



AGENDA

CABINET MEETING

Date: Wednesday, 12 December 2018

Time: 7.00pm

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

Membership:

Councillors Sarah Aldridge, Bowles (Chairman), Mike Cosgrove, Duncan Dewar-Whalley, Alan Horton, Gerry Lewin (Vice-Chairman) and David Simmons.

Quorum = 3

RECORDING NOTICE

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1. Emergency Evacuation Procedure

Pages

The Chairman will advise the meeting of the evacuation procedures to follow in the event of an emergency. This is particularly important for visitors and members of the public who will be unfamiliar with the building and procedures.

The Chairman will inform the meeting whether there is a planned evacuation drill due to take place, what the alarm sounds like (i.e. ringing bells), where the closest emergency exit route is, and where the second closest emergency exit route is, in the event that the closest exit or route is blocked.

The Chairman will inform the meeting that:

(a) in the event of the alarm sounding, everybody must leave the building via the nearest safe available exit and gather at the Assembly points at the far side of the Car Park. Nobody must leave the assembly point until everybody can be accounted for and nobody must return to the building until the Chairman has informed them that it is safe to do so; and

(b) the lifts must not be used in the event of an evacuation.

Any officers present at the meeting will aid with the evacuation.

It is important that the Chairman is informed of any person attending who is disabled or unable to use the stairs, so that suitable arrangements may be made in the event of an emergency.

2. Apologies for Absence

3. Minutes

To approve the [Minutes](#) of the Meeting held on 31 October 2018 (Minute Nos. 293 - 304) as a correct record.

4. Declarations of Interest

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

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

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

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

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

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

early as possible, and in advance of the Meeting.

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Issued on Monday, 3 December 2018

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

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

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Cabinet Meeting	
Meeting Date	12 December 2018
Report Title	Budget 2019/20 and Medium Term Financial Plan
Cabinet Member	Cllr Dewar-Whalley, Cabinet Member for Finance & Performance
SMT Lead	Nick Vickers, Chief Financial Officer
Head of Service	Nick Vickers, Chief Financial Officer
Lead Officer	Phil Wilson, Financial Services Manager
Key Decision	Yes
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. To endorse the draft 2019/20 revenue budget, and 2. To endorse the Medium Term Financial Plan.

1 Purpose of Report and Executive Summary

- 1.1 This report sets out the draft 2019/20 revenue budget and the draft Medium Term Financial Plan.
- 1.2 The Council has had a clear strategy for dealing with the long term reductions in funding; costs have been tightly controlled but not at the price of blanket service reductions, income streams that the Council can control are maximised but taking affordability for residents into account and one-off funds are used to improve service provision to residents. The draft budget put forward maintains these themes.
- 1.3 The 2019/20 Local Government Finance Settlement will be the last under the current funding regime for local government. The settlement will not be known before this report is published but it is expected to be on 6 December so a verbal update will be given on any important changes.
- 1.4 The whole basis of local government funding will change in a quite unprecedented way from 2020/21 onwards. The combination of the full localisation of business rates, the Fair Funding implementation and the impact of the 2019 Spending Review introduces a huge degree of uncertainty into the future funding of the Council. We cannot model these changes at this time so our Medium Term Financial Plan will be a combination of factors where we have a high degree of certainty, such as Council Tax, and areas where we will roll forward existing assumptions but in the near certain knowledge that they will change, such as Business Rates and New Homes Bonus.
- 1.5 The contents of this report will form the basis of the formal scrutiny of the proposals on 23 January.

2 Background

Local Government Finance

2.1 2019/20 is the last year of the Four Year Financial Settlement introduced in 2016/17 and covering Revenue Support Grant, business rate tariff, Rural Services Delivery Grant and Transition Grant.

2.2 The key announcements in the Chancellor of the Exchequer's budget on 29 October were:

- Day-to-day departmental spending is projected to increase by an average of 1.2 per cent a year in real terms from 2019/20 until 2023/24,
- Confirmation of the above-inflation increases for the NHS announced by Teresa May in June,
- £650 million for adult social care in 2019/20, comprising a continuation of the previously-announced £240 million "winter pressures" funding into 2019/20, plus a one-off payment of £410 million in 2019/20,
- £420 million in 2018/19 to help deal with potholes and other urgent road repairs,
- £400 million of in-year capital funding to help schools provide for "little extras",
- Abolition of the Housing Revenue Account cap that limits borrowing for local authority house building, and
- An additional £55 million in 2018/19 for the Disabled Facilities Grant to provide home aids for disabled children and adults.

2.3 Of these proposals only the latter two directly impact upon lower tier councils. As a Council that has transferred its housing stock, the Housing Revenue cap on borrowing does not apply to this Council. The additional Disabled Facilities Grant is welcomed and the large increases in recent years has enabled the Council to reduce backlogs and provide a much higher level of assistance to residents in need.

2.4 Reference has already been made to the main 2020/21 changes which in more detail are:

- (1) Full localisation of business rates - the Council is currently participating in one of 16 pilots for the partial localisation of business rates. For 2020/21 there will be full localisation. There are two main issues with this. Firstly, it will be accompanied by the devolution of additional services from Central Government in all likelihood to upper tier councils. Secondly, there is the key issue of the first reset of each council's base position since 1 April 2013. The most recent indications from the Ministry of Housing,

Communities and Local Government (MHCLG) are that no resets, full resets and rolling resets have now been ruled-out. Partial or phased/lagged resets will be used instead. If MHCLG do indeed decide to go in this direction for the baseline reset this has massive distributional consequences, and for councils who are currently well above baseline, it means that they can now expect that a reset will only take some of this growth away from them. It also means that there will be less to redistribute to other councils. This is extremely important for this Council which potentially will not lose all of its above average growth in business rates.

(2) Fair Funding Review- this major review will determine the baseline for business rate retention, therefore influences tariffs and top-ups which make up a significant element of redistribution. It will also continue to include elements for relative needs and relative resources. To some extent fair funding is a misnomer as this does quickly become an argument between different tiers of councils over how funding should be allocated, in particular between Inner London Councils and County Councils.

2.5 There are strong indications that New Homes Bonus (NHB) will be dropped as a funding stream from 2020/21 onwards. That is potentially a major problem for this Council given the amount of NHB the Council receives and the fact that it is used to support the base budget.

2.6 Overall there are a number of conflicting forces which will impact on where the Council stands financially from 2020/21. Positives are the extent of business rate growth and the potential for retaining some of this growth. However, the negatives are the concern over whether Fair Funding will recognise the high needs of a lower tier south east council, our low Council Tax level and Council tax base and the potential loss of New Homes Bonus.

Business Rates

2.7 From 1 April 2013 business rates were part localised. Given the large growth in business rates in the borough this has been hugely positive for the Council's finances.

2.8 For three years prior to 2018/19 the Council participated in a business rates pool with KCC, 10 other borough/district councils and the Fire Authority. The pool enabled business rates which would otherwise be passed to Central Government to be retained in the county. Under the arrangement the borough/district, KCC and a joint fund received 30% each and 10% went in to a reserve. For this Council the direct financial benefit was around £1.3m and the shared fund is the same amount. The shared fund has been allocated to the Sheppey Lower road improvements (£250k), the Visitor Economy Strategy (£250k) and M2 Junction 5 improvements (£800k).

2.9 As has previously been reported for 2018/19 the Government invited bids from groups of councils for the full localisation of business rates and the Kent councils including KCC and Medway Council successfully put together a bid anchored on promoting economic growth across the county. The bid needed

to include all councils and the financing split meant that those councils with the largest growth had to give up some of that growth to councils with less growth. Most of the additional funding will be retained by the council where the income accrues but there is also a shared growth fund on a regional basis which for this council is North Kent. The Council is proposing to use this funding to develop incubator business units in Faversham. Early indications are that the Council will retain an additional £750k from the pilot of which £350k was taken in to the base.

- 2.10 The 2018/19 pilot was for one year only and in July the Government invited bids for 2019/20 pilots but on the basis of 75% retention. Local Government finance commentators believe that the move to 75% was as a result of the decision to pull back on Negative Revenue Support Grant which affected 168 Councils including 9 in Kent and which would have raised £153m. All the feedback from MHCLG is that the Kent bid for 2018/19 was a strong one and a new bid was agreed by the Leaders in October. The main changes being an increase in the proportion of funding retained by upper tier councils and less shared growth fund money. For this Council a successful bid should retain an additional £400-500k.
- 2.11 Finally, for 2018/19 the actual level of business rates is below forecast largely due to the phased opening of one very large new distribution warehouse and our model assumed a full operation earlier.

Council Tax

- 2.12 The 2019/20 budget and the Medium Term Financial Plan assumes at this stage an increase of 3%.

Housing

- 2.13 For councils which have transferred their stock the main focus in terms of housing is the management of homelessness and the management of inspection services on private landlords. Except for councils with very large levels of reserves, the scope for direct intervention in the local housing market typically through arms length companies is very limited. However, even though resources for this are limited, the Council is actively exploring options for cost effective direct investment for use as temporary accommodation.
- 2.14 In the detailed budget papers, there is a small additional budget pressure on homelessness. This area has received a considerable amount of member and officer attention in recent years and is subject to review at the current time by independent housing consultants. Given the limited financial reserves and the high cost of acquiring properties directly we need to examine a wide range of solutions to the current pressures.

Revenues & Benefits

2.15 The escalation of full Universal Credit (UC) roll-out along with the reduction in the DWP administration grant prompted a review to explore alternative service delivery options in order that we can align the salary budget with the grants received. The proposed structure will require us to reduce our current staffing capacity by approximately 13 FTE inclusive of one Manager; this figure is also inclusive of the three vacant posts that we already hold on the establishment. The unit managers have worked closely with Human Resources to minimise the adverse impact at an individual level. Efficiency savings proposed under a new structure have been identified by carrying out individual reviews on each service area and where there are individual roles. Savings will be achieved by remodelling key processes to improve the flow and reducing waste and duplication. Savings that will be achieved as a result of this restructure will be £403k. Service key performance indicators are currently good and will be closely monitored to ensure that performance levels are not adversely affected.

Contractual Price Inflation

2.16 The Council's major contracts are subject to price inflation (or deflation) provisions. The main contracts have the following provisions:

Contract	Inflation Provision
Refuse/Street cleaning	Average Weighted Earnings (AWE) 40%, Consumer Price Index (CPI) 40%, and Diesel fuel index 20%;
Grounds maintenance	Retail Price Index excluding mortgage interest payments (RPIX)
Leisure	Retail Price Index
Public Conveniences	AWE 55%, CPI 35%, and Diesel fuel index 10%.

Staff Pay

2.17 The staff pay increase, to which members' allowances increases are linked, is subject to negotiation locally. The current budget provision is for a 2% increase plus staff increments where applicable.

Capital Strategy

2.18 For the first time the Council will be required to submit a Capital Strategy to Council alongside the budget report and the treasury strategy. This reflects concern within Government at council activity in the commercial property market for investment rather than regeneration purposes. This Council's approach to capital investment has reflected the dual requirements of return and regeneration locally.

2.19 The Capital Strategy and Programme will be presented to Cabinet and Council in February.

3 Proposals

- 3.1 Given the timing of this report, this is an interim step in the development of fully balanced budget proposals.
- 3.2 The updated Medium Term Financial Plan is attached in Appendix I. It currently shows a gap to be closed for a balanced position of £503k.
- 3.3 Variations over £5,000 from the 2018/19 base budget are set out in Appendix II. These are shown against the following categories:

Heading	Explanation
Growth Items	These are items where the Council does have discretion
Unavoidable Cost Pressures	These are items where due to legal or contractual requirements there is largely no choice over incurring the expenditure
Loss of Income	Loss of income currently within the base budget
Service savings	Cashable cost savings identified by services
Additional Income	Increases in income over the current base

4 Alternative Options

- 4.1 These are Cabinet's budget proposals as at 12 December 2018 and reflect extensive work undertaken since the summer on options to work towards a balanced budget position. They will be subject to review by Scrutiny Committee and will be submitted to cabinet and Council in February 2019.

5 Consultation Undertaken or Proposed

- 5.1 Formal consultation with the business community will be undertaken.

6 Implications

Issue	Implications
Corporate Plan	The budget proposals support the achievement of the Council's corporate priorities.

Issue	Implications
Financial, Resource and Property	The report sets out the Council's resourcing position.
Legal, Statutory and Procurement	The Council is required to set a Council tax and a balanced budget.
Crime and Disorder	Any potential implications will be addressed by service managers in their budget proposals.
Environment and Sustainability	Any potential implications will be addressed by service managers in their budget proposals.
Health and Wellbeing	Any potential implications will be addressed by service managers in their budget proposals.
Risk Management and Health and Safety	Any potential implications will be addressed by service managers in their budget proposals.
Equality and Diversity	Any potential implications will be addressed by service managers in their budget proposals.
Privacy and Data Protection	Any potential implications will be addressed by service managers in their budget proposals.

7 Appendices

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

- Appendix I: Medium Term Financial Plan
- Appendix II: Budget Variations

8 Background Papers

None

Medium Term Financial Plan (MTFP)

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Base Budget	17,924	17,924	17,924	17,924
Growth items	0	692	668	669
Unavoidable cost pressures	0	58	80	91
Loss of income	0	714	680	680
Additional income	0	(1,030)	(823)	(1,422)
Committed price increases	0	326	521	688
Lower Medway Internal Drainage Board	803	817	838	859
<u>Salary Related:</u>				
Pay Award (2%)	0	230	464	704
Other Pay Increases	0	78	125	150
Contribution to/(from) reserves	(11)	(11)	(11)	(11)
Revenue Support Grant (assuming Kent pilot continues into 2019/20 for 75% retention)	0	0	0	0
Business Rates assumes 75% Retention from 19/20 (Kent Pilot) then nationally thereafter. No assumption made for Baseline reset	(8,441)	(8,105)	(8,334)	(8,576)
Contribution from Business Rates Reserve	0	(250)	0	0
Council Tax - maximum increase every year	(7,913)	(8,270)	(8,644)	(9,037)
New Homes Bonus (assumes continuation of scheme from 2020/21)	(2,046)	(1,847)	(1,530)	(1,413)
Savings Required	316	1,326	1,958	1,306
Service savings	0	(823)	(1,045)	(1,073)
Requirement for balanced position	0	(503)	(913)	(233)
Committed Savings	0	(1,326)	(1,958)	(1,306)
Contribution (to) from General Fund	316	0	0	0
Balance of Usable Reserves at 31 March	(17,933)	(16,588)	(16,188)	(15,752)

Budget Variations

Head of Service	Medium Term Financial Plan (MTFP) Category	Description	2019/20 over 2018/19 £
Adams	Growth items	Vaccinations for staff (hepatitis)	5,000
Adams	Growth items	Princes Street Retail Park operational running costs	10,000
Adams	Additional income - increase in existing fees and charges	Rent Properties	(15,850)
Adams		Total	(850)
Beattie	Growth items	Air Quality Project Officer	50,000
Beattie	Growth items	Air Quality Project Officer contribution from the General Reserve	(50,000)
Beattie	Unavoidable cost pressures	Mid Kent Environmental Health - increase in shared service budget	9,980
Beattie		Total	9,980
Bescoby	Growth items	Budget for Members induction as a result of the May 2019 Election.	2,000
Bescoby	Growth items	Borough and Parish Elections - Hire of Premises	17,000
Bescoby	Growth items	Borough and Parish Elections - Fees and Services	15,000
Bescoby	Growth items	Borough and Parish Elections - Poll Clerks	18,000
Bescoby	Growth items	Borough and Parish Elections - Counters and Clerical	18,000
Bescoby	Growth items	Borough and Parish Elections - Presiding Officer	18,000
Bescoby	Growth items	Borough and Parish Elections - Poll Cards	12,000
Bescoby	Growth items	Borough and Parish Elections - Postage	20,000
Bescoby	Growth items	Funding of 2019/20 elections from reserves	(120,000)
Bescoby	Growth items	Electoral Registration - Maintenance of scanners for electoral registration and postal votes.	5,000
Bescoby	Growth items	Electoral Registration - Online response service and external printing.	15,000
Bescoby	Additional income - new charges raised	Estimate of recovery of costs from running parish and town council elections in May 2019	(15,000)
Bescoby		Total	5,000

Budget Variations

Head of Service	Medium Term Financial Plan (MTFP) Category	Description	2019/20 over 2018/19 £
Cassell	Growth items	Partnership charges for car parking service.	34,300
Cassell	Growth items	Client and Amenity Reorganisation of team resource as per transformation project. Recognition that some seasonal resource is needed with increasing number of beach huts (see service savings).	12,500
Cassell	Service savings	Client and Amenity Reorganisation of team resource as per transformation project (see growth)	(34,100)
Cassell	Growth items	Seafront Equipment Purchase (Funded by grant - see additional income)	29,000
Cassell	Additional income - increase in existing fees and charges	Seafront grants to fund equipment (see growth item)	(29,000)
Cassell	Growth items	Increased annual contribution to Faversham Swimming pool	20,000
Cassell	Growth items	Contracts - Serco Leisure Operations	59,140
Cassell	Service savings	Contracts - Swale Community Leisure	(211,110)
Cassell	Growth items	Swale Open Spaces grounds maintenance. Funds for Faversham Rec maintenance.	12,000
Cassell	Growth items	Swale Cemeteries grounds maintenance - Heritage repair costs	1,790
Cassell	Loss of income	Swale Play Areas - contracts	3,000
Cassell	Loss of income	Swale Open Spaces - contracts	30,000
Cassell	Growth items	Car park maintenance increase (1): to meet service demands and health and safety for car parks (see additional income).	15,000
Cassell	Growth items	Car park maintenance increase (1): to meet service demands due to vandalism of equipment in Swale Car Parks (see additional income).	3,360
Cassell	Additional income - increase in existing fees and charges	Car park maintenance increase (1): to meet budget increase in maintenance for car parks (see growth)	(18,360)

Budget Variations

Head of Service	Medium Term Financial Plan (MTFP) Category	Description	2019/20 over 2018/19 £
Cassell	Growth items	Car parks increase (2): road lining: (see additional income)	10,000
Cassell	Growth items	Car parks increase (2): parking adjudication fees (see additional income)	7,660
Cassell	Additional income - increase in existing fees and charges	Car parks increase (2): funding from ring-fenced fund (see growth items).	(17,660)
Cassell	Growth items	Swale Car Parks - licence fees. Increased use of cashless payment parking option. Offset by increased income (see additional income).	32,120
Cassell	Unavoidable cost pressures	Footway lighting KCC contract. Current KCC Lighting contract with Districts to end in 2018/19, will lead to increased maintenance costs.	4,000
Cassell	Unavoidable cost pressures	Partnership car parking service - increase in staff budget	1,350
Cassell	Loss of income	Car Parking: Car Parks - Penalty Charge Notices (see additional income)	45,230
Cassell	Additional income - increase in existing fees and charges	Car Parking: On Street Car Parking - Penalty Charge Notices (see loss of income)	(45,230)
Cassell	Loss of income	Swale Car Parks - Overpayments loss due to change in VAT treatment.	60,000
Cassell	Additional income - increase in existing fees and charges	Swale Car Parks - fees and charges	(193,680)
Cassell		Total	(168,690)
Clarke	Unavoidable cost pressures	Mid Kent Audit - Increase in MKS Audit Shared Services budget	3,920
Clarke		Total	3,920
Clifford	Loss of income	Sheerness Gateway - staff cost recovery (see service savings)	4,260
Clifford	Growth items	Sheerness Gateway - contracts (see savings)	1,280
Clifford	Service savings	Sheerness Gateway - salaries (see loss of income)	(6,960)
Clifford		Total	(1,420)

Budget Variations

Head of Service	Medium Term Financial Plan (MTFP) Category	Description	2019/20 over 2018/19 £
Freeman	Growth items	Spatial Planning - Salaries	54,280
Freeman	Growth items	Heritage Conservation and Design - Salaries	36,170
Freeman	Growth items	Heritage Conservation and Design - Project costs for agency/contract staff	25,000
Freeman	Growth items	Planning market supplements	14,000
Freeman	Growth items	MK Planning Support to meet requirements for increase in Planning applications	50,000
Freeman	Service savings	MK charges for Planning review of running costs	(10,000)
Freeman	Additional income - increase in existing fees and charges	Development Management - Planning fees	(216,000)
Freeman	Additional income - increase in existing fees and charges	Development Management - Pre-application planning advice	(30,000)
Freeman	Service savings	Building Control - Contract	(15,000)
Freeman		Total	(91,550)
Hudson	Loss of income	Temporary Accommodation - fees and charges adjustment to more accurately reflect benefit income (see savings)	199,810
Hudson	Service savings	Temporary Accommodation - B & B Landlord payments (see loss of income)	(111,200)
Hudson	Loss of income	Temporary Accommodation - homelessness contribution to rent costs	5,900
Hudson	Additional income - increase in existing fees and charges	Temporary Accommodation - Homeless - Flexible Homeless Support Grant	(82,680)
Hudson	Service savings	Temporary Accommodation - Refund of Housing Benefit	(12,980)
Hudson	Growth items	Increased contract CCTV Partnership cost for monitoring & maintenance service due to monitoring changes for the other partners in the Partnership.	8,000
Hudson	Loss of income	Stay Put private work income	2,200
Hudson		Total	9,050

Budget Variations

Head of Service	Medium Term Financial Plan (MTFP) Category	Description	2019/20 over 2018/19 £
Narebor	Growth items	New MKLS staffing structure. Cost increase offset by additional income, increase in legal fees, and increase in MKLS partnership income	73,730
Narebor	Additional income - increase in existing fees and charges	Increase in legal fees - Property Vatable	(2,920)
Narebor	Additional income - increase in existing fees and charges	Increase in legal fees - Property Exempt	(6,930)
Narebor	Additional income - increase in existing fees and charges	Increase in legal fees - Planning S106	(11,530)
Narebor	Additional income - increase in existing fees and charges	MKLS contributions from partners	(52,350)
Narebor	Growth items	Legal market supplements: this will be offset by additional income for contributions from partners towards this cost	54,000
Narebor	Additional income - increase in existing fees and charges	Legal market supplements: share of additional cost borne by Maidstone and Tunbridge Wells Borough Councils	(38,000)
Narebor		Total	16,000
Sandher	Unavoidable cost pressures	Mid Kent HR/Payroll service - increase in shared services budget	5,140
Sandher		Total	5,140
Sutcliffe	Growth items	Swale BC Publications - developing and printing	4,000
Sutcliffe	Growth items	Swale BC Publications - Postage	1,000
Sutcliffe		Total	5,000

