

## AGENDA

### POLICY DEVELOPMENT AND REVIEW COMMITTEE MEETING

Date: Wednesday, 3 September 2014

Time: 7.00 pm

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

Membership:

Councillors Monique Bonney, Andy Booth (Vice-Chairman), Lloyd Bowen (Chairman), Derek Conway, John Coulter, Peter Marchington, Gareth Randall and Ben Stokes.

Quorum = 3

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	Pages
1. Apologies for Absence and Confirmation of Substitutes	
2. Minutes	
To approve the Minutes of the Meeting held on 8 July 2014 (Minute Nos. 129 - 133) as a correct record.	
<a href="#"><u>Meeting of Policy Development and Review Committee on Tuesday, 8th July, 2014</u></a>	
3. Declarations of Interest	
Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.	
The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:	
(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.	
(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.	

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

### **Part One - Substantive Items**

4. Review of Community Asset Transfer Policy 1 - 20

The Committee is asked to consider the Community Asset Transfer Policy.

The Cabinet Member for Localism, Head of Property Services and Economy and Community Services Manager have been invited to attend for this item.

5. Review of Volunteering Strategy 21 - 32

The Committee is asked to consider the Volunteering Strategy.

The Cabinet Member for Localism and the Head of Economy and Communities have been invited to attend for this item.

### **Part Two - Business Items**

6. Committee Work Programme 33 - 34

The Committee is asked to review and discuss the Committee's Work Programme for the remainder of the year.

**Issued on Tuesday, 26 August 2014**

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Director of Corporate Services Swale Borough Council,  
Swale House, East Street, Sittingbourne, Kent, ME10 3HT

<b>Policy Development &amp; Review Committee Agenda Item: 4</b>	
<b>Meeting Date</b>	3 September 2014
<b>Report Title</b>	Review of Community Asset Transfer Policy
<b>Cabinet Member</b>	Cllr Mike Whiting Cabinet Member for Localism
<b>SMT Lead</b>	Mark Radford
<b>Head of Service</b>	Anne Adams
<b>Lead Officer</b>	Anne Adams
<b>Key Decision</b>	No
<b>Classification</b>	Open
<b>Forward Plan</b>	Reference number:
<b>Recommendation</b>	1. That the Committee considers and comments upon the revised Community Asset Transfer Policy.

## **1 Purpose of Report and Executive Summary**

- 1.1 The purpose of this report is to set out the revised Community Asset Transfer Policy. It explains the reasons for the changes and seeks views on the revised version.

## **2 Background**

- 2.1 The first version of the Community Asset Transfer Policy was approved by Cabinet in August 2009. It was developed out of a need for a clear framework within which to structure the transfer of community assets, the principle of which was beginning to emerge as a corporate priority for the Council.
- 2.2 The policy was revised and updated in April 2013 following comments made by the Council's external auditors in their 2011-12 Annual Governance Report. This is covered in more detail elsewhere in this report.
- 2.3 Since the April 2013 update a number of asset transfers have taken place that have highlighted the need for some further amendments and clarifications.

## **3 Proposals**

- 3.1 The proposed changes to the policy fall into the following key areas:
- Clarification as to when the policy should be applied,
  - Links with other policy documents,
  - Forms of tenure for asset disposals,
  - Rent and rent reviews,

- Arrangements for heritage assets,
- Valuations, and
- Decision making process.

*Clarification as to when the policy should be applied*

- 3.2 The earlier versions of the policy assumed that the asset was currently being managed by the Council and that a third party organisation would be taking over the management. This did not expressly allow for a situation where the asset is already being managed by a third party group under an annual management agreement or short term lease. A new clause 2.4 has therefore been inserted in the policy which confirms that the policy will apply in this situation.

*Links with other policy documents*

- 3.3 The section in the policy that refers to other linked policy documents has been updated. It now includes a section on the Volunteering Strategy and the Local First Policy. Reference to the former VCS Strategy has been removed.

*Forms of tenure for asset disposals*

- 3.4 There has historically been a divergence of views within the Council on the relative merits of freehold versus long-term leasehold transfers. The 'default' position has always been a preference for leasehold, with paragraph 5.4 of the Policy as it currently stands stating unambiguously that: *'Transfers will normally be in the form of a lease...rather than the transfer of the freehold...There is no evidence to suggest that an organisation will be at any disadvantage with a leasehold transfer.'*
- 3.5 However, this statement is qualified by the following paragraph, which leaves the door open to an argument for freehold transfer: *'In certain circumstances the Council will consider freehold transfer...[which]...would be subject to the interested party making a case for a freehold...Any case submitted would need to set out both the financial and non-financial considerations within the stated aims and objectives of the organisation and reflect the particular nature of the asset under consideration.'*
- 3.6 This wording has recently been criticised by Faversham Town Council, which is *'concerned that SBC's policy has a significant gap in that it fails to explain clearly...what the exceptional circumstances are in which a freehold application could succeed.'* FTC's letter of 25 March goes on to state FTC's view that *'if no exemptions are ever considered...Swale could be challenged on the basis that it is fettering its discretion'*.
- 3.7 From SBC's perspective, the main reasons for preferring leasehold to freehold are that it allows the Council to retain an influence over the future use of the asset in the event that it is no longer needed by the community, while also providing a straightforward and low-cost 'exit strategy' in the event that the leaseholder is unable to continue to run the asset. This means that the asset would automatically revert to the Council,

enabling it quickly to bring it back into community use, rather than having to re-acquire the freehold before it can be brought back into use. Council intervention following a freehold transfer would generally be more complex and more costly.

