities Grant which amounted to £7.283m in 2024/25. Rainbow Homes £12.544m will be slipped into a future year and reprofiled. Housing Temporary Accommodation has a variance of £1,37m which can be slipped to allow the purchase of a few more properties. Levelling Up funding of £15.515m will be slipped into future years and reprofiled in line with latest project expectations, and the Waste Vehicle Fleet has a balance of £115k to be used for vehicles that will need replacing part way through the contract.

Table 4 – Capital Outturn

Capital spend	2024/25 Budget		2024/25 Outturn		2024/25	Capital
	Gross £'000	Net £'000	Gross £'000	Net £'000	Variance £'000	Slippage £'000
Housing & Community	30,964	22,199	11,116	8,234	0	13,966
Regeneration & Economic Development	20,254	221	4,675	24	3	200
Environment & Leisure	1,657	1,219	913	674	0	545
Finance & Procurement	70	0	59	0	0	0
Information Technology	112	0	64	0	0	0
	53,056	23,639	16,827	8,932	3	14,711

The explanations for the significant capital variances and rollovers are shown below:

Housing and Community Services

- **Disabled Facilities Grant** – Funding is from Central Government and is paid via Kent County Council. The grant is part of the overall Better Care Fund which incorporates aspects of health, and the Disabled Facilities Grant (DFG) money which must be used on mandatory grants that the Council administers. The money should be rolled over to the following year to continue funding grants approved within the year. The spend is dependent on applications received. Once a grant is approved the applicant has 12 months to complete the work, therefore the DFG spend is a constant rolling process that crosses financial periods.
- **Local Housing Company** – The budget was reprofiled approximately 18 months ago, to reflect that the work is likely to take place over a number of years. However, as yet there has not been capital spend on this project, and therefore £12.544m is

recognised as capital slippage at 31 March 2025, and the profiling of the budget should be revisited.

- **Purchase of Temporary Accommodation** – Forty-six properties have been purchased to end of March 2025 and we will continue to purchase further properties in 2025/26. Grant funding was awarded to the council during 2024/25 to support the acquisition of temporary accommodation, some of the grant was allowed to be used for general purpose needs and was used to support the delivery of the TA project.

Regeneration & Economic Development

- **Levelling Up Scheme** – This is fully funded from external grants and can be rolled into 2025/26. There were delays in starting the project for reasons beyond the control of Swale Borough Council, and the subsequent delays which have pushed completion to into 2026. The profiling of the budget across financial years will be revisited.

Environment & Leisure

- **Waste Vehicle Fleet** – The initial vehicles have now all been delivered. There was always an intention to replace some of the street cleansing vehicles part way through the contract, and the slippage of £115k represents that. This will be reprofiled to show in the year of expected spend.
- **Play Areas Equipment & Improvements** – This is funded from capital contributions, and works not complete at 31 March 2025 will be reprofiled into future years as work is carried out and funded from contributions received.
- **Beach Huts** – The beach hut project has suffered delays due to a lack of engagement from the market when going out to tender. The project is still intended to go ahead, so the budget of £143k needs to slip into 2025/26.

ICT Replacement

- The council operates a rolling programme of ICT equipment replacement, which is funded from reserves. Although spend in 2024/25 was less than anticipated when setting the budget, this does not represent a saving, but simply that the works have not yet taken place, and the anticipated funding will remain in reserve for future years.

Funding of the 2024/25 Capital Programme

3.21 The 2024/25 capital programme expenditure of £16.827m was funded as set out in Table 5 below.

Table 5: Capital Programme Funding

	2024/25 Outturn £'000
Capital grants and other contributions	7,765
Capital receipts	0
Earmarked reserves	130
Direct revenue funding	0
Borrowing	8,932
Total Capital Funding	16,827

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	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.
Environment and Climate/ Ecological Emergency	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.
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.

Issue	Implications
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 to be published with this report and form part of the report:

- Appendix I: Detailed revenue outturn position
- Appendix II: Detailed capital outturn position

8. Background Papers

- Council Meeting Agenda and Minutes 19 February 2024

Revenue Position - Outturn 2024/25	Budget	Outturn	Variance
Strategic Management Team	711,490	697,761	(13,729)
Mayoral Activities	66,290	60,775	(5,515)
Chief Executive	777,780	758,537	(19,243)
Communications & Policy	357,640	339,464	(18,176)
Electoral Services	244,540	272,602	28,062
Transformation	79,700	79,700	0
Information Governance	169,060	149,504	(19,556)
Democratic Services - Team	193,220	185,282	(7,938)
Democratic Services - Members	456,880	431,623	(25,257)
Elections, Democratic Services & Information Governance	1,143,400	1,118,710	(24,690)
Private Sector Housing	251,590	157,688	(93,902)
Customer Services	768,320	763,843	(4,477)
Homelessness	3,224,740	2,927,658	(297,083)
Housing Development	73,400	71,419	(1,981)
Licensing	(71,500)	(92,116)	(20,616)
Resilience	98,180	97,768	(412)
Community Services	954,810	931,099	(23,711)
Housing & Community	5,299,540	4,857,359	(442,181)
Building Control	82,610	86,669	4,059
MKS Planning	48,000	84,017	36,017
Appeals	23,600	163,018	139,418
Planning	182,910	905,330	722,420
Planning	337,120	1,239,034	901,914
Environmental Services	7,464,590	7,414,045	(50,545)
Parking & Highways	(1,882,090)	(1,947,309)	(65,219)
Climate Change	163,300	137,818	(25,482)
Leisure Services	3,473,290	3,811,716	338,426
Environment & Leisure	9,219,090	9,416,271	197,181
Swale House Operations	752,750	669,944	(82,806)
Buildings Maintenance	240,500	358,741	118,241
Asset Management	(1,527,650)	(1,346,852)	180,798
Economic Development	240,390	79,205	(161,185)
Regeneration & Economic Development	(294,010)	(238,962)	55,048
Procurement	79,230	76,909	(2,321)
Accountancy	472,170	459,988	(12,182)
Financial Services	201,440	167,650	(33,790)
Finance & Procurement	752,840	704,546	(48,294)
Housing Benefits	(90,410)	163,055	253,465
Revenues & Benefits Administration	244,000	32,191	(211,809)
Revenues & Benefits	153,590	195,246	41,656
Environmental Health	613,610	617,057	3,447
IT Service	684,550	644,083	(40,467)
IT Maintenance & Licences	654,800	703,947	49,147
Information Technology	1,339,350	1,348,030	8,680
Internal Audit	158,430	132,673	(25,757)
HR Service	332,810	342,987	10,177
Corporate Training	51,700	65,171	13,471
Apprenticeships	87,070	54,976	(32,094)
Human Resources	471,580	463,135	(8,445)
Legal	678,230	606,744	(71,486)

Drainage Board Levy	1,000,000	1,000,467	467
Interest & Capital Financing	1,603,740	1,212,859	(390,881)
Contributions to Reserves	15,000	15,000	0
Non Distributed Pension Costs	1,282,620	1,056,991	(225,629)
Corporate Overheads	621,230	525,750	(95,480)
Corporate Costs/Provisions	175,170	18,475	(156,695)
Corporate Overheads & Capital Financing	3,697,760	2,829,075	(868,685)
TOTAL	25,705,950	25,387,386	(318,564)
Use of Reserves	(1,587,830)	(1,255,094)	332,736
Revenue Support Grant	(337,990)	(338,376)	(386)
Funding Guarantee Grant	(1,276,300)	(1,276,309)	(9)
Services Grant	(30,000)	(29,953)	47
Business Rates	(11,736,000)	(11,736,000)	0
New Homes Bonus	(674,000)	(673,923)	77
Other Grants	0	0	0
Collection Fund Surplus	45,000	31,096	(13,904)
Council Tax Requirement	(10,108,830)	(10,108,827)	3
	(25,705,950)	(25,387,386)	318,564
	0	0	0

	Working Budget			Actuals YTD			Projected Variance £	Slippage		
	Expenditure £	Income £	Net £	Expenditure £	Income £	Net £		Expenditure	Income	Net £
Disabled Facilities Grants	7,283,400	(7,283,400)	0	1,347,652	(1,347,652)	0	0	5,935,748	(5,935,748)	0
DFG Discretionary Grants	0	0	0	10,355	(10,355)	0	0	0	0	0
Housing Renovation Grants	0	0	0	34,219	(34,219)	0	0	0	0	0
Local Housing Company	13,262,660	(718,750)	12,543,910	0	0	0	0	13,262,660	(718,750)	12,543,910
Temporary Accommodation	10,040,490	(437,040)	9,603,450	9,723,588	(1,489,771)	8,233,817	0	1,369,633	0	1,369,633
Land Regeneration/Improvement	52,060	0	52,060	0	0	0	0	52,060	0	52,060
Local Authority Housing Fund Bridging Element	325,000	(325,000)	0	0	0	0	0	325,000	(325,000)	0
Housing & Community Services	30,963,610	(8,764,190)	22,199,420	11,115,814	(2,881,997)	8,233,817	0	20,945,101	(6,979,498)	13,965,603
Faversham Creek Basin	200,000	0	200,000	0	0	0	0	200,000	0	200,000
Swale House Refurbishment	20,670	0	20,670	24,136	0	24,136	3,466	0	0	0
Master's House Redevelopment	0	0	0	0	0	0	0	0	0	0
High Streets	57,000	(57,000)	0	0	0	0	0	57,000	(57,000)	0
Rural England Prosperity Fund	391,290	(391,290)	0	306,809	(306,809)	0	0	461,721	(461,721)	0
UK SPF	169,000	(169,000)	0	443,884	(443,884)	0	(0)	13,236	(13,236)	(0)
Levelling Up Scheme	19,415,670	(19,415,670)	0	3,900,337	(3,900,337)	0	0	15,515,333	(15,515,333)	0
Regeneration & Economic Development	20,253,630	(20,032,960)	220,670	4,675,166	(4,651,030)	24,136	3,466	16,247,290	(16,047,290)	200,000
Gunpowder Works Oare Fav	29,890	(29,890)	0	3,650	(3,650)	0	0	26,240	(26,240)	0
Natural Play Barton's Point	0	0	0	17,000	(17,000)	0	0	0	0	0
Faversham Pool	0	0	0	178,315	(178,315)	0	0	0	0	0
Milton Creek Country Park Access Road	0	0	0	11,190	(11,190)	0	0	0	0	0
Beach Huts	143,000	0	143,000	0	0	0	0	143,000	0	143,000
Play Areas & Improvements	338,000	(338,000)	0	0	0	0	0	338,000	(338,000)	0
Leisure Centre Contingency	287,180	0	287,180	0	0	0	0	287,180	0	287,180
Waste Vehicle Fleet	788,500	0	788,500	673,578	0	673,578	0	114,922	0	114,922
Barton's Point Drainage Project	51,640	(51,640)	0	0	0	0	0	51,640	(51,640)	0
Tennis Court Improvements	18,970	(18,970)	0	17,825	(17,825)	0	0	1,145	(1,145)	0
Fly Tipping Intervention	0	0	0	11,200	(11,200)	0	0	0	0	0
Environment & Leisure	1,657,180	(438,500)	1,218,680	912,758	(239,180)	673,578	0	962,127	(417,025)	545,102
Finance & Procurement	70,000	(70,000)	0	59,200	(59,200)	0	0	10,800	(10,800)	0
Information Technology	112,000	(112,000)	0	64,083	(64,083)	0	0	47,917	(47,917)	0
Resources	182,000	(182,000)	0	123,283	(123,283)	0	0	58,717	(58,717)	0
	53,056,420	(29,417,650)	23,638,770	16,827,021	(7,895,490)	8,931,531	3,466	38,213,235	(23,502,530)	14,710,705

This page is intentionally left blank

Policy and Resources Committee	
Meeting Date	12 June 2025
Report Title	Performance Monitoring Report March 2025 and Quarter 4 / Year-End 2024-25
Head of Service	Claire Stanbury, Head of Finance and Procurement
Lead Officer	Kirsty-Leigh Parker, Data Protection Officer & Interim Information Governance Manager.
Recommendations	That the Committee note the Performance Management Report at Appendix I (see §3.1),

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly performance management report for the fourth quarter of 2024/2025 (Jan – March 2025) and year-end, attached as Appendix I.

2 Background

- 2.1 Following discussions with both the former Informal Administration Meeting and the Policy and Resource committee, it has been agreed that mid-year (Quarter 2) and year-end (Quarter 4) performance reports will be presented to the Policy & Resources committee.
- 2.2 Appendix I details the fourth quarter Corporate Performance Management Headlines Report summarising the status of corporate performance indicators at the end of the previous financial year (2024-25).
- 2.3 The Committee are asked to note that data for two waste performance indicators in March was unavailable, and the published year-end data reflects the values as of the end of February.

3 Proposal

- 3.1 The Committee are asked to **note** the Corporate Performance Management Headlines Report for 2024/2025 as attached at Appendix I

4 Appendices

- 4.1 The following documents are to be published with this report and form part of the report:
 - Appendix I: Corporate Performance Management Headlines Report: March 2025 and Quarter 4 / Year-End 2024-25

Corporate Performance Management Headlines Report
Period: March 2025 and Quarter 4 / Year-End 2024-25
Lead Officer: Kirsty-Leigh Parker

Appendix I

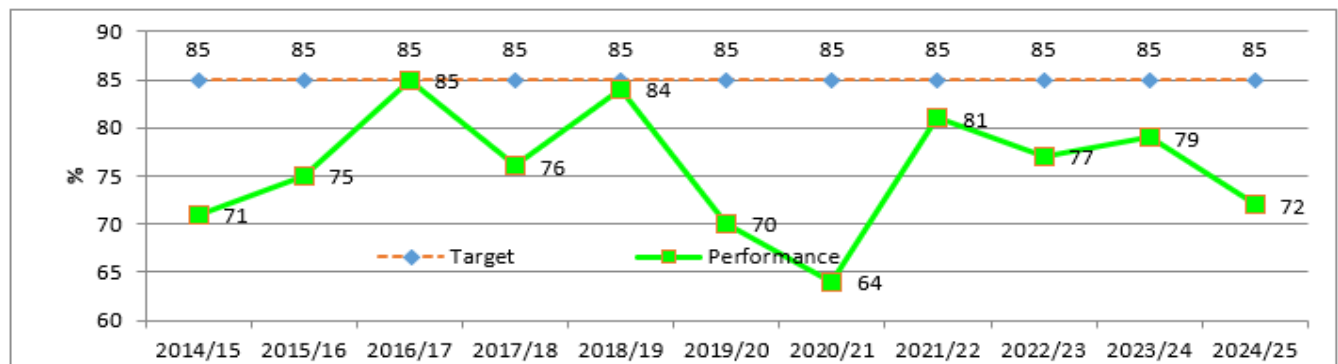
Action: Note only

1. Performance summary:

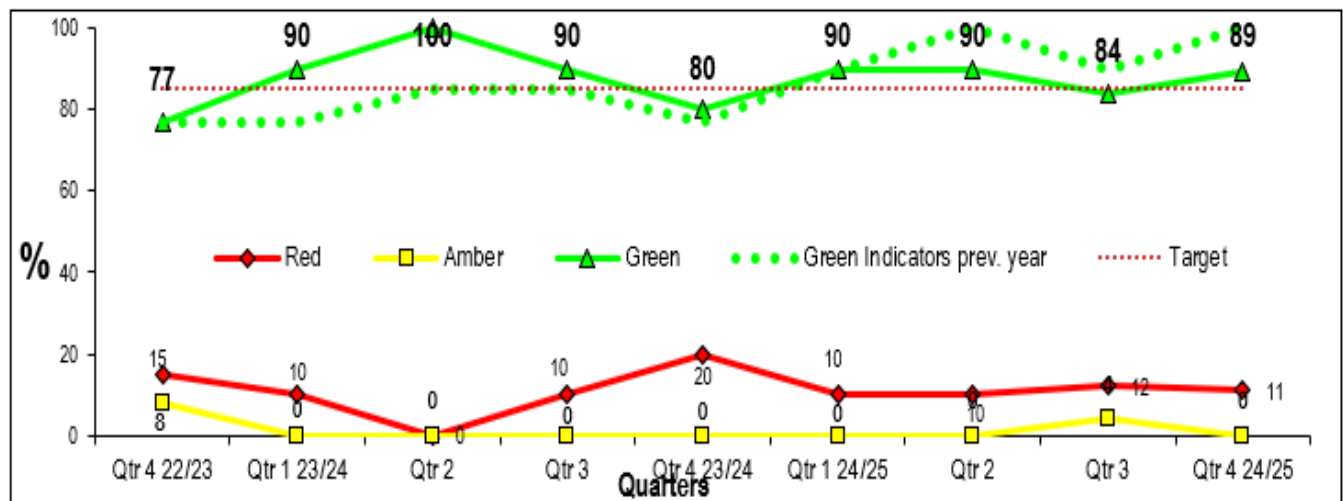
Combined result of 18 monthly and 10 quarterly indicators