Budget Variations

Head of Service	Medium Term Financial Plan (MTFP) Category	Description	2019/20 over 2018/19 £
Vickers	Service savings	Revenues Service: Salary savings arising from restructuring of the Benefits service. This will be offset by the reduction in the Government admin grant for the Benefits services.	(333,990)
Vickers	Loss of income	Revenues Service: Reduction in the Benefits and Council Tax Admin Grant, This is offset by salary savings on Council Tax and Benefits	336,530
Vickers	Service savings	Revenues Service: Salary savings from the Council Tax service. This is offset by the reduction in the Government Council Tax admin grant.	(68,680)
Vickers	Growth items	Revenues Service: Council Tax posts which previously have been funded from reserves are included in the Council's base budget. This will be offset by Council Tax salary savings.	66,140
Sub Total Revenues Service Restructuring			0
Vickers	Growth items	Revenues Service: Benefit Equipment Maintenance	1,550
Vickers	Service savings	Forecast of the Council's share of surplus on Council Tax Collection Fund at end of 2018/19	(26,340)
Vickers	Unavoidable cost pressures	Corporate Costs: Pension commitments from last revaluation	88,370
Vickers	Unavoidable cost pressures	Corporate Costs: Pension commitments from last revaluation funded from reserves	(88,370)
Vickers	Unavoidable cost pressures	Financial Services - Insurance	8,070
Vickers	Unavoidable cost pressures	Mid Kent Fraud Partnership - increase in shared service budget	660
Vickers	Unavoidable cost pressures	Mid Kent Services Graduate - increase in shared services budget	760
Vickers	Unavoidable cost pressures	Mid Kent Services Director - increase in shared services budget	720
Vickers	Loss of income	Licensing: Loss of income for gambling licences.	18,280
Vickers	Service savings	Financial Services: Reduction in cost of pension enhancements	(8,350)

Budget Variations

Head of Service	Medium Term Financial Plan (MTFP) Category	Description	2019/20 over 2018/19 £
Vickers	Service savings	Financial Services: Minimum Revenue Provision (MRP) for Leisure capital project	100,000
Vickers	Service savings	Financial Services: Interest Payable for Serco Leisure Finance Lease (see MRP for Serco Finance Lease and Leisure Capital Project)	(21,900)
Vickers	Service savings	Financial Services: Minimum Revenue Provision (MRP) for Serco Leisure Finance Lease (see Interest Payable for Serco Finance Lease and MRP for Leisure Capital Project)	(43,000)
Vickers	Service savings	Financial Services: MRP for Multi Storey Car Park (MSCP) which is operational in 2019/20	92,080
Vickers	Service savings	Financial Services: MRP for Retail Park which is operational in 2019/20	138,200
Vickers	Service savings	MRP for MSCP and Retail Park funded from reserves	(230,280)
Vickers	Additional income - new charges raised	Retail Park Rental Income	(240,000)
Vickers	Service savings	Financial Services: MRP for funding of historic capital projects	1,300
Vickers		Total	(208,250)
Woodward	Growth items	Customer Services Centre Software Assurance licence which is a Mitel support charge.	11,000
Woodward	Unavoidable cost pressures	Mid Kent ICT and GIS service - increase in shared services budget	9,540
Woodward		Total	20,540
	Grand Total		(396,130)
Minor Changes			7,270
Committed Price Increases			325,400
Total Budget Changes for Medium Term Financial Plan (MTFP)			(63,460)

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Cabinet Meeting	
Meeting Date	12 December 2018
Report Title	Financial Management Report – April – September 2018
Cabinet Member	Cllr Duncan Dewar-Whalley, Cabinet Member for Finance & Performance
SMT Lead	Nick Vickers, Chief Financial Officer
Head of Service	Nick Vickers, Chief Financial Officer
Lead Officer	Phil Wilson, Financial Services Manager / Caroline Frampton, Principal Accountant
Key Decision	Yes
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. Note the projected revenue underspend on services of £227,000 (Table 1 refers). 2. Note the capital expenditure of £7.477m to end of September 2018 (Paragraph 3.14 and Table 4 Appendix I refers). 3. Note that the Council will use the remaining balance in the Business Rate Pilot Shared Fund to contribute to the M2 Junction 5 improvements.

1. Purpose of Report and Executive Summary

- 1.1 This report shows the revenue and capital projected outturn activity for 2018/19 as at the end of September 2018. The report is based on service activity up to the end of September 2018 and is collated from monitoring returns from budget managers.
- 1.2 The headline figures are:
 - Total forecast revenue underspend of £227,000;
 - Capital expenditure of £7,476,954.
- 1.3 This report will be going to Scrutiny on 23 January 2019.

2. Background

- 2.1 The Council operates a monthly budget monitoring process for budget managers, with regular reports to the Cabinet Member for Finance & Performance and the Strategic Management Team.
- 2.2 Financial monitoring reports are presented to Cabinet on a quarterly basis, as well as to Scrutiny Committee.

3. Proposals

Revenue Outturn

3.1 As at the end of September the forecast revenue underspend projected to 31 March 2019 is £227,000.

Table 1: Projected Variance by Service

		Working Budget £	Projected Outturn £	Projected Variance £
Chief Executive	M. Radford	336,630	281,630	(55,000)
Democratic Services	K. Bescoby	993,140	925,140	(68,000)
Policy, Communications & Customer Service	D. Clifford	1,160,490	1,165,490	5,000
Director of Regeneration	E. Wiggins	219,740	212,740	(7,000)
Commissioning, Environment & Leisure	M. Cassell	5,460,020	5,207,020	(253,000)
Planning	J. Freeman	888,450	873,450	(15,000)
Housing, Economy & Community Services	C. Hudson	3,049,400	3,113,400	64,000
Property	A. Adams	555,490	555,490	0
Resources: Finance, Revenues & Benefits	N. Vickers	2,928,200	2,844,200	(84,000)
Resources: Resilience & Licensing	D. Fackrell	41,390	28,390	(13,000)
Information Technology	C. Woodward	1,166,310	1,139,310	(27,000)
Audit	R. Clarke	176,160	188,160	12,000
Environmental Health	T. Beattie	531,090	516,090	(15,000)
Human Resources	B. Sandher	379,170	340,170	(39,000)
Legal	P. Narebor	437,390	427,390	(10,000)
Corporate Items	N. Vickers	254,930	532,930	278,000
NET REVENUE SERVICE EXPENDITURE		18,578,000	18,351,000	(227,000)
Financed by:				
Revenue Support Grant		0	0	0
Business Rates		(8,441,000)	(8,441,000)	0
New Homes Bonus		(2,046,000)	(2,046,000)	0
Collection Fund Surplus		(178,000)	(178,000)	0
Council Tax		(7,913,000)	(7,913,000)	0
TOTAL FINANCING		(18,578,000)	(18,578,000)	0
NET EXPENDITURE		0	(227,000)	(227,000)

Table 2: Projected Variance by Directorate

		Working Budget £	Projected Outturn £	Projected Variance £
Chief Executive		336,630	281,630	(55,000)
Democratic Services		993,140	925,140	(68,000)
Regeneration		10,778,100	10,572,100	(206,000)
Resources		3,780,010	3,961,010	181,000
Mid Kent Services		2,690,120	2,611,120	(79,000)
NET REVENUE SERVICE EXPENDITURE		18,578,000	18,351,000	(227,000)

- 3.2 Table 1 in Appendix I details the significant service movements by type of variance.
- 3.3 Table 2 in Appendix I details the line-by-line service variations.

Business Rates

- 3.4 The Council is due to collect £48m of business rates in 2018/19. After the complicated system of levies and tariffs has been accounted for, the Council is forecast to receive £8.4m.
- 3.5 Council has previously agreed to the establishment of a Business Rates Volatility Reserve, in order to assist the Council in managing the anticipated volatility in business rate income resulting from the introduction of business rate localisation from 2013/14. There are a number of causes of this volatility, such as new businesses opening, existing business growing or closing, rating appeals, and collection rates. The balance on the reserve is currently £3.5m.
- 3.6 The Council has set aside £8.5m for business rate appeals. This indicates how business rate income can vary greatly as a result of a decision made on business rate appeals.
- 3.7 The Council is participating in the pilot full localisation of business rates as one of 11 pilots being run nationally. As previously reported in the budget report, Swale will benefit significantly from this and in the budget we allowed for an additional £250,000 of income. Initial monitoring suggests that this figure will be exceeded. Work has already started on a bid for pilot status in 2019/20. The Government recently announced that the 2019/20 pilots will be based upon 75% rather than 100% of local business rate retention. An agreed bid for 2019/2020 has been made.
- 3.8 The total level of business rates is due to be less than originally forecast, due to a lower level of business development than originally anticipated. However, as a result of the Council participating in the Kent wide pilot scheme, the Council's own share of business rates is due to be greater than budgeted by £300,000.

Improvement and Regeneration Funds

- 3.9 Table 3 below details the position on a number of reserve funds. Total reserves not committed is £1,115,000.
- 3.10 Cabinet in July approved the topping up of funds as detailed in the table below.
- 3.11 Table 3 in Appendix I details the approvals from the Improvement and Regeneration Funds during 2018/19. These total £221,292.

Table 3: Improvement and Regeneration Funds

Funds	Balance as at 1 April 2018	Topping up of funds in 2018/19	Funds Committed as at 1 April 2018	Funds Committed (refer to Appendix I) 2018/19	Funds Not Yet Committed
	£'000	£'000	£'000	£'000	£'000
Performance	316	300	(264)	(40)	312
Regeneration	350	300	(217)	(47)	386
Communities	111	75	(40)	(53)	93
Pension & Redundancy	205	0	0	(81)	124
Local Loan Fund	200	0	0	0	200
TOTAL	1,182	675	(521)	(221)	1,115

Capital Expenditure

3.12 This section of the report details actual capital expenditure and highlights any variations between the revised 2018/19 capital budget and the projected outturn.

3.13 A reconciliation between the original and revised capital budgets is set out below:

Table 4: Reconciliation of Original to Revised Capital Budget

	£
Original Budget	33,717,120
2017/18 rollovers (Minute 112/07/2018)	1,935,972
Leisure Centres (Minute 40/05/2018)	1,000,000
Queenborough Causeway (Minute 104/07/2015)	60,000
Former Bus Depot, East Street (Minute 198/09/2017)	1,155,694
Swale Lifts Replacement (Minute 194/09/2017)	73,060
Revised Budget	37,941,846

3.14 Actual expenditure to end of September 2018 is £7,476,954 (Table 5 below refers). This represents 20% of the revised budget. Although an overspend of £44k is forecast at this stage this will be met from internal reserves or S106 receipts and is therefore for noting only. Further details by Heads of Service are set out in Table 4 in Appendix I.

Table 5: Capital Programme Expenditure

	Revised Budget 2018/19	Actual to end of September 2018	Projected Full Year Variance 2018/19
	£'000	£'000	£'000

	Revised Budget 2018/19	Actual to end of September 2018	Projected Full Year Variance 2018/19
	£'000	£'000	£'000
Commissioning, Environment & Leisure	2,384	108	44
Housing, Economy & Community Services	35,325	7,288	0
Property	73	73	0
Environmental Services MKS	57	8	0
ICT MKS	103	0	0
Total Swale Borough Council funded	34,809	6,775	0
Total Partnership funded	3,133	702	44
Total Capital Programme	37,942	7,477	44
% spent to date compared to Revised Budget		20%	

- 3.15 The phasing of the capital programme will not be equal through the year and STC spend is heavier in the second of the year with the commencement of the leisure build.
- 3.16 The 2018/19 capital programme expenditure of £7,476,954 is funded as set out in Table 6 below. As yet, the Council has not undertaken any external borrowing.
- 3.17 Through the Business Rates Pilot there is a shared fund with KCC for projects which both councils agree and the balance is £800k. This Council can only use these funds for a purpose agreed with KCC under the rules of the scheme. Discussions have taken place between the Leaders and the KCC Cabinet Member for Highways, Transportation and Waste on both KCC and this Council making a financial contribution to ensure that the new M2 Junction 5 does achieve the improvements that are needed.

Table 6: Capital Programme Funding

Source of funding	Revised Budget 2018/19	Actual to end of September 2018	Projected Full Year Variance 2018/19
	£'000	£'000	£'000
Internal Borrowing	33,989	6,603	0
Partnership funding (including S106 Grants)	3,133	702	44
Earmarked Reserves	362	164	0
Capital Receipts	458	8	0
Total Funded	37,942	7,477	44

Payment of Creditors

3.18 The payment of creditors to end of September 2018 is 99.5% paid in 30 days against the target of 97%.

Debtors

3.19 Tables 5 and 6 in Appendix I analyse the sundry debt outstanding.

4. Alternative Options

4.1 None identified – this report is 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 achieving our Corporate Plan priority of being “A council to be proud of”.
Financial, Resource and Property	As detailed in the report.
Legal, Statutory and Procurement	None identified at this stage.
Crime and Disorder	None identified at this stage.
Environment & Sustainability	None identified at this stage.
Health & Wellbeing	None identified at this stage.
Risk Management and Health and Safety	None identified at this stage.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	None identified at this stage.

7. Appendices

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

- Appendix I: Financial Monitoring as at the end of September 2018;

8. Background Papers

8.1 [Budget 2018/19 and Medium Term Financial Plan 2018/19 to 2020/21](#)

Financial Monitoring Report – April – September 2018

Table 1: Service Movements by Type

Service/Contract	Reason for Variance	Projected Variance (September 2018) £'000
Additional Income: (brackets in variance mean additional income)		
Parking Management	Additional off street parking income	(143)
Parking Management	Net income on-street parking	(39)
Planning	Net additional planning income	(265)
Licensing	Hackney Carriage (net)	(34)
Corporate	External interest (net)	(103)
Highways	Street naming	(20)
Seafront	Beach hut income	(6)
Homelessness	Homelessness Prevention Grant	(10)
Refuse Collection/Street Cleansing/Public Conveniences	Additional income from sale of wheeled bins	(32)
Loss of Income:		
Development Control	Pre-Application Planning Advice	18
Land Charges	Reduced income from fees	45
Parking Management	Penalty charge notice	25
Licensing	Gambling licence fees	22
Housing Benefit & Council Tax	Loss of Admin Grant (net)	108
Homelessness	Homelessness housing	18
Stay Put Scheme	Reduced income from Disabled Facilities Grants (DFG) fees	3
Total Net Income		(413)
Procurement /Shared Service Savings/Costs: (brackets in variance mean underspend)		
Refuse Collection/Street Cleansing/Public Conveniences	Contracts	(73)
Parking	Partnership	34
Internal Audit	Shared service	12

Service/Contract	Reason for Variance	Projected Variance (September 2018) £'000
Environmental Services	Shared service	(10)
CCTV	Additional contract costs	8
Leisure	Swallows operating & management costs saving	(13)
Democratic Services	MKS graduate shared service (underspend in 17/18)	(38)
Enforcement Service – Council Tax	Additional expected profit shared service	(46)
Planning	Shared service	30
Planning	Reduced costs building control	(8)
Total Procurement/Shared Service Savings/Costs		(104)
Additional Costs:		
Homelessness	Temporary accommodation (net)	102
Sittingbourne Master Plan	Consultancy fees re Sittingbourne Town Centre project	55
Parking Management	Car Parks – business rates	28
Parking Management	Car Parks – cash security and RingGo fees	51
Refuse Collection/Street Cleansing/Public Conveniences	Purchase of wheeled bins	39
Additional Minimum Revenue Provision (MRP) costs due to capital investment in Leisure Centres	Leisure Centres	103
Corporate Savings	Staff savings as part of the 18/19 budget not achieved (original budget £250k)	70
Total Additional Costs		448
Underspends: (brackets in variance mean additional underspend)		
Salaries	(refer to note A below)	(221)
Chief Executive	Special projects	(10)
Democratic Services	Members' allowances & travel	(30)
Legal	External legal fees	(11)

Service/Contract	Reason for Variance	Projected Variance (September 2018) £'000
Corporate	Pension Enhancements	(15)
Markets	Business rates	(16)
Total Underspends		(303)
Total Variance		(372)
Movement on reserves (See Corporate Items Table 2 in Appendix I)		137
Other Net Overspends		8
Net Total Variance		(227)

Note A – The projected underspend on salaries includes £177k savings being made in Revenue Services to offset the loss of DWP Housing Benefit Grant.

**Table 2: Projected Net (Under)/Overspend / Income Shortfall
as at end of September 2018 by Service**

Service – Cabinet Member (Budget Manager)	£'000	Explanation
CHIEF EXECUTIVE – Mark Radford (Cllr A. Bowles)		
Chief Executive & Corporate Costs	(55)	(£39k) Underspend – net staff costs. (£10k) Underspend – special project costs. (£6k) Net Underspend.
TOTAL CHIEF EXECUTIVE	(55)	
DEMOCRATIC SERVICES – Katherine Bescoby (Cllr A. Bowles)		
Democratic Process	(29)	(£21k) Underspend – members' allowances. (£12k) Underspend – members' travel. £4k Net additional costs.
Elections & Electoral Registration	(1)	(£1k) Underspend – net salary costs.
MKS shared Service Corporate Costs	(38)	(£38k) Underspend on costs of MKS graduate shared service costs from MBC as a result of underspend in 2017/18.
TOTAL DEMOCRATIC SERVICES	(68)	
POLICY, COMMUNICATIONS AND CUSTOMER SERVICES (David Clifford) (Cllr A. Bowles)		
Communications	(11)	Savings net salary and agency staff costs.
Customer Services	(44)	(£12k) Savings net general salary and agency staff costs; plus, (£23k) Savings salary staff costs offsetting overspend in Transformation Team. (£9k) Savings net other costs.
Policy	(14)	Underspend net salary costs.
Transformation	54	£54k Overspend net staff costs due to extension of Project Team to the end of February. These costs are offset by savings in Revenues & Benefits (£27k) and Customer Services (£23k).
Information Governance	20	£20k Overspend net agency staff.
TOTAL POLICY, COMMUNICATIONS AND CUSTOMER SERVICES	5	

Service – Cabinet Member (Budget Manager)	£'000	Explanation
REGENERATION – (Emma Wiggins)		
Head of Regeneration	(7)	(£7k) Underspend – net salary costs.
TOTAL REGENERATION	(7)	
HOUSING, ECONOMY AND COMMUNITY SERVICES – Charlotte Hudson		
Community Services (Cllrs All)		
CCTV	8	£8k Additional contract costs. (£2k) Line rental savings. £2k Other fees & charges overspend.
Community Halls and Centres	0	Nil variance reported.
Community Safety	(25)	Net staff costs saving.
Economy & Community Services, Cultural & Economic	(22)	Net salary and agency staff costs saving.
Members' Grants	0	Nil variance reported.
Economic Development	3	Net staff costs overspend.
Learning, Business & Skills	11	£8k Additional cost of apprentices. £3k Additional licence cost.
Tourism	6	Net staff costs overspend.
Arts Events & Activities	0	Nil variance reported.
Markets	(16)	(£5k) Business rates saving Sittingbourne market. (£11k) Business rates saving Faversham market.
Sports Development	(7)	Net staff costs saving.
Sub-total	(42)	
Housing / Health – Cllrs A. Horton and D. Dewar-Whalley		
Homelessness Temporary Accommodation	102	(£88k) Landlord payments less than forecast. £192k Benefit income less than forecast. (£2k) Net savings other costs.
Homelessness Temporary Houses	18	£14k Rent received reduced income. £4k Net other additional costs.
Housing Advice / Options	10	Net staff costs overspend.
Housing Development and Strategy	(12)	(£4k) Savings current salary costs. (£8k) Net savings salary costs.
Private Sector Housing	(3)	£7k Staff costs overspend. (£10k) Net additional income.

Service – Cabinet Member (Budget Manager)	£'000	Explanation
Stay Put Scheme	(9)	(£12k) Net salary and agency staff costs saving. £3k DFG fees reduced income.
Sub-total	106	
TOTAL HOUSING, ECONOMY & COMMUNITY SERVICES	64	
PLANNING – James Freeman (Cllr G. Lewin)		
Building Control/ Dangerous Structures	(8)	Underspend – contract costs.
Development Control	(191)	(£265k) Additional income – planning fees. £68k Additional costs – agency fees – Enforcement. £18k Reduced income – Pre-Application planning advice. (£5k) Underspend – planning appeal. £13k Net other additional costs. (£20k) Net savings salary costs.
Development Services	32	Additional costs – Salaries and agency staff.
Local Land Charges	45	Reduced income from land charges.
Local Planning & Conservation	74	N.B. Any underspend or overspend on the local plan will be transferred to the ring fenced reserve to be used solely to fund Local Development Framework (LDF) associated work.
Mid Kent Planning Service (MKPS)	33	Additional costs.
TOTAL PLANNING	(15)	
COMMISSIONING, ENVIRONMENT AND LEISURE – Martyn Cassell (Cllr Horton & Cllr Simmons)		
Commissioning & Procurement	(7)	(£5k) Savings salary costs. (£2k) Net savings miscellaneous costs.
Environmental Response Team	(11)	(£9k) Savings Dog Kennelling, Skip Clearance and mileage. (£2k) Additional income Returned Dogs.
Highways SBC	(19)	(£20k) Street naming & numbering fees additional income. £1k Net additional costs.

Service – Cabinet Member (Budget Manager)	£'000	Explanation
Parking Management	(56)	(£7k) Staff costs saving. £34k Additional costs – Parking Partnership. £28k Additional costs – business rates and water rates. £3k Additional costs – cash security costs for cash in transit. £51k Additional costs – licence fees for cashless parking solutions (RingGo fees). (£143k) Net additional income – pay & display fees (including season tickets). £25k Reduced income – Penalty charge notices. (£39k) Net surplus on-street parking (see note below). (£8k) Contract savings. N.B. Any surplus on street parking will be transferred to the ring fenced on-street parking account under Section 55 of the Road Traffic Act 1984.
Client & Amenity Services and Technical Services	(59)	(£52k) Net savings salary and agency staff costs. (£3k) Savings - postage. (£4k) Net savings miscellaneous costs.
Contracts and Procurement	(1)	£10k Overspend cellphone and postage. (£5k) Salary staff costs saving. (£5k) Savings equipment costs. (£1k) Saving miscellaneous other costs.
Recycling & Waste Minimisation	0	Garden waste subscriptions on target to meet budget.

Service – Cabinet Member (Budget Manager)	£'000	Explanation
Refuse Collection / Street Cleansing/ Public Conveniences	(81)	(£73k) Contract costs savings. (£32k) Additional income wheeled bins. £39k Wheeled bins costs additional expenditure. (£11k) Net additional income Special Collections, including A249 Litter Picking. (£3k) Savings Public Conveniences rates. (£1k) Net other costs savings.
Grounds Maintenance	(5)	Net grounds maintenance costs saving.
Cemeteries and Closed Churchyards	(2)	(£10k) Additional income interments. £8k Overspend Grounds Maintenance (off contract) costs.
Seafront and Harbour & Quays	(5)	£10k Overspend salary costs. (£6k) Net additional income Beach Huts. (£11k) Additional income memorial benches. £2k Additional cost RNLI contract.
Leisure, Sports, Open Spaces, Parks, Countryside and Country Parks	(7)	(£13k) Leisure centres operating and management contracts costs saving. £3k Overspend cesspool clearance Barton's Point. (£33k) Savings play areas equipment maintenance offset by £33k overspends on grounds maintenance (non- contract), equipment purchase and signage. (£5k) Savings grounds maintenance (non- contract) Open Spaces, Milton Country Park and Oare Gunpowder Works offset by £8k overspend other costs.
TOTAL	(253)	

Service – Cabinet Member (Budget Manager)	£'000	Explanation
RESOURCES – Nick Vickers		
Finance	(4)	(£4k) Net savings.
Revenues & Benefits	(80)	<p>£306k Loss of income Housing Benefit Admin Subsidy; (£198k) Additional DWP Housing Benefit Grant; (£177k) Staff cost savings; (£3k) Additional DWP grant income.</p> <p>N.B. The additional net saving of (£72k) detailed above will be transferred to reserves at year end.</p> <p>(£27k) Additional staff cost savings offsetting overspend in Transformation Team.</p> <p>£35k Loss of income – from under recovery of overpayments of Housing Benefits.</p> <p>(£46k) Additional income – MKS Debt Enforcement Partnership anticipated surplus for 18/19.</p> <p>£34k additional staff costs.</p> <p>(£4k) Net other costs savings.</p>
Resilience & Licensing	(13)	<p>(£40k) additional income – Hackney Carriage licences. £6k Additional costs – Hackney Carriage. £22k Reduced income – gambling licence fees. (£1k) Net savings.</p> <p>N.B. Any surplus on Hackney Carriage Licensing will be transferred to the ring fenced reserve to be used solely to fund Hackney Carriage related work</p>
Sub Total	(97)	
ENVIRONMENTAL HEALTH – Tracey Beattie (Cllr. D. Simmons)		
Environmental Health MKS	(10)	Underspend on shared service.
Environmental Services	(5)	Net underspends on client side.
TOTAL ENVIRONMENTAL HEALTH	(15)	
PROPERTY – Anne Adams (Cllr. D. Dewar-Whalley)		
Administrative Buildings	6	£6k Net additional costs.