- 3.8 Based on Swale officers' knowledge and experience, it is difficult to identify any substantive reasons for a potential transferee to argue that a freehold transfer offers enhanced community benefits compared with a long-term leasehold. Freehold transfer is usually simply perceived by the transferee as offering greater security or independence, but a 125-year (or longer) lease offers the leaseholder exactly the same ability to attract grant funding and otherwise raise capital as freehold ownership.
- 3.9 In addition, while a freehold transfer does potentially offer more freedom to improve or redevelop an asset, SBC would be unlikely to block such plans on the part of a long-term leaseholder as long as the community interest was appropriately protected.
- 3.10 The last major freehold transfer undertaken by the Council was the transfer of the Alexander Centre to the Alexander Centre Trust CIC in 2012. This subsequently drew criticism from the Council's external auditor, whose comments included:
- *'It is not clear that the Council secured the best possible VFM as a result of this transfer. However members were provided with sufficient information to inform their decision-making process.'*
  - *'The Community Asset Transfer Policy as originally drafted reflected best practice in asset disposal, but key elements such as the merits of leasehold as opposed to freehold transfer and the difficulty in enforcing restrictive covenants were removed following consultation. These elements should be reinstated, and the policy strengthened to incorporate, for example, the emergence of community interest companies.'* (This recommendation has since been implemented to the auditor's satisfaction.)
- 3.11 In view of the above, the default position of preferring 125-year leasehold transfers remains the most appropriate one for Swale, but there seems to be little reason arbitrarily to rule out in advance the possibility of ever agreeing to any alternatives to this: with reference to the FTC letter of 25 March, this would fetter the Council's discretion more than the current policy. However, while it would be beneficial to improve the wording in the Policy, it is not possible to include a finite list of the exceptional circumstances in which a non-standard transfer would be considered, on the simple grounds that such circumstances would need to be exceptional and could not be definitively determined in advance.
- 3.12 Instead, it should be for the applicant to make the case as to why the circumstances are exceptional and why the community interest would be better served by a longer or shorter lease or an alternative form of tenure. The wording in the Policy would be improved by making this – and the reasons for it – more explicit, and officers' suggestion is to amend the relevant paragraphs as follows:
- 5.5 While being clear that assets will normally be transferred on a 125-year leasehold basis as described in paragraph 5.4 above, the Council does not wholly exclude

the possibility of longer or shorter leases or different forms of tenure, in exceptional circumstances. It is not possible to determine in advance what could constitute an exceptional circumstance, and the onus will be clearly on the applicant to make the case. This will generally be expected to be by reference to the specific attributes of the asset in question, and it will be necessary for the applicant to **demonstrate** the additional community benefits and any additional financial and non-financial considerations which would result from deviating from the standard 125-year leasehold transfer.

- 5.6 Where an application for a non-standard transfer is made (that is, one for a term of other than 125 years), the Council will consider the application on its merits, balancing the applicant's case and proposal with the interests of the wider community the Council represents. The Council reserves the right unilaterally to reject any application for a non-standard transfer on the grounds that in its view the wider community interest would not be well served. In the exceptional event that a form of tenure other than leasehold is entered into, a 'clawback' or 'asset lock' provision will be placed as a legal condition on the transfer. (An asset lock provision applies to community interest companies and prevents an asset from being used for private gain rather than the stated aims of the organisation.)

#### *Rent and rent reviews*

- 3.13 The current version of the policy contains some detailed guidance on financial support and the circumstances in which the Council may continue to provide this. It does not make any reference to the payment of rent, as the assumption was that a nominal rent would be the norm. This assumption is now being challenged and the policy needs to be amended to reflect this.
- 3.14 Whilst in most cases a community asset will transfer on the basis of a low or nominal rent, it is recognised that there could be circumstances in which the financial circumstances of the organisation change over time and a commercially viable and profitable operation could be taking place from the asset. In these circumstances, the Council may wish to reserve the right to review the rent. A rent review clause has therefore been inserted in the policy which allows the Council to review the rent after the first three years and thereafter at five yearly intervals. This will not apply in the case of "new build" assets where VAT has been reclaimed on the construction costs of the asset. In this case, the rent will remain fixed for the duration of the lease.
- 3.15 A further clause has been added in relation to rent that clarifies the principle that any rent charged will be determined on a case-by-case basis. The assessment of rent will take account of both financial and community benefit considerations and will be clearly set out in the report to Cabinet seeking approval to the transfer.

#### *Arrangements for heritage assets*

- 3.16 The earlier versions of the policy do not make any specific reference to heritage assets. It has come to light, primarily in connection with the transfers of Minister Abbey Gatehouse and Milton Regis Court Hall, that heritage assets may need to be

treated differently. This is because they are generally listed buildings and the Council has a legal duty to keep them in repair, even if they have been transferred to a third party organisation.

- 3.17 The revised policy contains a section on heritage assets and allows for the term of lease to be reduced to 25 years if this is considered appropriate. It also allows for the Council to retain the responsibility for the structure of the asset to ensure that the integrity of the building is safeguarded.

#### *Valuations*

- 3.18 The need for a valuation of the asset to be carried out and the figure to be stated in the Cabinet report was made clear in the 2011-12 Annual Governance Statement. An independent valuation (usually from the Valuation Office) is therefore always obtained and reported. However, there may be circumstances in which an internal valuation could be carried out, thus avoiding the cost of commissioning a private valuer. There may also be circumstances when a valuation is not required. The revised policy now explains this.

#### *Decision making process*

- 3.19 The current procedure is for all community asset transfers to be decided by Cabinet. Under the current scheme of delegations this is not necessary and most decisions could be taken by the Cabinet Member for Localism in consultation with the Cabinet Member for Finance. It is therefore proposed that future community asset transfers are decided under the delegated Cabinet member process unless:
- It is a key decision,
  - It cuts across two or more Cabinet member portfolios, or
  - The Cabinet Member refers the decision to Full Cabinet

## **4 Alternative Options**

- 4.1 Any alternative options to the clauses proposed in the revised policy are explained in the body of the report.
- 4.2 There is an alternative option to not transfer community assets to voluntary sector organisations or parish and town councils but this would be in conflict with the Localism priority in the Corporate Plan.

## **5 Consultation Undertaken or Proposed**

- 5.1 Consultation has been carried out with the members of the Asset Transfer Group, SMT and the Cabinet members for Localism and Finance.

## 6 Implications

Issue	Implications
Corporate Plan	This policy meets the objectives of the Localism priority set out in the Corporate Plan.
Financial, Resource and Property	These will be identified at the approval stage and reported as part of each community asset transfer decision.
Legal and Statutory	None identified at this stage.
Crime and Disorder	None identified at this stage.
Sustainability	The policy seeks to ensure that any community asset transfer is sustainable in the long term by ensuring that the organisation has a sound business case.
Health and Wellbeing	None identified at this stage.
Risk Management and Health and Safety	None identified at this stage.
Equality and Diversity	None identified at this stage.