Performance Status	No. indicators	Percentage
Red	6	21%
Amber	1	4%
Green	21	75%

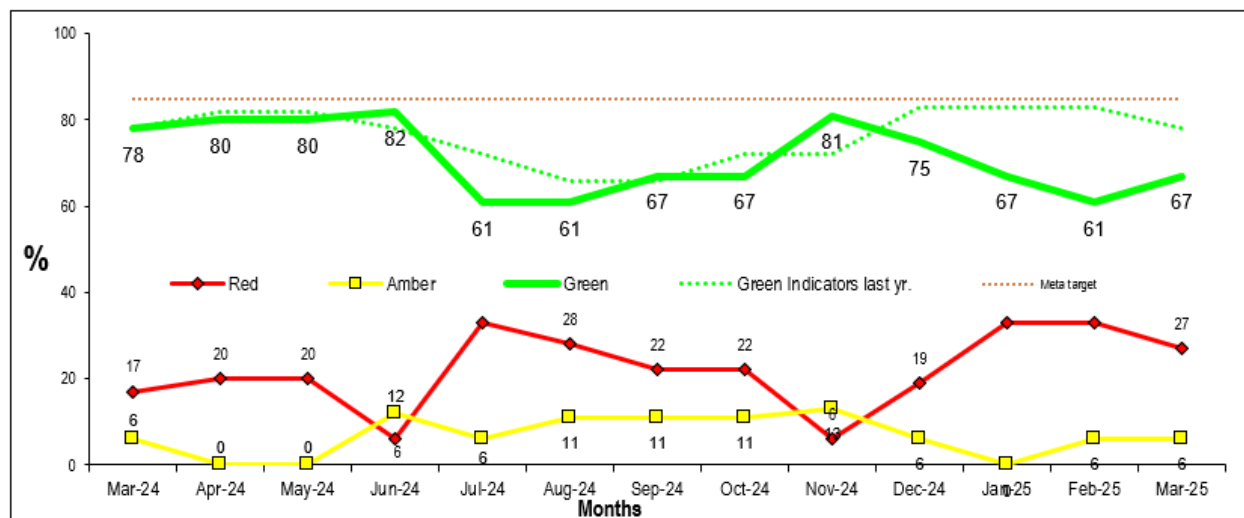
a. Year-end outcome



b. Quarterly indicators





c. Monthly indicators



2. Year – End Red & Amber Indicators

Year End	This month / qtr	Ref	Description	Year end value	2023-24 target
		BV12b	Short-term working days lost due to sickness absence (FTE)	3.43 days	2.09 days
The short-term sickness figures are above target. The highest reasons for short-term sickness absence during 2024/25 were mental health issues, with 126 working days lost, and stomach/gastric illnesses, with 120.5 working days lost.					
		LI/CC/01	Number of missed bins per annum	16,557	3500
Throughout the year, the target remained consistently unachievable due to ongoing issues with the waste contract. Despite improvements in missed collections towards the end of the year, hitting the target value continued to be a challenging task.					
		NI 192	Percentage of household waste sent for reuse, recycling and composting	34.74%	38%
Continued issues with rejected loads at Church Marshes. Projects to focus on contamination have been postponed due to complications with the roll out of the new contract meaning that resources have been focused elsewhere. Collections in the new contract are starting to improve. meaning that we can focus on previously planned projects to improve contamination levels and participation rates. Projects include ensuring remainder of borough is moved to AWC including bin stores and Holiday camps. Minimising holiday camp collections and contamination amnesty days. Our contractor now has a projects officer starting and will focus on resident contamination.					
		NI191	Residual domestic waste per household	529.8kgs	237kgs
Rejected recycling loads at Church Marshes has resulted in an increase in residual waste tonnages Current service levels are still having an impact on any recycling campaigns. A contamination campaign is being planned for the summer with more social media awareness being raised regarding how to prevent contamination					
		BV109a	Processing of planning apps: Major Applications (within 13 weeks)	85.25	90.63
The year has seen fluctuations in performance, with targets being met on some occasions while falling short on others, resulting in an amber status due to the variance. However, the year concluded on a strong note, achieving 100%.					

		LI/IC/CS C/002	Percentage of abandoned calls	14.9%	8.5%
<p>Performance against this indicator has remained on target since September 2024. However, issues with the waste contract led to a significant increase in call volumes, resulting in the target being exceeded between April and August. Demand remained high due to ongoing issues and follow-ups. The complexity of calls has also increased, placing additional pressure on the service. High levels of staff sickness, combined with maximum leave capacity, further reduced the number of available agents. Additional resources were allocated to train temporary staff to help manage the demand. Email volumes also continue to remain high.</p>					

3. Year-End outcome

N.B. Where the monthly result differs to the cumulative year-to-date result, the monthly performance is indicated by either *R (Red) , *A (Amber) or *G (Green)

KPI / MPI Log – 2024/25

Monthly Performance Indicators CUMMULATIVE YEAR TO DATE RESULT		24/25 Target (monthly)	Apr 24	May 24	Jun 24	July 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	2024/25 Outcome
BV8	Percentage of invoices paid on time (within 30 days)	91%													99.50%
SZ BV9	Percentage of Council Tax collected	95%													95.20 %
SZ BV10	Percentage of Non-domestic Rates collected	96%													98.34 %
BV12b	Short-term working days lost due to sickness absence (FTE)			0.57	*G	1.19						2.83			3.43 days
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	22 days		*A	*A	*R							30.6		21.6 days
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	9 days			*A	10	10.5	*G	*G		*A				7.4 days
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	83.3	75.0	*G	80	81.3	*G	84.4	*G	66.67	83.64	83.64	*G	85.25 %
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	76.5							*A					92.17 %
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%													98.06 %
BV218a	Abandoned vehicles - % investigated within 10 working days	95%													99.66 %
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%													94.41 %
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%				*A	*R	*G							95.97 %
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	23.4	24.7	26.2	24.8	23.4	21.5	19.7	18.3	17.5	16.6	15.7	14.9	14.9 %
	Abandoned calls monthly value	8.5%	23.4	26.1	29.1	21.0	16.2	7.7	6.3	3.9	3.0	7.4	2.9	4.0	70.85
LI/LS/LCC01	Percentage of all Local Land Searches completed in 10 working days	95%													99.93 %
LI/CC/01	Number of reported missed bins per annum	3500				3162	7134	8644	10141	11436	12754	14585	15553	16557	16557
	Reported missed bins monthly value	(292)	N/A	N/A	N/A	3162	3972	1510	1497	1295	1318	1831	968	1004	
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%				*R									1.64 %
NI 191	Residual domestic waste per household	475 kgs (40)	43.1	45.4	*G	45.3	43.7	44.4	48.7	41.7	43.9	52.7	39.8	44.3	529.8 kgs
NI 192	Percentage of household waste sent for reuse, recycling and comp	38%					*R	*R	*R	*R	R*				34.74 %
MONTHLY INDICATOR RESULTS (x 18)		YEAR TO DATE Monthly Total	12G 0A 3R	12G 0A 3R	14G 2A 1R	11G 1A 6R	11G 2A 5R	12G 2A 4R	12G 2A 4R	12G 2A 3R	12G 1A 3R	12G 0A 6R	11G 1A 6R	12G 1A 6R	

Quarterly Performance Indicators CUMMULATIVE YEAR TO DATE RESULT		24/25 Target	Q1	Q2	Q3	Q4	2024/25 Outcome
LI/ICT/0006	Website availability	99%					100 %
BV79b(j)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%		*A			92.95%
LI/CSC/003	Complaints responded to within 10 working days	90%	72.1%	79.5%		75.9%	56.87%
NI188	Planning to Adapt to Climate Change	3					3
LI/EH/001	Percentage of Planning consultations responded to in 21 days	80%					98.75%
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%					100 %
LI/IA/004	Audit recommendations implemented	95%					96.75
LI/CEL/002	Percentage of beach huts occupied	90%					100 %
LI/PAR/003	Percentage of disabled parking bay applications processed within 3 months	95%					98.21 %
LI/PAR/001	Civil enforcement officer accuracy rate	98%					99.1 %
QUARTERLY INDICATORS (x10)		YEAR TO DATE Quarterly Total		9G 0A 1R	9G 0A 1R	10G 0A 0R	8G 0A 1R
COMBINED INDICATOR RESULTS (x28) (Monthly + Quarterly KPIs)		YEAR TO DATE (Monthly + Quarterly Totals)		23G 2A 2R	21G 2A 5R	22G 1A 3R	21G 1A 6R

Monthly MPis – Monitored Performance Indicators (no targets / performance not managed)		23/24 Month Ave.	Q1 (Apr, May, Jun)			Q2 (Jul, Aug, Sep)			Q3 (Oct, Nov, Dec)			Q4 (Jan, Feb, Mar)			24/25 Month Ave
NI 156	Number of households living in temporary accommodation	317	303	295	281	279	296	285	287	278	273	282	292	281	286
BV12a	Long-term working days lost due to sickness absence (YTD)	0.32	0.16	0.42	0.74	1.13	1.56	2.11	2.29	2.7	3.16	3.64	3.97	4.23	2.18
LI/CC/MON16	% of fly-tipping incidents attended to within 10 working days	89.6%	98%	100%	100%	100%	96.1%	100%	100%	100%	82%	97.5	85%	99%	96.4%
LI/EC/MON10	Swale Means Business – Website analytics	75	393	490	81	162	45	1001	102	59	27	36	29	35	205
LI/EC/MON28	Swale VCS – Number of enquiries received	11	3	7	24	27	28	7	8	12	9	26	32	7	15.83
LI/HO/MON9	Rough Sleepers in Accommodation	27	21	18	22	16	16	20	21	23	24	23	26	23	21.8
LI/DC/DCE/006	Refused Planning Applications	12.04%	20%	15.6%	10.3%	9.46%	10.3%	11.7%	7.02%	20%	12.86%	12.43%	12.22%	12.70%	12.88%

Quarterly MPis – Monitored Performance Indicators (no targets / performance not managed)		23/24 Qtr. Ave.	Q1	Q2	Q3	Q4	24/25 Qtr. Ave.
NI155	Number of affordable homes delivered (total year to date)	72	69	107	129	228	133.25
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	5.25%	7%	15%	3%	5%	7.5%
CSP1819/0006	All crime per 1000 population	98.9	96.1	93	94.6	95.3	94.75
LI/HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	70%	75%	76%	78%	68%	74.25%
LI/HO/MON8	Percentage of households who secured accommodation at the end of relief duty	30%	26%	30%	33%	42%	32.75%
LI/EC/MON33	Safeguarding training (% of training modules completed)	85.3%	82.7%	81.1%	85.99%	84.6%	83.60%
LI/CEL/001	No. of visits to Council owned or supported leisure centres	187,796	154,894	137,380	116,879	140,402	137,388.75
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	56%	70%	68%	67%	60%	66.25%

Policy & Resources Committee	
Meeting Date	11 June 2025
Report Title	Financial Management System Annual Donation
EMT Lead	Lisa Fillery
Head of Service	Claire Stanbury
Lead Officer	Claire Stanbury
Classification	Open
Recommendations	<ol style="list-style-type: none">1. That the financial system provider's annual social value donation of £10,000 is given to the locally based Mayor's charity/charities each year.2. That the Mayor receiving the donation is the Mayor of Swale at the start of each contract year from March 2025.

1 Purpose of Report and Executive Summary

- 1.1 The new contract for the financial management system comes with an annual charitable donation of £10,000. The purpose of this report is to agree how that donation will be used.
- 1.2 Options have been considered, and the recommendation is that the donation is given to the Mayor's charity each year, to be shared amongst the local charities chosen by the Mayor.
- 1.3 Although the Mayor has now changed, it is recommended that the donation is made to the Mayor who is in place at the start of each contract year, with the first contract year starting on 31 March 2025.

2 Background

- 2.1 In March 2025 the Policy and Resources Committee agreed the award of the new financial management system contract. As part of the social value of the contract, the winning bidder will provide an annual donation of £10,000 at the start of each contract year, to be passed to a charity or charities that will benefit the local people of Swale.
- 2.2 A decision is needed from members on how this donation will be used, which is the purpose of this report.
- 2.3 As stated in paragraph 2.1, the donation should be to a charitable organisation that will benefit the local people of Swale. This could be a donation to one charity each year, or to multiple charities, and the charities do not need to be the same each year.

- 2.4 The donation could be used to fund charities who provide services that support the work of the council. Alternatively, this donation could be made to the local charities supported by the Mayor which would be in keeping with the Constitution section 42 para 49 of the Officer code of conduct *Any firm or individual who wishes to make a gesture of goodwill to the Council or its Officers should be redirected to the Mayor's Charity Fund.*
- 2.5 If the donation is to be made to the Mayor's charities, then members also need to decide which Mayor benefits from the year 1 donation. The contract year started in March 2025, at which time Councillor Ben Martin was Mayor. As the donation is payable at the start of each contract year, officers recommend that the donation is made to the Mayor at that time. This will align the contract period and the annual payments with the mayor that was sitting when the first payment was received.
- 2.6 The year 2 donation will go to the charities for Councillor Karen Watson and subsequent donations will follow that course.
- 2.7 As the donation is intended to benefit the people of the district, it is also recommended that the donations are made to only the local charities supported by the Mayor in their year of office. If the Mayor has a national charity amongst those supported, officers recommend that the national charity is excluded.

3 Proposals

- 3.1 The committee is requested to approve the proposal that the annual social value donation is given to the Mayor's charity each year, to be distributed to local charities nominated by the Mayor for their year.
- 3.2 That the donation is made to the Mayor's charity for the Mayor sitting at the start of each contract year from March 2025.

4 Alternative Options Considered and Rejected

- 4.1 Give the year 1 donation to the current Mayor, and then the Mayor in place at the start of each contract year. This option is not recommended as it means that the current Mayor will receive two donations, and all following Mayors will just receive one.
- 4.2 Give the year 1 donation to the current Mayor, and each subsequent donation to the Mayor of the following civic year. This is not recommended, as the payment cycles will not align with the mayoral civic year..
- 4.3 Give the donation to an alternative charity, to be decided by members. This could be one charity for the duration of the contract, or a new charity chosen each year. Officers felt that the alignment with the Mayor's charities is in keeping with the constitution, and removes any political alignment issues.

5 Consultation Undertaken or Proposed

- 5.1 Officers discussed this with the Leader's Briefing, and it was felt that passing the donation to the Mayor's charity meant there was no political bias, and would allow a range of charities to benefit over the life of the contract.

6 Implications

Issue	Implications
Corporate Plan	Depending on the charity(ies) chosen, the use of the donation could align to many of the corporate plan priorities.
Financial, Resource and Property	There are no direct financial implications for the council, and no property implications. Giving the donation to the Mayor's charity(ies) each year is the least administratively burdensome option, and so makes the best use of resources.
Legal, Statutory and Procurement	None identified at this stage.
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	None identified at this stage.
Health and 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	None identified at this stage.
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 to be published with this report and form part of the report:
- None

8 Background Papers

- Policy & Resources Committee Agenda and Minutes 26 March 2025

Policy and Resources Committee	
Meeting Date	12 June 2025
Report Title	New and Amended Fees for Applications made to the Planning Service
EMT Lead	Emma Wiggins Director of Regeneration and Neighbourhoods
Head of Service	Joanne Johnson Head of Place
Lead Officer	Carly Stoddart Continuous Improvement Lead
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. That members recommend to Full Council the introduction of charges for amendments to undetermined applications in accordance with the fee schedule as set out in Appendix I (to be reviewed and updated where necessary or at least annually). 2. That members recommend to Full Council the introduction of fees for monitoring biodiversity net gain (BNG) in accordance with the fee schedule as set out in Appendix V (to be reviewed and updated where necessary or at least annually). 3. That members recommend to Full Council the fee schedule for Planning Performance Agreements (PPAs) as set out in Table 5 of Appendix III (to be reviewed and updated where necessary or at least annually). 4. That members recommend to Full Council the revised pre-application and post-decision advice fee schedule as set out in Tables 1, 2 and 3 of Appendix II (to be reviewed and updated where necessary or at least annually). 5. That members note the updated version of the Member Protocol for Pre-application and Pre-decision Developer Engagement in Appendix IV

1 Purpose of Report and Executive Summary

- 1.1 In recent months, the Planning Service has sought to make service improvements by considering where it can recover costs for services that it provides that are not part of the statutory provision. This report proposes the introduction of charging applicants to amend their undetermined applications either through the alteration of previously submitted details or the submission of new supporting information. It also focuses on introducing charges for monitoring of biodiversity net gain (BNG).

- 1.2 The potential to introduce charges to submit amendments / additional information to applications and for monitoring BNG would align with the Corporate Plan as it would enable the Planning Service to better operate within its resources whilst maintaining the ability to engage with communities and deliver the service in a transparent and efficient way.
- 1.3 On this basis, officers have drafted a fee schedule and related procedure to cover the process of when an applicant wishes to amend their undetermined application (Appendix I) and a separate fee schedule and related procedure to cover the process of monitoring BNG (Appendix V).
- 1.4 This report also seeks to provide a holistic view and explanation of the interplay between other associated planning service fees such as pre-application advice and post-decision advice and Planning Performance Agreements (PPAs) and proposes related new fees and amendments to existing fees (Tables 1, 2, 3 and 5, Appendix III).