Service – Cabinet Member (Budget Manager)	£'000	Explanation
Property Services	(11)	£11k Net savings.
Property Management	5	(£6k) Savings on utility costs at Sheerness District Office. £11k Net additional costs on general fund properties.
Building Maintenance	0	Nil variance.
TOTAL PROPERTY	0	
TOTAL RESOURCES	(112)	
IT SERVICES – Chris Woodward (Cllr D. Dewar-Whalley)		
Telecommunications (Admin Buildings)	(27)	£15k savings on equipment maintenance. £10k savings on line rental. £2k savings on courier fees.
Mid Kent ICT	0	N.B. Any variance at year-end on IT maintenance & software will be transferred to the ring fenced reserve to be used solely to fund IT related expenditure in future years.
TOTAL IT SERVICES	(27)	
INTERNAL AUDIT – Rich Clarke (Cllr D. Dewar-Whalley)		
Mid Kent Audit	12	Additional shared service costs.
TOTAL INTERNAL AUDIT	12	
HUMAN RESOURCES – Bal Sandher (Cllr D. Dewar-Whalley)		
Mid Kent HR Service	(39)	Saving on shared service partnership
TOTAL HUMAN RESOURCES	(39)	
LEGAL – Patricia Narebor (Cllr D. Dewar-Whalley)		
Mid Kent Legal Partnership	0	Nil variance reported.
External Legal Fees	(10)	Underspend reported.
S106 Income	0	Nil variance reported.
TOTAL LEGAL	(10)	
NON-SERVICE BUDGETS		
Sittingbourne Town Centre Regeneration	55	Overspend on consultancy and specialist advice for regeneration works.
Princes Street Retail Park	10	Additional expenditure – Service charges

Service – Cabinet Member (Budget Manager)	£'000	Explanation
Corporate Items	213	<p>(£83k) Additional income – including external interest. Increase in cash flow and an improved return on our investments.</p> <p>£100k Overspend due to MRP incurred on leisure capital spend assuming the scheme is completed and goes live in 2018/19.</p> <p>£70k Salary savings in 2018/19 budget not being achieved.</p> <p>£6k Additional expenditure – Insurance premiums.</p> <p>(£15k) Reduced expenditure – Annual Pension</p> <p>£137k net contribution to reserves ring fenced services as detailed in the table above.</p> <p>(£2k) Additional income.</p>
TOTAL	278	
	(227)	NET REVENUE EXPENDITURE (Underspend)

**Table 3: Improvement & Regeneration Fund Allocations 2018/19
as at the end of September 2018**

Performance Fund	Amount £
Housing Register Apprentice	9,895
Best Companies b-Heard Survey 2018/19	12,000
Transformation Team	17,812
Total Performance Fund Approved as at September 2018	39,707
Regeneration Fund	Amount £
Member Grants	47,000
Total Regeneration Fund Approved as at September 2018	47,000
Communities Fund	Amount £
The Mount Garden	5,000
Dolphin Sailing Barge Museum	35,000
Feasibility works for TS Hasarde	13,700
Total Communities Fund Approved as at September 2018	53,700
Pension & Redundancy Fund	Amount £
Pension and Redundancy costs	80,885
Total Pension & redundancy Fund Approved as at September 2018	80,885
Total All Funds Approved as at September 2018	221,292

Table 4: Capital Programme 2018/19

	Original Budget 2018/19 £	Revised Budget 2018/19 £	Actual to September 2018 £	Projected Full Year Variance 2018/19 £	Notes
<u>Commissioning, Environment & Leisure - M. Cassell</u>					
New Play Area - Thistle Hill - S106	0	2,533	6,082	3,549	(a)
Iwade Orchard Artwork – S106	0	0	5,000	5,000	(a)
Play Area Refurbishment - Milton Recreation Ground - S106	0	0	35,190	35,190	(a)
Faversham Recreation Ground Improvements – S106	0	16,679	1,364	0	
Gunpowder Works Oare Faversham - S106	0	9,000	0	0	
Open Spaces Play Equipment – S106	100,000	100,000	0	0	
Cemeteries - Bell Road – Reserves	0	41,000	0	0	
Milton Creek Access Road – Reserves	0	40,000	0	0	
Modular Toilet Kiosks – Reserves	0	30,000	0	0	
Nursery Close/Queenborough Lines Bridge Replacement - Reserves	0	0	400	400	(b)
Queenborough Causeway - Reserves	0	60,000	60,000	0	
Resurfacing Promenade, The Leas - External Grant	0	85,000	34	0	
Leisure Centres – Internal Borrowing	1,000,000	2,000,000	0	0	
Total Commissioning Environment & Leisure	1,100,000	2,384,212	108,070	44,139	

Table 4: Capital Programme 2018/19

	Original Budget 2018/19 £	Revised Budget 2018/19 £	Actual to September 2018 £	Projected Full Year Variance 2018/19 £	Notes
<u>Housing, Economy & Community Services – C. Hudson</u>					
Easthall Farm Community Centre - S106	0	158,165	3,604	0	
The Mill Project, Sittingbourne Skate Park - S106	0	4,017	225	0	
The Mill Project, Sittingbourne Skate Park - Capital Receipts	0	200,000	0	0	
The Mill Project, Sittingbourne Skate Park - Capital Grant	0	15,000	0	0	
CCTV - Reserves - Repairs & Renewals	15,000	15,000	0	0	
Faversham Creek Basin Regeneration Project (swing bridge) - Capital Receipts	0	200,000	0	0	
Former Bus Depot, East Street – Internal Borrowing	0	1,155,694	1,155,694	0	
Sittingbourne Town Centre - Retail Properties - Internal Borrowing	720,130	720,130	864,951	144,821	(c)
Sittingbourne Town Centre - Other Assets - Internal Borrowing	59,740	59,740	1,689,027	1,629,287	(c)
Sittingbourne Town Centre - Multi Storey Car Park - Internal Borrowing	3,532,220	3,532,220	1,282,263	0	
Sittingbourne Town Centre - Regeneration - Internal Borrowing	26,521,830	26,521,830	1,611,157	(1,774,108)	(c)
Disabled Facilities Grants - External Grant	1,664,800	2,742,740	650,344	0	
Housing Renovation Grants Over 60 – External Grant	0	0	1,825		
HRG - Winter Warmth Grants – External Grant	0	0	7,477		
RHB2 Decent Home Loans Owner Occupier – External Grant	0	0	21,455		
Total Housing, Economy & Community Services	32,513,720	35,324,536	7,288,022	0	

Table 4: Capital Programme 2018/19

	Original Budget 2018/19 £	Revised Budget 2018/19 £	Actual to September 2018 £	Projected Full Year Variance 2018/19 £	Notes
<u>Property - A. Adams</u>					
Swale House - Lifts Refurbishment - Reserves	0	73,060	73,064	4	(d)
Total Property	0	73,060	73,064	4	
<u>Environmental Services MKS – T. Beattie</u>					
Replacement of Air Pollution Monitoring Station – Capital Receipts	0	56,638	7,798	0	
Total Environmental Health	0	56,638	7,798	0	
<u>ICT MKS - C. Woodward</u>					
ICT infrastructure and equipment replacement – Reserves	103,400	103,400	0	0	
Total ICT	103,400	103,400	0	0	
Total Capital Programme Funded by Swale Borough Council	31,952,320	34,808,812	6,775,111	404	
Total Capital Programme Funded by Partners	1,764,800	3,133,034	701,843	43,739	
Total Capital Programme	33,717,120	37,941,846	7,476,954	44,143	

Notes

- (a) There are the resources to fund this from s106 grants
- (b) This is the balance left on an accrual from 2017/18
- (c) The Sittingbourne Town Centre Project is not forecast to vary to the overall budget for this project
- (d) This scheme is fully funded from the Building Maintenance reserve

Table 5: Total Debt (Including Not Due) by Due Date

	September (2nd Quarter) 2018 £'000	June (1st Quarter) 2018 £'000	September (2nd Quarter) 2017 £'000
Not Due (less than 1 Month)	368	222	561
1 – 2 Months	43	287	229
2 – 6 Months	59	73	50
6 – 12 Months	75	75	49
1 – 2 Years	28	24	21
2 – 3 Years	18	22	39
3 – 4 Years	33	25	24
4 – 5 Years	7	10	18
5 – 6 Years	4	0	2
> 6 Years	35	36	37
Total	670	774	1,030
Total Due	302	552	469
% Total Due	45%	71%	46%

Table 6: Total Debt (Including Not Due) by Head of Service

	September (2nd Quarter) 2018 £'000	June (1st Quarter) 2018 £'000	September (2nd Quarter) 2017 £'000
Property	193	190	174
Housing Services	117	128	189
Commissioning & Customer Contact	51	68	45
Economy & Communities	10	51	71
Environmental Health	0	15	18
Planning	3	2	7
Other	296	320	526
Total	670	774	1,030

Note – Property includes £109k relating to one company. The Other amount includes £270K as S106 Income.

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Cabinet Meeting	
Meeting Date	12 th December 2018
Report Title	Queenborough & Rushenden HIF Process
Cabinet Member	Cllr Mike Cosgrove, Cabinet Member for Regeneration
SMT Lead	Emma Wiggins, Director of Regeneration
Head of Service	Charlotte Hudson, Head of Housing & Economy Services
Lead Officer	Debbie Townrow, Economic Development Officer
Key Decision	Yes
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. To provide delegated authority to the Director for Regeneration and the Chief Financial Officer in consultation with the Cabinet Member for Regeneration and the Cabinet Member for Finance & Performance to enter into the Homes England Grant Determination Agreement to provide £3.5million HIF funding to support the Queenborough & Rushenden regeneration scheme and staff resources allocated to administer the funds in line with requirements. 2. To provide delegated authority to the Director for Regeneration and the Chief Financial Officer, in consultation with the Cabinet Member for Regeneration and the Cabinet Member for Finance & Performance to make a direct award to a consultant on the Homes England framework to produce the tender specification documents and manage the procurement of the contractors required to deliver the works included within the HIF spend profile plus the subsequent contract delivery project management.

1 Purpose of Report and Executive Summary

- 1.1 Housing Infrastructure Funding of £3.5 million has been secured from Homes England to assist the delivery of the infrastructure improvements required to enable Phase 4 of the Queenborough and Rushenden regeneration scheme to be developed.
- 1.2 This report seeks to gain approval for entering into the Grant Determination Agreement (GDA) with Homes England to enable Swale to receive the funds and allocate staff resources to administer the funds in line with the GDA's requirements.

- 1.3 This report also seeks to gain delegated authority to enable a consultant to be appointed from Homes England's multi-disciplinary framework to produce the tender specification documentation and manage the procurement process to appoint the contractors required to deliver the works detailed in the HIF spend profile, plus the subsequent contract delivery project management.

2 Background

- 2.1 In 2017, Swale Borough Council made a bid of £3.5 million to the Housing Infrastructure Fund (HIF) Marginal Viability funding for the Queenborough and Rushenden Regeneration scheme. The HIF scheme was designed to provide grant funding for new infrastructure that unlocks the ability to provide new homes in the areas of greatest housing demand. For the Queenborough & Rushenden scheme, this money will pay for:
- land raising works to bring the development area for phase 4 out of the flood zone;
 - site clearance and land remediation works required to enable development to commence.
- 2.2 On 26th September 2018, we received a formal offer letter and the associated Assurance Framework from Homes England for this funding, which details the key terms which forms the basis of the GDA to be signed between ourselves and Homes England.
- 2.3 Officers have carried out due diligence on the information received to date and will do so with the GDA once received. Mid-Kent Legal Services have indicated that the contents of the document appear to be acceptable, at this stage.
- 2.4 The works set out in the HIF spend profile are similar to works previously carried out on earlier phases of the Queenborough and Rushenden scheme, procured by Homes England. Due to the timescales associated with the award and subsequent use of the funding, it is proposed that we utilise Homes England's multi-disciplinary framework to make a direct award to a consultant to produce the tender specification documents and manage the procurement process to appoint the contractors required to deliver the works included within the HIF spend profile. This consultant will then also provide project management for the contract delivery stage for these works, providing the technical expertise required for works of this nature.
- 2.5 The framework documents and proposed contracts utilised by Homes England have been reviewed by Procurement and Legal and are acceptable to Swale and meet our requirements. The contract will be fixed price and will include an absolute requirement for the works to be completed by March 2021 in order to mitigate the risk of not delivering in line with the requirements of the funding.
- 2.6 It is anticipated that the GDA will be signed up to by end of December 2018, the consultant to procure the contractors will be appointed during Q4 2018/19 with

the physical works commencing Q2 2019/20 and completed by end of Q4 2020/21. Once the GDA has been signed, Homes England will appoint a Relationship Manager to work with officers to establish a monitoring and payment schedule. In broad terms, it is expected that monitoring will take place on a quarterly basis.

3 Proposals

- 3.1 It is proposed that the Homes England HIF Grant Determination Agreement for the provision of £3.5 million to support the Queenborough & Rushenden regeneration scheme be entered into and staff resources allocated to administer the funds in line with the requirements.
- 3.2 It is proposed that Swale utilise Homes England's multi-disciplinary framework to make a direct award to a consultant on the Homes England framework to produce the tender specification documents, manage the procurement process to appoint the contractors required to deliver the works included within the HIF spend profile and then project manage the contract delivery of the works. This provides Swale with the technical expertise required to deliver this element of the spend profile.

4 Alternative Options

- 4.1 The alternative option would be to not enter into the funding agreement. This option is not considered as a suitable alternative as without the funding, the overall viability of the Queenborough and Rushenden scheme is impacted. This will lead to potentially significant delays in bringing forward further phases and on phase 4 of the project in particular.
- 4.2 The alternative option for the awarding of the contracts would be to carry out our own procurement exercise. This option is not considered as a suitable alternative as the timescales associated with the HIF spend profile do not allow sufficient time to complete this process. We would therefore not meet the requirements of the funding agreement.

5 Consultation Undertaken or Proposed

- 5.1 Internal consultation has taken place with relevant colleagues in Legal, Procurement, Finance and Senior Management Team. There has also been ongoing dialogue with Homes England.
- 5.2 Legal and Procurement colleagues will be required to approve all process and documentation prior to any agreements being signed or contracts issued.

6 Implications

Issue	Implications
Corporate Plan	The Queenborough and Rushenden Regeneration scheme is a key element of Priority Theme One: A Borough To Be Proud Of and contributes to the delivery of major regeneration projects in the Borough to improve the appearance and facilities of our towns and villages.
Financial, Resource and Property	Failing to secure this grant funding investment would elongate the development timescales and delay the delivery of homes, in particular within phase 4 of the scheme.
Legal, Statutory and Procurement	Both Legal and Procurement have indicated that the proposals and all associated documents provided to date are acceptable. On receipt of further documentation, they will again be subject to review by colleague from the relevant service areas.
Crime and Disorder	None identified at this stage.
Environment and Sustainability	None identified at this stage.
Health and Wellbeing	None identified at this stage.
Risk Management and Health and Safety	Failing to secure this grant funding would put the future of the Queenborough and Rushenden Regeneration scheme at risk of failure through elongating the development timescales.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	All regulatory and legislative requirements associated with privacy and data protection are accounted for and met by utilising the council's procurement portal, Pro-Contract.

7 Appendices

None.

8 Background Papers

None.

Cabinet Meeting	
Meeting Date	12 December 2018
Report Title	Swale Cycling and Walking Guidance Statement 2018-2022
Cabinet Member	Cllr Mike Cosgrove, Cabinet Member for Regeneration
SMT Lead	Emma Wiggins
Head of Service	Charlotte Hudson
Lead Officer	Christopher Blandford and Lyn Newton
Key Decision	No
Classification	Open
Recommendations	1. Cabinet to adopt the Swale Cycling and Walking Guidance Statement 2018-2022.

1 Purpose of Report and Executive Summary

- 1.1 The purpose of this report is to present the Swale Cycling and Walking Guidance Statement 2018-2022 for adoption. The document has been developed following comments received during a consultation held between the 10th August and the 5th October 2018.
- 1.2 The guidance statement and the associated action plan will enable the Council, working with its' partners such as Kent County Council (KCC) and local Town and Parish Councils, to proactively respond to funding opportunities and monitor ongoing improvements to the cycling and walking network.

2 Background

- 2.1 A *Swale Cycling Strategy 2013-2018* was prepared by KCC and Swale Borough Council (SBC) in 2013 with the support of the Swale Cycle Forum. The strategy set out fifteen cycle routes which subsequently supported the Swale Local Plan, through the *draft Swale Transportation Strategy*. As the cycling strategy is now reaching the end of its lifespan, it is an opportune time to update its content. The strategy has been brought forward at this time as a guidance statement in order to emphasise how it has been designed to be used routinely to help SBC and its partners in making decisions and bids for funding in relation to cycling and walking.
- 2.2 SBC has influence over cycle route policy through the Joint Transportation Board (JTB) and in responding to consultations, whilst the construction of new routes and their long term maintenance is within the remit of KCC. The document therefore establishes a strategic direction for the next four years but does not constitute a commitment from the Borough Council for incurring any costs for the construction or maintenance of potential routes.

- 2.3 Since the previous strategy was prepared, the Department for Transport has also indicated through its investment strategy (2017) that cycling and walking should be considered together where appropriate, potentially through shared-use routes.
- 2.4 The government also outlined that it will make over £1 billion available during the next five years to local bodies for investment in cycling and walking. The new guidance statement provides a basis to bid for funding, by including an action plan with feasible routes and improvements. Funding sources could include initiatives from the Local Enterprise Partnership (Local Growth Fund) and other funding awarded to Kent County Council (KCC) by the Department for Transport.
- 2.5 The development of a new document is also a part of the *Visitor Economy Framework for Sittingbourne, Faversham and the Isle of Sheppey 2018-2023* which includes the action to increase destination infrastructure for shared use routes. Potential walks have also been considered such as those in development as part of the *Visitor Economy Framework*, from Produced in Kent after a successful bid for LEADER funding, and from Natural England who are seeking to improve coastal access.
- 2.6 The document has drawn on the findings of the recent 'Looking Ahead' consultation which is the earliest stage of public engagement on the next Local Plan and closed on Friday 8th June. The consultation included questions on a number of relevant areas including sustainable transport, congestion and air quality.
- 2.7 Going forwards, the cycling and walking guidance statement could potentially be an element of helping to develop, over time, more integrated cycling and walking routes. This could be achieved through helping to implement the policies in the adopted Local Plan in respect of designing new developments for cycling and walking; linking new developments to services and facilities; better links with leisure routes; and new ideas to promote cycling and walking in the town centres. It is anticipated that it will both inform and be informed by Local Plan and Local Transport Strategy Reviews, which in turn can provide the basis for funding bids.

3 Proposal

- 3.1 Cabinet is asked to adopt the Swale Cycling and Walking Guidance Statement 2018-2022.

4 Alternative Options

- 4.1 **Do nothing** – this is not recommended as potentially Swale could miss out on funding opportunities which have the potential to improve cycling and walking in the Borough, both for the commute to work and school, and for leisure use.
- 4.2 **Status Quo** – this is not recommended as the current strategy expires in 2018 but the Council could continue to rely on the proposed routes which accompany the current Local Plan (through the *Swale Transportation Strategy Draft 2014-2031*).

5 Consultation Undertaken or Proposed

- 5.1 A cycling and walking consultation was held between the 10 August and the 5 October 2018. The consultation sought the views of residents and local organisations on ways to promote these forms of transport and suggestions to develop appropriate facilities in the Borough. Promotion was also carried out through the SBC website, social media, email marketing and through established walking and cycling groups. Copies of the consultation document were also available in public spaces such as local libraries. Efforts were also made by SBC and KCC officers to contact cycling and walking stakeholder groups in Swale to get their informed view.
- 5.2 The consultation received a positive 122 responses, including feedback from a meeting of the Swale Youth Forum on the 3 October, which have been used to develop the document and the associated action plan. A number of issues were raised which are summarised at appendix III.

Policy Development and Review Committee

- 5.3 The consultation was presented to the Policy and Development Review Committee on the [12 September 2018](#) and received a number of useful comments which have been incorporated into the document. These included further suggestions of groups to speak to; local issues of maintenance to the routes and the issue of parking on cycle tracks and lanes; measures which could prevent quad bikes from using routes; improved maps to help promotion and encourage residents to walk and cycle; protection for rights of way; improvements which create a 'joined-up network' and joint promotion with schools to ease congestion.

6 Implications

Issue	Implications
Corporate Plan	<p>The document will contribute to the corporate priority of 'A Borough to be proud of', particularly the 'delivery of smaller-scale regeneration projects ... to improve the appearance and facilities of our towns and villages'. It will also contribute to creating 'a borough with a strong brand, which is recognised nationally and internationally for its advantageous business environment and for its wealth of visitor attractions.' Under this priority it will also contribute to the delivery of 'world-class multi-modal transport links which facilitate economic growth and enable residents from across the Borough to take advantage of it.'</p> <p>A contribution will also be made to the priority of 'A Community to be Proud of', particularly in a contribution to creating 'a community in which everyone plays their part in maintaining their own physical and mental wellbeing through healthy lifestyle choices'.</p>
Financial, Resource and	The document will not require any financial, resource or property commitments from SBC as it seeks to create a basis to influence

Property	the development of a cycling and walking network in Swale. The routes identified will help to inform the planning process where developers fund routes as part of their section 106 commitments, for example, and to provide a basis for future bids for government funding and from other sources such as the Local Growth Fund which may be required for match funding.
Legal and Statutory	The document is not a statutory function of SBC. KCC has responsibility for the building of new routes, and SBC has influence through JTB, working in partnership and in responding to consultations. Any agreed plans for new routes will however help to inform the Local Plan which is a statutory document.
Crime and Disorder	The proposal does not have a direct impact on crime and disorder, but shared-use routes could help to tackle anti-social behaviour by creating a diversionary activity for young people.
Environmental Sustainability	None identified at this stage but an increase in the number of cycling and walking routes has the potential to decrease congestion and improve the air quality of Swale.
Health and Wellbeing	The document will seek to develop the cycling and walking network to provide more opportunities for residents to engage in physical activity either through their daily commute or leisure activities. In this way, new facilities could contribute to the NHS recommendation that adults should do at least 150 minutes of moderate aerobic activity each week.
Risk Management and Health and Safety	No specific implications at this stage. Improvements and new routes are tested at the planning stage by SBC and KCC Highways on the grounds of safety.
Equality and Diversity	The document will not exclude any group on the basis of equality and diversity.
Privacy and Data Protection	No specific implications 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: Swale cycling and walking guidance statement 2018-2022
- Appendix II: Cycling and walking network action plan 2018-2022
- Appendix III: Summary of consultation responses

8 Background Papers

8.1 None.

Swale Cycling and Walking Guidance Statement 2018-2022

1. Introduction

An increase to the number of people choosing to cycle or walk in Swale has huge potential to boost the local economy and help residents safely commute to school, work or to leisure attractions in the borough.