## 7 Appendices

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

- Appendix I: Revised Community Asset Transfer Policy
- Appendix II: List of SBC owned Community Assets

## 8 Background Papers

Annual Governance Report Swale Borough Council Audit 2011/12 (Audit Commission)





**DRAFT**

**Community Asset Transfer  
Policy**

**Updated July 2014**

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## **1. Purpose of the policy**

- 1.1 The purpose of this policy is to provide a clear framework on Community Asset Transfer (CAT). The Community Asset Transfer Policy will be reviewed on an annual basis.

## **2. Definition and context of Community Asset Transfer**

- 2.1. The term 'Community Asset Transfer' is defined as 'where the Council transfers land or buildings into the ownership or management of a Voluntary and Community Sector (VCS) organisation or statutory body'.
- 2.2 For the purposes of this policy, those bodies included are set out in clause 5.3 and consist of statutory parish and town councils together with properly constituted voluntary groups, charities and trusts.
- 2.3 The Policy applies to Council assets where community activities are the primary purpose of the asset, eg. community halls and allotments.
- 2.4 This policy will also apply where community assets are being managed by a VCS group under a short term lease or management agreement and a request has been received from the group for a long lease transfer. In that case, the exception set out in clause 5.11 would apply and no expression of interest stage would be required.

## **3. National and local policy context**

- 3.1 The 2006 Local Government White Paper, Strong and Prosperous Communities, confirmed the then Government's intention to increase opportunities for community asset ownership and management.
- 3.2 The later Quirk Review, Making Assets Work, published in May 2007, found that a careful increase in the community's stake in an asset can bring a wide range of additional benefits for the community, the organisation receiving the asset, and the local authority facilitating the transfer.
- 3.3 The Government's response to this was its Empowerment Action Plan published in 2007, which included actions relating to the transfer of assets and to a programme of support for community anchors.
- 3.4 The Localism Act 2011 aims to shift power from central government back into the hands of individuals, communities and councils. It stated that: 'We want to pass significant new rights direct to communities and individuals, making it easier for them to get things done and achieve their ambitions for the place where they live'.

- 3.5 The Localism Act introduces a Community Right to Bid (Assets of Community Value) which aims to ensure that buildings and amenities can be kept in public use and remain an integral part of community life. Under the Localism legislation, voluntary and community organisations and parish councils can nominate an asset to be included in a 'list of assets of community value'.
- 3.6 Revised Best Value Guidance sets out some reasonable expectations of the way best value authorities should work with voluntary and community groups when facing difficult funding decisions.
- 3.7 The following local policy documents include reference to asset management and transfer to the third sector/partners.

**Ambitions for Swale:** this is the Borough's Sustainable Community Strategy which sets out our vision for the kind of place that we would like Swale to be in the future. It describes our priorities over the next twenty years, and sets out shorter term targets to focus us in the right direction.

**The Corporate Plan:** Localism is a priority within the Corporate Plan with a key action to '*continue to transfer responsibility for assets..... to parish/town councils and voluntary/community groups*'.

**The Swale Property Asset Strategy 2012 – 2015:** This document provides the overarching framework for the management of the Council's assets and incorporates the Disposals Policy and this Community Asset Transfer Policy which together address the procedures to be followed for the disposal of all Council assets, whether defined as community or non-community assets.

**Volunteering Strategy:** This sets out the Council's approach to supporting volunteering and the organisations, including ourselves who encourage and promote volunteering in the borough. We will work in partnership to support volunteers to make sure that they can continue to deliver vital local services, whilst also seeking to increase the variety of opportunities on offer for residents to participate in volunteering.

**The Kent Partners Compact:** is an agreement which brings together representatives from the public and voluntary and community sectors to encourage closer working and co-operation.

**Local First Policy:** This sets out our commitment to embed 'local' and 'think local first' when commissioning and procuring by integrating social value into the Council's Commissioning Framework and Procurement Strategy. The aim is to maximise the proportion of our spend that is retained locally; deliver social value in the Swale BC area; and support and enable local businesses, Town and Parish Councils and the Voluntary and Community Sector to bid for contracts and services.

- 3.8 This policy also reflects the recommendations set out in the 2011/12 Annual Governance Report in which it was stated that leasehold transfer should be preferred over freehold transfer.

#### 4. Aims of Community Asset Transfer policy

- 4.1 The aims of the policy are to:

- (i) sustain viability and improve service provision where it is better for the VCS to provide the service;
- (ii) deliver sustainable solutions that are accepted, agreed, 'owned' and driven by the local community;
- (iii) increase the number of local people helping to run or own local services or assets;
- (iv) realise wider community benefits such as increased levels of volunteering, social capital and civic participation; and
- (v) improve the leverage of external funding into the local area through increased funding opportunities, encouraging economic development, and social enterprise activity.

## 5. Swale Borough Council Statement on Community Asset Transfer

- 5.1 The Council views its policy on community asset disposal positively as part of its long-term support to / engagement and partnership with the voluntary and community sector. The Council will therefore seek to implement the policy through targeted awareness raising, outreach and support to encourage town and parish councils or Voluntary and Community Sector (VCS) organisations to take on appropriate assets, linked to its wider ongoing programmes of support to the VCS.
- 5.2 As a result, the following principles will be applied to community asset transfer unless there are circumstances ***specific to the asset*** which suggests an alternative approach. Assets disposed of on the open market are dealt with in accordance with the Council's Disposals Policy.
- 5.3 Transfers will only take place to a statutory body (such as a town or parish council) or properly constituted group (for example, but not limited to, a Trust, Charity, Community Interest Company or Charitable Incorporated Organisation) that can demonstrate that it has a fully worked up a credible Business Plan for the asset in question. A community asset transfer will not proceed if the organisation cannot satisfy all requirements that are detailed in the Community Asset Transfer Assessment.
- 5.4 Transfers will normally be in the form of a lease of up to 125 years in order to manage the risk of the few asset transfers that will fail. There is no evidence to suggest that an organisation will be at any disadvantage (eg. reduced access to funding opportunities) with a leasehold transfer. This ensures that:
- the council retains the ability to have influence over the future use of the asset in the event that it is no longer needed for community use; and
  - there is a straightforward and low cost 'exit strategy' in the event that the body taking over the asset fails as the asset will automatically revert to the council.
- 5.5 While being clear that assets will normally be transferred on a 125-year leasehold basis as described in paragraph 5.4 above, the Council does not wholly exclude the possibility of longer or shorter leases or different forms of tenure, in exceptional circumstances. It is not

possible to determine in advance what could constitute an exceptional circumstance, and the onus will be clearly on the applicant to make the case. This will generally be expected to be by reference to the specific attributes of the asset in question, and it will be necessary for the applicant to **demonstrate** the additional community benefits and any additional financial and non-financial considerations which would result from deviating from the standard 125-year leasehold transfer.