2 Background

- 2.1 The objective of introducing a fee for the submission of amendments / additional information to undetermined applications is to recover costs associated with a discretionary service provided by the Council.
- 2.2 There are many reasons for the submission of amendments / additional information and this can cost the Council in terms of additional officer time, administration work and costs associated with publicity of such amendments such as postage, printing and press advertisements. The proposed fee schedule is intended to recover these costs.
- 2.3 Alongside the proposed fee schedule, it is necessary for the Council to clearly set out a procedure for all parties involved to ensure the process is clear and implemented consistently.
- 2.4 In January 2025, senior officers and administration leads endorsed the development of a report to Policy and Resources Committee setting out the option and benefits of charging for the submission of amendments in relation to undetermined applications, alongside a draft fee schedule.
- 2.5 Research has since been undertaken to review the fee schedules and processes of other Local Planning Authorities across the country such as Lichfield, Merton, Southwark, St Albans and Surrey Heath who have already implemented the process of charging for the submission of amendments and additional information.
- 2.6 For Local Authorities where amendments are accepted and charging is in place, the majority allow the submission of one round of amendments. Where charging is in place, most apply a set charge for the type of application. There are a couple of

Local Authorities that charge per hour. Where the hourly charge is in place, it was not clear on the website how the charge is applied. It is assumed that the case officer would estimate the hours it may take to process and assess the amendment. No other Local Authorities in Kent appear to have fee schedules on their website related to the submission of amendments and additional information for undetermined applications.

- 2.7 It is considered that the introduction of a fee for the submission of amendments / additional information for undetermined applications would encourage applicants to use the pre-application advice service, particularly if the number of opportunities to submit amendments per application is limited. This would be a positive shift that would fall in line with the National Planning Policy Framework (the NPPF) which at paragraph 40 states that, *'Early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties.'* Paragraph 41 of the NPPF goes on to emphasise the key role that Local Planning Authorities play in encouraging applicants to take advantage of the pre-application stage. By going through the pre-application advice process, the quality of the submission should be improved, and the application be of high quality from validation.
- 2.8 The introduction of a fee for accepting amendments would also have the benefit of deterring applicants from bypassing the pre-application advice stage in favour of using the application stage to amend and improve their submission, i.e. it would front load officer advice and input, and reduce time for officers and applicants.
- 2.9 Limiting the number of opportunities to submit amendments as part of this process would assist in minimising the potential for further backlogs to build up. Backlogs can occur, in part, when applicants are allowed to submit multiple rounds of amendments. In these circumstances, it takes longer to determine the application and the applications remain on the worklist of the Case Officer, who is in continual receipt of new applications.
- 2.10 A further benefit to restricting the number of amendments is that officer's reports will be shorter and the number of rounds of consultation will be reduced. This in turn should result in savings in terms of consultation letters sent, site and press notices posted and also reduce complaints with regard to the length of time it takes to determine applications. It may also reduce the risk of appeals against non-determination as Case Officer's work lists should remain at a more manageable level, helping to ensure applications remain within the statutory timeframe or within a timeframe agreed through an extension of time or PPA.
- 2.11 In considering how a fee schedule for the submission of amendments /additional information sits with the PPA process, it is proposed that it be incorporated into the drafting of the PPA, and the amendment fee(s) added to the fee of the PPA at a discounted rate of 10%. More than one round of amendments could also be offered as part of a PPA in accordance with a caveat that is recommended at the end of

the fee schedule stating that the Council reserves to the right to allow a further amendment for exceptional, complex proposals.

- 2.12 The applicant could be given the option to incorporate the relevant amendment fee within the PPA (caveated with no refund available if no amendment required). This would ensure the applicant endeavours to submit a high-quality application in the first place and choose the PPA route to take advantage of discounts and agreed timescales. The use of PPAs is to the benefit of the Local Authority, particularly in mapping workflow, reducing the risk of appeals against non-determination and the costs associated with them as well as providing greater certainty for the applicant.
- 2.13 The agreement to more than one amendment should primarily be reserved for PPA applications and for those of significant scale. The agreement to more than one amendment outside of a PPA and to more than two amendments for applications with PPAs is recommended to be subject to agreement of the Planning Manager (Planning Applications), Chief Planning Officer or Head of Place. Agreement at a managerial level to further amendments beyond this minimises inconsistencies within the process across the department, which could otherwise potentially result in inadvertent unbalanced service that would diminish the effectiveness of the process.
- 2.14 Appendix II shows a suggested approach to the submission of amendments which can be publicised on the Council's website, along with the fee schedule. A set fee for each category rather than an hourly rate is recommended as this is clearer for all involved in the process and the fee is provided before or at the same time the amendments are received. The proposed fees are greater for larger applications as the amendments / additional information generally involves more drawings / documents to be updated, submitted and reviewed, and wider consultation.
- 2.15 The suggested text and the fees set out in the appendices are based on what is currently being applied to this process at other Local Authorities around the country.
- 2.16 Whilst this paper focusses on the introduction of a fee schedule for the submission of amendments and additional information, it is important to consider the implications of the proposal in the wider context of services provided by the Planning Service as there is an interplay between these services. Other discretionary services undertaken by the Planning Service that currently attract a fee are pre-application advice and entering into PPAs.
- 2.17 The ideal starting point in the application process is with pre-application advice as supported by paragraph 40 of the NPPF and National Planning Policy Guidance (NPPG): 'Before submitting an application'. Pre-application advice that is taken onboard by the applicant will result in better quality developments being proposed and application submissions from the point of validation, avoiding unnecessary delays throughout.

- 2.18 Many Local Authorities will offer discounts or benefits on other services for applicants when they engage in multiple services. For example, a discount is often applied on PPA fees if the applicant has been through the pre-application advice service or allowing more than one amendment if an applicant enters into a PPA.
- 2.19 A positive pre-application advice experience will often result in PPAs which are also encouraged through NPPG: 'Before submitting an application'. PPAs provide for agreed levels of service (of both sides), consistency in the officers involved, timescales and the securing of finance to cover the cost of the Council's resourcing requirements.
- 2.20 PPAs are important for Local Planning Authorities particularly for the larger applications as very rarely is it possible for Case Officers to determine the types of applications within the statutory timescales. This is often due to unforeseen issues raised by consultee responses that require the submission of amendments or additional information and/or the length of time taken for the completion of the s106 process.
- 2.21 The PPA process allows for a timetable to be agreed for the application to be determined which is often outside of the statutory timeframe. This prevents appeals against non-determination when working in accordance with the PPA. However, with increasing costs, applicants are only willing to sign up for PPAs and other costs, if they consider those costs reasonable and that utilising the service will be of benefit. The benefit being working with the Council to achieve the optimum scheme / a positive officer recommendation, or where this cannot be achieved, reducing the number of reasons for refusal to a minimum (therefore decreasing the costs associated with appeals).
- 2.22 A review of the pre-application advice charging schedule and research into fees schedules associated with PPAs has recently been undertaken (Appendix III). This involved reviewing the pre-application charges and PPAs fees across all Local Authorities in Kent. This review was to be the basis for proposals to increase Swale Borough Council's pre-application fees and to introduce new pre-application fees, post-decision fees and a fee schedule for PPAs.
- 2.23 Prior to this, an alternative proposal regarding pre-application fees was agreed by Budget Committee in February 2025.
- 2.24 These fees (effective 01 April 2025), show most development categories having been redefined within the fee schedule with the effect that many fees have become "costed upon request" rather than pre-set. The development categories as currently defined remove reference to site area and any commercial development under 10,000sqm. A table showing a comparison of the current fees and the fees for similar categories being proposed is provided within Table 4, Appendix III. The fees being proposed also include suggested new categories for charging to maximise cost recovery (Tables 2 and 3, Appendix III).

- 2.25 In addition, the current fee schedule results in a significant increase to the fee for major development proposals of 50+ dwellings. The consequences of such an increase in pre-application fees for the larger type of residential development means that the fee for pre-application advice is significantly higher than the planning application fee itself. For example:

The planning application fee for an outline development of 2,500 dwellings (of which the Council currently has two applications) under the incoming new application fees set by Government would be a maximum of £205,943.

The Council's new pre-application charges would amount to £300,000 (inc. VAT).

- 2.26 As a comparison, the highest pre-application advice fee in Kent for this size of development is currently £6,000 (inc. VAT). This is the fee for development proposals of 250+ dwellings and a PPA at Ashford Borough Council. It highlights the significant difference in fee being applied by other Kent authorities in comparison to Swale for this size of development.
- 2.27 As a result of such a significant rise in pre-application advice fees for larger schemes, there is concern that applicants will not engage in the pre-application advice and PPA process at all and will seek to submit their applications cold with the intention to obtain advice and submit amendments as part of the application process.
- 2.28 The introduction of charging for the submission of amendments / additional information for undetermined applications, particularly as the process is drafted, will prevent this and so it is recommended that fees for amendments be introduced as soon as possible to ensure 'free advice' is not sought and obtained during the application process. However, a period of adjustment will be required following approval of recommendations within this paper to finalise and implement updates to the website, payment processes and procedures. A deadline of 31 August 2025 for implementation is proposed.
- 2.29 The consequence for applicants that have bypassed the pre-application advice and PPA services if they consider the fees to be too high, is that they are prevented from submitting amendments. This will bring pressure on officers to determine (potentially lower-quality) applications within the statutory timeframes. This in turn results in applications at risk of appeals against non-determination as it is unlikely applicants will want to engage and agree to an extension of time.
- 2.30 In such situations, the Council is at risk of costs at appeal if the costs associated with certain services are seen to be unreasonable and deter applicants from engaging. Consideration of whether pre-application fees were reasonable was included in the Inspector's decision notice in response to an application for costs associated with an appeal at Lambeth where the applicant had not sought pre-application advice.

- 2.31 The review of the pre-application charges and the proposal to introduce a set of charges for PPAs has been undertaken holistically looking at how each service interrelates and how to encourage applicants to take up further services that would best result in achieving the recovery of costs across the whole application process, improve resource and customer service as well as result in a better quality of application proposals and be in accordance with section 93 of the Local Government Act 2003 and the section 3 of the Localism Act 2011.
- 2.32 The review of the pre-application advice charges recommends a change to categories, separating out large majors to provide an additional category of 'strategic majors' and an associated fee.
- 2.33 It is also proposed to include fees for advice for other services that are often not specifically captured such as pre-application advice for the discharge of conditions. These applications are generally submitted cold and often generate multiple rounds of amendments. The introduction of a fee schedule for amendments will encourage pre-application advice which in turn will generate a fee where advice is sought from the Council. It will also result in a better quality of application from submission, thus reducing costs in terms of officer time.
- 2.34 Other suggested fees include post-decision advice. This is designed to assist in reducing the number of appeals against refusal which are costly both financially and in officer time.
- 2.35 Introducing a set fee schedule, guidance and a template for PPAs offers greater certainty for developers calculating the cost of their application process and for officers being consistent in applying and advising of fees. A set fee schedule and template would reduce delays in PPAs being drafted and completed. It would also allow the Council to recover costs for the review of application material where the Council does not have the expertise in-house or as part of any other existing service level agreement, e.g. a review of an Environmental Statement or Financial Viability Assessment.
- 2.36 Also included within the PPA schedule of fees is an option for applicants to include the ability to provide Members with a presentation of their development proposals. It is proposed that this is only an option for applicants entering into PPAs and in relation to significant schemes. Members would be supported in this fact-based engagement by the Member Protocol for Pre-application and Pre-decision Developer Engagement which is updated and set out in Appendix IV. This updated version of the Protocol should be read in conjunction with the guidance note: Engaging in pre-panning application discussions: Monitoring Officer Advice to All Members issued March 2014, which sits as an appendix to Part 4.1 Members Code of Conduct of Swale Borough Council's Constitution (29 May 2025).

- 2.37 Applicants are more likely to enter into PPAs if they have received good service at pre-application stage as they can see how this would translate to the application stage resulting in optimal income in relation to the recovery of costs.
- 2.38 It is requested that the recommendations within Tables 1, 2, 3 and 5 in Appendix III be reviewed and considered as a proposal to implement alongside the process of charging for the submission of amendments / additional information given how the engagement of each service has the potential to impact on another.
- 2.39 It is considered that securing requests for pre-application advice leading to subsequent PPAs being agreed, will result in better quality applications being received and an improved customer experience for applicants. The pre-application advice and PPA offers certainty around the Council's intention to work proactively in accordance with the NPPF, resourcing and timescales for determining applications. Clear fee schedules that are comparable with other Local Authorities offer clarity around costs involved with their application proposals and what level of service can be expected.
- 2.40 An updated fee schedule for pre-application and post-decision advice and a new fee schedule for PPAs are reasonable and proportionate and will enable cost recovery of the services being provided. The introduction of a fee schedule for the submission of amendments / additional information for undetermined applications alongside the pre-application advice and PPA fees, will steer applicants further down the route of obtaining pre-application advice in line for national planning policy and guidance and will minimise costs currently borne by the Council in terms of officer time, administration and publicity costs.
- 2.41 This holistic approach would also ensure officers are able to write shorter reports and have a more manageable workload. In turn, this results in more applications being determined within statutory timescales or as otherwise agreed through PPAs and extensions of time, therefore reducing risk of backlogs and the risk of appeals against non-determination and refusals of planning permission, thus reducing the significant costs associated with defending them.
- 2.42 Turning to the introduction of fees for monitoring BNG, the objective is to cover the cost of monitoring and associated activities that will be carried out by the Council following the introduction of mandatory BNG which commenced on 12 February 2024 for major development and 2 April 2024 for smaller sites. It is also a policy requirement for some neighbourhood plans, such as the Faversham and the Boughton-Under-Blean and Dunkirk Neighbourhood Plans.
- 2.43 Mandatory BNG means there is a requirement for any developer to show an enhancement of a minimum of 10% BNG on their respective development (unless exempt as set out on Schedule 7A of the Town and Country Planning Act 1990 and

the Biodiversity Gain Requirements (Exemptions) Regulations 2024), and this must be in place for a period of 30 years for significant on-site gain and all off-site gain.

- 2.44 By its design, BNG is a post decision matter. This means that other than to demonstrate the baseline condition of the site and the loss that will occur as a result of the development, the applicant does not need to provide final details of the intended gains. Final details of the biodiversity gain is required to be submitted as information pursuant to the condition requiring a biodiversity gain plan (BGP). This condition is automatically applied to all planning permission for sites subject to mandatory BNG. A similar condition is imposed on sites that are not subject to mandatory BNG but are required through local policies.
- 2.45 Through the application to discharge the BGP, the applicant is required to confirm how the minimum provision of 10% is to be achieved. Where the gain is to be significant on-site provision, and for all off-site provision that isn't already subject to a s106 agreement or a conservation covenant such as a habitat bank and/or site(s) managed by a responsible body, the Council as the Local Planning Authority, will be required to monitor the sites to ensure the provision and establishment of BNG for a period of 30 years.
- 2.46 The monitoring of land for BNG will require a review of condition reports and some site visits by a qualified ecologist at regular intervals. There will also be a further burden on administration, finance, and legal. This is a resource issue that cannot be accommodated within the existing regime and as such a fee schedule is proposed (Appendix V). The intention is to enable a full recovery of the costs associated with Council's monitoring of progress of BNG sites.
- 2.47 It is proposed that the Council monitor BNG sites in association with the Ecological Advice Service (EAS) at Kent County Council (KCC). KCC EAS has set a fee schedule (index linked) setting out suggested threshold categories along with suggested monitoring events and their costs based on this (Appendix VI). This information has been used as a basis to formulate a monitoring fee schedule for the Council to secure for all relevant sites that are subject to BNG. The method and assumptions on which the fee schedule has been based is set out in Appendix VII.
- 2.48 It is proposed that for significant on-site provision for sites using the small sites metric, the monitoring fee is secured by a bespoke form (Appendix VIII for the draft form to be reviewed and agreed by Legal), similar to the form that is used to secure Strategic Access Management Monitoring Scheme (SAMMS) payments (the "Birdwise" scheme), or by unilateral undertaking (UU). In the scenario for sites using the small sites metric where the form or a UU is used, the requirement will be for the monitoring fee to be paid upfront. For off-site provision, not already subject to a s106 agreement or conservation covenant, the applicant will be required to enter into a s106 agreement to secure the monitoring fees. In these cases, it is proposed that 50% of the monitoring fee be paid at upfront upon signing and completion of the s106 agreement and 50% at year 2 of monitoring.

- 2.49 In all circumstances described in the paragraph above, the applicant will be required to provide the LPA with a copy of its site monitoring reports at the agreed intervals throughout the 30-year period. For on-site provision, monitoring starts at completion of development and for off-site provision, monitoring starts at completion of all the enhancement works secured by the legal agreement.
- 2.50 Reporting on mandatory BNG comes into effect in March 2026. A fee schedule for the monitoring of relevant BNG cases will enable the Council to cover the costs and ensure adequate resources are available to undertake and record monitoring activity, including any enforcement and legal proceedings that may be required.