There are already a number of shared use routes in Swale which are safe and attract interest from cyclists and walkers. Our long term aim is to build on these foundations and create a cohesive 'joined-up' sustainable travel network which residents can access. In addition, we wish to create improvements for residents which improve safety in order to encourage road users to consider switching to sustainable modes of transport.

Promotion of the infrastructure can encourage more people to walk and cycle to work or school, which has the added benefits of improving air quality and enhancing the local economy by reducing congestion on our roads. Physical activity has also been shown to have a positive effect on our wellbeing and health.

This guidance statement has been devised to help inform Swale Borough Council's decisions which relate to improving the cycling and walking network in the borough. The document has been created in the context of the current Swale Local Plan and Local Transport Strategy Reviews, and will in turn help to inform the emerging Local Plan and the next incarnation of the borough's transportation strategy. In addition, the guidance can assist more widely in helping to achieve our measures around the improvement of air quality and our aims around the cleansing of paths and routes.

In February 2018, we adopted *A Visitor Economy Framework for Sittingbourne, Faversham and the Isle of Sheppey 2018-2023*. We aim to increase the value of tourism to the local economy by 11.5%, and walks and cycle routes play an important role in broadening the appeal of our destinations. For example, new infrastructure can create opportunities for new and existing businesses to create facilities which improve visitor dwell time such as bike hire schemes or walker's cafés.

The priorities and actions contained in this statement cannot be delivered in isolation. As you can see from the action plan in appendix II, we aim to work closely with our partners at Kent County Council and local Parish Councils to work towards delivering a safe and connected network. We plan to work directly with community groups, businesses and campaign groups to ensure improvements are focused on areas where the greatest increases in the level of walking and cycling can be made. The action plan is a 'living' document as the context of infrastructure and funding opportunities can change rapidly, so we will update the template and report back at least annually on our progress.

Cllr Mike Cosgrove, Cabinet Member for Regeneration
Cllr James Hunt, Deputy Cabinet Member for Planning

2. National and Local Policy Overview

This guidance statement has been created in the context of a range of national and local policies and strategies. These are:

The **Department for Transport's Cycling and Walking Investment Strategy** (2017) is the main national strategic driver for this statement. The main ambition of the strategy is 'to make cycling and walking the natural choices for shorter journeys or as part of a longer journey.' The strategy emphasises a partnership approach to delivery and makes a commitment to supporting walking and cycling infrastructure improvements.

A number of KCC polices provide further guidance including:

- The **Active Travel Strategy** which will run until 2021. Active Travel refers to walking or cycling as a means of transport, in order to get to a particular destination such as work, the shops or to visit friends. It does not cover walking and cycling done purely for pleasure, for health reasons or simply walking the dog. The overarching ambition of the strategy is to 'make active travel an attractive and realistic choice for short journeys in Kent'. To achieve this, the strategy aims to enable the delivery of three outcomes: improved health through an increase in physical activity; reduced congestion on the highway network by providing better travel choices and encouraging safer active travel.
- The **Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031** which outlines the transport improvements proposed for Swale.
- The **Countryside and Coastal Access Improvement Plan** which aims to increase the use and enjoyment of Kent's Public Rights of Way (PROW) and open green space. The plan is expected to be replaced shortly with the adoption of a new **KCC Rights of Way Improvement Plan 2018-2028**.

The Swale Borough Council policies (SBC) which provide guidance include:

- The **Visitor Economy Framework for Sittingbourne, Faversham and the Isle of Sheppey 2018-2023** which includes the priority to deliver public realm improvements which will lead to improved infrastructure and connectivity. Under this priority, there is also the action to increase destination infrastructure for shared use routes.
- The **Swale Active Lives Framework 2017-2022** where walking and cycling can contribute to the overall vision that, 'the residents of Swale are encouraged, motivated, informed and have the opportunity to be more active and healthier. Enabling them to live life to the full, be happy and well, reaching their full potential'.
- The **Swale Transportation Strategy 2014-2031** (draft) which aims to 'encourage the use of sustainable means of travel as an alternative to the private car'.
- The **Local Plan (Bearing Fruits 2031)** is the most significant SBC policy which considers cycling and walking routes. The key policies are:
 - **Policy Core Planning 2** outlines that all planning applications must provide 'integrated walking and cycling routes to link existing and new

communities with local services and facilities, public transport and the Green Grid network’.

- At the design level, **Policy Development Management 6** explains that location, design and layout for development proposals will demonstrate that, ‘priority is given to the needs of pedestrians and cyclists, including the disabled, through the provision of safe routes which minimise cyclist/pedestrian and traffic conflict within the site and which connect to local services and facilities’.

A number of allocations in the Local Plan also include consideration for cycling and walking provision, including:

- **Faversham:** the Oare Gravel Workings, Oare Road; land at Western Link, Faversham; land north of Graveney Road; land at Preston Fields and Perry Court Farm.
- **Isle of Sheppey:** land west of Barton Hill Drive, Minster.
- **Sittingbourne:** A249/Grovehurst Junction improvements; Iwade expansion; land at south-west Sittingbourne; land at Frogna Lane, Teynham; land at north-west Sittingbourne; Stones Farm, Canterbury Road; land at Crown Quay Lane and Milton Pipes, Mill Way.

Potential Funding Sources

This guidance statement provides a basis for the making of bids for improvements to walking and cycling infrastructure in Swale through the Local Enterprise Partnership (Local Growth Fund) and other transport funding awarded to KCC by the Department for Transport. It has been informed by the Swale Local Plan and Local Transport Strategy Reviews, which in turn provide the basis for funding bids. Additionally, the policies and plans contained in this document could help to secure support for walking and cycling from other possible funding streams such as developer funding via s106 obligations and the Community Infrastructure Levy (CIL). In the past, funding has been used to make small interventions which help to improve the network such as cycle parking and new routes to schools and workplaces.

Health Benefits

Cycling and walking have proven benefits for the health and wellbeing of those who travel in these ways. Research suggests that:

- Increasing evidence has been found for a link between adult obesity levels and the amount of physical activity undertaken when travelling. For instance, western countries with the highest levels of active travel generally also have the lowest obesity rates (Bassett et al 2008).
- Switching to active travel for short motor vehicle trips could save £17bn in NHS costs over a 20 year period (Jarrett et al, 2012).
- Sport England’s 2015 Active People Survey showed that people who cycle for travel are 4 times more likely to meet the recommended level of physical activity than those who do not.
- 30 minutes or more of commuting by foot or bicycle has a significant positive effect on mental health (Ohta, 2007).

Source: Sustrans’ Active Travel Toolbox

3. Cycling and Walking in Swale

Cycling Routes

Swale currently has three signed cycle routes

- National Cycling Route 1 passes through Faversham and Sittingbourne, partly following the route of the A2. The overall route connects Dover and the Shetland Islands;
- National Route 174 or 'The Sheerness Way' is a looped route which includes Barton's Point Coastal Park, the Queenborough Lines, and Sheerness Sea Front; and
- The Isle of Harty Trail is a flat, circular route which is mainly traffic-free. The route takes in local attractions such as Leysdown Beach and the RSPB Raptor View Point.

Cyclists can also legally make use of the PROW network as they can use Public Bridleways, Restricted Byways and Byways Open to All Traffic. However not all these routes are physically suitable for cyclists or may be inaccessible by bike at some times of year. It is important to state that users should always give way to more vulnerable users. Walkers and cyclists can also use a number of shared-use paths in Swale which are free of motor traffic.

Cyclists can also use cycle lanes signed on or off carriageway or shared use pedestrian, cyclist's routes and pavements. For further information about cycling on the road, please refer to the latest version of the [Highway Code](#).

Walking Routes

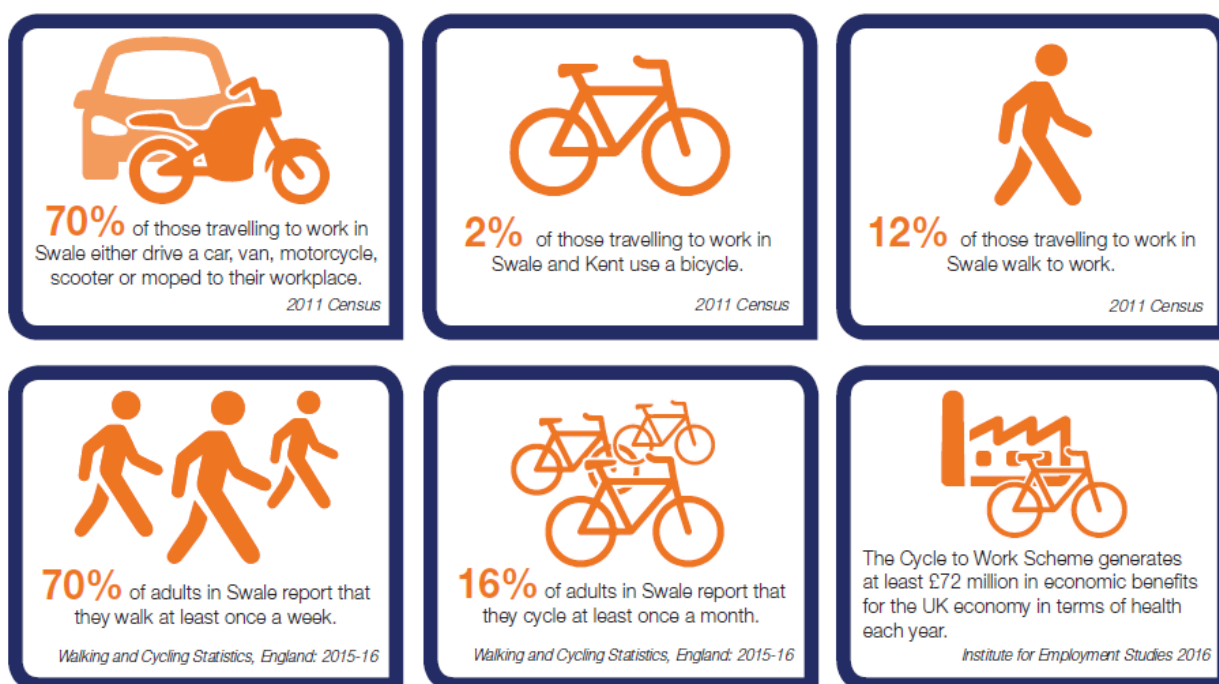
It is beyond the scope of this guidance statement to publicise all of the Public Rights of Way which are open to walkers in Swale. KCC publishes information on these routes using the Explore Kent Map on their [website](#), and residents can also request a definitive legal map from the authority.

The promoted walks in Swale include:

- The Saxon Shore Way is a national recreational route which passes through Swale along the North Kent coast and marshes. The route runs for 160 miles from Gravesend to Hastings.
- There are also a number of locally promoted trails such as those covered by the Food Trails project in Faversham, Newnham, Sheldwich, Boughton, Oare and Teynham. There are also routes in Perry Wood, Elmley National Nature Reserve and Barton's Point Coastal Park. Some of the town centres have also created specific routes to encourage visitors such as the Sittingbourne Cats Trail and guided walks in Faversham.

Natural England is also progressing plans to improve access to the coast in Swale, including around the Isle of Sheppey, as part of their project to create a national trail, the England Coast Path. The latest updates about this project are available online at the [Natural England website](#).

Overview



4. Improving and Maintaining the Swale cycling and walking network

New cycling and walking routes will need to be safe and provide a continuous link between communities and popular destinations such as shops, schools, leisure centres and workplaces. Proposals for new and improved routes to such destinations typically are also the most likely to receive funded support. Other considerations that influence which schemes are delivered include whether the area is an air quality management zone requiring improvements, if the scheme is located at a traffic accident crash cluster site with identified safety improvements and whether there is the potential to increase the proportion of sustainable transport trips.

We will ensure that all new and improved cycle and walking infrastructure meets Department for Transport guidelines and related local design guidance whilst also considering the need for design to be as inclusive as possible.

The infrastructure for cycling and walking should also where possible follow the Department for Transport's [Local Cycling and Walking Infrastructure Guidance](#) (April 2017), and be assessed on the grounds of directness, gradient, safety, connectivity and comfort.

Cycle parking facilities need to be convenient, safe and secure. In addition, it is essential that new residential properties have sufficient storage for cycles and this should be managed through the development control process. Cycling can also play a part in longer journeys, where users combine modes of transport (such as cycling to a train station). High quality, secure cycle parking at railway stations and other key transport connection points is essential to promote this. Although some

provision exists opportunities to improve the cycle parking provision and facilities at the main train stations should be sought.

A key component of any public space cycle parking is that it should complement and enhance the local environment while remaining functional and within cycle parking best practice. Therefore, wherever possible new cycle parking will be designed to both enhance and compliment public spaces.

Maintenance

It is essential that facilities and routes are maintained to an appropriate standard as, if not, users will not be encouraged to engage with these modes of transport. Regular street cleaning may keep footways running alongside motor traffic routes clear of debris and surface defects. The maintenance of off-carriageway routes is likely to be less extensive because of issues such as access and the pressures of limited funding.

Cycle routes require their own particular maintenance regime, including the regular cleaning of gullies and kerb lines as well as the cutting back of vegetation to maintain the width of the route and sight lines. Debris from road accidents, such as glass, overgrown vegetation and surface defects, can present a hazard to cyclists as it can lead to punctured tyres, disrupt the planned route or create obstacles. These issues may also bring cyclists into conflict with other road users.

KCC has primary responsibility for the co-ordination of highways and PROW maintenance. They work with third party landowners including SBC, where required, to achieve maintenance objectives. KCC determine maintenance on the basis of information from regular inspections, annual surveys using specialist equipment, and reports from councillors, parish councils, community groups, user groups and residents. KCC Highway Inspectors survey road surfaces in a manner which takes into account cyclist's needs such as giving appropriate attention to the two metre strip alongside the kerb line.

Where funding is available, KCC Highways will maintain off-carriageway routes to criteria which include the cutting of surface vegetation twice per year on the most well used routes. Maintenance is led by Swale's District Manager with support from the Cycling Transport Planner. The National Cycle Network can also be maintained in a number of ways by Sustrans Rangers, who can place temporary signs, report faults, undertake small-scale vegetation clearance and organise work days for the most ambitious maintenance projects.

5. Measures to improve safety

A key concern for many residents which prevents them from undertaking active travel is the perceived safety of routes, be it near or on a busy road or difficult routes which may be beyond their current ability. Measures to tackle this currently include:

Cycling Training

National Standard Cycle Training (Bikeability) is provided across Kent by KCC, predominantly to school children. Bikeability comprises three levels of competency-based cycle training:

- Level 1 is aimed at the basic bicycle control skills that are required to cycle safely in any environment and is delivered in an off-road environment such as a playground.
- Level 2 is delivered on quiet roads and teaches participants the skills necessary to take a basic on road journey and includes a variety of junctions.
- Level 3 tackles busy traffic situations and complex junctions.
- Levels 1 & 2 are offered to Year 5 & 6 school children. Level 3 is only offered to Year 7 and above.

Importantly, participants must demonstrate competence at each level before they progress to the next.

KCC also offers cycle training for adults at five venues across Kent, at which cycles and helmets can be hired. The courses range from 'Learning to ride' through to 'Advanced' level, and are largely based on the Bikeability levels. The nearest venue to Swale for this training is currently Maidstone.

Walking Road Safety

Road safety education appears within the national curriculum requirements to help reduce the number of accidents on roads. In addition, the [Road Safety Team](#) at KCC provide a number of campaigns to help children to cross the road safely by using the Kent Road Safety Code which is to:

1. STOP before the kerb
2. LOOK and LISTEN for traffic
3. THINK about what to do
4. CROSS the road safely with an adult, looking and listening all the time.

6. Promoting cycling in Swale

Without the promotion of cycling and walking routes in Swale the uptake of these modes of transport will not increase in the borough.

- KCC and SBC websites need to be maintained to enable residents and visitors to easily access the latest information about walking routes and cycle paths (including Explore Kent, Visit Kent and Visit Swale websites).
- All routes should be fully signposted for the benefit of new walkers and cyclists and visitors who may be unfamiliar with the area.
- Local clubs, ramblers associations, stakeholder groups and cycle shops can, where possible, help promote routes to their members.
- Local authority and other public sector staff such as the NHS can also, where possible and appropriate, promote walking and cycling opportunities to residents.

7. Priorities

Further to the previous sections of this statement, the priorities of SBC and its partners' approach to cycling and walking can be outlined as follows. The reference column relates to the relevant section numbers of this document.

Ref	Priority	Delivery Partners
4.1	To have a network of high quality shared use routes in the urban and rural areas of Swale to provide safe and convenient access to shops, schools, leisure centres and work places. Where possible, plans will also incorporate connections to the nearby countryside.	KCC and SBC
4.2	Where appropriate seek contributions towards the delivery of the action plan through developer contributions.	KCC and SBC
4.3	Wherever possible measures will be provided in all traffic management/improvement schemes which give cyclists and walkers priority over motorised traffic in terms of accessibility and journey time.	KCC and SBC
4.4	KCC will work with partners to ensure the frequent and regular maintenance of all cycle tracks, walking routes and shared use paths within the borough where funding is available. SBC will monitor and with Parish Councils report maintenance issues as and when they are identified.	KCC, SBC and Parish Councils.
5.1	KCC to provide: <ul style="list-style-type: none"> a) Year 5 & 6 children will have the opportunity to participate in Level 1 and 2 Bikeability Training. b) Children in years 7 to 9 will have access to Level 3 training. c) Adult cycle training will be available via work place travel planning initiatives. 	KCC
5.2	KCC Highways will continue to monitor cycling collision hot spots and pedestrian accidents with road traffic vehicles. The data will be used to, where possible and funding allows, design and implement measures to improve the safety of the routes.	KCC
5.3	A key priority area will be to ensure that the journey to school is safe for pedestrians and where possible, cyclists.	KCC
6.1	Ensure all cycle and pedestrian routes are fully advertised and signposted within and around Swale using both online and offline promotion.	SBC and KCC
6.2	In conjunction with the Swale Visitor Economy Framework, a map will be created for cycling and walking routes in Faversham, the Isle of Sheppey and Sittingbourne.	SBC and Explore Kent

8. Monitoring the guidance statement

The outcomes will be delivered over the next four years through the priorities (section 7) and action plan in appendix II. Progress will be reported through:

- An annual update report to SBC's Cabinet outlining progress against the action plan. The action plan will also be updated as and when necessary on the SBC website with a RAG (Red, Amber and Green) status to show progress.
- The results from traffic and user surveys of cycling and walking within the Borough potentially carried out by a range of organisations including the Department for Transport, KCC, SBC and volunteer organisations. The data collected through these sources will help any applications for funding by providing information for economic appraisals and health impact assessments.

It is expected that the guidance statement will be revisited by the end of 2022 in order to inform the next version of the document.

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Appendix II: Cycling and walking network action plan 2018-2022

The action plan below will help to assist in the planning and prioritisation of routes and improvements, as and when funding becomes available.

A consultation was held between the 10 August to the 5 October 2018 asking Swale residents where they would like to see new cycling and walking routes, and improvements to current infrastructure. The results of the survey have been used to help inform the action plan below. In addition, a number of actions from the previous Swale Cycling Strategy have been updated, where appropriate, as they continue to represent valid improvements to the network.

The proposals do not include all expected improvements to the cycling and walking network over the next four years. There will be opportunities and emerging issues which cannot be forecast by this document, which could lead to further improvements to the network, such as those identified by SBC's emerging Green Infrastructure Strategy and Air Quality Action Plan. Updates will therefore be made to this document at least annually during the duration of the *Swale Cycling and Walking Guidance Statement*.

Action	Proposal	Estimated Timescale			Potential funding sources	Delivery Partners
		Short Term (less than 5 years)	Medium term (5-10 years)	Long term (more than 10 years)		
Faversham						
F1	To support the Faversham Recreation Ground Bid to the Parks for People Improvement Programme which includes the restoration of historic walks and improved footpath services along boundaries.	✓			Heritage Lottery Fund and Big Lottery Fund	SBC
F2	Commission a cycling and walking audit of suggested improvements, the adequacy of current routes and options to improve connectivity with	✓			Sustainable Travel 'Access' Fund	KCC and SBC

	Canterbury.					
F3	To develop proposals to upgrade the current A2 path for shared use towards Sittingbourne.			✓	To be identified.	KCC, SBC and Faversham Town Council
F4	To develop proposals to improve connectivity to Canterbury.			✓	To be identified.	KCC, SBC, Canterbury City Council and Faversham Town Council
F5	Resurface and add signage for shared use from Arthur Salmon Close to Ospringe Road.		✓		S106 payments CIL	KCC and SBC
F6	Improve closed road barrier junction at Bysing Wood School to Hazebrouck Road to facilitate dual pedestrian and cycling use.		✓		S106 payments CIL	KCC and SBC
The Isle of Sheppey						
IOS1	Commission a cycling and walking audit to take into account changes brought about by new employment development, Lower Road improvement and connections to Barton's Hill Drive.	✓			Sustainable Travel 'Access' Fund	KCC and SBC
IOS2	To create a cycling and walking map of the Isle of Sheppey to highlight existing infrastructure, links to schools and links to visitor attractions. If successful, this pilot will be replicated for	✓			Explore Kent Funding	KCC and SBC

	the other areas in Swale.					
IOS3	Redevelop existing shared use path from Queenborough to Sheerness along Whiteway Rd and Brielle Way up to Newlands Road. There is also a potential to extend improvements to Blue Town.		✓		S106 payments CIL	KCC, SBC, Queenborough and Sheerness Parish Councils
IO4	To identify and work towards a cross-Sheppey shared use route, incorporating the new shared footway/cycleway which is being built as part of the A2500 Lower Road improvements between the A249 and Barton Hill Drive.		✓		TBC	KCC and SBC
IO5	To develop proposals for safety improvements at the A249, Sheppey Way and Lower Road junctions so that cyclists and pedestrians can safely access Sittingbourne and other areas of the Island.		✓		Sustainable Travel 'Access' Fund (as part of audit)	KCC and SBC
IO6	To develop proposals to improve connectivity to existing shared use routes on Scocles Road, Minster.		✓		Sustainable Travel 'Access' Fund (as part of audit)	KCC, SBC and Minster Parish Council
Sittingbourne						
S1	To create a north-south route from the Meads to Grove Park		✓		S106 payments	KCC, SBC and Bobbing Parish

	and to London Road, using current 'unofficial' route to improve the connection for the Meads development to services.				CIL	Council
S2	To improve facilities at Sittingbourne recreation ground to encourage shared use.		✓		S106 payments CIL	KCC and SBC
S3	To develop proposals to improve cycling and walking routes to Sittingbourne Town Centre and train station.		✓		S106 payments CIL	KCC and SBC
S4	To upgrade footpath for shared use between Stanhope Avenue to Highsted Road.		✓		S106 payments CIL	KCC and SBC
S5	To improve use of underpass between Lansdown Road to Great Easthall Estate, over Tonge Road, Murston.		✓		S106 payments CIL	KCC and SBC
S6	To support measures to improve the safety of cyclists and pedestrians at Swanstree Avenue/Highsted Road.	✓			N/A	KCC and SBC
S7	To improve walking and cycling across the A249 at the Key Street, Grovehurst and Bobbing interchanges.		✓		HIF/S106 payments	KCC and SBC

Appendix III: Summary of consultation responses

The cycling and walking consultation was held between the 10 August and the 5 October 2018. 122 responses were received in total which included comments from: Minster Gatehouse Museum, Faversham Town Councillors, Elmley Nature Reserve, Kent Community Rail Partnership, Swale Breeze Ride, the Swale Youth Forum, Bobbing Parish Council, Minster Parish Council, Warden Parish Council, Iwade Parish Council, Warden Parish Council, Faversham Footpaths Group, Faversham U3A Cycling and Walking Group and the Swale Footpaths Group.