- 5.6 Where an application for a non-standard transfer is made (that is, one for a term of other than 125 years), the Council will consider the application on its merits, balancing the applicant's case and proposal with the interests of the wider community the Council represents. The Council reserves the right unilaterally to reject any application for a non-standard transfer on the grounds that in its view the wider community interest would not be well served. In the exceptional event that a form of tenure other than leasehold is entered into, a 'clawback' or 'asset lock' provision will be placed as a legal condition on the transfer. (An asset lock provision applies to community interest companies and prevents an asset from being used for private gain rather than the stated aims of the organisation.)
- 5.7 The Council will seek to ensure that any asset transfer is sustainable in the long term by ensuring that the terms and conditions imposed upon the organisation are not unduly onerous, but are reasonable and affordable within the resources available.
- 5.8 Financial support provided to the organisation will be decided on a case-by-case basis but will consider the following principles:
- it will be based on existing budgets for the asset;
  - any additional funding will be determined through the Council's normal budget process and prioritised against other growth bids;
  - funding to support the organisation will decrease year on year;
  - except in very exceptional circumstances, no community asset transfer will be made if the cost after transfer exceeds the cost of retaining the service in-house.
  - any warranty provided will be fixed in relation to the term and amount.
  - any rent charged under the lease will be determined on a case-by-case basis and may range from nominal (£1 per annum if demanded) up to a full market rent. The assessment of rent will take account of both financial and community benefit considerations and will be clearly set out in the report to Cabinet or the Cabinet Member seeking approval to the transfer.
  - The lease will normally contain a rent review clause that allows the Council to review the rent after the first three years of the term and thereafter at five yearly intervals. This will not apply in the case of "new build" assets where VAT has been reclaimed on the construction costs of the asset. In this case, the rent will remain fixed for the duration of the lease.
- 5.9 Where the Council directly employs staff to work at the asset, then both the Council and the organisation will adhere to the Transfer of Undertaking (Protection of Employment) Regulations (TUPE).
- 5.10 All issues related to financial support and support in kind, arrangements related to staffing, and service expectations (where relevant) will be captured in a Partnership Agreement, to

be concluded prior to transfer taking place. This will also include any appropriate monitoring arrangements.

5.11 All proposed Community Asset Transfers will be advertised on the Swale Borough Council website requesting Expressions of Interest. However, the Council may choose not to carry out an Expression of Interest process where:

- The asset is already occupied by a VCS organisation who has occupied the asset for three or more years and has fully complied with the terms of the tenancy/lease; and either
- The organisation has invested a capital sum in the asset that has had a significant impact on the quality of the asset or service being delivered; or
- A constituted group has been set up through a community engagement exercise with the express purpose of managing the asset.

5.12 The Council will comply with the principles of the Kent Partners COMPACT.

5.13 The Council will at all times respect the independence of the organisation.

5.14 The Council will seek to ensure that any asset transfer is sustainable and will work with the organisation to develop its capacity and provide support and guidance.

## **6. Heritage Assets**

6.1 For the purposes of this policy the definition of “heritage asset” used by English Heritage is deemed to apply, as follows:

*“A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing).”*

6.2 In the case of heritage assets, the Council will not grant a 125 year lease unless it is satisfied that the group will be able to comply with its statutory duty to keep the asset in repair for the duration of the lease term.

6.3 If the Council has any concerns about this, it will grant a lease of no more than 25 years and may retain responsibility for the external and structural repair of the asset.

## **7. The Community Asset Transfer Process**

7.1 In order to assess and deliver a Community Asset Transfer a process has been developed to assist both the VCS organisation wishing to take on a Community Asset and the Council officers currently managing that asset.

7.2 In assessing proposals for asset transfer, the Council will attempt to measure the relative benefits and risks of the available options in order to inform its decision-making. It will also relate these benefits to wider Council priorities.

7.3 Asset transfer decisions are essentially a choice between:

- the Council continues to manage the asset; or
- Community Asset Transfer to a statutory group or VCS organisation; or
- commercial tender of the asset; or
- commercial disposal of the asset and alternative service provision made or the service ceases.

7.4 The stages of asset transfer should provide a clear reference and test of a proposed asset transfer against the principles and processes outlined in this policy. It should be integral to the stages involved in an asset transfer project and provide the basis for decision-making on a proposed transfer. The stages will generally include:

- The organisation must be a statutory body or properly constituted group,
- A sustainable business case has been demonstrated which includes any impact on SBC's budget,
- The organisation has the skills and experience to run the asset and/or the level of support required has been assessed,
- The organisation has appropriate policies in place,
- A valuation of the asset has been carried out (see section 9 below),
- Draft Heads of Terms have been negotiated,
- There is an appropriate decision making process (see section 8 below),
- Lease / Grant agreement is agreed.

## **8. Approvals and consultation process**

8.1 All community asset transfers will be discussed by the Asset Transfer Group who will make a recommendation to the Cabinet Member for Localism following consultation with the Asset Management Group, SMT, local ward members, the relevant Cabinet members and heads of service and the section 151 officer.

8.2 Unless it is a key decision or crosses two portfolios, the decision will generally be taken under the delegated authority of the Cabinet Member for Localism after consultation with the Cabinet Member for Finance. Using their discretion, the Cabinet Member may choose to take a report to Full Cabinet.