3 Proposals

- 3.1 That members recommend to Full Council the introduction of charges for amendments to undetermined applications in accordance with the fee schedule as set out in Appendix I (to be reviewed and updated where necessary or at least annually).
- 3.2 That members recommend to Full Council the introduction of fees for monitoring biodiversity net gain (BNG) in accordance with the fee schedule as set out in Appendix V (to be reviewed and updated where necessary or at least annually).
- 3.3 That members recommend to Full Council the fee schedule for Planning Performance Agreements (PPAs) as set out in Table 5, Appendix III (to be reviewed and updated where necessary or at least annually).
- 3.4 That members recommend to Full Council the revised pre-application and post-decision fee schedule as set out in Tables 1, 2 and 3, Appendix III (to be reviewed and updated where necessary or at least annually).
- 3.5 That members note the updated version of the Member Protocol for Pre-application and Pre-decision Developer Engagement in Appendix IV.

4 Alternative Options Considered and Rejected

- 4.1 To continue to not charge for the submission of amended plans. This represents the cheapest option for applicants. However, this discourages the use of the Council's pre-application service, encourages speculative applications and applications of a lower quality and causes costs to be incurred by the Council that primarily benefit applicants rather than the wider community. This is not recommended. Lower quality schemes often add a significant amount of time to the assessment and determination of applications which in turn has the potential to create backlogs. Extended periods of time to determine applications provides uncertainty for both the applicant and surrounding residents.

- 4.2 The Council could apply the charge to a selection of application types rather than all application types. However, as the Council incurs the costs of processing amendments for all types of applications, it is recommended that all types of applications should be liable for the charge.
- 4.3 Given the discretion that exists in relation to the processing of amendments and additional information, the Council could refuse to process changes after an application has been validated. In some instances, this can be a sound approach. However, there are also instances where this would put the Council at some risk of costs being awarded to appellants in any appeal process. Moreover, this approach would prevent applications being improved during the course of an application. In this regard, where there are some applications that can be granted planning permission because the planning balance indicates that the overall benefits outweigh the harms, these are often the types of cases where there is scope to achieve improvements that further increase the benefits. It is not recommended to take away the opportunity to improve schemes.
- 4.4 The Council could choose not to impose a fee for the monitoring of BNG sites. This leaves the Council with the burden of finding resource in existing budgets for financing appropriate software for assessing and monitoring sites and engaging with KCC EAS for their expertise in reviewing reports and absorbing the cost of the time for existing staff within the Planning Service and Legal Services taking on additional monitoring duties for a period of 30-years for each relevant BNG site. Regulation 122 of the Community Infrastructure Levy (CIL) Regulations 2010 No 948, as amended by the Community Infrastructure Levy (Amendment) (England) (No. 2) Regulations 2019 (The CIL Regulations) gives specific powers for monitoring fees. There is current practice already within Legal Services to charge for work on S106 agreements (for any purpose). This proposal relates to additional planning and administration officer time associated with these additional S106 agreements. It is considered that the introduction of a fee schedule for monitoring BNG is a reasonable approach.
- 4.5 The Council could continue applying the current pre-application advice fees and methodology for generating a fee for PPAs. Whilst there will be some continuation of applicants utilising the service, this is not recommended as it will lead to confusion and inconsistencies in the pre-application fees being applied to development proposals falling outside of the defined categories; it will continue to result in inconsistencies in the fee being applied to PPAs and some services will also continue being provided without cost recovery, thus not maximising the Council's opportunities in this regard. Inconsistencies and significant increases in fees will likely deter applicants from engaging in these processes, resulting in poorer quality in proposals submitted at application stage, increased risk of appeals and the associated costs and inefficient use of officer time resulting potential backlogs.

5 Consultation Undertaken or Proposed

- 5.1 The proposal to introduce a fee schedule for the submission of amendments and additional information to undetermined applications was discussed informally with senior officers and members of the administration. It was agreed further work be undertaken with a view to moving towards Committee consideration.
- 5.2 The proposed pre-application advice and post decision fee schedule and PPA fee schedule has been discussed with senior officers.
- 5.3 The proposed amendments / further information fee schedule, pre-application advice and post decision fee schedule and PPA fee schedule have all developed through benchmarking against other authorities that already have these processes and fee schedule in place.
- 5.4 The draft Member-Developer Protocol was developed during an all-party member workgroup / training session on 23 May 2024.

6 Implications

Issue	Implications
Corporate Plan	The proposals would align with the Corporate Plan as it would enable the Planning Service to better operate within its resources whilst maintaining the ability to engage with communities and deliver the service in a transparent and efficient way.
Financial, Resource and Property	<p>The proposal to introduce a fee schedule for the submission of amendments / additional information would enable the Council to recover the costs associated with this discretionary process that is already undertaken.</p> <p>The proposal to introduce a fee schedule for monitoring BNG sites would enable the Council to recover costs associated with monitoring activities for a significant period.</p> <p>The proposal to introduce a revised pre-application advice and post decision fee schedule and a new PPA fee schedule would enable to the Council to maximise the recovery of costs associated with this discretionary process that is already undertaken.</p> <p>The agreed Council budget for 25/26 indicates an additional £50k planning fee income will be secured across chargeable services. These fees will contribute towards that, as well as to wider service budgetary pressures.</p>
Legal, Statutory and Procurement	The provision of a planning function and processing applications made to the Planning Service is a statutory requirement. However, the submission and processing of amendments and additional information to undetermined applications, the provision of pre-

	<p>application and post-decision advice and entering into PPAs, are discretionary elements of the planning function that already occurs within Swale. In accordance with Section 93 of the Local Government Act 2003 and Section 3 of the Localism Act 2011, the suggested approach to recover costs associated with this work is lawful and has no other legal or procurement implications.</p> <p>The CIL Regulations allow for the cost of monitoring BNG to be secured and therefore the suggested approach to recover costs in this way is manner is also lawful and has no other legal or procurement implications.</p>
Crime and Disorder	There are no implications for crime and disorder.
Environment and Climate/Ecological Emergency	<p>With regard to the introduction of fees in relation to the submission of amendments / further information, the revision of pre-application and post-decision advice fees and the introduction of a fee schedule for PPAs, there are no direct implications in respect of the environment and the climate/ecological emergency.</p> <p>Including an Officer discretion at managerial level within the department to discount the fee or allow further amendments where an improvement to an acceptable scheme is proposed (perhaps to deliver energy efficiency or renewable energy facilities) could ensure that the suggested approach does not prohibit gains in this regard.</p> <p>The introduction of fees for monitoring BNG would have a positive impact on the environment and would contribute positively towards addressing the ecological emergency. The introduction of monitoring fees would ensure the Council has adequate resources to undertake their duty to monitor and report on the delivery of BNG and take appropriate action where this may be failing.</p>
Health and Wellbeing	There are no implications for health and wellbeing.
Safeguarding of Children, Young People and Vulnerable Adults	There are no implications for the safeguarding of children, young people and vulnerable adults.
Risk Management and Health and Safety	With all the proposals set out, there is a risk in the potential change to the image of the Council arising from the introduction of a practice that is adding more cost for applicants. However, the introduction of fees in relation to discretionary services and to monitor BNG is becoming commonplace and it is considered that the benefits will outweigh the costs.

	No Health and Safety issues are anticipated.
Equality and Diversity	None at this stage.
Privacy and Data Protection	None at this stage.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- 7.2 Appendix I: Submission of Amendments / Additional Information Fee Schedule.
- 7.3 Appendix II: An approach to the submission of amendments / additional information.
- 7.4 Appendix III: Swale Pre-Application Advice and Planning Performance Agreement Fee Review (amended).
- 7.5 Appendix IV: Member Protocol for Pre-application and Pre-decision Developer Engagement
- 7.6 Appendix V: BNG Monitoring Fees
- 7.7 Appendix VI: KCC EAS suggested BNG Monitoring Fees – March 2025 document.
- 7.8 Appendix VII: Assumptions and Calculations

8 Background Documents

None

Appendix I

Submission of Amendments / Additional Information Draft Fee Schedule

Application Type	Description	Fee per submission
Lawful Development Certificate (existing and proposed) Householder	Householder alterations and extensions only.	£129
Lawful Development Certificate (existing and proposed) Other	Development involving establishing lawful use of properties.	£210
Householder	Householder development (affecting a single home) including extension, outbuildings and other works within the property boundary.	£240
Minor Development	<ul style="list-style-type: none"> Includes between 1 to 9 dwellings. Covers up to 0.5 hectares. Commercial development less than 1,000 square metres 	£300
Major Development	<ul style="list-style-type: none"> Includes between 10 to 49 houses or flats. Covers between 0.51 to 2 hectares. Commercial development between 1,001 to 4,999 square metres 	£600
Large Major Development	<ul style="list-style-type: none"> Includes 50 - 249 houses or flats. Covers between 2.1 to 5 hectares. Commercial development between 5,000 to 9,999 square metres 	£750 10% discount when part of a PPA
Strategic Major Development	<ul style="list-style-type: none"> Includes 250+ houses or flats. Covers more than 5 hectares. Commercial development of 10,000 square metres or more 	£1000 10% discount when part of a PPA

Listed Building Consent	Development of a listed building including extensions and internal alterations.	£240
Discharge of Condition	Applications for the discharge of planning conditions.	£210
Advertisements and Shopfronts and any other proposals not listed above.	Shop fronts, signs and adverts for a shop or attached to a business premises. Any other proposals not listed above.	£210

Note: The Council reserves to the right to review whether a further amendment will be allowed for exceptional, complex proposals. The relevant fee set out above will apply for each submission.

Appendix II

An approach to the submission of amendments / additional information

Amendment Fees

Making changes before a decision is made

Once you have submitted your planning application, we are not legally obliged to accept any amendment to your plans. This is because amendments require us to carry out additional work that an applicant has not paid for such as:

- Reassessing the proposed development
- Updating the officer report
- Managing new plans and documents
- Carrying out more internal and public consultation

The submission of amendments means that it takes longer to assess your application and to provide you with a decision. For this reason, we have introduced a charge for changes made to a planning application after it has been submitted.

We strongly encourage applicants to prepare their applications to a high standard by first seeking pre-application advice. To help prepare a high quality application, the Council provides a pre-application advice service

[Planning Permission - Ask us for advice before you apply for Planning Permission](#)

Further pre-application advice can be sought from Kent County Council as the Highways Authority and the Lead Local Flood Authority at:

[Highway pre-application advice - Kent County Council](#)
[Sustainable drainage in planning - Kent County Council](#)

The Council will exercise its discretion whether to request or accept amendments to a planning application under consideration. If an amendment is required in order to make the proposal acceptable in planning terms, you will be obliged to meet our fee requirements.

If there is a substantial objection to your proposal which officers consider could not be overcome by amendments, you may be sent the refusal notice (giving reasons) without an opportunity to submit amendments.

Changes we will accept:

- We will accept simple amendments where a scheme is unacceptable as submitted but can be made acceptable subject to very minor amendment.
- Where further analysis of the case means more information or clarification is needed. It must be needed to complete the assessment of the scheme. For example, cross sectional or levels details drawings and supporting evidence.

- Amendments of a minor nature that would improve the scheme. This must be a necessary improvement.

We will not accept amendments where the scheme is unacceptable and one or more of the following applies:

- No pre-application has been sought – A charge may still be applied if the pre-application service was used but the advice provided was not followed.
- Making it acceptable would require a large amount of additional information.
- It would require the initial submission or further marketing or wildlife surveys or any other information that may take a matter of months to obtain.
- The amount of change required would result in a very different proposal.
- The principle of development cannot be supported.
- It would result in an increase in size of or material change to the red edge site boundary (unless requested by the LPA)
- It would result in a significant move or relocation of footprint and/or volume and mass of built form.
- It would result in the introduction of materially different uses.
- It would result in conflict with development plan policies.
- The application is time sensitive with consent being deemed to have been granted automatically if a decision is not made within the original statutory timeframe (some prior approvals). Exceptions may be made at the officer's discretion where timescales will not be affected.

Note: This list is not exhaustive.

We will:

Only accept one round of amendments to a submitted scheme, unless incorporated into a Planning Performance Agreement.

- only accept the amendment if an extension of time is agreed at the outset.
- the amendments must be submitted within the timescale given by the named planning case officer.

Please note, if you fail to submit any amendments, or fail to submit them by the agreed deadline; or refuse our request for an extension to the statutory determination period, to allow more time for us to consider amendments; or fail to respond to it by the agreed deadline your application will be considered based on the information previously submitted. This could result in planning permission being refused, without additional discussion.

What to include:

- A completed form which includes, your name, contact email, the application reference number and a table of the amendments /additional information and what is superseded.
- Updated plans where necessary and make sure plan reference numbers are updated to refer to a different version.

- Updated documents where necessary and make sure document reference numbers are updated to refer to a different version.

How long does the process take?

Your case officer will discuss how much longer they think it will take them to assess your application based on the amendments to be made. You should expect all amendment requests to add at least 14 days to the assessment time of your application (from the date that the amended information is submitted and payment is received, whichever is the latest).

Your case officer might need to reconsult neighbours and statutory consultees. This will add at least a further 21 days to the assessment time.

A new determination date will have been set in advance of using this service and agreed with the case officer as an extension of time.

How to apply and pay

The charge for using this service is dependent on the type of application and is set out below. The charge has been calculated on the basis of one set of amendments being submitted. Please complete the relevant form emailing it to planningapplications@swale.gov.uk and pay via our website. Do not send the amendments to this email address.

Alternatively, you can make a payment by cheque, payable to Swale Borough Council. If you pay by cheque, you should send it to Swale House, East Street, Sittingbourne, Kent, ME10 3HT. Please ensure you enter your planning application reference and site address on the online payment form so that we can match the payment to your current application.

The amendments and a copy of the completed form should be sent directly to the case officer or submitted via the Planning Portal.

Unsolicited amendments

The Council will not accept unsolicited amendments. Please do not seek amendments in response to an objection unless first agreed with your named planning case officer. If you or your agent submit an unsolicited amendment, we will return it and let you know that we are not accepting it.

Fee information

Fees are non-refundable.

Amendment charges are exempt from VAT.

Appendix III

Swale Pre-Application Advice and Planning Performance Agreement Fee Review, 19 February 2025 (amended).

Introduction

A review was undertaken in February 2025 of the current fee schedule Swale has in place for the pre-application advice service it offers and for Planning Performance Agreements (PPAs).

Pre-application Advice

The pre-application advice fees in 2024 were as follows:

Householder Pre-App – £350.00

Minor Developments Pre-App – £962.00

A minor development is one where any of the following applies:

- Includes between 1 to 9 dwellings.
- Covers up to 0.5 hectares.
- Commercial development less than 1,000 square metres

Major Developments Pre-App – £3,445.50

A major development is one where any of the following applies:

- Includes between 10 to 49 houses or flats.
- Covers between 0.51 to 4 hectares.
- Commercial development between 1,001 to 9,999 square metres

Large Major Developments Pre-App – £5,244.50

A large major development is one where any of the following applies:

- Includes 50 or more houses or flats.
- Covers more than 4 hectares.
- Commercial development more than 10,000 square metres

Other Fees

Listed Building (householder) – written advice only – you will pay £120.00.

Heritage & Urban Design attendance at meeting (PER HOUR) – £250.00

NB: this fee is in addition to those above, however written advice will continue to be provided on a case-by-case basis.

Others not in categories above will be charged at an hourly rate – price on application.

*** Parish Councils, Voluntary Organisations, National Charities or Charities that are not 'not-for-profit' will be charged based on development size**

The fees set out in this schedule cover the cost of a meeting followed by a written response. It also allows for one set of follow up drawings/information to be submitted in advance of an application being submitted.

Planning Performance Agreements

There is no transparent, set charging system for PPAs set out by Swale. The process of working out the fees associated with PPAs is currently relatively formulaic. The calculation involves using the relevant pre-application advice fee for the proposal as the baseline which covers the review of the application and two meetings. This is added to the case officer's estimate of the hours anticipated to write a report, the hours to prepare for and attend committee at an hourly rate of £81 and the input from officers from other departments.

Member-Developer Engagement

Following a workshop in 2024, it was agreed that the Member-Developer Protocol be updated. As updated version was drafted but remains to be published. The most recent draft includes provision for presentations to Members of development schemes as part of the pre-application advice process. As the updated protocol has not moved beyond draft, the option of presentations to Members has not progressed.

Methodology

A comparison has been made of Swale's fee schedule against all other Local Authorities in Kent. It is difficult to undertake a direct comparison as each Local Authority applies categorises in various different ways. For example, for some authorities the category of 'Minors' is separated into two categories based on number of dwellings (1-4 and 5-9) and in some cases this category is separated further between the level of residential and commercial development. Greater variations also occur with the categories of the advice type such 'written advice only', meeting and written advice' etc. Nevertheless, a table was produced to try to encapsulate comparisons between the pre-application advice offer and the associated fee.

Findings

In reviewing the fee schedules, some have been found to be lengthy and confusing. In general Swale offers a simple approach that is easy for the customer and officers to understand and apply it to the proposal. The fees are competitive and are relatively in sync with other authorities that deal with similar types of development, such as neighbouring Medway. I therefore do not consider a complete overhaul of Swale's pre-application advice fee schedule is required, but that there are some recommendations which I believe would provide further clarity and offer Swale the potential for further income.