Question	Summary of responses	Comments
<p>1. Where would you like to see a new cycling route in Swale?</p>	<p>112 responses</p> <p><u>General comments</u></p> <ul style="list-style-type: none"> • From housing estates to the town centre, station and industrial estates • Should be widespread like in German towns • Direct cycleway to mainline stations (Rainham and Sittingbourne) • Would rather see bridle paths • To become part of everyone's daily life it should not be limited to A to B routes. • Routes which link to heritage • Large parks/grounds like in Gravesend • Routes to all secondary schools <p><u>Faversham</u></p> <ul style="list-style-type: none"> • Connection from Faversham to Canterbury • Access to the Faversham showground from Chalkey Road to Staplestreet Road • Upgrade Whitstable/Graveney Road from Head Hill road into Faversham. • Along Whitstable road in Faversham with connection to recreation ground • Upgrade to Saxon Shore Way • All footpaths in Faversham • A299 to Waterham • Connection to A28 • Widen path at Love Lane into dual access • Improved maintenance of national cycle route 1. 	<p>Noted and incorporated into action plan where feasible at this time.</p> <p>Where there are ongoing proposals for development such as at Key Street Roundabout the route has not been included in the action plan at this time.</p> <p>The action plan will however be reviewed annually, and if feasible, suggested proposals in this section will be added at a later date.</p>

	<p><u>Isle of Sheppey</u></p> <ul style="list-style-type: none"> • Connection for Minster to Sittingbourne • Anywhere in Sheppey • Route across Sheppey connecting East to West ends of the Island potentially via the Lower Road or Minster Leas down Jenkins Hill • Improved access to Neats Court • Upgrade to the proposed England Coast path • From Queenborough to Harty Ferry via Eastchurch • Kingsborough Manor into the Eastchurch village • Minster to Eastchurch, Warden and Leysdown • Scrapesgate to Power Station Road, Minster • Scocles Road Minster • Connection to services • Queenborough to Lower Road • From Bluetown to Queenborough, and from the Lees to Leysdown via extension of promenade in front of cliffs. Providing protection for land and property, together with new walking, and cycling route • Sheppey Bridge to Queenborough or Minster to avoid traffic • An extension of The Leas, via sheerness promenade to Queenborough route • Barton's Point • Near Highsted Road leading round <p><u>Sittingbourne</u></p> <ul style="list-style-type: none"> • Tunstall and surrounding area • Easy route to connect to surrounding countryside • Between Newington and surrounding villages • Sittingbourne to Medway Towns • A2 from Bapchild to Key Street, with connections to Bobbing Hill and Rooks View • Sittingbourne to Faversham footpath along A2 • Sittingbourne to Detling Hill and Maidstone • Rodmersham countryside • Murston to Conyer • Upchurch to Sittingbourne • Sittingbourne High Street and town centre 	
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<p>2. Where would you like to see a new walking route in Swale?</p>	<ul style="list-style-type: none"> • Iwade and surrounding areas <p>106 responses</p> <p><u>General comments</u></p> <ul style="list-style-type: none"> • Direct footpaths to mainline stations (Rainham and Sittingbourne) • Maintain the existing paths • A safe park/grounds like Jeskyn's or Mote Park • No where <p><u>Faversham</u></p> <ul style="list-style-type: none"> • Bridle paths around Graveney • Faversham and Sittingbourne • Faversham Creek Path • Maintain A2 footpath between Bapchild and Faversham • Redirect Saxon Shore Way around Faversham Creek <p><u>Isle of Sheppey</u></p> <ul style="list-style-type: none"> • Shared use route on the old Sheppey light railway • Along busy roads such as Lower Road and Neats Court • Sheppey Way between Iwade and the Kingsferry Bridge • Minster beach to Leysdown • Support for the England Coast Path • Minster to Eastchurch, Leysdown and Warden Bay • Kingsborough manor into Eastchurch village • Towards the Costcutter and St Georges school in Minster • Scocles road minster • In front of cliffs with extension to promenade to Leysdown. • Isle of Harty • Reinstatement of footpath between Harty and Elmley • Rushenden to Queenborough • Halfway to Neat Court • The railway track route from Scrapsgate road to roundabout at Power Station road. • Garrison Point to Bartons Point & the canal bank • Furze Hill public footpath along towards Barton Hill • Lower Road 	<p>Noted and incorporated into action plan where feasible at this time.</p> <p>The action plan will however be reviewed annually, and if feasible, suggested proposals in this section will be added at a later date.</p>
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	<p><u>Sittingbourne</u></p> <ul style="list-style-type: none"> • Tunstall and surrounding area • Sittingbourne to Doddington • Linking Eden Village with Highsted Road • Across Key Street Roundabout • Lower Halstow to Upchurch • Library car park • Highsted Road to Rodmersham 	
3. Is there adequate secure parking at these locations?	<p>87 responses</p> <p>38 respondents said that there was adequate secure parking, and 49 said that there was not.</p>	Results noted and will be used to build evidence base for future bids for improvements to the cycling and walking network.
4. Are there any current cycling or walking routes which you feel need to be improved or upgraded? If so, please explain in the box below.	<p>104 responses</p> <p><u>General Comments</u></p> <ul style="list-style-type: none"> • Many pavements/shared-use routes are blocked by car parked on them. • Improved signage on country roads • Overgrowing vegetation, encroaching crops and fallen trees need to be cleared. • Dog fouling on paths • The Saxon Shore Way needs to be maintained • More signs on existing routes with times to nearby destinations • Clean paths <p><u>Faversham</u></p> <ul style="list-style-type: none"> • Bysing Wood Road is nearly unusable due to tight turns and need to give way to traffic at every side road. • NCR1 from Faversham to Graveney <p><u>Isle of Sheppey</u></p> <ul style="list-style-type: none"> • Incomplete on old bridge at Sheppey • Lower Road is too dangerous • Isle of Harty Trail is excellent but surface is breaking up in places and exposing steel foundations • The sea front bicycle track from minster leas to Garrison point is a terrific bike track except near the Catholic Church you have to dismount and climb up and down some steep steps. This could be corrected by 	<p>Noted and incorporated into document, particularly section 4 about improving and maintaining routes.</p> <p>Current issues will be reported to the relevant agencies so that solutions, where possible, can be made.</p> <p>The action plan will be reviewed annually, and if feasible, suggested proposals in this section will be added at a later date.</p>

	<p>installing a new walkway at the estuary side of Neptune terrace.</p> <ul style="list-style-type: none"> • Queenborough lines to Barton's Point could be improved by paving the surface as it causes punctures. • Wider cycle friendly gates leading from Muswell manor to the Ferry • Footpath from Blue Town to Queenborough • Crossing from seafront to Barton's Point • Scocles Road, Minster • Remove steps between Blue Town and Queenborough. • Sharp stones, glass and other detritus make changes of a puncture more likely. • Sheerness sea front lines needs to be replaced. • The Fleet in Sheerness is overgrown and full of litter. <p><u>Sittingbourne</u></p> <ul style="list-style-type: none"> • Pathways at back of Tunstall church can become muddy and un-walkable in winter. Bark chips may fix issue. • Cycle paths are not connected • NCR1 through Sittingbourne, especially Murston and Lower Halstow needs to be maintained and re-routed • Footpaths in Iwade around Iwade are overgrown and need cutting back. • Also on the Saxon Shore Way near the lakes near Iwade one area is impassable due to fly tipping, possibly on private land. • Old A249 cycling lane because it is never cleaned you can't even ride on it because all the rubbish and debris make it unsafe • Chestnut street • Path past water treatment could be widened and levelled • Parking on cycle path at Fox Hill • Bell Road so that trees do not make slope 	
<p>5. What do you feel would most help you to consider cycling or walking to work or school?</p>	<p>112 responses</p> <ul style="list-style-type: none"> • Safer cycling and walking routes, away from traffic • Cycle paths between schools • Bark chipped footpaths (where muddy) • Clear cycle paths • Less aggressive drivers • Secure storage and showers • Cycle paths to employment locations 	<p>Comments noted and have been used to inform the approach of the document.</p>

	<ul style="list-style-type: none"> • If other people did so as to reduce number of cars • Clearing/enforcement of dog fouling along paths. • Better signposting • Lighting in places and benches • CCTV with cycle parking • Fix potholes • Awards or praise • Less air pollution • Signs advertising healthy consequences and where the most scenic cycle routes. • Zebra crossings, broader paths • Walking buses • More local road safety messaging 	
6. Do you have any other suggestions for alternative measures or facilities which could encourage cycling and walking (such as bike hire schemes)?	<p>106 responses</p> <ul style="list-style-type: none"> • Secure bike parking in car parks • Benches as resting places on walking routes • A reward scheme for walkers and cyclists • Bike Hire • Consult with and follow Sustrans design principles • Traffic free days in towns • Park and bike schemes • Hold business and Council meetings where staff must cycle or walk. • Organised group bike rides • Traffic calming • Pedestrianise town centres • Police could adopt the close pass initiative • Mandatory cycle to work scheme • Electric bike hire schemes • Restrictions on cars and lorries • More cycle parking • An area for cycle training or racing • Motivational signs • Sculptures on routes • Cheaper bikes • More country parks 	Comments noted and will be used to inform the document. Responses will also be useful to provide evidence which demonstrates local interest in these measures, if opportunities to develop similar interventions arise.
7. Do you have any	106 responses	Comments noted and have been

<p>additional comments to make about cycling and walking in Swale?</p>	<ul style="list-style-type: none"> • Supportive that Council is addressing these issues • Cycle and walking routes need to be safer • There needs to be provision to get teenagers interested in cycling as a sport • Cycling and walking can encourage people to lead healthier lifestyles • Cycling and walking need to be seen as a way to reduce traffic congestion • Work with organisations such as British Cycling • Develop more health walking groups like in Iwade • Use traffic calming to make roads safer • Maintain public rights of way • Make more paths shared use • Please help horse riders with bridleways • Improve promotion and signage of routes • Utilise past studies in developing this work • A footpaths booklet would be welcome • Learn from best practice elsewhere in the county 	<p>incorporated where possible into the approach of the document.</p>
<p>8. Have you made at least one active travel journey or part journey in the last week?</p>	<p>112 responses</p> <p>94 respondents said that they have made at least one active travel or part journey in the last week, and 18 said that they did not.</p>	<p>Results noted and will be used to build evidence base for potential bids. They will also provide a useful baseline for the results of future user surveys to be compared against.</p>
<p>9. Have you made at least one active travel journey or part journey by bicycle in the last week?</p>	<p>111 responses</p> <p>65 respondents said that they had not made at least one active travel journey or part journey by bicycle in the last week, and 46 said that they had.</p>	<p>Results noted and will be used to build evidence base for potential bids. They will also provide a useful baseline for the results of future user surveys to be compared against.</p>

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Cabinet Meeting	
Meeting Date	12 December 2018
Report Title	Health and Safety Policy Review V5
Cabinet Member	Cllr Duncan Dewar-Whalley, Cabinet Member for Finance and Performance
SMT Lead	Mark Radford – Chief Executive
Head of Service	Anne Adams – Head of Property
Lead Officer	Emma Larkins – Health and Safety Officer
Key Decision	No
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. Cabinet approve the revised Health and Safety Policy 2. Cabinet continue to agree that minor amendments to the Policy can be made between full reviews by the Head of Property in consultation with the Cabinet Member for Finance and Performance.

1 Purpose of Report and Executive Summary

- 1.1 This report presents a revised Health and Safety Policy to Cabinet to approve.
- 1.2 Swale Borough Council's Health and Safety Policy was reviewed in November 2015 and is therefore due a full review. This policy is reviewed in full and agreed by Cabinet every three years. In between these times, it is subject to annual review by the Health and Safety Committee to take account of minor legislative and organisational changes.
- 1.3 In November 2015, it was agreed that the Head of Property, in consultation with the Cabinet Member for Finance and Performance is able to agree minor amendments to the Policy between full reviews. This has worked well to date, particularly in relation to organisational changes and restructures. It is therefore proposed that this agreement continues.

2 Background

- 2.1 Section 2 (3) of the Health and Safety at Work Act 1974, requires an organisation to prepare and revise as appropriate, a written health and safety policy. In addition, the Management of Health and Safety at Work Regulations 1999 requires an organisation to make and implement appropriate arrangements for the management of health and safety.
- 2.2 A Health and Safety policy comprises three sections:

- (i) general statement (a commitment to manage);
 - (ii) organisation (roles and responsibilities); and
 - (iii) systems, rules and procedures (although it is perfectly acceptable for this to be a synopsis with reference to a separate policy elsewhere).
- 2.3 The aim of the Health and Safety Policy is ultimately to set out how, so far as is reasonably practicable, Swale Borough Council will protect the health and safety of its employees and those affected by its undertaking.
- 2.4 It is a desired outcome that this Policy will reduce workplace risks and improve the management of health and safety, leading to an improved health and safety culture. It is also anticipated that implementation of this Policy will result in reduced claims against the Council, reduced vulnerability to prosecution, and contribute towards reduced sickness absence. There is, therefore, the potential to reduce costs to the organisation associated with these.
- 2.5 Swale Borough Council's current Health and Safety Policy underwent full review and was agreed by Cabinet in October 2015.
- 2.6 Adoption of the Health and Safety Policy is a Cabinet decision as identified in Part 3 of Swale Borough Council's constitution.

3 Proposals

- 3.1 It is recommended that the revised Health and Safety Policy attached as Appendix I is adopted to ensure that Swale Borough Council has an up to date policy, compliant with legal obligations. The Policy will be subject to a full review every three years.

The key changes that have been made to the Policy are as follows:

- Registered holders register has been updated;
 - Responsibilities for MKS Heads of Service have been added to ensure that the approach is clear;
 - Responsibilities for the Head of Commissioning, Environment and Leisure have been added to reflect the importance of health and safety in commissioning and contract management.
 - Structure chart has been adjusted to account for added responsibilities.
 - Sections on Event Safety and Tree Management have been added to the arrangements section.
- 3.2 In addition to the full review, the Health and Safety Committee will check the policy on an annual basis to ensure that it remains relevant to each Service Unit.

3.3 In November 2015, it was agreed that the Head of Property, in consultation with the Cabinet Member for Finance and Performance is able to agree minor amendments to the Policy between full reviews. This has worked well to date, particularly in relation to organisational changes and restructures. It is therefore proposed that this agreement continues.

4 Alternative Options

4.1 With a Health and Safety Policy being a legal requirement and Swale Borough Council's policy being due for review, there is no practical alternative to introducing a revised Policy. However, adjustments to the proposed revised Policy can still be made prior to approving it.

5 Consultation Undertaken or Proposed

5.1 Consultation has taken place with the Health and Safety Committee. This Committee includes the cabinet member with responsibility for health and safety, a representative(s) from each service unit, the UNISON health and safety representative, and is chaired by the Chief Executive of the Council. Suggested amendments to the Policy have been incorporated. Owing to this being an internal policy, the PDRC does not need to be consulted. Prior to Version 4 of this policy being agreed in 2015, the PDRC confirmed that the Health and Safety Policy did not need to go before them, nor does it need to be circulated to them for information.

6 Implications

Issue	Implications
Corporate Plan	Adoption of the revised Health and Safety Policy contributes towards the Council's priority to be 'A Council to be proud of'.
Financial, Resource and Property	It is not envisaged that the revised policy should entail any additional financial, resource or property implications to the current policy. An effective health and safety policy has the ability to benefit an organisation financially, through improved productivity, reduced civil claims and a reduced risk of prosecution by enforcing authorities.
Legal, Statutory and Procurement	Implementing the revised health and safety policy will ensure compliance with the Health and Safety at Work Act 1974 and subsequent legislation made under this. Legal and statutory compliance reduces the Councils exposure to litigation and prosecution.
Crime and Disorder	None identified at this stage.
Environment and	None identified at this stage.

Sustainability	
Health and Wellbeing	The revised health and safety policy includes reference to health management and wellbeing promotion. Therefore adoption of this policy will have positive implications for health and wellbeing.
Risk Management and Health and Safety	<p>Implementing the revised health and safety policy will have positive implications for health and safety management, reducing the Council's vulnerability to criticism, civil claims and prosecution.</p> <p>The implemented policy provides a system and framework through which to manage the Council's health and safety risks.</p> <p>In terms of risk management, health and safety is one of the Council's biggest potential business risks, so it is imperative that an effective health and safety policy is implemented.</p>
Equality and Diversity	<p>The revised health and safety policy applies to all staff and therefore does not have a specific negative impact upon any of the protected characteristics.</p> <p>The policy specifically makes reference to ensuring the safe evacuation of disabled persons to ensure that this group are not placed at a disadvantage. It also makes specific mention of the management of health and safety regarding pregnancy and maternity.</p>
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: Health and Safety Policy V5

8 Background Papers

- 8.1 Health and Safety Policy V4 (October 2015)



HEALTH AND SAFETY POLICY

Title: Health and Safety Policy V5
Author: EL – Health and Safety Officer
Date Adopted by Cabinet:
Full Review Date: December 2021
Replaces: Health and Safety Policy V4
Approved by Health and Safety Committee: 15 November 2018
Annual Review: December 2019

**Swale Borough Council
Health and Safety Policy**

Amendment Control Sheet

Amendment	Date Issued	Initials of Receiver

SWALE BOROUGH COUNCIL HEALTH & SAFETY POLICY

1. LIST OF REGISTERED HOLDERS

The Council's Health and Safety Policy is a controlled document. All holders are required to confirm receipt of the document and any amended versions. These confirmations are held by the Health and Safety Officer as evidence that each Service Unit holds and has a complete and up to date copy of the document, available for inspection by staff at any time. An electronic copy is also held on the intranet for all staff to view

The distribution is as follows:

Hard Copy Documents

Copy No	Holder role	Name
1 (Master)	Health and Safety Officer	Emma Larkins
2	Cabinet Member for Finance (Health and Safety Committee Member Representative)	Cllr. Duncan Dewar-Whalley
3	Chief Executive (Head of Paid Service)	Mark Radford
4	Unassigned	Unassigned
5	Head of Property Services	Anne Adams

Electronic Documents

Holder role	Name
Health and Safety Officer	Emma Larkins
Leader of Council	Cllr A. Bowles
Labour Group Leader	Cllr. R. Truelove
Independent Group Leader	Cllr. M. Henderson
The Swale Group Leader	Cllr. Mike Baldock
Deputy Leader and Cabinet Member for Planning Services	Cllr G. Lewin
Deputy Leader and Cabinet Member for Housing and Safer Communities	Cllr. A. Horton
Cabinet Member for Finance and Performance	Cllr. D. Dewar-Whalley
Cabinet Member for Regeneration	Cllr. M. Cosgrove
Cabinet Member for Environment and Rural Affairs	Cllr. D. Simmons
Cabinet Member for Health and Wellbeing	Cllr. S Aldridge
Chief Executive (Head of Paid Service)	Mark Radford
Director of Regeneration	Emma Wiggins
Director of Mid Kent Services	Stephen McGuinness
Chief Financial Officer	Nick Vickers
Head of Policy, Communications and Customer Services	David Clifford
Head of Commissioning, Environment and Leisure	Martyn Cassell
Head of Planning	James Freeman
Head of Housing, Economy and Community Services	Charlotte Hudson
Head of Property	Anne Adams

Head of Legal Partnership	Patricia Narebor
Mid Kent Environmental Health Manager	Tracey Beattie
Head of Mid Kent Audit	Rich Clarke
Head of Mid Kent HR	Bal Sandher
Head of Mid Kent ICT	Chris Woodward
Mid Kent Planning Support Manager	Ryan O Connell

2. GENERAL POLICY STATEMENT

“Safety should be managed in rather than inspected out”

Swale Borough Council (SBC) is committed to do all that is reasonably practicable to establish, implement and maintain safe and healthy working conditions which conform to all the appropriate safe systems of work. These matters are central to the Council’s Mission and Aim and contribute towards the Councils corporate priority to be ‘A Council to be proud of’.

This policy is championed by the Leader of the Council in conjunction with the Council Cabinet and all SBC Councillors. Their responsibility is to ensure that Council Officers have the competence, confidence, and resources to implement this policy and accomplish its aims. This policy recognises that people are this organisation’s key resource.

Recognising that the Council’s activities matter to the Council’s staff, customers, partners, suppliers, the community, and to others who may be affected by the Council’s undertakings, we will take all reasonably practicable steps to:

- provide a safe working environment, without risks to health, provide adequate welfare facilities and provide and maintain means of safe access and egress;
- ensure the safe selection, use, maintenance, repair and replacement of plant, machinery and equipment;
- identify hazards and control risks as appropriate to provide safe systems of work, having regard for the nature of the Council’s activities;
- ensure arrangements are in place for the safe use, handling, storage and transport of articles and substances, without risks to health;
- provide all of the necessary information, instruction, training, and supervision for all staff to ensure that their work does not place themselves, their colleagues, contractors, visitors or members of the public at risk;
- prevent injury and ill health and promote well-being;
- look for lessons to be learnt, whenever accidents and incidents occur;
- encourage effective communication between staff, customers, contractors, suppliers and the community, with a view to continually improve and develop our safety management system, using legal requirements as a guide.

All employees must take reasonable care of themselves and any other person who may be affected by their actions or failure to comply with safety rules and safe working practices. Staff must carry out any necessary duty which the law requires, and co-operate with the Council to ensure legal obligations are met. Anything provided for health and safety purposes must not be misused, nor intentionally or recklessly interfered with.