## **9. Valuations**

9.1 In normal circumstances a valuation of the asset will be carried out. In the case of certain assets that may have an alternative non-community use (resulting in a potentially higher land value) an independent valuation will be obtained that sets out the "under-value" – that is the difference between the **restricted** market value (of the asset in community use and



subject to the proposed terms of transfer) and the **unrestricted** market value (of the asset in some alternative use without any restrictions imposed by way of proposed transfer terms).

- 9.2 Where the asset has no alternative use, an internal valuation will be carried out. In this case the market value will be based on its existing community use only which in most circumstances will be low.
- 9.3 In certain circumstances there may be no need for a valuation if it does not involve the transfer of any benefits or liabilities to the Council - for example, where the asset transfers in a back-to-back transaction from a developer to a community group via the Council. This is to be agreed by the s151 officer.

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## Appendix II: List of SBC owned Community Assets

Type of Asset	Name of Asset	Status of Community Asset Transfer
Sports Halls/Pools	Jubilee Centre, Whitstable Road, Faversham	In progress
	Sheerness Pool, Sheppey Leisure Complex	
	Sheerness Sports Hall/Healthy Living Centre	
	Swallows Leisure Centre	
	Faversham Pools	Subject to trust deed and 99 year lease
Community Halls	Kemsley Hall	Completed
	Clock Tower Hall (Self managed)	
	Quinton Hall	In progress
Sports Pavilions	King Georges Pavilion	
	Faversham Recreation Ground Pavilion	
	Festival Pavilion	In progress
	Seager Road Pavilion	In progress
Museums	Queenborough Guildhall	
	Heritage Centre, 10 Rose Street, Sheerness	In progress
Country Parks (Buildings)	Former Gunpowder Works Oare Visitor Centre	
	Bartons Point Costal Park - Boathouse Café	
Harbours/Quays	Queenborough Town Quay	In progress
	Faversham Town Quay	
Tenanted Community/Leisure properties	Community Centre, Rushenden Road	
	Faversham Football Ground	In progress already subject to 99 year lease
	Martin Clarkes Gym, Milton Recreation Ground Pavilion	Leased out commercially
	Indoor Bowls Centre, Milton Recreation Ground	Subject to 99 year ground lease
	Scout Hut, Eastchurch Playing Field	
	West Faversham Community Centre,	Completed
	Newington Village Hall	Subject to 99 year ground lease
	Car Park, adj 117 London Road,	
	King Georges Pavilion, Ospringe	
	Rowing Club Boat Store, North Road, Queenborough	
	Mencap Building, The Esplanade, Sheerness	
	Pavilion, Beachfields, Sheerness (Sheppey FM)	In progress
	Borough Hall, Main Road, Queenborough	Completed
	Thistle Hill Community Centre, Minster	Completed
	Queenborough Bowling Club	Completed
Miscellaneous	Former Library, Trinity Road, Sheerness	Subject to 50 year lease
	Isle of Sheppey Sailing Club, Marine Parade, Sheerness	
	Boat Store, Rear of GuildHall, Queenborough	
	Former Control Centre, St Georges Avenue, Sheerness	
	Former Ejector Station, Quay Lane, Faversham (Boxing	

	Club)	
Country Parks	Leysdown Coastal Park, Shellness Road, Leysdown	
	Bartons Point Coastal Park, Marine Parade, Sheerness	
	Milton Creek Country Park, Saffron Way, Sittingbourne	
	Former Gunpowder Works Oare, Bysingwood Road, Oare	
	Perry Wood, Selling	
Allotments	Park Avenue/Eastern Avenue, Queenborough	
	Medway Road, Sheerness - Self Management	
	Nursery Close, Sheerness - Self Management	
	Coronation Crescent, Queenborough	
	Park Avenue, Leysdown	
	Riddles Road North - Self Management	
	Riddles Road South - Self Management	
	Homewood Avenue	
	Bayford Court - Self Management	
	Staplehurst Road	
	East Hall Farm	
	Elm Tree Avenue, Iwade	
	North Preston Estate - Self Management	
	Lower Road (St. Nicholas)	
	Millfield Road - Self Management	
Stonebridge Ponds - Self Management		
Museums/ Heritage Assets	Old Court Hall, High Street, Milton Regis	Completed
	Chart Gunpowder Mills, Chart Close, Faversham	
	Periwinkle Watermill Site, Church Street, Sittingbourne	
	Minster Abbey Gatehouse, Union Road, Minster	In progress
	TS Hazarde, Conduit Street, Faversham	
Formal Recreation Grounds/Parks/ Open Spaces	Milton Recreation Ground	
	King George V Playing Fields, Sittingbourne	
	King George V Playing Fields, Ospringe	
	King George V Playing Field, Queenborough	
	Albany Recreation Ground, Albany Road, Sittingbourne	
	Faversham Recreation Ground, Whitstable Road	
	Festival Playing Field, New Road, Sheerness	
	Seager Road Playing Fields, Sheerness	In progress
	Dicksons Field, Eastchurch	
	Kemsley Playing Fields, Grovehurst Avenue, Kemsley	
	Playing Fields, Mill Farm Paddocks, Lower Road, Faversham	
	Rectory Playing Field, Rectory Road, Sittingbourne	
	Second Avenue, Rushenden	
	Johnson Gardens, Burley Road, Sittingbourne	
	Trinity Gardens, Sheerness	
	Beachfields Park, Sheerness	
	Queenborough Park	
	The Glen Open Space, Minster	
	The Leas/Minster Cliffs, Minster	
	Stonebridge Pond, Faversham	
	The Spinney Open Space, Leysdown	
	Grove Avenue, Leysdown	
Rushenden Hill, Rushenden, Queenborough		
Rushenden Estate		