In relation to PPAs, only Dartford appears to have a set charging schedule. Most Kent Local Authorities refer to the use of PPAs but it's a mixed bag in terms of the focus that is given to them on their websites.

Dartford's PPA Fees:

Development Category	Fee (from 1 st April 2024)
50-100 homes	£12,060
5,000 – 9,999 sqm commercial floorspace 101-199 homes	(10,050+VAT) £24,024
10,000 – 19,999 sqm commercial floorspace 200+ homes	(£20,020+VAT) £48,024
20,000 sqm commercial floorspace	(£40,020+VAT)

Recommendations

Pre-application Advice

In terms of the existing pre-application advice fee schedule, the following changes are suggested to provide clarity, efficiencies and to promote the use of PPAs. The proposed fee schedule is designed to generate more applications for pre-application advice which in turn will increase income and improve the quality in the submission of proposals at application stage.

Table 1

<p>Householder Pre-App – £360.00</p> <p>Site visit at officer discretion</p> <p>Minor Developments Pre-App – £989.50</p> <p>A minor development is one where any of the following applies:</p> <ul style="list-style-type: none"> • Includes between 1 to 9 dwellings. • Covers up to 0.5 hectares. • Commercial development less than 1,000 square metres

Major Developments Pre-App – £3,545.50

A major development is one where any of the following applies:

- Includes between 10 to 49 houses or flats.
- Covers between 0.51 to 2 hectares.
- Commercial development between 1,000 to 4,999 square metres

Large Major Developments Pre-App – £5,395.50

A large major development is one where any of the following applies:

- Includes 50 - 249 houses or flats.
- Covers between 2.1 to 5 hectares.
- Commercial development between 5,000 to 9,999 square metres

Strategic Major Development Pre-App - £6,500 + Discounted PPA (see separate fee schedule for PPAs)

- Includes 250+ houses or flats.
- Covers more than 5 hectares.
- Commercial development of 10,000 square metres or more

Other Fees

Listed Building (householder) – written advice only – you will pay £150.00.

Heritage & Urban Design attendance at meeting (PER HOUR) – £260.00

NB: the Listed Building and the Heritage and Urban Design fees are in addition to those above, however written advice will continue to be provided on a case-by-case basis.

Any other advice not set out above – meeting and or written at officer discretion - hourly rates– price on application.

*** Parish Councils, Voluntary Organisations, National Charities or Charities that are not ‘not-for-profit’** will be charged at 50% of the above pre-application advice fee

Design Review – To be advised at the time of request

Admin Fee – An admin fee of £75 will be applied to any refund that may have been agreed due to exceptional circumstances.

The fees set out in this schedule cover the cost of a meeting followed by a written response.

Notes:

- The ability of the officer to exercise discretion over whether a site visit is required will reduce the number of site visits and enable some pre-application to be undertaken without a visit.
- Adjusting the definition of the categories to include a 'Strategic Major Development' category will generate more income from the larger schemes proposed.
- Slight increase in the fee for heritage advice to cover the cost of the use of consultants. This is closer to the fee other authorities have for this service, so comparable.
- Slight increase in fee for urban design attendance and advice given the demand. Again, this brings it to the similar levels as other authorities.
- A change to the fee structure for charities etc from hourly to 50% of fee. It is a slight increase but would better cover the cost of the advice that might be required. This is comparable to the approach of Ashford and Dover.
- It is recommended to remove the allowance of one set of follow up drawings/information to be submitted in advance of an application being submitted. This allows for the advice on the initial proposal to be written up and sent out soon after the meeting and the case closed on Uniform. Follow up advice can be given under a charged process as suggested below.
- The introduction of an admin fee for any refund would bring this process in line with other charging processes within the department such as the refund of a SAMMs payment.

Other services where advice could be provided at a fee:

Table 2

Advice	Suggested Fee
Follow up advice – minor amendments to a proposal following initial advice.	Hourly rate – to be calculated at submission and worked out depending on the amendment or can be invoiced after and could be charged at an hourly rate or part thereof
Post decision advice – refusal	50% of relevant pre-app fee
Amendments to an approved scheme	Hourly rate – to be calculated at submission and worked out depending on the amendment or can be invoiced after and could be charged at an hourly rate or part thereof
Discharge of conditions	Hourly rate – to be calculated at submission and worked out depending on the number of conditions and what they cover or can be invoiced after and

	could be charged at an hourly rate or part thereof
--	--

Notes:

- The inclusion of the post decision advice may assist in reducing the number of appeals.
- An option to discuss the details required for the discharge of conditions (not requiring technical input) may assist in the processing of conditions within the statutory timeframe and less potential for the need to agree extensions of time and deemed discharge.

If hourly rates are to be used, it is helpful to set out schedule of officer fees, particularly as some sites may result in more than one amendment following the initial advice. Attendance being at the discretion of the case officer.

Benchmarking against other Council's fees and applying them to the roles in the team at Swale, it could be as follows:

Table 3

Officer	Hourly Rate (including relevant on-costs)
Planning Assistant	£108
Planning Officer	£140
Principal Planner	£162
Team Leader	£182
Planning Manager	£215
Urban Design	£260
Heritage	£170
Council Officers from other departments providing advice such as affordable housing, greenspaces	£170

The table below provides a direct comparison with the current fees where the development categories are similar.

Table 4

Current as of 1 April 2020		Proposed	
Development Category	Fee	Development Category	Fee
Householder (works to an existing dwelling)	£360.00	Householder (works to an existing dwelling)	£360.00

		Site visit at officer discretion	
Minor (1-9 houses or flats)	£989.50	Minor Developments Where any of the following applies: <ul style="list-style-type: none"> Includes between 1 to 9 dwellings. Covers up to 0.5 hectares. Commercial development less than 1,000 square metres 	£989.50
Major (10-29 houses or flats)	£3545.00	Major Developments Where any of the following applies: <ul style="list-style-type: none"> Includes between 10 to 49 houses or flats. Covers between 0.51 to 2 hectares. Commercial development between 1,000 to 4,999 square metres 	£3545.00
Major (30-49 houses or flats) starting at 30 dwellings	£3,600.00 + £100 per additional property		As above
Large Major (50+ houses or flats)	£6,000.00 + £100 per additional property	Large Major Development	£5,395.00

starting at 50 dwellings		<p>Where any of the following applies:</p> <ul style="list-style-type: none"> Includes 50 - 249 houses or flats. Covers between 2.1 to 5 hectares. Commercial development between 5,000 to 9,999 square metres 	
Large Major (Commercial over 10,000sqm)	£6,000.00	<p>Strategic Major Development</p> <p>Where any of the following applies:</p> <ul style="list-style-type: none"> Includes 250+ houses or flats. Covers more than 5 hectares. Commercial development of 10,000 square metres or more 	£6,500.00 + Discounted PPA (see separate schedule for PPAs)
Heritage and Urban Design attendance at meeting (per hour) NB: This fee is in addition to those above, however written advice will continue to be provided on a case by case basis	£257.00		£260.00

Listed building (householder) – Written advice only	£123.50		£150.00
Local not-for-profit charities	Free		
Others not in category above charged at an hourly rate	Price on application	Others not in category above charged at an hourly rate	Price on application. Hourly rates proposed in Table 3
* Parish Councils, Voluntary Organisations, National Charities or Charities that are not ‘not-for-profit’ will be charged based on development size		* Parish Councils, Voluntary Organisations, National Charities or Charities that are not ‘not-for-profit’ will be charged based on development size	50% of the above relevant pre-application advice fee.
		Design Review	To be advised at the time of request
		Admin Fee Applied to any refund that may have been agreed due to exceptional circumstances.	£75.00

Planning Performance Agreements

There are both benefits and disadvantages of setting a charging schedule for PPAs. The advantage is that it gives all parties involved a clear fee that will be applied to the relevant proposal. The disadvantage of introducing a set charging schedule, is that it may not capture the full extent of work involved in a project.

Planning performance agreements could also include an option for applicants to present their proposals to Members as part of the pre-application / pre-decision advice process provided the Member-Developer Engagement Protocol is updated, published and followed. A fee can be set for this option and this could be secured as part of a Planning Performance Agreement. Medway Council has a fee for this which could be used as the basis for a fee at Swale given the similarities in the characteristics of the administrative areas and the size of development proposals received as planning applications.

Recommendation

- Introduce a set charging schedule for greater certainty for developers calculating the cost of the application process and for officers advising of fees. This also reduces delays in PPAs being drafted and completed.

- Include a caveat that the Council reserves to the right to review the fee for exceptional, complex proposals and in circumstances where the applicant has not previously obtained pre-application advice.
- Include an additional note to advise that the Council will consider PPAs for proposals of a smaller scale than that set out in the charging schedule and a fee will be calculated based on the proposal and provided upon request.
- Include a note that the Council expects the applicant to commit to cover the costs of external consultants to progress the application, to be agreed on a case-by-case basis (this is covered in the PPA template) and the Council's administrative and legal fees.
- Offer 10% discount from the PPA fee below if the applicant has previously obtained formal pre-application advice and the PPA is completed and signed ahead or at the time of the formal submission of the application.
- Include the option for a pre-application / pre-decision presentation to Members to be included within the PPA (for as additional fee).
- Refine the PPA template and make it available online for applicants to complete a draft.

Suggested charging schedule based on Dartford's approach and taking account of the process currently utilised by Swale to calculate PPA fees. This also includes a fee for pre-application presentations to Members.

Table 5

Development Category	Fee inc. VAT
50-100 homes 1,000 to 4,999 sqm commercial floorspace	(£15,586.00 + VAT) £19,703.20
101-199 homes 5,000 – 9,999 sqm commercial floorspace	(£22,612.00 + VAT) £28,134.40
200+ homes 10,000+ sqm commercial floorspace	(£39,059.00 + VAT) £47,870.80
Pre-application / Pre-decision Presentation to Members This option should only be offered and secured as part of a PPA in relation to sites of significance and in accordance with Member-Developer Protocol for pre-application and pre-decision engagement.	(£1050 + VAT) £1260 per presentation

Note: All fees include administration fee of £1000.

Summary

The review of the fees for pre-application advice requests shows Swale to be comparable with other Kent Local Authorities. The charging process for PPAs could be simplified and standardised to make it attractive and easy for applicants to sign up to. A discount offer is proposed to encourage applicants to follow both the formal pre-application advice and PPA routes before submission of a formal application.

Appendix IV

Member Protocol for Pre-application and Pre-decision Developer Engagement

Purpose

The purpose of this protocol is to set out the recommended process for member engagement with developers at pre-application and pre-decision stages of the planning application process.

Regardless of the potential outcome of an application, the pre-application and pre-decision process is a collaborative process, whereby member engagement is encouraged at an early stage to ensure that local needs are understood.

This protocol specifically relates the following types of development (although the core principles apply to any size or nature of application): -

- Large scale major developments- schemes that propose more than 500 dwellings or over 10,000 sqm of non-residential floorspace, and large-scale solar parks. These types of development by their nature have wider strategic implications of local importance.
- Developments meeting Environmental Impact Assessment triggers
- Significant development being brought forward by Swale Borough Council and Parish or Town Councils.
- Development which would form a significant departure from the Local Plan (except householder proposals).
- Decisions that need to be referred to the Secretary of State.

It is essential that the processes and procedures relating to member engagement in pre-application and pre-decisions on planning applications are clearly understood by officers, members, developers and the public and that such engagements are subject to robust governance. This is to avoid (the perception of) pre-determination which can undermine trust in the planning system (and indeed, by extension, local governance), and which could expose the Council to appeal. This protocol sets out the recommended governance for such discussions with Swale Borough Council.

Benefits of engaging with members

Members take decisions at the Planning Committee in the best interest of the Borough, balancing their role as community custodians and the need to keep an open mind prior to a decision being made. However, this does not mean that members should not take part in early discussions with developers. The benefits of engaging with members early on are recognised by the Council. The main benefits are as follows: -

- Helps bring about a better understanding of the key issues through open information sharing, discussion, and constructive questioning.
- Shapes proposals at an early stage.
- Develops a shared understanding of the wider planning challenges.

- The Council's Statement of Community Involvement encourages consultation with local communities and stakeholders - ward members can play an important role in promoting community aspirations.

Probity

Early engagement with members is an important aspect of ensuring that proposals lead to development that communities need, and contribute to the wider objectives of the Council, encompassing community aspirations.

It is, however, important to be aware that there is a risk that such discussion can become or be seen to be part of a lobbying process by the applicant. A decision taker must ensure that they have an open mind on the proposal when it comes to taking a decision. It is acceptable for a member to be pre-disposed to support or object to a scheme as a result of both their community representation and leadership roles provided they are willing to maintain an open mind and listen to views on both sides, and that they are not (perceived to be) pre-determined.

Fact-finding meetings are to be encouraged as an appropriate means for members to test their initial views and to seek clarity where required.

Governance

Pre-application and pre-decision engagement with the Planning Committee and other interested members and the developer will take place in the form of an informal briefing, which will be instigated by the Council and can be requested by the developer.

A presentation will be given by the developer, and the case officer or other suitable representative of the Council will be present. Members will have the opportunity to ask questions and seek clarification on the details of the proposal. It is not an opportunity to enter into negotiation regarding the proposal (noting this is an officer task).

In addition to informal member briefings, the developer or applicant will be strongly encouraged to undertake appropriate pre-application consultation with the wider public, including Parish Councils, in accordance with the Council's Statement of Community Involvement.

Member engagement process

The engagement process will be as follows: -

1. The pre-application and pre-decision engagement between the Planning Committee and other Councillors will be determined by the Head of Planning or Chief Planning Officer in line with criteria set out above.
2. The applicant will be informed within 10 working days whether their request for pre-application or pre-decision engagement has been agreed.
3. If agreed, the applicant will be requested to provide a presentation including relevant information such as a site plan, other relevant plans and supporting information outlining key issues.

4. Councillors will be given 21 days' notice of the date and time of the briefing. The presentation will be circulated to Councillors at least 10 working days before the briefing.
5. The briefing will be led by the Chief Planning Officer, or appropriate substitute, who will introduce the purpose of the briefing and advise as to how it will be conducted. They will reiterate that the purpose of the briefing is a fact-finding exercise and provide clarification around the main planning challenges. They will remind members of the need for probity and that Councillors must not pre-determine any matter under discussion. A record of the outcome of the meeting will be made and such record may be subject to an application for disclosure under the Freedom of Information Regulations 2004 or the Freedom of Information Act 2000.
6. Members present will sign in their attendance and introduce themselves when they first ask a question.
7. Planning officers will confirm that the discussions will not bind the Council to make a particular decision and that the views and opinions expressed are made without prejudice to the future consideration of the application.
8. The applicant will present their proposal, which should include a strategy for engaging with ward members and Parish or Town councils.
9. The Planning Officer will offer comments and advise Councillors of the planning issues or policies that need to be considered.
10. Members will have the opportunity to ask questions and seek clarification.
11. Notes of the meeting will be placed on the application file at the earliest possible opportunity if the meeting relates to a pre-decision presentation. If the meeting relates to pre-application advice, the notes will be added to Idox under the pre-application advice reference number but will not be made public.

Member presentations are not a substitute for a site meeting.

Engagement between Members and Developers

The Planning Advisory Service has published [guidance on lobbying](#), which is helpful indicator as to what developers can expect from members as part of their pre-application and pre-decision engagement.

Should members wish an officer to be present at a meeting with a developer, officers will use best endeavours to attend. Priority will be given to the Leader and Deputy Leader of the Council and members of the Planning Committee / other relevant Chairs / Vice Chairs as development proposals progress within respective wards. Officers will make a written record of the meeting placing the note on the file.

Appendix V

BNG Monitoring Fees

Threshold	Monitoring Schedule	Monitoring Fee
<i>note: where a number of Biodiversity Units is proposed – this relates to the <u>total</u> number of units <u>not</u> just unit uplift</i>		
All development that is not Major development qualifies for Small Sites Metric and results in Significant Biodiversity Gain	Reports submitted years: 2, 5, 10, 20, 30 Site visit: none Contingency for site visit/review	£5,489.73 To be paid upfront – completion and submission of the form or completion of Unilateral Undertaking
Major Developments up to 10 Biodiversity Units	Reports submitted years: 2, 5, 10, 20, 30 Site visit: 1 Contingency for site visit/review: 1	£7,868.71 To be paid on completion of the s106 agreement
Major Developments between 11 and 20 Biodiversity Units	Reports submitted years: 1, 2, 5, 10, 15, 20, 25, 30 Site visit: 2 Contingency for site visit/review: 2	£13,596.97 To be paid as follows: 50% on completion of the s106 agreement 50% at year 2
Major Developments over 21 Biodiversity Units	Reports submitted years: 1, 2, 5, 10, 15, 20, 25, 30 Site visit: 4 Contingency for site visit/review: 4	£17,413.72 To be paid as follows: 50% on completion of the s106 agreement 50% at year 2

Notes:

- 1) The Council reserves the right to calculate bespoke monitoring fees in circumstances such as cases where more frequent monitoring is required or for some phased developments.
- 2) The monitoring fee does not include the legal fees associated with checking Unilateral Undertakings and the drafting of s106 agreements.