This Policy applies equally to all SBC employees including temporary and agency staff. This Policy also applies to contractors, visitors and volunteers to the degree that SBC responsibilities extend. This Policy will be subject to regular consultation via the SBC Health and Safety Committee and will undergo a full review every three years.

	XXX December 2018
Chief Executive, on behalf of Swale Borough Council	Date

3. ORGANISATIONAL STRUCTURE AND RESPONSIBILITIES

Overall Responsibility

The ultimate responsibility for health and safety of all employees at work, and that of all other persons who may be affected by the work activities of the Council, rests with the elected Members of the Council, particularly the Cabinet Members.

The Council, through its structure and leadership, shall undertake to:

- ensure that the arrangements are adequate to put the organisation's Health and Safety Policy into effect;
- ensure that all levels of management and supervision shall have the appropriate and necessary resources to implement the Policy effectively;
- promote and encourage a positive health and safety culture; and
- ensure that health and safety is given the appropriate and due consideration in any Council decision-making process.

Chief Executive

The Chief Executive is responsible to the elected Members of the Council for the implementation of all aspects of the Health and Safety Policy, and ensuring that Directors and members of the Strategic Management Team implement the policy in their areas.

The Director of Regeneration shall be responsible for health and safety matters *in absentia* of the Chief Executive.

The Strategic Management Team (SMT)

The members of SMT shall be responsible, along with the assistance of the Health and Safety Officer, in formulating the Health and Safety Policy and proposing its adoption to elected Members of the Council via the Chief Executive.

Health and safety shall feature as a regular item on the SMT meeting agenda, with the Team receiving quarterly reports from the Health and Safety Officer or more regularly as required.

SMT will:

- provide direction and endorse corporate safety strategies, policies and procedures;
- provide adequate resources for the implementation of this policy;
- promote a positive health and safety culture in the Council; and
- ensure that Heads of Service implement, monitor and review the health and safety provisions of the Policy within their own service units.

The individual members of the SMT are responsible to the Chief Executive for the effective implementation of this policy within their directorates and service units.

Chief Financial Officer

The Chief Financial Officer shall be responsible for ensuring that there are adequate financial resources available to implement the Health and Safety Policy. This includes financial resources which can be made immediately available should it be necessary to implement emergency safety measures or acquire, replace, renew or repair safety equipment, safety signs, or any similar requirement appropriate to comply with the Health and Safety Policy and legislation on the advice and/or request of the Health and Safety Officer as endorsed via their line management arrangements.

The Chief Financial Officer shall also be responsible for ensuring that the Council maintains appropriate and adequate insurance cover at all times.

Head of Mid Kent HR

The Head of Mid Kent HR shall, with the assistance of the Health and Safety Officer, be responsible for the development, promotion and delivery of all necessary health and safety training and instruction, including the retention of appropriate training records for all Swale Borough Council elected Council Members, Managers and Staff.

The Head of Mid Kent HR is also responsible for the management and monitoring of the Occupational Health Service and the general promotion of well-being.

Head of Policy, Communications and Customer Services

The Head of Policy, Communications and Customer Services shall, with the assistance of and at the request of the Health and Safety Officer, be responsible for the communication of health and safety issues to staff as necessary, and where necessary the communication of information relating to major health and safety incidents affecting the community.

Head of Property

The Head of Property shall be responsible for ensuring that properties are managed and maintained with regard to all relevant health and safety legislation, including the retention of appropriate records.

Head of Commissioning, Environment and Leisure

The Head of Commissioning, Environment and Leisure shall be responsible for ensuring that appropriate commissioning and procurement policies are in place to include the specification of safe contracts, the selection of suitable contractors and the monitoring of contractor health and safety performance.

All Mid Kent Services (MKS) Heads of Service

Where a Mid Kent Service is hosted by SBC and the staff are SBC employees, the Head of Service responsibilities shall be the same as those identified in the **Heads of Service** section below.

Where a Mid Kent Service is not hosted by SBC and the employees are those of the host authority, the Head of Service responsibilities shall be to:

- Co-operate and co-ordinate with SBCs health and safety policy, in addition to the implementation of their host authorities health and safety policy within their departments and throughout all levels of management and supervision under their direct control ;
- Ensure that all staff within their Service Unit have access to, understand and comply with any SBC health and safety policies and procedures that will affect the host employers staff. This includes but is not limited to; the Fire Safety Policy and evacuations procedures and the accident reporting policy;

Heads of Service

Each Head of Service shall be responsible for ensuring the implementation of the Health and Safety Policy within their departments and throughout all levels of management and supervision under their direct control. They are responsible to SMT for:

- relevant matters relating to health and safety issues that occur within their own Service Units are advised to SMT in a prompt and timely fashion;
- relevant health and safety responsibilities are included in all management job descriptions and roles;
- all staff within their Service Unit have access to, understand and comply with all health and safety policies and procedures;
- sufficient and appropriate time and resources are made available to staff to attend all necessary health and safety training, information or instruction;
- health and safety requirements are considered when budget planning;
- individual managers are aware of their health and safety responsibilities;
- health and safety matters are routinely discussed at team meetings and contract meetings;
- health and safety issues are properly considered within any proposed projects and when making decisions; and
- all relevant forms requiring Head of Service counter-signature are appropriately considered and promptly signed and returned to line managers with comments as necessary.

All Managers and Team Leaders

Managers are responsible for ensuring that the Health and Safety Policy is effectively implemented in all areas under their control. Whilst Heads of Service retain responsibility for health and safety for their teams, in ensuring that all the necessary actions are implemented, they may arrange for managers and team leaders to carry out some of the functions set out below:

- identify hazards, assess and control risks within their teams, record the risk assessments and measures taken to reduce the risks as appropriate, and communicate the relevant information, ensuring that signed copies are sent to the Health and Safety Officer for publishing in the risk assessment register;
- ensure that all persons in their teams, including temporary and agency staff, have adequate knowledge of safety, fire, first aid and accident procedures and are fully

aware of potential hazards through a formal recorded programme of departmental induction and refresher training;

- ensure that all staff within their team have access to, understand and comply with all health and safety policies and procedures, including all emergency procedures;
- provide adequate supervision, particularly when young or inexperienced persons are concerned;
- ensure that all safety procedures are observed and that protective clothing or equipment is available and used where appropriate and maintained;
- undertake and record results of surveys to measure degrees of compliance with health and safety requirements, and take appropriate action;
- ensure that all departmental owned, used, or utilised plant, equipment, building services, machinery, and its guarding and safety devices, are adequately designed, properly maintained, are safe to use, and any risks to health and safety are adequately controlled,
- ensure that all persons required to use such plant, equipment etc are fully trained in its safe use, handling, storage, transport and the like;
- maintain good housekeeping standards;
- investigate promptly all accidents to persons, near misses, and incidents involving loss. Complete reports as required and ensure that these are received by the Health and Safety Officer without delay, providing as much detail as possible. Ensure necessary remedial action is taken. Where relevant, to communicate preventative actions to other teams and service units;
- make regular safety inspections and complete and circulate reports as required by the Health and Safety Policy and any future procedures or safe working practices;
- ensure that all defects are promptly recorded, reported and rectified within a timescale appropriate to the level of risk;
- liaise and co-operate with Safety Representatives, the Union safety representative, and the Council's Health and Safety Officer concerning inspections, audits, accident investigations and general safety matters;
- where substances which are potentially hazardous to health are used, to ensure that an adequate assessment of risk to health has been carried out and the controls implemented;
- ensure that, when appropriate, permit to work procedures are relevant and complied with;
- ensure that visitors and contractors are informed of and comply with local safety requirements, and where necessary, risk assessments and safe working practices are produced and adhered to;
- ensure that full two-way communication with all persons is carried out and effective;
- ensure any locally produced procedures are provided to the Health and Safety Officer for comment prior to issue;
- where contractors are appointed, ensure that they are competent to undertake the required role;

- ensure annual checks are undertaken on contractors' safety certification, risk assessments and insurances;
- ensure good communication with the Health and Safety Officer; and
- ensure the Health and Safety Officer is provided with copy documentation.

Health and Safety Officer

The Health and Safety Officer provides advisory, supportive, and auditing services to management at all levels and to all service units and teams. Responsibilities include:

- assisting the elected Members, the Chief Executive and SMT with the development of safety procedures and safety management systems;
- consultation and liaison with Trade Union Representatives and other employee representatives to involve them in the development, implementation, promotion, and enforcement of the Council's Health and Safety Policy, and of good health and safety standards and awareness;
- advising and assisting management in their completion of risk assessments;
- advising on compliance with law, regulations and the requirements of the enforcing agencies;
- liaising with enforcing authorities and supporting the Council's response to enforcement action or planned inspections / audits.
- supporting the Head of Mid Kent HR to deliver a health and safety training service for all personnel including, elected Members and management;
- providing support for the Council's Health and Safety Committee and similar ad hoc working groups;
- regular auditing of procedures and to review the Council's Health and Safety Policy;
- monitoring the various Council activities and working environment, reporting back to the relevant Head of Service on any deficiencies found;
- monitoring the Council's accident and incident data and reporting relevant information to the enforcing authorities when necessary;
- ensuring safety requirements and the Council's standards are extended to contractors, working partners, visitors and the public; and
- producing reports for SMT on (a) safety performance, (b) significant events, including changes to legislation, and (c) accidents and significant incidents.

Health and Safety Committee

The Health and Safety Committee supports the Council to develop, promote, monitor, and amend health and safety management systems. The Objectives of the Health and Safety Committee are to:

- promote health and safety awareness throughout the organisation;
- provide a forum where health and safety issues may be raised, discussed and decisions made. Some issues will require referral to SMT for decision;
- monitor and review accidents statistics; and
- review Health and Safety policies and procedures.

Although the Committee may come to its own decisions as to what course of action to recommend to management, it is the responsibility of management, not the Committee, to take any executive action which might be necessary.

Full details of the Health and Safety Committee's functions and composition can be found in the terms of reference. These are available via the intranet or from the Health and Safety Officer.

Safety Representatives and Representatives of Employee Safety

Safety Representatives and Representatives of Employee Safety are responsible for:

- ensuring that health and safety arrangements within their Service Units and teams are adequate and up to date, including appropriate risk assessments, safe working methods and compliance with the health and safety policies and procedures. Any deficiencies should be reported back to management and the Health and Safety Committee;
- supporting management to carry out accident, near miss, and other incident investigations as may be required, depending on the nature of the incident and in respect of matters arising within their Service Unit and teams. Such investigation to be either in conjunction with or instigated by the Health and Safety Officer;
- consider possible dangers at work, risks without assessments, or where no precautions have been implemented, changes to work which have not been picked up by a revised risk assessment etc, and to report such matters to the Health and Safety Committee;
- reporting general complaints, comments, observations and concerns from other staff members in their Service Unit and teams regarding matters of health, safety and welfare to management, the Health and Safety Officer and the Health and Safety Committee;
- carrying out inspections of the workplace, reporting any findings, and observations back to the Health and Safety Committee;
- meeting with HSE inspectors / enforcing authorities as may be required;
- attending the quarterly Health and Safety Committee meetings;
- taking sufficient and accurate minutes of the Health and Safety Committee meeting when asked to do so by the Chair. Minutes should be produced in a timely manner, following the meeting and in all cases, within two weeks of the meeting date;

- reporting all matters discussed at the Health and Safety Committee back to their Service Units and teams, to promote health and safety issues and compliance with health and safety requirements amongst their colleagues, and to encourage a safety culture within their Services and teams. Safety Representatives should direct staff to the minutes of the meeting, held on the health and safety intranet page;
- acting as the representative for their Service when responding to consultations on health and safety policies, procedures or the introduction of any measures that may have an effect on health, safety or welfare; and
- promoting health and safety issues and compliance with all health and safety policies and procedures amongst their colleagues to encourage a safety culture within their Services and teams.

First Aiders

First Aiders are responsible for:

- attending a training course in administering first aid at work and holding a current first aid at work certificate;
- attending a refresher training course every three years;
- ensuring that, in the event that first aid treatment is given, an appropriate record is made of the accident and that the Health and Safety Officer is promptly informed ; and
- checking the contents of their designated first aid box quarterly to ensure that the required stock is present and that it is within date and in a useable order.

Fire Marshals and Wardens

Fire Marshals and Wardens are responsible for ensuring that:

- they familiarise themselves with their designated role within the fire evacuation procedures, including any areas that have been designated to them to check;
- they are familiar with all the escape routes from the building;
- fire exit routes remain clear at all times;
- in the event of a fire, all personnel are evacuated efficiently and safely from buildings and sent to an area of safety; and
- any fire safety concerns are reported to management.

All Employees

It is an obligation and responsibility of all Council staff and employees, including temporary and agency staff, and self employed consultants engaged directly by the Council to:

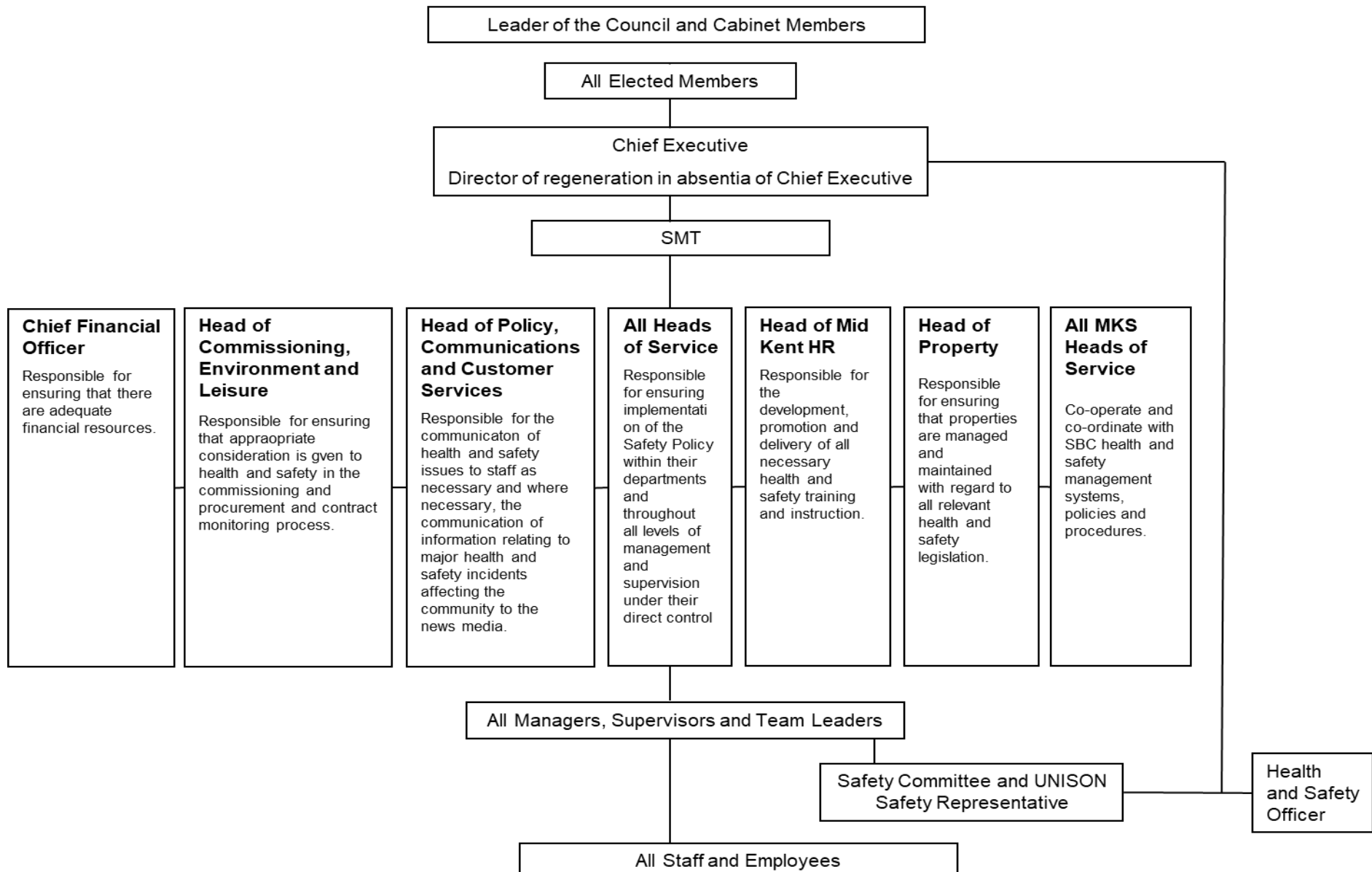
- make themselves familiar with and conform to the organization's Health and Safety Policy and all other health and safety policies and procedures, including undertaking all training as required;
- act responsibly and take care of their own health and safety and to consider their own safety in their acts or omissions and to avoid unnecessary risks;
- keep their workplace tidy and where practicable free from slip, trip and fall hazards;

- consider the health and safety implications to others, including other Council staff and employees, contractors, visitors and members of the community, that might arise from their actions or omissions, and to take appropriate care to avoid unnecessary risks;
- not intentionally or recklessly interfere with or misuse anything provided by management in the interests of health, safety or welfare;
- observe all safety procedures and instructions given by management;
- assist management in maintaining a safe place of work;
- wear protective equipment and use safety devices provided by management in a manner as instructed;
- report any accidents, incidents including near misses, hazards, defects or damages to plant and equipment;
- suggest any improvements to the Council's Health and Safety Policy to management and / or the Health and Safety Officer and/or their local Safety Representative; and

These duties of employees are as enshrined in Sections 7 and 8 of the Health and Safety at Work etc. Act 1974. Under Sections 7, 8 and 37 of the Health and Safety at Work Act etc 1974, individuals can be prosecuted for their acts or omissions.

The Council reserves the right to take immediate disciplinary action against any employee, failing to meet these duties, in accordance with the terms of the Contract of Employment.

Swale Borough Council Health and Safety Structure



4. ARRANGEMENTS

These arrangements apply to all areas of the Council's business. This section details the broad arrangements for managing health and safety within the organisation. This section is supplemented by specific policies and procedures where necessary. These are cross referenced within the following text.

Arrangements for:

- 4.1 Accident and Incident Reporting
- 4.2 Alcohol and Drugs
- 4.3 Asbestos
- 4.4 Biological Agents and Infectious Diseases
- 4.5 Confined Spaces
- 4.6 Contractors
- 4.7 Construction Design Management (CDM)
- 4.8 Staff Consultation
- 4.9 COSHH
- 4.10 Display Screen Equipment (DSE)
- 4.11 Driving for Work
- 4.12 Electricity
- 4.13 Event Safety
- 4.14 Expectant and New Mothers
- 4.15 First Aid
- 4.16 Fire Safety
- 4.17 Fire and Bomb Evacuation
- 4.18 Gas
- 4.19 Health and Safety Documents
- 4.20 Health and Safety Information
- 4.21 Health and Safety Training
- 4.22 Health Surveillance
- 4.23 Home working
- 4.24 Housekeeping
- 4.25 Keeping Records
- 4.26 Ladders and their use
- 4.27 Legionella
- 4.28 Lifting Equipment and Passenger Lifts
- 4.29 Lone Working
- 4.30 Manual Handling

- 4.31 Monitoring and Audits
- 4.32 Noise
- 4.33 Occupational Health
- 4.34 Partnerships and Agreements
- 4.35 PPE
- 4.36 Risk Assessments
- 4.37 Reporting of Defects or Concerns
- 4.38 Safety Signage
- 4.39 Safety Management System
- 4.40 Sub-Contractors
- 4.41 Stress
- 4.42 Tree Management
- 4.43 Vehicles
- 4.44 Vibration
- 4.45 Violence
- 4.46 Visitors to Council Premises
- 4.47 Volunteers
- 4.48 Waste Management
- 4.49 Welfare Facilities
- 4.50 Well-being
- 4.51 Working at Height
- 4.52 Work Environment
- 4.53 Work Equipment
- 4.54 Work Experience
- 4.55 Working close to water
- 4.56 Working with animals
- 4.57 Young Persons
- 4.58 Annex

4.1 Accident and Incident Reporting and Investigation

SBC seeks to prevent accidents, so far as is reasonably practicable, through effective health and safety management. Where they occur, accidents and ill health should be dealt with accordingly. This may involve provision of first aid by a trained First Aider, transporting the individual(s) to hospital, or summoning an ambulance.

All accidents, near misses or dangerous occurrences must be promptly reported to a supervisor or line manager and the Health and Safety Officer, as soon as possible. This includes accidents to elected members, staff, visitors, members of the public, and accidents to contractors whilst undertaking work on behalf of, or delivering a service for, the Council. It is vital that the Health and Safety Officer is informed promptly of any accident, near miss or dangerous occurrence to ensure that any RIDDOR reporting required is made within the statutory time period. The Health and Safety Officer completes all RIDDOR reports.

Accidents, near misses and dangerous occurrences should be reported and investigated in accordance with SBC's Accident Reporting Policy. This is available on the Health and Safety Intranet site.

4.2 Alcohol and Drugs

The use of illegal drugs or the misuse of other drugs or alcohol to the extent that it affects health, work performance, attendance, work relationships, or standards of conduct is not acceptable at SBC.

Generally, drinking alcohol during working hours is discouraged. If an employee does drink alcohol during the working day, this must not render him/her unfit to carry out their normal role effectively and safely.

In particular, employees in safety-critical jobs must not consume any alcohol whilst at work, or prior to work such that they may still be unfit to carry out their normal role effectively and safely on arrival. Safety critical jobs include: driving roles, working with machinery, working in hazardous or industrial environments, working at height or on the highway, those with access to work materials that might be used as drugs or to any drugs medically prescribed for other persons, working with children or vulnerable adults; or in any role where their actions may impact on the safety or health of others.

Staff must not possess, consume, sell or give illegal drugs to another person at work. Any incident will be reported to the police without exception.

Any person found to be under the influence of alcohol or illegal drugs at work will be required to leave work immediately and could be liable to dismissal.

Any employee taking prescribed medication which affects their ability to perform their duties must inform their line manager who will seek advice from Occupational Health before deciding if it is safe for that person to perform their duties.

Please refer to the Alcohol, Drugs and Misuse of Substances Policy.

4.3 Asbestos

SBC undertakes a 'Management Survey' for all properties as a means of taking reasonable steps to identify the location, condition, and quantity of any asbestos containing materials (ACM) as required under the 'duty to manage'.

Any property found to contain asbestos will then have a risk assessment and management plan produced by the Property Services Team. Any remedial works required will be undertaken.

Any contractor undertaking works to property must read the Asbestos Register prior to commencing works. This register is available on the intranet and staff responsible for the operation of buildings must ensure that this is made available to contractors.

Prior to refurbishment or demolition works a more comprehensive 'Refurbishment/ Demolition' survey will be carried out.

Any contractors commissioned for the surveying, treatment or removal of asbestos must be competent to do so. In many cases this will mean employing a licensed contractor.

Any member of staff who believes that they have been exposed to asbestos in the course of their employment must follow the asbestos emergency procedures, which includes provisions for decontamination. Comprehensive records must be kept of any such incident for 40 years.

Asbestos Awareness training must be undertaken by any member of staff who may come across asbestos containing materials whilst undertaking their work.