	Borough Road, Queenborough	
	The Fleet, Sheerness	
	The Grove Park, Land at Gore Court, Sittingbourne	
	Church Woods Nature Reserve, Dunkirk/Blean	
	Potters Wood, Queendown Warren Nature Reserve, Hartlip	
	Adisham Green Pond/Newman Drive Pond, Church Milton	
	Murston Playing Field, Church Road, Murston	
	Scrapsgate Playng Field & Open Space, Minster	
	Bartons Point & Queenborough Lines	
	Queenborough Castle (Site of), Queenborough	
	The Mount, Ospringe	
	Linear Park, Warden Bay	
	Abbey Rise, Minster	
	Upper Brents, Faversham	
	Wildish Road, Faversham	
	Walsby Drive, Church Milton, Kemsley	
	Whiting Crescent, Faversham	
	Iwade Village Park, Iwade	
	The Grove Park, Land at Gore Court, Sittingbourne (Leased)	Subject to 299 year lease
	Davington Cricket Ground, Faversham (Leased)	
	Eastchurch Cricket Ground, High Street, Eastchurch (Leased)	
	Bush Close, Bredgar (Leased)	Subject to 125 year lease
Seafront	Beach/Foreshore, Minster	
	Minster Lifeguard Hut, The Leas, Minster	Leased out commercially
	Sheerness Seafront/Beaches	
	Sheerness Lifeguard Station, Beachfields, Sheerness	
	Store & Pump Room, Beachfields, Sheerness	
	Shelters, Sheerness Seafront	
	Leysdown Promenade	
	Foreshore at Leysdown and Elmley	

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<b>Policy and Development Committee</b>		<b>Agenda Item:</b>
<b>Meeting Date</b>	Wednesday 3 September 2014	
<b>Report Title</b>	Volunteering Strategy 2013-16	
<b>Cabinet Member</b>	Cllr Whiting, Cabinet Member for Localism	
<b>SMT Lead</b>	Pete Raine	
<b>Head of Service</b>	Emma Wiggins	
<b>Lead Officer</b>	Sophia Taylor	
<b>Key Decision</b>	No	
<b>Classification</b>	Open	
<b>Forward Plan</b>	Reference number:	
<b>Recommendations</b>	The Committee is asked to consider the report and recommend any changes to the policy that it wishes the Cabinet member to consider	

## 1 Purpose of Report and Executive Summary

- 1.1 This report summarises the Volunteering Strategy and its policy aims. The Committee is asked to consider the report and recommend any changes to the policy that it wishes the Cabinet Member to consider.

## 2 Background

- 2.1 Swale's Volunteering Strategy sets out a strategic approach for the Council, working in partnership with other agencies, to increase volunteering within Swale, including a series of priorities and actions for the next three years.
- 2.2 With the growing Localism agenda, a greater number of voluntary and community sector (VCS) organisations are taking on services and assets traditionally run by public sector organisations, increasing their need for volunteers, often in a wide range of new positions.
- 2.3 This Strategy has been developed to ensure that the Council can support those volunteer-involving organisations to ensure they are in the best possible position to deliver these new services, whilst also ensuring that the opportunities for residents to volunteer are in place to improve their employability, skill sets and health.

## Strategy to Date and Options for Improvement

A full outline of everything that has been delivered so far is highlighted in the Volunteering Strategy Action Plan (Appendix I). Below is each of the strategies priorities, the achievements so far, plans for the future, aligning performance indicators and any recommendations put forward for the Committee to consider. Full list of the Performance Indicators can be found in Appendix II.

<b>1. To support VCS organisations in their recruitment, retention and upskilling of volunteers.</b>	
Achievements	<ul style="list-style-type: none"> <li>• Officers are currently working with <b>89 groups</b> to provide a range of support and advice.</li> <li>• SBC currently <b>grant funds infrastructure organisation</b> Swale Community Voluntary Services (SCVS) £15,000 to deliver support to VCS organisations.</li> <li>• The <b>capacity building toolkit</b> is currently in progress, with officers identifying this as a welcome tool. The toolkit will provide a centralised location for all information that officers may require to help VCS organisation; finance, fundraising, governance etc.</li> </ul>
Future plans	<ul style="list-style-type: none"> <li>• The Trustee's Network has not been launched but with the help of SCVS, this will be launched in October 2014 (Trustee's Week).</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>• Number of VCS organisations managing either alone or within partnership services and assets previously managed by Swale Borough Council.</li> <li>• Number of members of the Swale Trustees Network</li> </ul>
Recommendations	No change
<b>2. Promotion volunteering opportunities, benefits and the positive work of existing volunteers.</b>	
Achievements	<ul style="list-style-type: none"> <li>• <b>Volunteer Swale Awards</b> - Since the Strategy has been adopted the Volunteer Swale Awards have been delivered. The awards took place in March 2014 and proved to be very successful in providing an opportunity to celebrate the hard work of local volunteers, promote volunteering and also build our network of volunteers and voluntary organisations within the Borough. The awards were heavily backed by the local Kent Messenger Newspapers.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Volunteer Swale campaign</b> – The Volunteer Swale campaign ran alongside the Volunteer Swale Awards. During the campaign the Volunteer Centre received an increased number of enquires about volunteering opportunities. In October they received 39 enquiries, once the campaign started in November they received 55 enquiries and the same again in January, this is an increase of 41%.</li> <li>• <b>Volunteers' Week</b> – Swale Borough Council celebrated national Volunteers' Week (1-7 June), this gave the chance to promote the winners of the volunteer awards, show case the stories of local volunteers via our volunteering webpage and social media pages alongside the promotion within the local paper. During Volunteers' Week the average number of people visiting the SBC volunteering webpages increased 345%, from 20 visits per week to 89 per week.</li> <li>• SCVS have attended a <b>Youth Forum</b> – proving the young people information on volunteering (including the benefits and how to get involved).</li> </ul>
Future plans	<ul style="list-style-type: none"> <li>• 2015 Volunteer Swale Awards alongside the Volunteer Swale Campaign.</li> <li>• Targeted poster campaign.</li> <li>• Continued promotion at the Youth Forum</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>• The % of residents that have given unpaid help to a group, club or organisation at least once a month over the past year (Local Area Perception Survey – Swale Borough Council).</li> <li>• Number of long term unemployed people gaining employment through volunteering</li> </ul>
Recommendations	Data collection for performance indicator (PI) 7 (Number of long term unemployed people gaining employment through volunteering) has proved very challenging and has meant that the data we have received has come from such a small sample size it is not representative of the borough. It is suggested that this <b>PI is reworded</b> to be source specific (Number of long term unemployed people gaining employment through volunteering via the volunteer centre or via Job Centre Plus).
<b>3. Collation of all volunteering opportunities for the borough through the volunteering centre.</b>	
Achievements	<ul style="list-style-type: none"> <li>• More staff are <b>aware of the volunteer centre</b> and that volunteering opportunities should be promoted through them and their bank of volunteers. Their details and services are also promoted on our volunteering webpage.</li> </ul>
Future Plans	There does, however, seem to be a lack of local knowledge around the volunteer centre and the support

	they can offer. It is therefore important that we continue to promote and signpost alongside linking in with them on any campaigns we run.
Performance indicators	<ul style="list-style-type: none"> <li>• Formal volunteering levels across Swale by volunteer-involving organisations</li> <li>• Number of volunteers recruited through Swale Volunteer Centre</li> </ul>
Recommendations	<b>Expand this priority to include other online volunteer databases</b> - <a href="http://www.do-it.org.uk">www.do-it.org.uk</a> is a national website that allows users to search for specific types of volunteering opportunities in their area. It is also important that we promote volunteering activity specific online databases – for example the sport volunteering page <a href="http://www.joininuk.org">www.joininuk.org</a> , this specifically targets those who want to volunteer their time for a local sports club or sporting event. The drivers behind the different types of volunteering and why people get involved are hugely varied, therefore activity specific volunteering pages would target more people.
<b>4. Increase number of employees as part of local organisations from all sectors involved in volunteering.</b>	
Achievements	Work still continues to encourage staff to take advantage of their community action days individually or as part of a team day. The opportunities available have been limited, which we believe has affected the uptake.
Future Plans	<ul style="list-style-type: none"> <li>• Targeted marketing campaign for local businesses – promote the benefits of their staff volunteering.</li> <li>• Develop a ‘Mentor Bank’ – this will be developed from the Trustees Network.</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>• Number of organisations with an employee volunteering policy or programme in place</li> <li>• Number of SBC staff and Councillors participating in individual volunteering opportunities or team community action days.</li> </ul>
Recommendations	Data collection for performance indicator (PI) 3 (Number of organisations with an employee volunteering policy or programme in place) has proved very challenging and has meant that the data we have received has come from such a small sample size it is not representative of the borough. It is suggested that this <b>PI is removed</b> or a <b>better approach</b> to data collection is decided.

### 3 Proposals

- 3.1 To discuss the Volunteering Strategy and consider implementing any improvements that could be made in order to ensure the outcomes of the strategy are delivered.

### 4 Alternative Options

- 4.1 To continue with the Volunteering Strategy as it was adopted 6 months ago, using the same Performance Indicators (PI's) and action plan. The strategy has allowed for some successes in the last 6 months; Volunteer Swale Awards, Volunteers' Week. This is not recommended because it will not allow amendments after Committees feedback.

### 5 Consultation Undertaken or Proposed

- 5.1 Consultation was undertaken with the Voluntary and Community Sector, Public Sector, Private Sector and general community between Monday 21<sup>st</sup> October and Friday 13<sup>th</sup> December 2013.
- 5.2 A specific stakeholder session for the VCS was held on the 14<sup>th</sup> November and the consultation document was also discussed by the Policy Overview Committee at their meeting on the 20<sup>th</sup> November. In addition to these sessions, the draft document was discussed by the Swale Community Empowerment Network (SCEN) and one consultation response was received.

### 6 Implications

Issue	Implications
Corporate Plan	<p>This strategy sets out how increasing volunteering will contribute to the Localism Corporate Priority.</p> <p>Increasing volunteering can support action to support local community-based trusts and groups to manage assets and services. These organisations are led by trustees and require a pool of people with suitable expertise to be able to deliver what is required by the community.</p> <p>Volunteering by residents can also increase their employability through skill and knowledge development, which could in turn lead to reductions in unemployed numbers within the borough.</p> <p>The strategy also sets out the importance of staff within the Council (and other organisations) in volunteering their time both as individuals and teams.</p>

Financial, Resource and Property	The delivery of the priorities within the strategy will be largely delivered by existing resources within the Economy and Community Services team, in conjunction with partner agencies and the Localism Fund.
Legal and Statutory	None identified at this point.
Crime and Disorder	None identified at this point.
Sustainability	None identified at this point.
Health and Wellbeing	A Community Impact Assessment has been completed and has not identified any equality or diversity issues.
Risk Management and Health and Safety	None identified at this point.
Equality and Diversity	<p>This strategy sets out how increasing volunteering will contribute to the Localism Corporate Priority.</p> <p>Increasing volunteering can support action to support local community-based trusts and groups to manage assets and services. These organisations are led by trustees and require a pool of people with suitable expertise to be able to deliver what is required by the community.</p> <p>Volunteering by residents can also increase their employability through skill and knowledge development, which could in turn lead to reductions in unemployed numbers within the borough.</p> <p>The strategy also sets out the importance of staff within the Council (and other organisations) in volunteering their time both as individuals and teams.</p>

## 7 Appendices





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





- Appendix I: Volunteering Strategy Action Plan
- Appendix II: Volunteering Strategy Measuring Success




## 8 Background Papers

None






**Volunteering Strategy Action Plan 2013-2016**

No.	Action	Milestones	Timescale	Responsibility	Status	Comments
<b>Priority 1: To support VCS organisations in their recruitment, retention and up skilling of volunteers</b>						
1	Delivery of support to VCS organisations in their recruitment of trustees and up skilling of existing volunteers	Continued support to organisations on enablement list  Continued promotion of trustee vacancies and benefits throughout Council and other organisations	Ongoing	Various officers – ECS, Open Spaces and Property Services.		Officers are working with 89 groups to provide a range of support and advice.  Trustee vacancies are currently being advertised by SCVS volunteer Centre and through doit.org. Limited uptake to date.
2	Support the delivery of a Swale Trustees Network	Support the delivery of quarterly meetings of network, including training and sharing of experiences	Establish – Apr 2014 Quarterly meetings.	Community Services Officer		SCVS putting together a proposal, highlighting how the network could work.
3	Development of a capacity building toolkit to support VCS Organisations	Development of toolkit  Production and rollout of toolkit	By June 2014  By September 2014	Community Services Officer		Initial audit of support being undertaken. Themes of toolkit confirmed, currently collecting information from officers.
<b>Priority 2: Promotion of volunteering opportunities, benefits and the positive work of existing volunteers</b>						
4	Delivery of a communications campaign across partner organisations	Planning of campaign  Delivery of campaign  Review campaign messages and activities  Continue campaign	By Dec 2013  Dec-Mar 2014  Every six Months  Throughout	Community Services Officer		<ul style="list-style-type: none"> <li>• Social media campaign run as part of awards, including Advent Calendar.</li> <li>• Press release re: volunteer strategy and case studies to be promoted.</li> <li>• Volunteers' Week campaign; billboards, KM &amp; social media based.</li> </ul>

			financial year			
5	Delivery of Annual Swale Volunteer Awards	Planning and organisation of venue  Nominations open  Delivery of awards ceremony	Annual – awards in March each year	Community Services Officer		2014 awards complete.  Planning for 2015 awards to commence in August 2014.
6	Development of Council Volunteering webpages for promotion of sites to access opportunities, types of roles available (including trustees) and case studies.	Review of webpages Development of new pages	Six monthly review for updates. New pages live by May 2014	Community Services Officer		Review complete, content updated. Monthly updates ongoing. Volunteer Swale page developed. Webpage updated for volunteers' week.
7	Specific activity to promote volunteering to young people, through the Youth Forum and other mechanisms.	Promotion of opportunities and roles through social media to young people  Circulation of regular information to youth forum members through email and social media  Support school councils in presentations to peers on benefits of volunteering	Annual item at Youth Forum  Ongoing  Annually	Safer and Stronger Communities Officer (maternity cover)		Completed for 2013/14 - Promoted in October Youth Forum. Ongoing annual item. Volunteer messages circulated on Youth Forum Twitter account.
<b>Priority 3: Collation of all volunteering opportunities for the borough through the Volunteer Centre</b>						
8	Promotion of Volunteer Centre on Council website and encourage other organisations to do likewise.	Redevelop of Council webpages  Circulation of volunteer centre information to	May 2014  Every quarter	Community Services Officer		Webpages redeveloped.  Volunteer Centre promoted via SBC social media.

		partner organisations and businesses				
9	Ensure any Council volunteering opportunities are promoted through the Volunteer Centre	Regular promotion of volunteer procedures to staff and managers.  Review each Council opportunity to ensure been promoted through Volunteer Centre	Every six months	Safer and Stronger Communities Officer (maternity cover)		Staff volunteer options promoted. Limited take up to date.  Email 3 <sup>rd</sup> tier management to encourage promotion of SBC volunteering opportunities via the Volunteer Centre.
<b>Priority 4: Increase number of employees as part of local organisations from all sectors involved in volunteering.</b>						
10	Encourage council staff and Councillors to make use of their volunteering day through individual volunteering and team Community Action Days	Team Brief input  All staff briefing input  Members Briefing  Review of those VCS organisations requiring Cllr to sit in advisory capacity on their board	Six monthly  Annually  Annually  By June 2014 – annual review of organisations	Safer and Stronger Communities Officer (maternity cover)		Completed – team brief item.  All staff briefing? SCVS to attend.
11	Work with CVS to develop a trustee 'mentor bank' utilising employees from a variety of organisations.	Promotion to SBC staff benefits of providing short periods of support to trustees such as those with HR/finance skills  Creation of list of 'mentors' with specific skill sets from SBC  Widen scheme to other	June 2014    Sept 2014  Jan 2015	Community Services Officer		Project not started will begin once trustee network established.

		organisations				
12	Develop mechanism for collation of Community Action Day Opportunities for use by Council staff and other organisations	Develop mechanism, including intranet site for SBC staff  Collation of opportunities on regular basis  Review mechanism	Apr 2014  Monthly  Annually	Safer and Stronger Communities Officer (maternity cover)		Working with HR to create a centralised list for volunteering information including volunteering opportunities.  Email 3 <sup>rd</sup> tier management to find out if they are planning any community action days and find out what activities they would like further information on.
13	Promote benefits of staff volunteering and Community Action Days to other organisations in public, private and voluntary and community sector, in conjunction with the Volunteer Centre.	Develop literature to promote benefits.  Engagement with businesses through SERP and networking events  Promotion of opportunities available.	May 2014  Quarterly  Ongoing	Safer and Stronger Communities Officer (maternity cover)		Link in with appraisals, liaise with Katherine Harrison.  Promotion during volunteers' week via intranet.  Promotion in team talk.  Develop volunteer toolkit, advice for businesses on how to set up a volunteering programme?

Key	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed



Measuring Success

Indicator	Baseline	Target	
	2013/14	2014/15	2015/16
1. The % of residents that have given unpaid help to a group, club or organisation at least once a month over the past year (Local Area Perception Survey – Swale Borough Council)	21% (Oct 13)	23%	25%
2. Formal volunteering levels across Swale by volunteer-involving organisations a) Number of volunteers b) Hours of volunteering c) Number of organisations using volunteers	2,790 5,387(per week) 289 (April 14)		
3. Number of organisations with an employee volunteering policy or programme in place	3		
4. Number of Swale Borough Council staff and Councillors participating in: a) Individual volunteering opportunities b) Team Community Action Days	0 1		
5. Number of volunteers recruited through Swale Volunteer Centre	771 (April 14)		
6. Number of VCS organisations managing either alone or within partnership services and assets previously managed by Swale Borough Council	7		
7. Number of long term unemployed people gaining employment through volunteering	3		
8. Number of members of the Swale Trustees Network	Currently 0 (Working on)		

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## POLICY DEVELOPMENT AND REVIEW COMMITTEE - FORWARD LOOK

Policy, plan or strategy	03-Sep	15-Oct	19-Nov	14 Jan	25 Feb	18-Mar	27-May
Communications Strategy							
Corporate plan							
Community Asset Transfer Policy	√						
Volunteering Strategy	√						
Planning Enforcement Strategy and Service Charter		?			?		
Domestic Refuse and Recycling Collection Policy and Procedures		√					
Local First		√					
Sports Development Framework		√					
Corporate Equalities Strategy		√	?				
Economic Development Strategy				?			
Community Safety Strategy			?				
Play, tree and cemetery policies						?	?

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