Appendix VI

KCC Ecological Advice Service suggested BNG Monitoring Fees - March 2025

[Government guidance](#) sets out that where Local Planning Authorities are party to a legal agreement securing significant on-site, off-site BNG or habitats they are responsible for ensuring that the landowner does what they have committed to do.

The Local Planning Authority should:

- monitor whether the landowner is meeting their obligations,
- take action if they do not,

Local Planning Authorities are able to secure a fee to cover costs of monitoring BNG. This BNG monitoring fee should be calculated to account for the administration and monitoring of compliance with the planning obligation for the entire length of the agreement (30 years).

The suggested monitoring schedules provided in Table 1 below highlights the need for the BNG monitoring fee to be varied according to the number of Biodiversity Units being monitored. It should be noted that the monitoring schedules below are suggestions, and Local Authorities may deem it appropriate to agree alternative monitoring schedules with applicants and habitat bank providers.

Table 2 provides an example of how KCC Ecology costs may be impacted by indexation over the 30-year period. Local Planning Authorities may wish to use their own processes for indexation.

Please note that the figures in the tables below only account for KCC Ecology costs associated with monitoring.

It is recommended that Local Planning Authorities include:

- Their own costs associated with receiving, processing, reviewing and reporting on Biodiversity Net Gain Sites,
- The cost of monitoring reports being reviewed by a suitably qualified and experienced ecological professional,
- Enforcement costs where non-compliance is identified through monitoring (contingency),
- May wish to include a fee to cover the cost of dedicated monitoring software.

KCC Ecology's fees are set through the existing Service Level Agreement Process. This is currently calculated to be a **day rate of £340** for a biodiversity officer. This fee will be reviewed annually as part of the service level agreement process.

BNG monitoring fees will be collected as part of the SLA process.

Table 1. provides suggested monitoring schedules and fees associated with KCC EAS monitoring of BNG. The fees below are based on a day rate of £340 for a biodiversity officer.

Recommended thresholds <i>note: where a number of Biodiversity Units is proposed – this relates to the total number of units not just unit uplift</i>	Suggested monitoring schedule	If requiring payment at the point of each monitoring event – EAS cost per monitoring event <i>Note: All monitoring fees will be subject to indexation at point of payment</i>	<u>Example of where payment is required in advance</u> <i>* Site visits agreed as part of HMMP should be charged at relevant year rate. <u>For the purposes of this example year 10 has been used for all.</u></i> <i>**Contingency fee also charged at year 10 rate for all.</i>
Low risk – qualifies for SSM <i>Agree bespoke schedule and fee if appropriate.</i>	Reports submitted years: 2, 5, 10, 20, 30 Site visit: none Contingency for site visit/review	EAS monitoring report review = £170 (0.5 day) <i>Ensure that provision is made for additional monitoring events if deemed necessary.</i>	0.5 day per report (2.5 days) - Fees account for indexation (see Table 2) = £1412.66 1 day contingency = £233.72* Total = 1646.38
Major developments up to 10 Biodiversity Units	Reports submitted years: 2, 5, 10, 20, 30 Site visit: 1 Contingency for site visit/review	EAS monitoring report review: £340 (1 day) £340 per site visit (1 day) <i>Ensure that provision is made for additional monitoring events if deemed necessary.</i>	1 day per report (5 days) - Fees account for indexation (see Table 2) = £2825.32 Site visit: 1 day = £467.43* 1 day contingency = £467.43** Total = 3760.18
Major developments between 11 and 20 Biodiversity Units	Reports submitted years: 1, 2, 5, 10, 15, 20, 25, 30 Site visit: 2	EAS monitoring report review: £510(1.5 day) £340 per site visit (1 day)	1.5 day per report (12 days) - Fees account for indexation (see Table 2) = £6776.55 Site visit: 2 day = £467.43* x 2

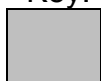
	Contingency for site visit/review	<i>Ensure that provision is made for additional monitoring events if deemed necessary.</i>	2 day contingency= £467.43** x 2 Total = £8646.27
Major developments over 21 Biodiversity Units	Reports submitted years: 1, 2, 5, 10, 15, 20, 25, 30 Site visit: 4 Contingency for site visit/review	EAS monitoring report review: £680 (2 days) £340 per site visit (1 day) <i>Ensure that provision is made for additional monitoring events if deemed necessary.</i>	2 days per report (16 days) = £9035.40 Site visit: 4 days = £467.43* x 4 4 days contingency=£467.43**x 4 Total = £12,774.84

Table 2. provides estimated indexation for KCC EAS fees based on the RPI for January 2025 of 3.6%. It is recommended that LPA ensure that KCC EAS monitoring fees are index linked in line with LPA processes for their own fees.

Year	Small sites using SSM	Up to 10 BU	11-20 BU	Over 21 BU
1	170.00	340.00	510.00	680.00
2	176.12	352.24	528.36	704.48
3	182.46	364.92	547.38	729.84
4	189.03	378.06	567.09	756.12
5	195.83	391.67	587.50	783.34
6	202.88	405.77	608.65	811.54
7	210.19	420.38	630.56	840.75
8	217.75	435.51	653.26	871.02
9	225.59	451.19	676.78	902.37
10	233.72	467.43	701.15	934.86
11	242.13	484.26	726.39	968.52
12	250.85	501.69	752.54	1003.38
13	259.88	519.75	779.63	1039.50
14	269.23	538.46	807.69	1076.93
15	278.92	557.85	836.77	1115.70
16	288.97	577.93	866.90	1155.86
17	299.37	598.74	898.10	1197.47
18	310.14	620.29	930.43	1240.58
19	321.31	642.62	963.93	1285.24
20	332.88	665.75	998.63	1331.51

21	344.86	689.72	1034.58	1379.44
22	357.28	714.55	1071.83	1429.10
23	370.14	740.28	1110.41	1480.55
24	383.46	766.93	1150.39	1533.85
25	397.27	794.54	1191.80	1589.07
26	411.57	823.14	1234.71	1646.28
27	426.39	852.77	1279.16	1705.54
28	441.74	883.47	1325.21	1766.94
29	457.64	915.28	1372.91	1830.55
30	474.11	948.23	1422.34	1896.45
Total	1412.66	2825.32	6776.55	9035.40

Key:



Monitoring event (accounting for the number of days recommended for each monitoring event – e.g. 0.5, 1, 1.5 or 2 days)

Appendix VII

Assumptions and Calculations

Method and Assumptions

Mycelia by Verna is the software the Council uses to assess and monitor BNG sites. Within the monitoring module of Mycelia is a calculator for Councils to work out their potential monitoring costs for BNG sites. The calculator allows the user to input the cost of each staff member involved with the monitoring process. The calculator includes the percentage overheads for staff (30%), rate of inflation (set at 5%) and any additional costs to the LPA included in monitoring across the full 30 years of monitoring the site. This might include costs related to site visits, software subscriptions, training for employees, etc. It also includes 10% of the total monitoring charge for the cost of assessing management plans at assessment stage and then updates to this plan at intervals across the 30 years.

KCC Ecological Advice Service (KCC EAS) has produced a table of suggested thresholds for monitoring. It is based on the use small sites metric and then the number of BNG units proposed per site. There are four threshold categories. For each category, KCC EAS has provided a suggested monitoring schedule, setting out which years a report should be submitted for each threshold category. Based on this, KCC EAS have provided the cost of their time for each threshold category which has been index linked.

To be able to set an appropriate fee, the calculator in Mycelia has been used to generate the cost for a Planning Technical Officer based within the Planning Service at Swale as they will be responsible for monitoring the s106 agreements that secure the monitoring of BNG sites and updating Mycelia (or any subsequent equivalent software). By using the Mycelia calculator to generate this cost, it also allows for the other aspects outlined above (assessing Management plans, software subscriptions etc) to be included when setting an overall fee.

The cost of the KCC EAS' time has then been added to the cost of the Planning Technical Officer's time and other associated costs as described above for each threshold category.

In reviewing the monitoring fees of other Local Planning Authorities, there is also provision included within the monitoring fees for any potential enforcement and subsequent legal involvement. A cost for these activities has also been incorporated into the suggested monitoring fees, based on the day rate of relevant officers and taking account of inflation. Note, the legal fee for drawing up and entering into the s106 is separate to any legal fees incorporated within the monitoring fees.

The costs per employee in terms of the Planning Technical Officer and Planning Investigations Officer has been based on an average of the current posts within the relevant teams. The legal officer day rate is based on the HM Courts & Tribunal Service, day rates for a Grade A practitioner in Kent. The time required per monitoring year and per non-monitoring year has been based on what other Local Planning Authorities have

used to generate their monitoring fees as this is likely to be standard. We will, however, keep this under review.

Calculations

Threshold Category	Calculation
All development that is not Major development, qualifies for Small Sites Metric and results in Significant Biodiversity Gain	Ecologist + Planning Tech Officer (+all other costs set out within Mycelia) $\pounds 1,412.66 + \pounds 3,313 = \pounds 4,725.66$ $+ \pounds 233.72 \text{ (Contingency/SV)} = \pounds 4,959.38$ $+ \pounds 227.95 \text{ (Enf. Day Rate x 1 day)} = \pounds 5,187.33$ $+ \pounds 302.40 \text{ (Legal Day Rate x 1 day)} = \pounds \mathbf{5,489.73}$
Major Developments up to 10 Biodiversity Units	Ecologist + Planning Tech Officer (+all other costs set out within Mycelia) $\pounds 2,825.32 + \pounds 3,313 = \pounds 6,138.32$ $+ \pounds 934.86 \text{ (Contingency + SV)} = \pounds 7,073.18$ $+ \pounds 341.93 \text{ (Enf. Day Rate x 1.5 day)} = \pounds 7,415.11$ $+ \pounds 453.60 \text{ (Legal Day Rate x 1.5 day)} = \pounds \mathbf{7,868.71}$
Major Developments between 11 and 20 Biodiversity Units	Ecologist + Planning Tech Officer (+all other costs set out within Mycelia) $\pounds 6,776.55 + \pounds 3,890 = \pounds 10,666.55$ $+ \pounds 1,869.72 \text{ (Contingencyx2 + SVx2)} = \pounds 12,536.27$ $+ \pounds 455.90 \text{ (Enf. Day Rate x 2 day)} = \pounds 12,992.17$ $+ \pounds 604.80 \text{ (Legal Day Rate x 2 day)} = \pounds \mathbf{13,596.97}$
Major Developments over 21 Biodiversity Units	Ecologist + Planning Tech Officer (+all other costs set out within Mycelia) $\pounds 9,035.40 + \pounds 3,313 = \pounds 12,348.40$ $+ \pounds 3,739.44 \text{ (Contingencyx4 + SVx4)} = \pounds 16,087.84$ $+ \pounds 569.88 \text{ (Enf. Day Rate x 2.5 day)} = \pounds 16,657.72$ $+ \pounds 756.00 \text{ (Legal Day Rate x 2.5 day)} = \pounds \mathbf{17,413.72}$

Appendix VIII

Draft Biodiversity Net Gain (BNG) Monitoring Fee Agreement: Sites using Small Sites Metric and achieving Significant BNG On-Site



Biodiversity Net Gain (BNG) Monitoring Fee Agreement: Sites using Small Sites Metric and achieving Significant BNG On-site

Planning Application Reference Number: _____

Applicant: _____

Address of Planning Application: _____

Description of development: _____

_____ (the "Development")

Online/telephone payment ref (if known): _____

In compliance with the Environment Act 2021, the proposed development includes the provision of a minimum of 10% biodiversity net gain. In accordance with Regulation 122 of The Community Infrastructure Levy Regulations 2010 No. 948 as (amended), Swale Borough Council (the "Council") seeks to recover the costs associated with monitoring the provision and establishment of BNG for a period of 30 years by securing a monitoring fee.

As the Applicant, the extent of my liability has been assessed by the Council to be £ (the "Monitoring Fee") and I am accordingly agreeable to paying this Monitoring Fee as a contribution towards the cost of monitoring the BNG provision secured as part of my proposed Development.

I have accordingly now paid the Monitoring Fee and hereby acknowledge and agree that:

1. The Monitoring Fee has been paid to the Council as a contribution towards the cost of the Council undertaking monitoring activity with regard to provision and establishment of BNG that is secured as part of the development proposal for a period of 30 years in accordance with the Environment Act 2021;
2. I have been informed of the opportunity to complete a unilateral undertaking pursuant to Section 106 of the Town and Country Planning Act 1990 (as amended) to pay the Monitoring Fee when development commences but have chosen to make this direct payment as an expeditious alternative to relying upon a unilateral undertaking;
3. No refund of the Monitoring Fee will be made unless any planning permission granted by the Council is subsequently quashed by the High Court following a legal challenge;
4. In respect of any refund (including where my application is withdrawn) I further acknowledge that:
 - 4.1. I will make the request for a refund from the Council's Section 106 Monitoring Officer in writing;
 - 4.2. the total amount refunded will be the Monitoring Fee less an administration fee of £70 (including VAT);
 - 4.3. no interest accrued on the Monitoring Fee will be refunded;
 - 4.4. in the event of a legal challenge to the grant of planning permission and that planning permission is quashed, no refund will be made until the outcome of

such challenge is known (without further challenge) and/or, the application has been re-determined in accordance with the judicial pronouncement (but the Council reserves the right to claim any revised Monitoring Fee that may be required as a result of the lapse of time and the decision notice will not be issued unless and until that revised payment has been made).

Signature of applicant: _____

Date: _____

Full name of applicant: _____

Signed on behalf of Swale Borough Council

Emma Wiggins – Director of Regeneration & Neighbourhoods

This receipt signifies the agreement on behalf of Swale Borough Council to the terms in which the Monitoring is made by the Applicant as set out in this form and in accordance with Section 111 Local Government Act 1972 Section 12 and Section 93 Local Government Act 2003 and Section 1 Localism Act 2011.

Please send an electronic copy of signed document to section106@swale.gov.uk

Or a hard copy of this document to the following address:-

Customer Focus and Business Support Manager, Planning Services, Swale Borough Council, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

This page is intentionally left blank

Policy and Resources Committee	
Meeting Date	12 June 2025
Report Title	Local Heritage List – Interim Designation Protocol
EMT Lead	Emma Wiggins - Director of Regeneration and Neighbourhoods
Head of Service	Joanne Johnson – Head of Place
Lead Officer	Jhilmil Kishore – Principal Heritage Officer
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. That Members of the Policy and Resources Committee agree the protocol at appendix 2 to allow the urgent designation of assets to the Local Heritage List. 2. That Members of the Policy and Resources Committee agree to delegate the enactment of the protocol to the Head of Place.

1 Purpose of Report and Executive Summary

- 1.1 The Local Heritage List is proposed to be reviewed every three years in line with the Heritage Strategy Action Plan.
- 1.2 However, since the adoption of the first round of designations for the Local Heritage List in November 2024, a need has been identified for an interim protocol so that a heritage asset that is at urgent risk can be added to the register without having to wait for the next review.
- 1.3 This report proposes a protocol to be able to assess heritage assets for inclusion within the local list outside of the scheduled programme, via delegated authority.

2 Background

- 2.1 Historic England, in its guidance note, *Local Heritage Listing: Identifying and Conserving Local Heritage, Historic England Advice Note 7 (2nd edition, 27 January 2021)* advises that following adoption, a local list is unlikely to be definitive and further additions may be required during the course of planning decisions. Therefore, local planning authorities should ensure that officers can assess and add heritage assets to the local list, either using delegated authority or via a clearly defined rapid decision-making procedure.
- 2.2 The current process for adopting the Local Heritage List involves Parish/Town Councils, local amenity societies and members of the public being invited to nominate assets for the Local Heritage List. A Selection Panel is convened to agree the final list out of the shortlisted entries. The Selection Panel comprises the Chair/representative of all four Area Committees, a representative of key amenity societies covering Swale, the Heritage Champion, borough conservation officers

and a representative from Historic England. The final list is then presented to Policy and Resources Committee for ratification/adoption. This process is scheduled to run every three years in line with the Heritage Strategy Action Plan.

- 2.3 The existing Local Heritage List was agreed by Policy and Resources Committee in November 2024. Since adoption it has been suggested that a protocol is necessary to allow local heritage assets that are identified to be at risk to be added to the register without having to wait for the next planned update.
- 2.4 The protocol at appendix 2 provides a mechanism for heritage assets facing urgent threat of demolition or which are at risk of a rapid and significant loss of architectural or historic significance to be considered for inclusion to the local list. If an asset is found not to be at risk, it can be considered for the next round of the local listing process. It will be important to note that the protocol is not an 'invitation to nominate' but a way that local heritage at risk can be protected if facing urgent risk.
- 2.5 It is unknown at the present time how many such assets will be proposed for designation. Officer time and additional admin support is needed to continuously update the Local Heritage List. It is proposed that nominations for urgent listing can be made anytime, but that this is to be kept under review.
- 2.6 Following the adoption of the inaugural list in November 2024, it was agreed a second round would follow in quick succession in autumn 2025, and the three-yearly pattern then be established.
- 2.7 The Swale Heritage Strategy 2020 – 2032, adopted in March 2020, committed the Council to establish and maintain a borough wide local heritage list. The designation and review of local heritage is intended to be part of the work programme of every three-year action plan to deliver the Heritage Strategy.