Please refer to the 'Asbestos Management Policy and Procedures' and the 'Asbestos Emergency Procedures'. These are available on the Health and Safety intranet site.

4.4 Biological Agents and Infectious Diseases

Biological agents can cause infection, allergy, or toxicity, or create a hazard to human health. Managers will assess the risks from biological agents where there is reasonable potential that staff could be exposed. Measures will be taken to prevent exposure or control exposure to prevent risk to human health. Where available (e.g. hepatitis), this may include the availability of vaccination programmes.

Deliberate biological release could be actioned through a suspect package. Post-room staff should look out for letters/packages with oily stains, with suspicious or threatening messages on them, those that are discoloured or with a strange odour, those that are leaking powder, and those with no postage or non-cancelled postage.

If a suspect letter / package is received, it should not be opened but should be left in the room, the room evacuated, and the House Superintendents and Buildings Manager notified immediately. The Health and Safety Officer, the Chief Executive (or most senior manager) and the Leader (or most senior elected member) should be notified immediately. The House Superintendents will call the police on (9) 999 and implement procedures according to their advice. If necessary, the building will be evacuated.

Deliberate biological release (e.g. anthrax attack) is likely to affect a larger section of the borough rather than just the Council. In the event of this, a co-ordinated multi-agency response will be co-ordinated under the Emergency Planning procedures.

4.5 Confined Spaces

A confined space is any space, which, by virtue of its enclosed nature, there is a reasonably foreseeable risk of:

- serious injury from fire or explosion;
- loss of consciousness due to an increase in body temperature;
- loss of consciousness from asphyxiation due to a gas, fume, vapour or lack of oxygen;
- drowning in a liquid; or
- asphyxiation arising from a free-flowing solid or entrapment by a free flowing solid (e.g. sand, grain).

SBC will avoid its employees working in confined spaces so far as is reasonably practicable. Any confined space working must be risk assessed, with a safe system of work put into place and appropriate rescue / emergency arrangements. Anyone working in a confined space must be suitably trained, experienced and competent to do so.

4.6 Contractors

SBC is required to appoint 'competent' contractors and any failure to do so can have significant implications for the Council. This applies as much to sole traders used for small or one-off contracts, as to large contractors delivering significant on-going services.

Contractor selection procedures include consideration of health and safety arrangements and performance. Approved lists are useful for routine work, but should be reviewed on a regular basis.

To ensure the use of competent contractors, the responsible manager should obtain and check the following prior to appointment:

- Health and Safety Policy (this applies to contractors with five or more employees);
- Risk Assessment (s) / Method Statements;
- Training Records;
- Insurance;
- Membership of relevant professional bodies;
- Licences where applicable, e.g. asbestos removal; and
- past Health and Safety Performance (Notices / conviction /accident records etc).

If a contractor has received notices or been prosecuted by an enforcing authority, they should not be automatically disqualified. Details of the incident(s) should be requested, along with details of what the contractor changed or introduced to comply with the notice or following the prosecution. A decision should then be made as to whether to proceed.

If contractors are employing sub-contractors, SBC responsible managers must satisfy themselves that the main contractor has adequate arrangements in place for assessing the competence of sub-contractors.

Before work under a contract commences, the responsible manager should discuss with a responsible person representing the contractor the safety precautions that will be implemented for the duration of the works.

Contractors must be informed of any site-specific rules and procedures, including emergency procedures. Contractors must report any accidents or incidents to SBC as well as their own managers.

The responsible manager from SBC will ensure co-operation and co-ordination with contractors. SBC will also manage and supervise contractors effectively. This will be proportionate to the hazards and risks presented by its work.

Please refer to the health and safety sections within SBCs procurement and management of contractors policies.

4.7 CDM (Construction, Design and Management)

All construction work (including demolition) will be carried out in accordance with the Construction (Design and Management) Regulations 2015 (CDM). In most cases, SBC will hold the role of the client and be responsible for:

- appointing duty holders. Where there is to be more than one contractor, SBC must appoint a Principal Designer and a Principal Contractor in writing;
- ensuring that suitable arrangements are in place for managing the project including that sufficient time and resources are allocated and that these arrangements are maintained and reviewed throughout the project;
- ensuring the any duty holders appointed have the Skills, Knowledge and Experience (SKE) to be able to undertake their roles;
- providing pre-construction information, as soon as practicable, to all duty holders;
- ensuring that a construction phase plan is drawn up by the contractor (where there is only one contractor) or the Principal Contractor where there is more than one;
- ensuring the Principal Designer and Principal Contractor carry out their duties;
- ensuring that the Principal Designer (where there is more than one contractor) prepares a health and safety file.
- ensuring welfare facilities are provided

If SBC fails to appoint a Principal Designer or Principal Contractor (where applicable), the responsibilities of these duty holders will fall to the Council.

Projects must be notified to the HSE if construction is expected to last more than 30 days and involve more than 20 workers (holidays and weekends do not count if no construction work takes place on these days) or totals more than 500 persons days (e.g. 50 people working for over 10 days).

Where a project is notifiable, SBC will be responsible for notifying the Health and Safety Executive (HSE) via an F10 form, available from the HSE website. The F10 must be completed as soon as practicable before the construction phase begins. An up to date copy of the F10 must be displayed on site.

There may be times where SBC takes on some designer duties under CDM, e.g. if work methods are stipulated in specifications. Managers should be aware of the implications of this and the additional responsibilities that may fall to the Council as a result of this.

Any member of staff who may become responsible for construction as part of their work must undertake CDM awareness training and provisions must be put into place for managing CDM.

Further information on the CDM Regulations 2015 can be obtained from the Health and Safety Officer or Property Services Team.

4.8 Consultation with Staff

SBC will consult employees in good time on matters relating to their health and safety. This will be done through Safety Representatives / Representatives of employee safety and the Health and Safety Committee.

4.9 Control of Substances Hazardous to Health (COSHH)

SBC will not use any chemicals that are prohibited by the Control of Substances Hazardous to Health Regulations (COSHH) 2002.

COSHH assessments will be put into place for any activity that could lead to exposure to a substance hazardous to human health. These risk assessments will consider if and when exposure could occur, and whether this exposure could be at a level hazardous to human health.

Control measures will be implemented where required to prevent exposure or, where this is not reasonably practicable, exposure will be reduced to an acceptable level whereby health is not being put at risk. Further measures will be implemented to monitor controls.

Control measures will be regularly reviewed to ensure that they remain effective. Any equipment will be regularly maintained.

4.10 Display Screen Equipment (DSE) and Workstations

SBC will undertake assessments to ensure that workstations and display screen equipment meet minimum standards and are arranged so as to reduce the risk to users. Where discomfort issues arise, reasonable adjustments will be made, where feasible, to ensure comfort for users.

The principal risks associated with display screen equipment are musculoskeletal disorders, visual fatigue, and mental stress.

Eyesight tests can be arranged by employees in line with the Council's Procedure for Eye and Eyesight tests. Please also refer to SBC's DSE policy which is available on the Health and Safety Intranet page.

4.11 Driving for Work

SBC has a corporate risk assessment in place for driving at work as this is a task that numerous employees undertake as part of their role.

Any member of staff who drives as part of their work must present a valid driving licence to their employer annually. In addition, if the member of staff drives a privately-owned vehicle, they must present a valid insurance certificate annually covering the driver for business use. Any vehicles over three years old must have a valid MOT certificate.

Anyone who drives as part of their work must adhere to the Highway Code and the Road Traffic Acts at all times.

Please refer to the Driving at Work Policy which is available via the Health and Safety intranet site.

4.12 Electricity

- (i) **Electrical Installations:** the fixed electrical installation in all buildings where SBC holds responsibility will be examined and tested at regular intervals in line with statutory requirements. Examination and testing will be carried out by electrical contractors qualified in electrical testing, and a certificate will be provided as verification. The Property Services Team will commission testing and remedial works as necessary.
- (ii) **Live Working:** no person shall be engaged in any work activity on or near live conductors unless it is unreasonable in all circumstances for it to be made dead. Where it is absolutely necessary to work live, this must in all circumstances be carried out by a qualified electrician.
- (iii) **Electrical Equipment:** all electrical equipment, whether portable appliances, fixed plant or tools, must be appropriate for the task for which they are intended, and safe for use. Staff must ensure that they fully understand how to use electrical equipment safely before using it. Staff should never use electrical equipment that they do not feel competent to use. Electrical equipment must always be used in line with manufacturers' guidance. Prior to using new electrical equipment, a thorough visual inspection must be undertaken. This item will then be added to the regular maintenance schedule. Electrical equipment must be regularly inspected and maintained. Users must carry out a visual check of the equipment prior to every use. If any defects are noted, the item should not be used and the supervisor should be informed.
- (iv) **Portable Appliance Testing (PAT):** all portable appliances are subject to regular PAT testing and records are maintained. Some items may require annual testing, e.g. those that move around regularly (fans etc); whereas other equipment that remains more static will require testing less frequently (e.g. computers).

4.13 Event Safety

Any events organised and managed by SBC will be risk assessed and adequate control measures put into place to mitigate these risks.

Council run events: An adequate briefing will be held at the beginning of each event, including information on health and safety risks and the control measures that have been put into place. This is particularly important where the event involves third parties and volunteers, for example, an SBC organised community clear up. A de-brief should also be held after the event, focusing on the positives as well as any learnings for future events.

Externally organised events: In the event that external organisers, including community and voluntary groups request to hold an event in properties or on land owned by SBC, SBC will take appropriate steps to ensure that event organisers have appropriate insurances and risk assessments in place to safely manage their event.

4.14 Expectant and New Mothers

Employees should inform the HR Shared Service if they are expecting, have given birth within the last six months, or are breastfeeding to ensure that measures can be implemented to reduce any risks to mothers and their unborn / new child.

Once notified, a risk assessment will be carried out by the employee's line manager in conjunction with the employee. This risk assessment will identify any risks and allow necessary control measures to be implemented.

When required, SBC will ensure reasonable adjustments are made, where feasible, to enable an expectant mother to fulfil her working duties. Suitable rooms are provided for rest periods and breastfeeding. At Swale House, the First Aid Room (Room 151) is available to use.

4.15 First Aid

The Health and Safety Officer will undertake risk assessments and implement the recommendations to ensure that there is appropriate provision of first aid equipment and adequate first aid personnel at all locations where the risk assessment deems necessary.

First Aid training forms part of the Health and Safety Training Plan and is organised through the HR Shared Service. First aiders are required to attend an initial three-day training course, followed by a two-day refresher every three years.

First Aiders are designated a first aid box to check quarterly to ensure that its contents are complete and within date. The Health and Safety Officer is responsible for ordering and providing any first aid equipment required.

Swale House has a designated first aid room (First Floor, Room 151). A first aider should be present and a Facilities Officer informed when this room is in use.

A list of current first aiders is available via the health and safety intranet site

4.16 Fire Safety

SBC has a Fire Safety Policy which outlines how SBC will manage the risk of fire within its property portfolio, as required by the Regulatory Reform (Fire Safety) Order 2005. The information provided includes control of fire risks and the maintenance of fire detection systems.

The objectives of the Fire Safety Policy are to ensure:

- SBC meets its duty of care by managing the risk of fire within its properties.
- Lives are not put at risk through poor fire risk management.
- Damage is not sustained to property and plant through poor fire risk management.

All employees/contractors and tenants are required to familiarise themselves with the Fire Safety Policy and the roles and responsibilities which have been discharged to them.

Property Services ensures that there is a current fire risk assessment for each property that it is responsible for to ensure compliance with the Regulatory Reform (Fire Safety) Order 2005. Recommendations are actioned or, where this is not practical, alternative actions will be taken to ensure that the same degree of safety is achieved.

Please refer to the Fire Safety Policy. This is available via the Health and Safety Intranet Site

4.17 Fire and Emergency Incident Evacuation Procedures

Management ensures that adequate procedures are in place for the safe evacuation of properties and the summoning of the emergency services. This applies to staffed premises, and all premises where SBC holds the responsibility to ensure safe evacuation. Visitors / Contractors / Third Parties at premises must be made aware of the relevant evacuation procedures by the relevant manager. In a number of properties, tenants, managing agents and community groups have responsibilities to ensure the safe evacuation of their staff and service users.

Evacuation procedures for each building are displayed and communicated at the property. Specific arrangements are in place and implemented to ensure the safety of disabled persons in the event of an evacuation.

Management ensures that these procedures remain under review to ensure that they are effective.

4.18 Gas

Any gas systems or gas appliances will be fit for purpose, appropriate for use, safely located, and correctly installed. Gas systems and appliances will be maintained in an efficient state, in efficient working order and in good repair. This will include an annual gas safety check and certification commissioned by Property Services. Any pipe carrying gas must be clearly marked.

No person must carry out any work on a gas system or appliance unless they are competent and gas safe registered.

4.19 Health and Safety Documents

Corporate policies and documents will be drafted by the Health and Safety Officer. Consultation will take place with the Health and Safety Committee, which includes a UNISON representative. Policies will be formally adopted by the organisation. Depending upon the nature of the policy or document, this may be through:

- Cabinet approval;
- SMT approval; or
- approval by the Health and Safety Committee and UNISON.

The Health and Safety Officer maintains a register of Corporate Health and Safety policies and procedures and their review dates.

Many departments will have local health and safety documents (procedures, safe systems of work, guidance) that apply to specific activities undertaken by that department. It is the responsibility of relevant Heads of Service to ensure that these documents are kept up to date.

Any local health and safety documents must be provided to the Health and Safety Officer for checking to ensure compliance and best practice.

The Health and Safety Officer will keep a register of these documents to ensure that they are regularly reviewed.

4.20 Health and Safety Information

The Health and Safety Officer is responsible for keeping up to date with new / changing health and safety information and disseminating this to SMT, Members and staff, as appropriate. This includes, but is not limited to; new / changed legislation, guidance, best practice, and relevant prosecutions / civil claims that could have implications for the Council and its undertaking.

The Health and Safety Officer remains up to date via the following:

- attendance at conferences / events;
- regular email updates from key organisations e.g. HSE;
- trade journals e.g. SHP, HSW;
- relevant websites e.g. SHP, RoSPA; and
- Kent Corporate Safety Officers Group

Annex A contains a legal register identifying the key health and safety legislation that applies to SBC.

4.21 Health and Safety Training

The HR Shared Service, with guidance from the Health and Safety Officer, will ensure that staff receive adequate health and safety training to ensure that they are aware of risks and how to control them:

- at induction;
- when jobs change or staff acquire additional responsibilities;
- when work equipment is introduced or changed;
- when new technology is introduced; and
- when systems of work change or there is a change to the employer's undertaking.

Training will be refreshed regularly in order to maintain knowledge and will take place during working hours.

The Health and Safety Officer prepares an annual training plan identifying the priorities for the upcoming financial year. Once approved by SMT, the HR Shared Service takes responsibility for delivering the plan.

Staff should raise any specific requests for health and safety training with their line manager.

4.22 Health Surveillance

Where a risk assessment identifies that it is appropriate, managers will ensure that employees are provided with health surveillance. Health surveillance should be introduced where the risk assessment identifies that the following criteria apply:

- there is an identifiable disease or adverse health condition related to the work concerned;
- valid techniques are available to detect indications of the disease or condition;
- there is a reasonable likelihood that the disease or condition may occur under the particular conditions of work; and
- surveillance is likely to further the protection of the health of the employees to be covered.

4.23 Home Working

Home workers are staff contracted to work from home or premises of their choice rather than the workplace. In addition, although not contracted to, some staff will work from home on a regular or occasional basis.

Whether permanently, regularly or occasionally working from home, all employees are required to undertake a homeworking self-assessment including a risk assessment.

Any equipment provided by Swale BC for use at home must be in an efficient state, in efficient working order, and in good repair.

Staff working at home should ensure that their workstation is set up correctly and that they take regular breaks. Any equipment defects and accidents must be reported.

Please refer to SBC's Homeworking Policy.

4.24 Housekeeping

Management will ensure that premises, including stairways, floors and corridors, are kept clean and tidy at all times, in so far as this is reasonably practicable.

All staff are responsible for keeping the areas around their workstations clear and for ensuring that slip and trip hazards are not created as a result of poor storage and poor housekeeping. Any spillages must be cleared up immediately or where this is not possible, appropriate warning signs must be displayed until the spillage can be dealt with.

4.25 Keeping Records

SBC will ensure that it maintains records to evidence health and safety issues, plans, actions and reactions. Any sensitive information must be held and processed in accordance with the Data Protection Act 2018 and the General Data Protection Regulations 2018 (GDPR).

4.26 Ladders and their use

Ladders should only be used for low risk, short-duration work. Short duration is taken to be between 15 and 30 minutes depending on the task. A ladder can also be used for low risk work where features on a site mean a ladder must be used. In all other cases, alternative access equipment should be used. Managers will ensure that a risk assessment identifies the most appropriate access equipment and control measures when working at height.

Ladders must always be fully open and correctly positioned, used, and secured to reduce the risks of falls from height. This includes being positioned on a stable platform and never leant against a fragile surface.

Users must always check the condition of ladders prior to use. Any defects must be reported immediately and the ladder must not be used. Ladders (including their feet) must be subject to regular inspection.

4.27 Legionella

SBC is committed to managing the risks posed by legionella bacteria. The Council undertakes legionella risk assessments, carried out by a competent person, for all properties and sites where they are the statutory duty holder.

These risk assessments are updated every two years, or following a change. Relevant control measures will be implemented or, where this is not practicable, alternative control measures will be implemented to ensure the same degree of safety.

The management of legionella is a cross-departmental process and it is important that all those involved in the process have an adequate level of knowledge and training. Training will be arranged for those that require it, including refresher training.

Please refer to the Legionella Management Policy and Procedures on the health and safety intranet site.

4.28 Lifting Equipment and Passenger Lifts

SBC complies with the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) to ensure the safety of lifting equipment and lifting operations.

Lifting Operations will be planned, supervised and carried out in a safe manner. All lifting equipment must be suitable for use, adequately strong, and sufficiently stable to manage its load. The Safe Working Load (SWL) must be clearly marked on the equipment and must never be exceeded.

Passenger lifts are designed to prevent any person becoming crushed, trapped, stuck or falling from the equipment.

Lifting equipment is examined and inspected in line with LOLER. Passenger lifts undergo thorough examination every six months by a competent person. All other lifting equipment is thoroughly examined every 12 months. All lifting equipment is subject to routine maintenance organised by Property Services.

4.29 Lone Working

Working alone is not in itself against the law, and it will often be safe to do so. Those working alone should not be exposed to any additional risks compared with those working with others. In order to achieve this, risk assessments must be undertaken to inform a safe system of work, and any necessary control measures implemented before people are allowed to work alone.

SBC has identified those employees who are 'lone workers' and has provided a lone worker management system and appropriate training.

4.30 Manual Handling

SBC will avoid its staff having to undertake manual handling so far as is reasonably practicable. Where this is not reasonably practicable, risk assessments will be undertaken taking into account the task being undertaken, the individual(s) involved in the task, the load being handled, and the environment within which the manual handling operation is taking place.

Control measures will then be implemented to reduce any identified risks, so far as is reasonably practicable. This will include sufficient information, instruction and training being given to those who undertake manual handling.

4.31 Monitoring and Audits

SBC will ensure that it has processes in place to monitor and audit health and safety performance in order to constantly improve the health and safety management system. These include performance indicators which are used to monitor health and safety performance.

SBC will ensure that relevant teams implement inspection processes to identify defects that require rectification.

Health and safety audits will take place in order to monitor performance. The auditing process will be managed by the Health and Safety Committee.

4.32 Noise

Management will assess the risks from noise exposure in the workplace, ensuring that the legal limits on noise exposure are not exceeded. Actions will be taken to prevent or reduce risks to health and safety from exposure to noise at work. Examples may include the purchase of quieter machinery, introducing engineering controls, the use of hearing protection, health surveillance, and job redesign to reduce exposure.

4.33 Occupational Health

SBC has an Occupational Health Service who provides an independent and confidential health service. The Occupational Health Service aims to:

- prevent employees becoming ill due to work;
- assist employees to achieve good health by offering advice and support; and
- rehabilitate those employees returning to work after ill health.

Occupational Health works closely with employees, employers, and General Practitioners (GPs).

Administration of the service and referrals to the service is through the HR Shared Service.

4.34 Partnerships, Agreements and Shared Services

Where SBC enters into partnerships and agreements with other bodies or organisations (e.g. management agreements, partnership agreements, trust arrangements), health and safety responsibilities must be clearly identified and agreed with all parties involved. Monitoring arrangements must be clearly identified.

Where staff work as part of a shared service, the duties of each employer must be clearly defined to ensure that the health, safety and welfare of staff is not compromised and that actions are not duplicated, but that all those that need to be provided with various information are.

Staff must be aware of and understand specific policies and procedures for each organisation that they work for e.g. evacuation procedures. Where it is reasonably practicable to do so, and at appropriate times, e.g. when reviewing procedures, consideration must be given to developing shared policies and procedures. This will be a much more manageable solution than members of staff following potentially three separate sets of procedures. Compliance with procedures is also likely to be higher as a result which has clear health and safety benefits.

4.35 Personal Protective Equipment (PPE)

Where control by other means is not adequate, Personal Protective Equipment (PPE) will be considered as a risk control measure. A risk assessment will be undertaken to determine the most suitable type of PPE.

PPE must be suitable for the individual wearing it, ensuring that it correctly fits (incorrectly fitting PPE reduces its effectiveness).

PPE must be adequately stored when not in use, in order to prevent damage. It must also be adequately maintained, any defects reported immediately and promptly replaced when necessary.

4.36 Risk Assessments

In compliance with the Management of Health and Safety at Work Regulations 1999, management will undertake risk assessments in order to assess the risks to workers and any others who may be affected by their undertaking. Risk assessments must be suitable, sufficient, and regularly reviewed. All control measures implemented must be reasonable and proportionate to the risks. Risk assessments should be used to inform 'safe systems of work'. Risk assessments are live documents owing to the fact that work activities and locations change.

SBC uses a risk assessment register to control the risk assessment process. This is maintained by the Health and Safety Officer. This register lists departmental risk assessments, who is responsible for them, and when they are due for review. The register does not list personal assessments such as pregnancy or DSE assessments.

The risk assessment register and risk assessments are available to all employees via the intranet to aid communication.

4.37 Reporting of Defects or Concerns

Any health and safety concerns or defects should be reported promptly either to the Health and Safety Officer or a Health and Safety Representative. There are online facilities for reporting hazards/concerns directly to ICT and Property Services.

4.38 Safety Signage

SBC will provide and maintain safety signs in circumstances where risks to health and safety have not been avoided by other means. Safety signage is **not** a substitute for other means of risk control; they are to warn of any remaining significant risk or to instruct employees of the measures they must take in relation to these risks.

SBC will ensure that the correct signage is used to convey the appropriate message and that all mandatory signs are provided and maintained in order to provide information and instruction to employees e.g. fire escape signage.

4.39 Safety Management System

SBC strives to follow the health and safety management system set by the HSE in their document HSG65: Managing for Health and Safety. This is a plan, do, check and act model for planning, implementing, and monitoring the Council's management of health and safety.