3 Proposal

- 3.1 That Members of the Policy and Resources Committee agree the protocol at appendix 2 to allow the urgent designation of assets to the Local Heritage List.
- 3.2 That Members of the Policy and Resources Committee agree to delegate the enactment of the protocol to the Head of Place.

4 Alternative Options Considered and Rejected

- 4.1 Not establish a protocol for interim addition of assets to Local Heritage List under delegated powers. This would result in additional time to designate the asset potentially leading to (a) loss of a heritage asset, (b) reputational damage to the Council and/or (c) development and associated infrastructure provision decisions being made for an asset without an appropriate understanding and appreciation of its special qualities. This is not recommended because it would risk the justifiable continuation of maintaining a robust local heritage list and/or the appropriately

sensitive and positive management of the heritage assets of local interest and their wider setting moving forward.

- 4.2 Seek Policy and Resources Committee agreement of all urgent listings. While this is a more rapid process than 4.1, it still represents delays due to the timing of the Committee cycle. It is not recommended given the urgency the proposal is intending to address.

5 Consultation Undertaken or Proposed

- 5.1 Public consultation was undertaken prior to the adoption of listing criteria for the Local Heritage List in 2021, at the time the three-yearly programme based on selection panel was presented to the committee.
- 5.2 The need for an interim designation protocol was identified at the first selection panel in October 2024.

6 Implications

Issue	Implications
Corporate Plan	The proposed protocol for interim addition of assets to Local Heritage List would support the priority from the Corporate Plan: <i>'To develop the borough's second Heritage Action Plan that reflects in-house and partnership capacity, to support and promote our outstanding assets.'</i>
Financial, Resource and Property	Adding assets to the Local Heritage List on an interim basis will require additional officer's time and this impact will be kept under review.
Legal, Statutory and Procurement	Historic England in its guidance note advises- <i>'as a local list is unlikely to be considered definitive and further additions may be required during the course of planning decisions, local planning authorities should ensure that officers have the ability to assess heritage assets for inclusion within the local list and either the delegated authority to add them to the list, or to seek a rapid decision through a clearly defined procedure'.</i>
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	One of the three dimensions of sustainable development is its environmental role: contributing to protecting and enhancing our natural, built and historic environment.
Health and Wellbeing	The health and wellbeing aspects of interaction with heritage assets and heritage related projects are referenced in the adopted Heritage Strategy which underpins this review work.
Safeguarding of Children, Young	None identified at this stage.

People and Vulnerable Adults	
Risk Management and Health and Safety	None identified at this stage.
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 to be published with this report and form part of the report:

- Appendix 1: Adopted listing criteria for Local Heritage List.
- Appendix 2: Proposed protocol for urgent designation to the Local Heritage List

8 Background Papers

[A Heritage Strategy for Swale 2020-2032](#) Adopted March 2020

Policy and Resources Committee – Local Heritage List Report, November 2024:
[\(Public Pack\)Agenda Document for Policy and Resources Committee, 27/11/2024](#)
 19:00

Proposed Listing Criteria for Local Heritage List

'Local Heritage Lists are a means for stakeholders, the community, and a local planning authority to jointly identify heritage assets that are valued as distinctive elements of the local heritage/identity of a place. It provides clarity on the location of assets and what it is about them that is significant. It can also play a key part in promoting the cultural identity of a place for various purposes, including investment and tourism.' Local Heritage Listing Toolkit, Civic Voice

What is the purpose of a Local Heritage List?

- To raise awareness of an area's local heritage assets and their importance to local distinctiveness.
- To inform developers, owners, council officers and members about buildings within the local authority boundary that are desirable to retain and protect.
- To provide guidance and specialist advice to owners to help protect the character and setting of those buildings, structures, sites and landscapes.
- To help the council in its decision making when discussing proposals and determining planning applications.
- To record the nature of the local historic environment more accurately.

Selection Criteria

The designation of 'local interest' shall apply to buildings/structures/spaces/landscaped areas that meet one or more of the criteria given below provided that its historic form and qualities have not been eroded by unsympathetic alteration or extension. The selection criteria is based on those set out in the Good Practice Guide for Local Heritage Listing by English Heritage in 2012 and reflected in the 2016 edition by Historic England. Heritage assets designated by Historic England and featured on the National Heritage list will not be considered for inclusion on this list.

Types of Heritage in Swale

1. Buildings or structures of local significance
2. Green spaces/ landscapes of local significance
3. Landscape historically associated with war time use – for e.g.: a WW1 shooting range.
4. Industrial heritage - unique to Swale and its history
5. Unlisted Blue plaque buildings
6. Agricultural buildings (Swale is rural, many barns are older than their industrial counterparts. Consider farms and barns.)
7. Clusters of buildings (would they be changed by new/intrusive development which could change a small cluster)
8. The interaction and relationship of small group of buildings – Significant contribution to the townscape or streetscape
9. Archaeological Heritage

Criteria for local listing

The criteria have been developed using national guidance in an attempt to recognise those heritage assets of local importance. The criteria are subject to public consultation before formally adopted.

Heritage assets should be of architectural or historical interest, or both.

They should then fit into one or more of the following General Principles of Selection:

- Age and rarity
- Aesthetic Interest
- Group value
- Archaeological / and or Archival Interest
- Landmark qualities
- Intactness (state of originality)
- Designed Landscape interest
- Social and communal value

Swale Borough Council is proposing to adopt the following criteria for a Local Heritage List within the borough – any one of which may in isolation be considered sufficient:

- Historic interest – buildings/structures/spaces that are of special social, cultural, or economic interest to Swale, and/or have proven affiliation with important local people or events, or other community associations.
- Architectural interest – buildings/structures/spaces that are of special architectural interest to Swale for reasons of their vernacular, aesthetic, type, form, style, plan technology, townscape, unity, or association with important architects.
- Age or rarity – buildings/structures/spaces that are: legibly pre-1700 in interest; of appreciable interest from between 1700–1840; of a high level of interest post-1840; of an outstanding interest and less than 30 years old.

Architectural Interest

1. If the building was built before 1840, does it survive in anything like its original external condition?
2. If it was built between 1840-1899 (Victorian), does it retain its original features? Is it of sufficient quality to distinguish it from other buildings of that period locally?
3. If it was built between 1900-1919 (early 20th century), does it retain its original features? Is it of sufficient quality to distinguish it from other buildings of that period locally?
4. If it was built between 1920-1938, is it an outstanding example of the style of the period?
5. If it was built between 1939-1945, is it a rare surviving example of a wartime structure?
6. If it was built after 1945, is it a building of exceptional quality and design? Does it represent a specific type of building type design from that period.
7. Was the building or structure designed by an architect/craftsperson of national or local importance?
8. Has the building received a national award or recognition?
9. Is it an example of a style of building that is special to Swale?
 - Shipbuilding and the barge trade
 - Brick making
 - Paper making
 - Military installations, including gunpowder production
 - Brewing

- Fruit and hop culture – e.g. with reference to oasts

10. Is it a group of buildings that together are a good surviving example of an historic architectural style, particularly one associated with Kent?

- public houses – including “Roadhouses” built between the World Wars – when the motorcar was becoming popular
- village accommodation once reserved for paupers - Alms Houses
- buildings that have been/ were prominent in the life of the community such as:
 - village halls
 - forges
 - post-offices
 - schools
 - oasts
 - sail-lofts
 - other historic buildings which used to be devoted to local industry.
 - residences or buildings associated with notable public figures, places of worship, Gatehouses.

11. Does the building or structure exhibit important characteristics of design, decoration, or craftsmanship? For example, a mural, or clock or decorative tile work on an otherwise undistinguished building.

12. Is it a good early example of a particular technological innovation in building/structure type and technique? For example, viaduct and similar engineered spans.

Historic Interest

13. Is the building or structure associated with an important national or local historic figure or event?

14. Is it a building, structure or item of street furniture which has an important association with the development of the town or its social or cultural history? For example, schools, churches, public buildings, mileposts, boundary markers and old letter boxes.

15. Is it a building, structure or item of street furniture which has an important association with the history of the area’s local economic development? For example, agricultural, industrial, commercial or transport buildings and structures.

16. If a structure such as a wall, terracing or garden building, is it associated with a historic landscape or is it of identifiable importance to the historic design or development of the area?

Contribution to townscape

17. Is it a significant landmark building, folly or curiosity that makes a positive contribution to the streetscape?

18. Does the building or group of buildings contribute significantly to the townscape, street scene or appearance of the area?

19. Is it a rare surviving example of street furniture that contributes positively to the local area?

This page is intentionally left blank

Appendix 2: Proposed protocol for urgent designation to the Local Heritage List

If an asset is:

- identified to be facing immediate threat of demolition or at risk of a rapid and significant loss of architectural or historic significance.
- is considered to comply with the adopted listing criteria for the Local Heritage List **and**
- is not protected by any other planning policy or legislation

then it may be designated as Local Heritage as follows:

Methodology:

- i. An asset at risk is identified by Officers and/or Members.
- ii. Heritage Officers agree there is a prima facie case for inclusion in line with all three bullets above.
- iii. The Heritage Officer sends a case report to the Heritage Champion, ward councillor, relevant local amenity society and relevant Area Committee representative to respond to the proposal.
- iv. A decision on inclusion to the local heritage list is taken based on majority votes.
- v. If comments are not returned by those identified within one week the decision will be taken based on the majority of all responses received.
- vi. If an asset is agreed to be at risk and meet the criteria it will be added to the local list and the officer will convey to the relevant stakeholders accordingly.
- vii. If it is agreed not to be at risk, then that asset will be considered for the next round of the local listing process and the officer will convey to the relevant stakeholders accordingly.

Reporting:

- A yearly report will be circulated to Policy and Resources Committee members advising of any urgent updates to the Local Heritage List.

This page is intentionally left blank

Policy and Resources Committee	
Meeting Date	12 th June 2025
Report Title	Postal Goods and Services – Contract Award
EMT Lead	Emma Wiggins Director of Regeneration and Neighbourhoods
Head of Service	Joanne Johnson Head of Place
Lead Officer	Debs Hardy Building Operations and Maintenance Manager
Classification	Open
Recommendations	1. That the Committee approves the appointment of Company B as contractor for the collection and delivery of second-class postal goods from 1 st August 2025 for a period of five years at a total maximum value of £1,100,850.

1 Purpose of Report and Executive Summary

- 1.1 The current contract for the collection and delivery of second-class postal goods expires on 31st July 2025. Place Services carried out a one stage direct framework tender process based on the most economically advantageous tender (MEAT) which was evaluated on 55% price and 45% quality. The selected framework was the Postal Goods & Services Framework Agreement.
- 1.2 This report summarises the procurement process and its results and seeks Committee approval of the recommended contractor.

2 Background

- 2.1 The tender opportunity was advertised in accordance with current contract standing orders, with interested parties asked to complete an Invitation to Tender. Two submissions were received, and scores were allocated according to the criteria explained in the tender document.
- 2.2 The two tenderers submitted tenders with a set of quality questions answered. A panel of three officers scored the tender submissions, before collectively agreeing the final scoring. The scores were as follows:

Company	Price Score	Quality Score	Total
A	54.45	34.00	88.45
B	55.00	37.00	92.00

- 2.3 The tender does come in above budget, but actions have been planned and will be taken following the contract award to bring spend down. This will be achieved

by some internal changes, and by working with the contractor to target action. The predicted spend is lower than current costs, and it is expected that the planned actions will bring the cost within budget.

3 Proposals

- 3.1 That the Committee approves the appointment of Company B as contractor for the collection and delivery of second-class postal goods from 1st August 2025 for a period of five years at a total maximum value of £1,100,850.

4 Alternative Options Considered and Rejected

- 4.1 Not to award the contract. As this is a necessary service, and the current contract is expiring, this is not a viable option and therefore has been rejected.
- 4.2 To automatically use Royal Mail for all 2nd class mail as well as 1st class mail. This arrangement would not conform with public procurement regulations and the associated spend would be classified as “non-compliant”. This option has therefore been rejected.

5 Consultation Undertaken or Proposed

- 5.1 The Procurement team has been consulted regarding this procurement exercise. Feedback has been obtained from service users and opportunities will be taken to improve internal processes that will reduce costs.

6 Implications

Issue	Implications
Corporate Plan	Appointing a contractor that meets a good quality standard and provides best value for money contributes towards the corporate priorities of Running the Council.
Financial, Resource and Property	<p>Anticipated annual spend on the framework agreement for Postal Good & Services contract is £220,170. The total contract value for the five years is therefore, estimated as £1,100,850. We will be concentrating on bringing this spend down and are confident that the measures we have in place and are intending, will be sufficient to bring the work within budget. This will be within the current budget.</p> <p>The Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended (“TUPE”) do not apply to this contract and the implications of this have been addressed in the procurement process.</p>

Legal, Statutory and Procurement	The contract will be drawn up using the Council's current standard Terms and Conditions which have been approved by Mid Kent Legal Services and Finance.
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	Company B has clearly articulated and timebound targets for net zero and landfill.
Health and 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	None identified at this stage
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	Company B has full ISO 27001 accreditation and the systems deployed in the business also have ISO 27001 accreditation.

7 Appendices

7.1 None

8 Background Documents

None.

This page is intentionally left blank

Policy and Resources Committee	
Meeting Date	12 June 2025
Report Title	Membership of Sub-Committees
EMT Lead	Lisa Fillery – Director of Resources
Head of Service	
Lead Officer	Jo Millard – Democratic and Electoral Services Manager
Classification	Open
Recommendations	<p>The Policy and Resources Committee is asked to:</p> <ol style="list-style-type: none"> 1. Agree the membership of the Appointments Sub-Committee based on the Groups' nominations for membership at Appendix I; and 2. Agree the membership of the Investigation and Disciplinary Sub-Committee based on the Groups' nominations for membership at Appendix I; and 3. Agree the membership of the Statutory Officers Disciplinary Appeals Sub-Committee based on the Groups' nominations for membership at Appendix I.

1 Purpose of Report and Executive Summary

- 1.1 This report asks the Policy and Resources Committee to agree the membership of the Appointments Sub-Committee, the Investigation and Disciplinary Sub-Committee and the Statutory Officers Disciplinary Appeals Sub-Committee, based on Groups' nominations for membership.

2 Background

- 2.1 The Council's constitution establishes three sub-committees of the Policy and Resources Committee. The membership of each sub-committee, each comprises of seven members. Sub-committee seats are not separately included in the political balance calculation, but the membership of sub-committee places should be as proportionate as far as reasonably practicable, noting that it is not possible to allocate part seats. For guidance, the table below sets out proportionality percentages of political groups and Members must consider how the seven seats on each sub-committee are allocated across the six political groups:

Group	Number of Members	Overall proportionality
Labour	15	32%
Conservative	10	21%
SIA	8	17%
Lib Dem	5	11%
Reform UK	5	11%
Green	3	6%
Independent*	1	2%
Total	47	100%

*Independent Councillor, not a group

- 2.2 Under Part 2.2.1.4 of the constitution, the Policy and Resources Committee has the following sub-committees, each comprised of seven members of the Committee who have, or are willing to receive appropriate training on the conducting of hearings and employment:

Appointments Sub-Committee

The functions of the Appointments Sub-Committee are to

- i. agree the appointments of Directors of the Council/Shared Services; and
- ii. make recommendations to Full Council on the appointments of the Head of Paid Service, Monitoring Officer and Section 151 Officer.

This sub-committee can include any seven members of the Policy and Resources Committee who have had or are willing to have appropriate training, with the proviso that sub-committee membership is as politically balanced as is reasonably practical.

Investigation and Disciplinary Sub-Committee

The function of this sub-committee is to hear any disciplinary action against one of the Council's statutory officers, the Head of Paid Service, Monitoring Officer or the Section 151 Officer.

This sub-committee can include any seven members of the Policy and Resources Committee who have had or are willing to have appropriate training, with the proviso that sub-committee membership is as politically balanced as is reasonably practical. However, it must be noted that membership of this sub-committee is mutually exclusive of membership of the Statutory Officers Disciplinary Appeals Sub-Committee.

Statutory Officers Disciplinary Appeals Sub-committee

The function of this sub-committee is to hear any disciplinary appeals brought by a statutory officer on any disciplinary sanction short of dismissal.

This sub-committee can include any seven members of the Policy and Resources Committee who have had or are willing to have appropriate training, with the proviso that sub-committee membership is as politically balanced as is reasonably practical. However, it must be noted that membership of this sub-committee is mutually exclusive of membership of the Investigation and Disciplinary Sub-Committee.

3 Proposals

- 3.1 The Policy and Resources Committee is asked to agree the membership of the Appointments Sub-Committee, the Investigation and Disciplinary Sub-Committee and the Statutory Officers Disciplinary Appeals Sub-Committee, based on Groups' nominations as set out in Appendix 1.