Plan	Determine your policy and plan for implementation – think about where you are now and where you want to be.
Do	Identify your risk profiles, organise your activities to deliver your plan, implement your plan. Assess risks, involve workers and communicate and implement controls.
Check	Measure your performance. Investigate the causes of accidents, incidents or near misses.
Act	Review your performance. Take action on lessons learned, including from audit and inspection reports.

4.40 Sub-Contractors

The selection of sub-contractors is ordinarily best left to contractors. However, SBC responsible managers must satisfy themselves that the Contractor has adequate and effective arrangements in place for appraising the competence of sub-contractors. The degree of competence required will be proportionate to the work being undertaken and the risks associated with it.

4.41 Stress

SBC recognises and is committed to reducing stress and promoting well-being as the Council acknowledges the high personal and business costs that stress at work brings.

Heads of Service take ownership for well-being issues within their service area.

SBC conducts risk assessments into stress at work every two years, implements control measures, consults with employees, and reviews arrangements.

An Employee Assistance Programme and an Occupational Health service are available to employees. Further information is available from the HR Shared Service.

Please refer to the Stress at Work Policy, Toolkit for Managers, and Toolkit for staff on the health and safety intranet site.

4.42 Tree Management

The Council owns a substantial number of trees and recognises it has a duty to ensure that its stock is effectively managed. SBC's Open Spaces Team meets its duty to manage trees through implementing a Tree Risk Zone system. An inspection framework has been established in accordance with this system. Processes are in place to prioritise and implement remedial actions as required.

Please refer to SBC's Tree Policy. This is managed and available from the Open Spaces Team.

4.43 Vehicles

Any vehicles purchased or leased by the Council must be fit for purpose. SBC will ensure that vehicles are adequately maintained. This includes planned preventative maintenance as well as reactive maintenance. All vehicles will be subject to regular cleaning.

Users of the vehicles must complete pre-journey checks e.g. check tyres etc and report any defects immediately to their line manager.

Any person driving work vehicles must hold a valid driving licence and be insured to do so. Staff must ensure that they make themselves familiar with the set up of vehicles e.g. how to activate the lights / window wipers etc.

Please refer to the Driving at Work Policy. This is available via the Health and Safety intranet site.

4.44 Vibration

Vibration can be split into two categories: hand-arm vibration, and whole-body vibration. Owing to the activities undertaken, hand-arm vibration is likely to be the bigger risk to relevant SBC employees e.g. those that use hand-held machinery such as drills.

Management will assess the risks from vibration exposure in the workplace, ensuring that the legal limits on vibration exposure are not exceeded. Actions will be taken to prevent or reduce risks to health and safety from exposure to vibration at work. Examples may include the purchase of low vibration machinery/equipment, regular maintenance, the use of PPE health surveillance, and job design to reduce exposure.

Please refer to the Control of Hand Arm Vibration at Work Policy. This is available on the Health and Safety intranet site.

4.45 Violence

SBC will not tolerate threats, abuse or assaults on its employees, nor will it condone staff-to-staff violence or staff violence towards members of the public.

SBC will assess the risks to staff, implement control measures, and ensure that procedures are reviewed. The Council has taken measures to reduce the likelihood of violence as detailed in the Violence at Work Policy and Procedures. This is available via the health and safety intranet page.

SBC operates a register of persons known to be potentially violent. This list identifies those persons that the Council deems, by experience and evidence, to pose a risk to staff, contractors, or others working on the Council's behalf. The Council will consider those individuals that have been involved in physical attacks or exhibited threatening behaviour to be a Potentially Violent Person.

This register is access controlled and regularly reviewed to ensure that all information remains valid. The register is held in compliance with the Data Protection Act 2018 and the General Data Protection Regulations 2018 (GDPR).

Please refer to the Violence at Work Policy and Procedures available via the Health and Safety intranet site.

4.46 Visitors to Council Premises

Council premises will be sufficiently maintained to ensure, so far as is reasonably practicable, the health and safety of employees, visitors, contractors, and any other third party.

Employees will be responsible for their visitors, clients, suppliers, representatives, contractors or sub-contractors, and should ensure that whilst they are on Council premises or sites that they conduct themselves in a safe manner with due regard to the requirements of this policy. Where staff are accompanying a disabled person, suitable arrangements must be in place in the event that an emergency should occur.

All contractors and visitors are required to wear an identification badge at all times that they are in the building.

4.47 Volunteers

SBC has a duty to protect people, other than those at work, from risks to their health and safety arising out of, or in connection with, their work activities. SBC should ensure that risks to volunteers are assessed when planning events and projects to ensure that proportionate and suitable control measures can be put into place.

4.48 Waste Management

SBC will ensure that any waste is stored in suitable receptacles. Combustible materials must not be allowed to build up loosely and must always be stored in a suitable bin. Bins will be emptied regularly to ensure that waste is not left to accumulate.

4.49 Welfare Facilities

SBC provides a suitable and sufficient number of welfare facilities, including toilets and washing facilities at all locations from which staff are required to work. These are regularly cleaned and maintained.

Rest facilities are provided for staff to allow breaks away from their desks. Facilities are provided to allow staff to prepare hot drinks. Rest facilities are regularly cleaned and kept tidy.

An adequate supply of drinking water is available at readily accessible places for persons at work.

Those staff working away from a base must ensure that they carry suitable drinking water and are aware of the location of public facilities.

4.50 Well-being

SBC is committed to improving and promoting well-being through a variety of initiatives. This includes holding an annual well-being week, the promotion of various health awareness days throughout the year, provision of trained mental health first aiders and the support for various ongoing well-being activities.

The Council is continuously looking for new ways to promote well-being and recognises the importance of this.

4.51 Working at Height

'Working at Height' refers to work activities where a person could be injured falling, even if it is at or below ground e.g. falling into a trench. SBC will do all that is reasonably practicable to prevent anybody from falling, including:

- avoiding working at height where possible;
- undertaking risk assessments to identify situations where falling from height is a risk;
- using work equipment / other measures to prevent falls;
- minimising the distance and likely consequences of falls;
- ensuring working at height is properly planned and organised;
- ensuring those working at height are adequately trained and competent;
- taking account of weather conditions, and postponing working at height where the weather conditions pose a risk to health and safety;
- ensuring that the place at which work at height is being undertaken is safe;
- ensuring that any equipment used is appropriately inspected;
- ensuring that risks from working with fragile surfaces e.g. asbestos roofs, are properly controlled; and
- ensuring that risks from falling objects are properly controlled.

4.52 Work Environment

SBC will ensure that working environments are:

- sufficiently ventilated by fresh or purified air, but that workers are not subject to uncomfortable draughts;
- at a reasonable temperature during working hours;
- suitably and sufficiently lit. So far as is reasonably practicable, preference will be given to natural light. Emergency lighting will be installed and maintained where it is required;
- sufficiently clean; and
- of sufficient size to allow people to move around the room with ease.

4.53 Work Equipment

Any work equipment purchased and utilised will be suitable to use for the purpose for which it is intended. Any equipment purchased will be 'CE' marked and have a declaration of conformity.

Work equipment will be maintained in an efficient state, in efficient working order, and in good repair.

Access to any dangerous parts or rotating stock bars must be prevented or movement must be stopped before any part of a person enters the danger zone.

Where appropriate, work equipment must have clearly visible and identifiable controls, including emergency stop controls. Where appropriate, there must also be a means by which to isolate the equipment from its source of energy.

Any persons using work equipment must be provided with adequate information, instruction and training.

4.54 Work Experience

SBC has the same responsibilities towards work experience candidates as it does to employees. When accepting work experience candidates, a risk assessment will be carried out before the candidate begins work, and the results of this risk assessment and any necessary control measures will be communicated to them. One way of doing this could be to adjust the teams existing teams risk assessment.

This risk assessment must include the workplace layout, work equipment used, how the work is organised, the health and safety training required and take account of the fact that they are likely to be inexperienced, unaware of health and safety risks and physically/emotionally immature.

4.55 Working on, in, or near water

SBC employs staff to work in various roles which may require them to work close to water. This includes beach cleaners and open spaces staff.

Any work involving water must be carefully planned. Managers will ensure that suitable and sufficient risk assessments are in place to identify the risks associated with these activities. Appropriate control measures will be implemented to control these risks, so far as is reasonably practicable. Adequate control measures must be implemented when working close to potentially contaminated waters or infested waters as there are additional health risks associated with this e.g. Weil's disease.

The weather and tide timetables must always be taken into account when working near tidal waters.

4.56 Working with Animals

Managers will undertake risk assessments to identify the hazards for those staff that work with animals, or who work close to animals. Appropriate control measures will be implemented to ensure that any risks identified are adequately controlled.

Staff must always bear in mind that animals can be unpredictable and can carry disease, and it is very important to ensure that any controls identified through a risk assessment are adhered to.

4.57 Young Persons

A young person is somebody who is under 18. Risk assessments will be carried out by line managers before a young person starts work and control measures will be

implemented. This can include reviewing the team risk assessments to take account of any additional risks and necessary control measures associated with employing a young person.

Young persons will not carry out work that:

- is beyond their physical or psychological capacity;
- involves exposure to agents that are toxic, carcinogenic, cause heritable genetic damage, harm to an unborn child, or which could chronically affect human health;
- involves harmful exposure to radiation;
- involves a risk of accidents that a young person could not recognise or avoid due to their insufficient attention to safety and lack of experience or training; or
- involves a risk to health from extreme cold or heat, noise or vibration.

Legal Register

The following register shows the key health and safety legislation that applies to SBC. This should not be deemed to be an exhaustive list, but rather a guide to the main provisions. Approved Codes of Practice associated with this legislation have quasi-legal status and would be used in any court proceedings.

- Health and Safety at Work Act etc 1974
- Safety Representatives and Safety Committees Regulations 1977
- Health and Safety (First Aid) Regulations 1981
- Electricity at Work Regulations 1989
- Health and Safety (Display Screen Equipment) Regulations 1992
- Manual Handling Operations Regulations 1992
- Personal Protective Equipment Regulations 1992
- Workplace (Health, Safety and Welfare) Regulations 1992
- Reporting of Injuries, Diseases and Dangerous Occurrences 2013
- Health and Safety (Consultation with Employees) Regulations 1996
- Health and Safety (Safety Signs and Signals) Regulations 1996
- Confined Spaces Regulations 1997
- Control of Lead at Work Regulations 1998
- Gas Safety (Installation and Use) Regulations 1998
- Lifting Operations and Lifting Equipment Regulations 1998
- Provision and Use of Work Equipment Regulations 1998
- Ionising Radiation Regulations 1999
- Management of Health and Safety at Work Regulations 1999
- Control of Substances Hazardous to Health Regulations 2002
- Dangerous Substances and Explosive Atmospheres Regulations 2002
- Control of Noise at Work Regulations 2005
- Control of Vibration at Work Regulations 2005
- Regulatory Reform (Fire Safety) Order 2005
- Work at Height Regulations 2005
- Construction (Design and Management) Regulations (CDM) 2015
- Corporate Manslaughter and Corporate Homicide Act 2007
- Health and Safety Offences Act 2008
- Control of Artificial Optical Radiation at Work Regulations 2010
- Control of Asbestos Regulations 2012

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Cabinet	Agenda Item: 10
Meeting Date	12 December 2018
Report Title	Award of Contract for 'Construction and Landscape' works for the Faversham Recreation Ground Heritage Lottery Fund Project
Cabinet Member	Cllr David Simmons, Cabinet Member for Environment and Rural Affairs
SMT Lead	Martyn Cassell, Head of Commissioning, Environment and Leisure
Head of Service	Martyn Cassell, Head of Commissioning, Environment and Leisure
Lead Officer	Graeme Tuff Parks and Open Spaces Manager
Key Decision	Yes
Classification	Open
Forward Plan	Reference number:
Recommendations	<ol style="list-style-type: none"> 1. To delegate authority to the Head of Commissioning, Environment and Leisure and Chief Financial Officer, in consultation with the Cabinet Member for Environment and Rural Affairs and Cabinet Member for Finance and Performance, to approve the most economically advantageous tender for Construction and Landscape restoration and enhancement works at Faversham Recreation Ground. 2. To delegate authority to the Head of Commissioning, Environment and Leisure and Head of Legal Services, in consultation with the Cabinet Member for Finance and Performance, to complete the contract documentation for the award.

1 Purpose of Report and Executive Summary

- 1.1 Following a successful first round bid, Swale Borough Council was awarded external funding from the Heritage Lottery Fund (HLF) to further develop designs and make a second round funding bid to the 'Parks for People' Heritage Lottery Fund. Consultants were appointed to assist the Council in the bid submission and, if the bid was successful, to finalise the design and project management including preparing tender documentation for the construction and landscape works.

1.2 Following the Council's round 2 submission, the HLF awarded the Council a grant of £1,602,000 in July this year based on a total project cost of £1,987,700. This report provides an explanation of the proposed tender process for contracting the restoration and enhancement works of Faversham Recreation Ground and the narrow 'window' to carry out the planned works that necessitates a request for delegated authority to award the contract.

2 Background

2.1 As reported previously to Cabinet, the Recreation Ground requires investment and enhancement to reflect current demand, protect heritage value and provide new opportunities for enhanced income, attracting more and a greater diversity of visitors and provide opportunities for volunteering.

2.2 Swale Borough Council (SBC) successfully bid for round 1 funding, and received £117,800 from the Heritage Lottery Fund (HLF) allowing the Council to fund and appoint consultants, Wynne-Williams Associates (WWA) to carry out design and development work for the restoration and enhancement of Faversham Recreation Ground and prepare a round 2 bid.

2.3 HLF awarded the Council a grant of £1,602,000, based on a total project cost of £1,987,700 for delivery of the proposed capital enhancements (building and landscape works) and a five year activity plan to bring in more users. As a mandatory HLF requirement, the project budget includes a contingency sum of £110,654 on the proposed capital works and an inflation sum of £33,921.

2.4 The SBC match funding for the bid totals £385,700 of which £267,300 was already secured by use of Section 106 funding. The balance is funded by a commitment to increased maintenance costs of £60,000, (£12,000 a year for the next 5 years). This will be partially offset by new increased income from rents, hirers and concessions. The third source of match funding is the costed value of volunteer time at £58,400.

2.5 The Council will also fund additional works on the site totalling £134,844 to meet lease obligations which are outside the scope of the HLF Approved Purposes. The works are funded from existing Council resources (capital reserves and Section 106 receipts) and a contribution from Faversham Town Council. To achieve cost efficiencies the works will be included in the proposed single construction and landscape tender pack.

2.6 The HLF grant offer is linked to the HLF Approved Purposes document which sets out the Council's obligations, deliverables and other detailed compliance requirements, such as submission of regular progress reports and specific procurement rules thereby forming a legal agreement between the Council and HLF.

- 2.7 HLF procurement requirements generally mirror the Council's own processes. The HLF will require proof of competitive tendering procedures including a report from the Council on the tenders received and our decision on which to accept. The Council must also give full reasons if it does not select the lowest tender. To ensure compliance, officers will liaise and seek consent from the HLF case officer before the award of the contract takes place and will record all delegated decisions in the appropriate manner.
- 2.8 From the outset of the project planning, the overall timetable for construction works has identified that the core works must take place between the end of the football and rugby season (23 April 2019) and the new season starting on the 7 September 2019, with practical completion of the overall works planned for November 2019.
- 2.9 The consultants have worked closely with key officers on the Project Board, chaired by the Cabinet Member for Environment and Rural Affairs, in developing the design work and costed specification for the planned works, which will form part of the tender documents.
- 2.10 To assist in reducing the risk of a contract overrun there will be a single main contractor for the construction and landscape works who will sub-contract specific special works such as the heritage repairs to the Lodge.
- 2.11 The Council's Commissioning team has been assisting the consultants in advising and developing the procurement process to dovetail with the tender and works timetable (see below).

2.12

Documents to Procurement and Legal	17/12/2018
Advertise ITT (30 days if electronic)	07/01/2019
Tender deadline	07/02/2019
Tender opening	08/02/2019
Evaluate (within 14 days) Clarification/briefing Cabinet Members	08/02/2019 - 22/02/2019
Consult and advise HLF	25/26/02/2019
Delegation decisions approved Award contract	28/02/2019
10 day cooling off period	29/02/2019 – 14/03/2019
Contract mobilisation & CDM planning	18/03/2019 – 19/04/2019
Start of works on site	22/04/2019

- 2.13 The proposed recommendations for approving delegated authority shortens the tender approval period and provides sufficient time to complete detailed evaluation of the bids and meet the required timetabling for the programme of works.

- 2.14 This is a low risk option as we are restricted to spend within the agreed funding amounts. It also allows time if there is a need to address the possibility of the tenders being over the available budget. This would require cost re-engineering work by the consultants and in discussion with HLF and the Project Board, to consider the reduction of planned project elements and/or approval to use part of the budgeted contingency sum. The latter option would need compelling evidence to satisfy HLF of the need.
- 2.14 The opportunity to tender will be advertised as an 'Open Tender', using the Pro Contract portal as is normal for all SBC tenders. The bids will be evaluated on price and quality criteria with the preferred SBC weighting of price (60%) and quality (40%). The quality criteria will be approved by the Project Board.
- 2.15 The Project Board agreed that an early 'quick win' will be the major refurbishment of the Rec play area at a cost of £150,000 (SBC play area capital of £35,000 and HLF £115,000). The work will be completed in advance of the main project works and will not be included as part of the main contract tender specification to save on preliminary costs and ensure residents can see that the project is progressing.
- 2.16 The play area procurement will be separated into equipment (with the Council purchasing the play equipment) and installation contracts. This is to help meet the varied play equipment requirements identified in the various consultations with residents, school and special interested groups and designs from WWA. Six play equipment manufacturers have been invited by quotations to submit their equipment designs and costings. An officer panel has evaluated the quotations and recommendations have been prepared for approval by the Head of Commissioning, Environment and Leisure using their existing delegation to award contracts under £100,000.
- 2.17 An open tender invitation for the installation works will be issued in November with an expectation that the prices submitted will be well under the £100,000 Cabinet tender approval threshold.

3 Proposals

- 3.1 To delegate authority to the Head of Commissioning, Environment and Leisure and Chief Financial Officer, in consultation with the Cabinet Member for Environment and Rural Affairs and Cabinet Member for Finance and Performance, to approve the most economically advantageous tender for Construction and Landscape restoration and enhancement works at Faversham Recreation Ground.
- 3.2 To delegate authority to the Head of Commissioning, Environment and Leisure and Head of Legal Services, in consultation with the Cabinet Member for Finance and Performance, to complete the contract documentation for the award.

4 Alternative Options

- 4.1 To not continue with the project. This is not recommended given the commitment and funding granted by the HLF and its legal agreement with the Council along with the need for improvement identified both by members of the community and owners of the Recreation Ground Faversham Municipal Charities.
- 4.2 To return back to Cabinet following the evaluation of the Construction and Landscape submissions for approval. This is not recommended as it will not be possible to meet the programme of improvements for 2019, further delaying the much needed improvements.

5 Consultation Undertaken or Proposed

- 5.1 Consultation has taken place with the Commissioning and Procurement Team throughout the tendering process to ensure that Swale's procedures have been followed and that we meet legislative requirements.
- 5.2 Both the Project Board and our HLF mentors have been involved with development of the tender and cost plan.
- 5.3 The round 2 bid to HLF was subject to extensive consultation processes including stakeholder and public consultation along with ultimate agreement by Faversham United Municipal Charities and the Council.

6 Implications

Issue	Implications
Corporate Plan	A Borough To Be Proud Of – will improve the Boroughs' tourism offer. A Community To Be Proud Of – will encourage volunteering and community activity A Council To Be Proud Of – will improve perception of customers' experiences.
Financial, Resource and Property	Within the HLF grant of £1,602,000, £1,107,636 is required to meet the capital improvements that will be delivered by the Construction and Landscape contract. As set out in the report, the Council contribution is £422,144 for the proposed capital works, the majority of which is from Section 106 receipts, with the balance from capital reserves as previously highlighted in Finance outturn reports.
Legal and Statutory and Procurement	Complies with OJEU regulations and the Council's procurement rules and the project as a whole satisfies the requirements of the lease with Faversham United Municipal Charities.

	<p>Reporting on tender outcomes to the HLF is mandatory.</p> <p>Officer time will be required to complete the evaluation of tenders and completion of the contract documentation.</p>
Crime and Disorder	<p>The designs reflect the desire for the site to be more secure and consultation has been undertaken through development and the planning process. Improvements to the landscape with increased footfall and community activity, all have the potential to reduce ASB.</p>
Environment and Sustainability	<p>Refurbishment of buildings will provide the potential to incorporate service technologies, with the aim of reducing both costs and the use of resources, as well as carbon emissions.</p> <p>Additional revenue income from new concessions will enable SBC to continue to maintain the park on a sustainable basis.</p>
Health and Wellbeing	<p>Volunteer and activity coordination, along with the five year activity plan and improvements to sports facilities, new café kiosk and performance space will encourage participation. Improving the quality of the landscape encourages use of the space for passive enjoyment, and can contribute to mental health and well-being.</p>
Risk Management and Health and Safety	<p>This is a major project which will incorporate appropriate risk, and health and safety management. The main risk revolves around the construction phase, and particularly works to the buildings where issues of asbestos etc. will need to be considered. The responsibility will be for the winning contractor to deliver this requirement overseen by the Council's appointed Consultants WWA.</p>
Equality and Diversity	<p>Undertaking these works will ensure that principals of accessibility for all are developed in the designs.</p> <p>The project will deliver a number of community opportunities to attract new diverse audiences and outcomes including volunteering and employment.</p>
Privacy and Data Protection	<p>No known implications for this tender construction phase.</p>

7 Appendices

7.1 There are no appendices to this report

8 Background Papers

8.1 There are no background papers to this report.

Recommendations for approval

Local Plan Panel – 29 October 2018

Minute No. 291 – Responses to ‘Looking Ahead’ consultation

(1) That the report be noted, and the Cabinet be asked to agree Member steers, plus those listed at paragraph 3.1 (set-out below for information):

3.1 *Members are invited to note this report on the consultation responses; to provide a steer to officers on the following issues; and recommend to Cabinet that these are agreed:*

- i) *The Panel is requested to consider whether officers should give further consideration to the use of minimum density standards.*
- ii) *The Panel is requested to provide a steer to officers as to whether evidence should, in the first instance, be researched in respect of the optional technical standards for water, space and accessibility.*
- iii) *The Panel is requested to provide a steer on whether other measures to increase the deliverability of brownfield sites should be considered.*
- iv) *The Panel is requested to give a steer on the inclusion of a specific Air Quality policy in the Local Plan Review with the opportunity to promote technical guidance on air quality and planning.*
- v) *The Panel is requested to consider whether officers should give further consideration to an evidence base on how the local plan can mitigate or adapt to overheating from rising temperatures as a result of climate change.*

Minute No. 292 – Revised National Planning Policy Framework and Implications for the Swale Adopted Local Plan and the Emerging Local Plan Review

(1) That the content of the report and the implications of the revised National Planning Policy Framework and Practice Guidance for the emerging local plan review; and adopted Local Plan policy be noted.

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Recommendations to-follow.

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