4 Alternative Options

- 4.1 Places on sub-committees should be allocated as far as practicable in accordance with the wishes of political groups and agreed by the Policy and Resources Committee, so there are no alternative options.

5 Consultation Undertaken or Proposed

- 5.1 All Group Leaders have been asked to advise Democratic Services of their nominations to seats on sub-committees.

6 Implications

Issue	Implications
Corporate Plan	The recommendations in this report contribute to the council priority to renew local democracy and make the council fit for the future.
Financial, Resource and Property	As with the parent committee and all service committees, the working group will need to operate within the budget framework adopted each year by Council.
Legal, Statutory and Procurement	The establishment of sub-committees is set out in the Council's constitution.
Crime and Disorder	None identified at this stage.

Environment and Climate/Ecological Emergency	None identified at this stage.
Health and 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	None identified at this stage.
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 to be published with this report and form part of the report:

- Appendix I: Groups' Nominations for the Appointments Sub-Committee, the Investigation and Disciplinary Appeals Sub-Committee and the Statutory Officers Disciplinary Appeals Sub-Committee

8 Background Papers

8.1 There are no background papers.

Policy and Resources Committee	
Meeting Date	12 June 2025
Report Title	Membership of the Planning and Transportation Policy Working Group
EMT Lead	Lisa Fillery – Director of Resources
Head of Service	
Lead Officer	Jo Millard – Democratic and Electoral Services Manager
Classification	Open
Recommendations	<p>The Policy and Resources Committee is asked to:</p> <ol style="list-style-type: none"> 1. Determine the number of members who should sit on the Planning and Transportation Policy Working Group. 2. Agree the membership of the Planning and Transportation Policy Working Group based on the Groups' nominations for membership at Appendix I. 3. Agree the Chair and Vice Chair of the Planning and Transportation Working Group for agenda setting purposes, until the Working Group elect a Chair and Vice Chair at the first meeting.

1 Purpose of Report and Executive Summary

- 1.1 This report asks the Policy and Resources Committee to agree the membership of the Planning and Transportation Policy Working Group based on the Groups' nominations.

2 Background

- 3.1 Under Part 2.1.1.8 of the Council's constitution, the Policy and Resources Committee must establish a working group to make recommendations to it on the following areas, to be known as the Planning and Transportation Policy Working Group:
 - i. The development of planning policy including policies forming the local plan for recommendation to Council;
 - ii. Section 106 and community infrastructure levy;
 - iii. Building and development control;
 - iv. Transport; and
 - v. Land charges.

3 Proposals

- 3.1 The Planning and Transportation Policy Working Group will report to the Policy and Resources Committee, but its membership does not have to be drawn from the Committee. The political balance rules do not strictly apply to working groups, but the constitution sets out that they will operate in an open and transparent way and membership will be drawn from members who are from different political groups on the Council and should be proportionate. The table below provides information on proportionality of Committee seats:

Group	Number of Members	Overall proportionality
Labour	15	32%
Conservative	10	21%
SIA	8	17%
Lib Dem	5	11%
Reform UK	5	11%
Green	3	6%
Independent*	1	2%
Total	47	100%

*Independent Councillor not a group

- 3.2 In order to provide as much flexibility to service committees as possible in establishing working groups, the constitution does not specify a number of members to sit on such groups. It is therefore for the Committee to determine the number of members on the Planning and Transportation Policy Working Group.
- 3.3 In the civic year 2024/25 the Planning and Transportation Policy Working Group was made up of 11 members (7 from administration groups and 4 from opposition groups). Based on the current proportionality, it may be that the Committee will wish to appoint the same number of members to the working group, noting that in order to be proportionate there should be 3 members from the Labour Group, 2 seats to Conservative group, 2 seats to the SIA group, 1 seat each for Liberal Democrats, Reform UK, Green parties and 1 seat gifted to the Independent Councillor. It is usual for council committees, subcommittees and working groups to have an uneven number of members in order to reduce the likelihood of tied votes.
- 3.4 The Policy and Resources Committee is now **recommended** to determine the number of members who should sit on the Planning and Transportation Policy Working Group, and then to agree the membership of the working group based on the nominations as set out in Appendix I and to agree the Chair of the Planning and Transportation Working for Agenda setting purposes, until the Working Group elect a Chair and Vice Chair at the first meeting.

4 Alternative Options

- 4.1 The constitution obliges the Policy and Resources Committee to establish a Planning and Transportation Policy Working Group, so there are no meaningful alternative options.

5 Consultation Undertaken or Proposed

- 5.1 All Group Leaders have been asked to advise Democratic Services of their nominations to seats on the Planning and Transportation Policy working group.

6 Implications

Issue	Implications
Corporate Plan	The recommendations in this report contribute to the council priority to renew local democracy and make the council fit for the future.
Financial, Resource and Property	As with the parent committee and all service committees, the working group will need to operate within the budget framework adopted each year by Council.
Legal, Statutory and Procurement	The establishment of the Planning and Transportation Policy Working Group is set out in the Council's constitution.
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	None identified at this stage.
Health and 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	None identified at this stage.
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 to be published with this report and form part of the report:

- Appendix I: Groups' Nominations for the Planning and Transportation Policy Working Group

8 Background Papers

8.1 There are no background papers.

Policy and Resources Committee	
Meeting Date	12 June 2025
Report Title	Member appointments to joint arrangements
EMT Lead	Lisa Fillery – Director of Resources
Head of Service	
Lead Officer	Jo Millard – Democratic and Electoral Services Manager
Classification	Open
Recommendations	<p>The committee is recommended to:</p> <ol style="list-style-type: none"> 1. Determine which members should be appointed to the MKS board and the STGBC joint committee. 2. Appoint those members to the MKS board and STGBC joint committee.

1 Purpose of Report and Executive Summary

- 1.1 This report asks the policy and resources committee to agree the council's member representation for the municipal year 2025/26 on the Mid-Kent Services Board and the South Thames Gateway Building Control Joint Committee.

2 Background

- 2.1 A joint arrangement is one in which the council collaborates with other local authorities or agencies to provide services in partnership. Member appointments to the boards or committees exercising political control over such arrangements are distinct from nominations to outside bodies, in which members are asked to take on the role of directors or trustees of separate organisations, generally with a fiduciary duty to those organisations and not as representatives of the council.
- 2.2 In respect of joint arrangements, members are appointed to boards or committees with the express intention that they will represent Swale's interests on those boards or committees.
- 2.3 It is appropriate that these appointments are made by the service committee within whose remit the service in question falls. This is supported by Part 2.6 of the constitution, which specifies two joint arrangements and the service committees charged with making appointments to them. (In a future iteration of the constitution, members may consider amending this so that it covers the general principle rather than listing specific arrangements.)

3 Proposals

Mid-Kent Services

- 3.1 The Mid-Kent Services (MKS) is a partnership between Swale, Maidstone and Tunbridge Wells councils, begun in 2008, aimed at sharing and aligning services in order to save money, share talent and increase the resilience of small teams. Shared services within MKS are largely corporate or back-office functions (including HR, ICT, legal, audit and planning support).
- 3.2 The MKS partnership is governed through the MKS board comprising of each council's chief executive and each council's leader. Appendix I provides the list of political groups' nominations for the other member appointment, and the committee is now ***recommended*** to determine who should be appointed for the municipal year 2025/26.

South Thames Gateway Building Control Joint Committee

- 3.3 South Thames Gateway Building Control (STGBC), originally involving Swale, Gravesham and Medway councils, commenced operations in 2007, with Canterbury joining as a fourth member council in 2018.
- 3.4 STGBC is governed through a joint committee comprising one member from each council, which oversees operations and approves the annual three-year rolling business plan. Appendix II provides the list of political groups' nominations for this appointment, and the committee is now ***recommended*** to determine who should be appointed for the municipal year 2025/26.

4 Alternative Options

- 4.1 The governance mechanisms for the joint arrangements require members to be appointed to these roles, so there are no alternative options.

5 Consultation Undertaken or Proposed

- 5.1 These are routine appointments to existing arrangements, so no consultation has been undertaken or is proposed beyond asking group leaders for their nominations.

6 Implications

Issue	Implications
Corporate Plan	The joint arrangements contribute to a number of corporate plan objectives, primarily but not exclusively under Priority 4, “renewing local democracy and making the council fit for the future”.
Financial, Resource and Property	One of the reasons for the existence of the joint arrangements is to provide necessary services more efficiently and hence produce savings for the councils. There are no specific financial implications in the appointment of members to the governance bodies.
Legal, Statutory and Procurement	The joint arrangements are established in contracts or other agreements between the partner councils, which include provision for members to be appointed to governance bodies.
Crime and Disorder	No implications identified at this stage.
Environment and Climate/Ecological Emergency	No implications identified at this stage.
Health and Wellbeing	No implications identified at this stage.
Safeguarding of Children, Young People and Vulnerable Adults	No implications identified at this stage.
Risk Management and Health and Safety	No implications identified at this stage.
Equality and Diversity	No implications identified at this stage.
Privacy and Data Protection	No implications identified at this stage.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Political group nominations to MKS board and to STGBC joint committee

8 Background Papers

- 8.1 There are no background papers.

This page is intentionally left blank

Policy and Resources Committee Forward Decisions Plan – June 2025

Report title, background information and recommendation(s)	Date of meeting	Open or exempt	Lead Officer and report author
Risk Management Update – Q1 & Q2	10 September 2025	Open	Lead Officer: Georgia Harvey Head of Service: Kathy Woodward
Taxi Policy – sign off	10 September 2025	Open	Lead Officer: Stephanie Curtis Head of Service: Charlotte Hudson
Reducing Permissive Environments Policy – sign off	5 November 2025	Open	Lead Officer: Stephanie Curtis Head of Service: Charlotte Hudson
Swale Good Causes Lottery Anti-Money Laundering Policy	5 November 2025	Open	Lead Officer: Stephanie Curtis Head of Service: Charlotte Hudson
Swale Good Causes Lottery Operator Gambling Policy	5 November 2025	Open	Lead Officer: Stephanie Curtis Head of Service: Charlotte Hudson
Domestic Abuse Policy Refresh – sign off	11 March 2026	Open	Lead Officer: Stephanie Curtis Head of Service: Charlotte Hudson
Risk Management Update – Q3 & Q4	11 March 2026	Open	Lead Officer: Georgia Harvey Head of Service: Kathy Woodward
Council Tax Reduction Scheme 2026/27	TBC	Open	Lead Officer: Zoe Kent Head of Service: Lisa Fillery
Annual Risk Management Report – 2025/2026	TBC	Open	Lead Officer: Georgia Harvey Head of Service: Kathy Woodward

This page is intentionally left blank

Policy and Resources Committee Meeting	
Meeting Date	Thursday 12 th June 2025
Report Title	Control Centre Growth Proposal
EMT Lead	Emma Wiggins, Director of Regeneration and Neighbourhoods
Head of Service	Charlotte Hudson, Head of Housing and Communities
Lead Officer	Stephanie Curtis, Strategic Policy and Communities Manager
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. For the Policy and Resources Committee to agree the addition of the Control Centre Growth project to the Capital Programme for 2025/26, The revenue costs of the proposal can be met from within the current budget framework.

1 Purpose of Report and Executive Summary

- 1.1 This report has been created to outline the business case requirement for growth of the existing CCTV Control Centre footprint, in order to increase the number of external monitoring contracts the service is able to accommodate.

2 Background

- 2.1 SBC brought its CCTV Service back in-house in March 2020, to a purpose-built control centre within the Multi-Storey Car Park. The service previously only operated during what was considered “high crime hours” with just 2 permanent CCTV operators. In 2022 the current Control Centre Manager proposed bringing the outsourced security element of the MSCP back in-house to allow the control centre to operate 24/7 365 and gained additional staff resources.
- 2.2 Since 2022, the service has continued to grow, bringing back inhouse a number of outsourced contracts resulting in overall service savings, along with taking on a number of external monitoring contracts which provide additional income to the Council. The details of these contracts are shown within Appendix 1.
- 2.3 Due to the continued growth of the services within the control centre, it has almost reached the limit of additional services it can take on due to the physical space available for staff and monitoring screens. At this point, only smaller contracts without the need for additional staff/screens can be taken on. These types of contracts are generally lower value/profit. To continue onboarding new contracts, thus providing further savings to the revenue budget and creating more income generation to the Council, expansion options for the control centre have been considered.

- 2.4 It is proposed to expand the footprint of the existing control centre, utilising 3 disabled parking spaces to the rear of the existing footprint. This would create an additional 5 operator desk spaces, along with meeting space and better facilities for staff.
- 2.5 Appendix 1 provides a full business case for this extension proposal and includes the breakdown of all proposed costs of the expansion; and current costs of the service. It also discusses the type of future contracts that the control centre would be seeking to secure.
- 2.6 The control centre would also require growth in the management/supervisory roles required to properly manage an increase in services/external contracts. Appendix 1 details the current and future staffing requirements. There would be an immediate need for the revision/recruitment of additional management roles, which would be met within the existing revenue budget for the service. Costs of future management/supervision roles would be built into the costs of new external contracts.

3 Proposals

- 3.1 For the Policy and Resources Committee to agree the addition of the Control Centre Growth project to the Capital Programme for 2025/26, with the agreement that the annual revenue payback cost of this project is met by the existing revenue budget for the service.

4 Alternative Options

- 4.1 'Do nothing' – To not expand the control centre. This option would limit further growth for the control centre as it is now at capacity space wise and is unable to take on any further larger contracts.
- 4.2 Find an alternative location for the control centre – This is not recommended as the control centre also oversees the day to day running of the Multi Storey Car Park including the facilities management as of 1st February 2025; the service also holds keys for Bourne Place Leisure site. Moving the control centre would mean a permanent staffing solution would then need to be considered, solely for the MSCP, which is not cost effective.
- 4.3 Reconfigure the existing control centre footprint – Quotes were sought for costs to reconfigure the existing footprint, however due to the electrical cabinets and access to other utilities, there are limited options. It would be possible to create an additional 2 operator desk spaces, which was not felt to be cost effective or enable the control centre to continue to grow in the longer term.

5 Consultation Undertaken or Proposed

No consultation has been undertaken or is proposed.

6 Implications

Issue	Implications
Corporate Plan	<p>The control centre contributes to the corporate priority community as below –</p> <p>To deliver an effective public space CCTV service and town centre radio scheme, and to grow wider service delivery by the control centre.</p>
Financial, Resource and Property	<p>Appendix 1 provides a breakdown of the existing budget for the control centre, along with the current income and proposed income for the future.</p> <p>Based upon initial quotes (and formal procurement would need to be undertaken should the expansion be agreed) the capital costs of the expansion would be £282,900.</p> <p>It is proposed that this cost is built into the Capital Programme for the Council for 2025/26. The annual revenue cost of capital can be met from the forecast increase in income – this is a 25 year period at c£11,000 per year. As appendix 1 shows, this cost can already be met within the existing revenue budget for the service, with a surplus in income remaining, of which approx. £50,000 could be committed to be paid into the main council budget.</p> <p>The annual revenue operating costs for the expansion would be £50,101, which can be met within existing budget for the service.</p>
Legal, Statutory and Procurement	<p>There is no Statutory Duty to deliver CCTV. However, Section 17 of the Crime and Disorder Act 1998 places an obligation on local authorities to consider the crime, disorder and environmental issues affecting the local area and ensure their activities do all they reasonably can to prevent them.</p> <p>Procurement regulations would be adhered to in the progression of any expansion option.</p>
Crime and Disorder	<p>The provision CCTV reduces the likelihood of crime and ASB. Although some of the commercial/public sector contracts an extension would allow for, would not necessarily be monitoring of swale based cameras, it would allow for effective service delivery of monitoring of locations wherever the cameras are based to tackle crime/disorder.</p>

Environment and Climate/Ecological Emergency	No air quality, or climate/ecological emergency implications have been identified at this stage.
Health and Wellbeing	The delivery of services by the control centre seeks to create safer communities - not only in a sense of feeling safer, but also by reducing the risk of physical injury. It also provides a service to protect vulnerable members of the community e.g. those that go missing.
Safeguarding of Children, Young People and Vulnerable Adults	The delivery of services by the control centre enables the safeguarding of children, young people and adults through the daily operation of the control centre.
Risk Management and Health and Safety	Without an expansion to the footprint of the control centre, there are minimal external monitoring contracts that can continue to be taken on – this will limit any future income the service can bring in for the council. There is also the need for additional management within the service in order to be able to effectively manage any external contracts – those roles needed in the immediate term can be met within existing revenue budgets for the service and the cost of those that will be needed in the future will be built into all external contract costs.
Equality and Diversity	The proposal for the growth of the control centre footprint, would see expansion into 3 existing disabled parking spaces. These spaces are not well used, but additional disabled parking spaces will be marked out elsewhere within the multi-storey car park to ensure there is no negative impact on disabled users.
Privacy and Data Protection	No privacy or data protection implications have been identified at this stage.

7 Appendices

Appendix 1 – Swale CCTV Control Room Growth Business Case

8 Background Papers

There are no background papers.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank