



## AGENDA

### CABINET MEETING

Date: Wednesday, 9 June 2021

Time: 7.00 pm

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

Membership:

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

Quorum = 3

---

Pages

#### RECORDING NOTICE

Please note: this meeting may be recorded and the recording may be added to the website.

At the start of the meeting the Chairman will confirm if all or part of the meeting is being audio recorded. The whole of the meeting will be recorded, except where there are confidential or exempt items.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this recording will be retained in accordance with the Council's data retention policy.

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

If you have any queries regarding this please contact Democratic Services.

#### Information for the Public

\*Members of the press and public may follow the proceedings of this meeting live via a weblink which will be published on the Swale Borough Council website.

Link to meeting: to be added.

#### Privacy Statement

**Swale Borough Council (SBC) is committed to protecting the privacy and security of your personal information. As data controller we ensure that processing is carried out in accordance with the Data Protection Act 2018**

**and the General Data Protection Regulations. In calling to join the meeting your telephone number may be viewed solely by those Members and Officers in attendance at the Skype meeting and will not be shared further. No other identifying information will be made available through your joining to the meeting. In joining the meeting you are providing the Council with your consent to process your telephone number for the duration of the meeting. Your telephone number will not be retained after the meeting is finished.**

**If you have any concerns or questions about how we look after your personal information or your rights as an individual under the Regulations, please contact the Data Protection Officer by email at [dataprotectionofficer@swale.gov.uk](mailto:dataprotectionofficer@swale.gov.uk) or by calling 01795 417179.**

1. Emergency Evacuation Procedure

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 17 March 2021 (Minute Nos. 558 - 571) 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 Interests (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.

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

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

## **Part B Reports for Decision by Cabinet**

- |     |   |         |
|-----|---|---------|
| 5.  | Waste Collection and Street Cleansing - Future Provision              | 5 - 34  |
| 6.  | Swale Borough Council and its approach to recovery                    | 35 - 58 |
| 7.  | Outside Bodies Nominations to be made by Cabinet                      | 59 - 64 |
| 8.  | Housing Shareholder Board   | 65 - 68 |
| 9.  | Microsoft Enterprise Renewal - Contract Award                         | 69 - 72 |
| 10. | Recommendations from the Local Plan Panel meeting held on 3 June 2021 |         |

Recommendations to follow

## **Issued on Tuesday, 1 June 2021**

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](http://www.swale.gov.uk)

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

<b>Cabinet Meeting</b>	
<b>Meeting Date</b>	9 <sup>th</sup> June 2021
<b>Report Title</b>	Waste Collection and Street Cleansing – Future Provision
<b>Cabinet Member</b>	Cllr Julian Saunders, Cabinet Member for Environment
<b>SMT Lead</b>	Emma Wiggins, Director of Regeneration
<b>Head of Service</b>	Martyn Cassell, Head of Commissioning, Environment and Leisure
<b>Lead Officer</b>	Alister Andrews, Environment Services Manager
<b>Key Decision</b>	Yes
<b>Classification</b>	<b>Open</b>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. To remain within the Mid Kent Waste Partnership.</li> <li>2. To retain an Alternate Weekly Collection (AWC) for co-mingled kerbside recycling and residual waste. To collect food waste weekly and to provide separate chargeable garden waste and bulk waste collection services. This is based upon current assumed costings and the assumption that a material recycling facility (MRF) continues to operate within an affordable distance. It is also dependent upon potential national legislative changes.</li> <li>3. To agree to keep the collection services contracted out as the preferred service delivery model and develop a waste collection specification to meet coalition priorities on climate emergency and recycling rates.</li> <li>4. To keep street cleansing contracted out but to adapt the future contract specification to improve flexibility of resource and improve service.</li> </ol>

## 1 Purpose of Report and Executive Summary

- 1.1 This report updates Members and asks for approval of the recommendations from the waste working group, ahead of tendering the service in the autumn of 2021. It is a report that sets a direction of travel rather than settling on specific details of the service specification and costings, which will be managed through the procurement process and then go through the usual contract award decision making.
- 1.2 After various workshops and the recent resident waste survey undertaken with residents, the Cabinet Member working group concluded that in order to reduce risk, increase resilience and keep costs in line with the medium term financial

plan, whilst still providing a valued and reliable service, the future of waste collection is still best delivered via an external contractor.

- 1.3 A co-mingled recycling collection model is recommended as it is the most affordable, popular and simplest collection system. It also prevents the need for additional containers and it enhances resilience to possible future changes and market volatility due to new legislation stemming from the government's Waste and Resources Strategy. However, this option may have to be reconsidered in the near future as the government progresses with consultations on a variety of changes including a desire to deliver national consistency in waste collections. The government may introduce amendments to legislation that make the current preferred options less favourable, or even prohibit them.
- 1.4 Members of the working group recognised that the street cleansing specification was fairly basic in the current contract. Town centres were on the whole good but rural and other high speed roads and residential areas often presented issues. Whilst acknowledging that increased specification would increase costs, Members wish to test the market and explore options to introduce more flexibility in the use of the resources.
- 1.5 The development of the specification should consider options to reduce carbon emissions based upon reasonable cost analysis and affordability. This could include a requirement for the contractor to reduce emissions within agreed timescales, as technology develops and becomes affordable.

## **2 Background**

- 2.1 The current Mid Kent Waste Contract is due to end in October 2023 after a 10-year period. The Mid Kent partner authorities (Ashford, Maidstone and Swale district councils) have been working with an external waste consultant to consider the current contract and future options.
- 2.2 The current contract has improved the recycling rates of the Borough (increasing from 32% in 2013/14 to just over 40% in 2019-20), adding a weekly food waste collection to the majority of properties in the Borough and increasing garden waste collections. Despite some challenges in recent years as vehicles have started to suffer, resident satisfaction with collections remains high, as shown in the waste survey data later in the report.
- 2.3 The consultant's review explained the available choices for waste collection and street cleansing and estimated costs for the different service delivery options.
- 2.4 It was agreed that a working group of Cabinet Members would review the available options via a series of workshops and presentations and make recommendations to the Cabinet for future service delivery. The group reported back to Informal Cabinet in January 2021 and this report formalises those recommendations.
- 2.5 The key decisions were identified as:

- What is our Strategy for Waste collection and Street Cleansing – what do we want to achieve over the course of a new contract term?
- Do we stay in the current Mid Kent Partnership?
- What collection model do we prefer – twin stream or comingled / reduced or enhanced frequency of collections?
- What delivery model – contracted, in-house or LATCo?
- Should we separate Street Cleansing?
- What would we like to change/add to the specification e.g electric vehicles, improved street cleansing standards etc?
- How should we engage/consult with residents over the choices?

2.6 The group created opportunities for residents and councillors to feed into these key decisions as the subject matter was raised at each of the Area Committees in November and December 2020. In addition, a waste survey document asked for views from residents. This survey ran for over 8 weeks and received over 1400 responses by the time it closed on 19<sup>th</sup> April 2021.

### 3 Proposals

3.1 The workshops reviewed significant evidence from a variety of sources. After discussion, the following table was agreed as an indicative representation of the administration’s top 5 priorities with regards to the waste collection and street cleansing contract:

Ref	Objective
1	Delivering a reliable waste collection service that meets all aspects of the recycling objectives in partnership with KCC
2	Reducing the carbon footprint of service
3	Sufficient flexibility and control that should allow for responses to legislative changes
4	Reliable street cleaning regimes with improved traffic management arrangements/ schedules
5	Minimising future service costs (or maximising income generation opportunities from disposal arrangements with KCC or legislation changes e.g. Deposit Recycling Schemes/ plastic tax income).

3.2 The Swale priorities listed in the table above clearly aligned with the separate priorities identified by Ashford and Maidstone. These shared objectives were a key factor when discussing Partnership options. The current agreement was recognised as a strong partnership which has been successful across a variety of areas including increasing recycling figures, cost savings (scales of economy and sharing resources), resilience and sharing best practice and ideas. Maidstone

and Ashford decision making committees have recently confirmed their intention to continue in the Partnership.

- 3.3 The research and modelling conducted by waste consultants has suggested that an expected new contract based upon the current standards will cost an additional £798,000 for Swale per annum. This is made up of an estimated increase of at least £547K for collections and £251K for street cleansing.
- 3.4 The working group considered the advantages and disadvantages of the current co-mingled recycling collection service, compared to KCC's preferred option of a twin stream service where paper and card are collected in a separate container. The addition of the extra container was not seen as a popular option for residents by Members. This is a view that has been shared widely at Area Committees and also reflected in the waste survey results. When asked if residents would be willing to accept and store an additional container for paper and card and separate these material prior to collection, 34% of residents would be willing but 66% showed a preference for the current co-mingled system where all dry recycling goes in a single container.
- 3.5 The current co-mingled system is easy to understand and it delivers some of the best dry recycling rates in Kent (it is also worth noting that the top three performing authorities in England all use the same collection method as Mid Kent). The evidence to suggest that a twin stream system could improve performance is limited. The markets for recyclables are volatile and consequently any cost benefits of separating this waste cannot be guaranteed, whereas the additional collection costs and container costs of implementing the new system will be certain.
- 3.6 Based upon the currently available data from KCC, the additional payment from KCC for a twin stream option will be outweighed by the predicted collection costs. Across the Mid Kent Partnership collection costs would rise by an additional £760k p.a. to implement a twin stream recycling collection (without associated on costs). This cost is a total of Ashford (£237k), Maidstone (£293k), and Swale (£230k). These figures are purely for collection costs and do not include the cost of staffing time to help with the rollout of the changes, advertising/education of the new system or the one-off cost for providing residents with new containers for separating the paper and card. The additional recycling containers for a twin stream system are estimated to cost over £200K for Swale (one off cost).
- 3.7 As the primary benefit of twin streaming is a reduction in waste disposal process costs, the partnership approached KCC to establish whether the rise in collection costs could be offset against disposal savings. KCC has advised that if Mid Kent chose to go to twin stream then it would recommend to KCC Members sharing financial benefits equally between our Authorities; the initial figure was just over £180k per Borough plus any other haulage savings and increases realised by

additional recycling. The offer however is subject to movement in processing costs and material prices and cannot be guaranteed.

- 3.8 At the time of writing, KCC have advised that if the Boroughs choose to retain comingled collections then existing enabling payments (£297,000) that we receive from them would be retained. This income is assumed in the current base revenue budget. It is understood that this would be coupled with a sharing mechanism where disposal benefits arising from increasing recycling rates above that achieved at the end of the current Inter Agency Agreement (IAA), would be shared with the Boroughs. This is not finalised yet, and the benefits are very much determined by future market rates for haulage, processing, and material values. This would be formalised in a new IAA prior to the new contract and will also be heavily dependent upon the national legislation changes as well.
- 3.9 At the time of writing KCC have just completed a soft market investigation into the provision of Material Recycling Facilities (MRFs) for Kent. The continuation of a co-mingled collection service in Mid Kent may rely upon the Waste Disposal Authority (WDA) identifying an affordable, local treatment facility. The enabling payments that KCC provide to mid Kent authorities may reduce if co-mingled waste cannot be treated locally as haulage costs and gate fees may increase for the WDA. The outcomes of the current consultation on consistency will affect these decisions. KCC will continue to engage with the Mid Kent partners and we look forward to the results of this investigation being made available.
- 3.10 The government set targets of 50% recycling for kerbside collections by 2020. In the last DEFRA reporting year (2019/ 2020) Swale Borough Council achieved 40.5% recycling. From 2035, there will be an expectation that we reach 65%.
- 3.11 As few Local Authorities reached the 50% target and recycling rates appear to have plateaued, the government is currently consulting on a range of changes to waste legislation. The current consultations include a Deposit Recycling Scheme (DRS) and an Extended Producer Responsibility scheme (EPR) where the producers of waste pay for the collection of it. The schemes (and payments) will be coordinated via an approved administrator. Although the impact of these decisions could be massive, details on these schemes are limited at the moment.
- 3.12 A further consultation has just been released to advise how the government will deliver consistency in waste collections across England. It is understood that any changes will be implemented through the Environment Bill and it may determine how all councils collect household waste and recycling. Without available information on future requirements and potential costs/ payments, all recommendations in this report are based upon the facts known up to this point. The timings of the consultations are unfortunate and they are certainly an added complication, but the future service provision process must start as per the project time plan, in order to have a service provider in place for when the current contract ends. The two-stage procurement process does allow for changes to occur and this will be vitally important with the timing of the Government consultations. The

service will likely need to adapt as details of legislative change and payments/costs are provided to councils.

- 3.13 Our waste consultants assisted in presenting data to the working group on service delivery options. The pros and cons of each option were discussed and learning and examples from outside the borough were also considered. The table below shows the combined cost of collections and street cleansing as modelled by the consultants.

<b>Swale</b>	
Service Delivery method	Comingled
Contracted Out	<b>£4,245,942</b>
LATC	<b>£4,005,349</b>
DSO	<b>£4,286,237</b>
Difference Contracted Out to LATC	£240,593
Difference Contracted Out to DSO	<b>-£40,295</b>
Difference LATC to DSO	<b>-£280,888</b>

**Table 1 to show estimated costs of each service delivery model in Swale.**

- 3.14 The direct service (in-house), whilst providing the most control over the service, is the most expensive model and would have meant Swale going alone. This bought a huge amount of risk as evidence from other Council's bringing services in-house has shown that estimated costs soon rise and would have needed complete restructuring of departments in the Council and capital costs of providing depots and vehicles.
- 3.15 A LATCo would see the Council setting up a company similar to the housing company. Given the size of the operation it would need changes to staffing structures. The figures above show a potential cost saving based upon industry norms in terms of wages and pensions. However, after considering revised costs to reflect the administration's position on real living wages and pension contributions, the initial potential saving of a LATCo is completely eroded.
- 3.16 A LATCo may provide greater flexibility of service, however, it was agreed that the risk factors (and consequently the potential costs) were very much increased for the Local Authority Trading Company (LATCo) in the same way as the Direct Service Organisation (DSO) options. Most critically, for the LATCo to be of financial benefit it requires a joint effort by Maidstone and Ashford. These authorities have recently opted to contract out waste collections.
- 3.17 Amongst other benefits, the contracted out option provides the least risk to unknown financial increases and the current contractors' ability to continue with service delivery despite the pandemic and the Ashford waste depot burning down, demonstrated the benefits and resilience of outsourcing this work to a

larger specialist company. A carefully crafted specification combined with heavily scrutinised tenders should ensure that our intended objectives are achieved.

- 3.18 The recent Swale waste survey showed that over 72% of residents were 'very' or 'fairly' satisfied with their bin collections. 16% suggested that they were 'fairly' or 'very' dissatisfied.

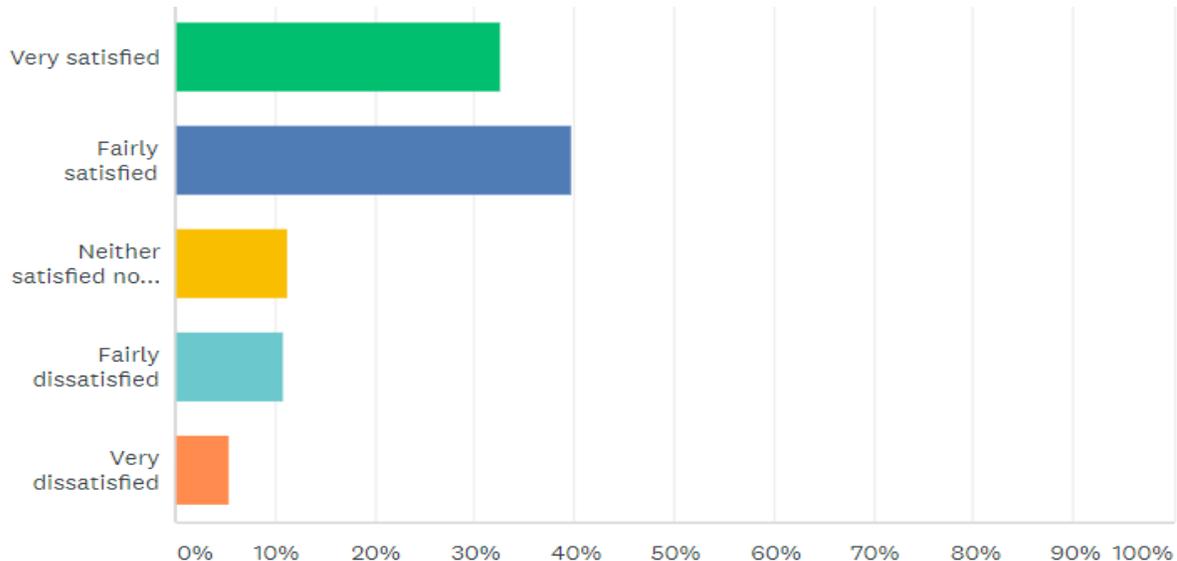


Figure 1 - Bar graph to show Swale resident satisfaction with bin collections.

- 3.19 The appropriate Cabinets and Committees at our Mid Kent partners have recently agreed to continue to contract out their waste collection services. Ashford Council will be outsourcing the street cleansing aspect of their service and Maidstone will be retaining their in-house street cleansing service.

- 3.20 As part of the waste service future options review, consideration was given to splitting the waste collection service from the cleansing service. However, there were significant barriers and risks associated with this approach. Separating the services would be likely to require separate depot facilities; increase management costs and remove the resilience and economy of scale that a joint service provides. Tendering a combined collection and cleansing service would also ensure there would be no split in responsibility for street cleanliness that can occur between different providers and the larger service would be more attractive to the private market.

- 3.21 The recent resident waste survey data and Area Committee discussions recognised that street cleansing was an area where focus was required. The recent waste survey reflected lower levels of satisfaction with street cleansing. 33% were satisfied and nearly 50% were dissatisfied with levels of cleanliness. However, it is interesting to note during the pandemic, litter levels have increased across the country. A recent CPRE study entitled 'Litter in Lockdown' suggested that *"Over the past nine months, littering has occurred in new ways and different places. The level has fallen dramatically in some places, such as town centres, and rocketed in others, such as parks and the countryside. We have seen new*

*types of litter — in particular personal protective equipment (PPE), such as disposable masks and gloves.”*

- 3.22 Street cleansing is provided on a “zoned basis” for the borough. This dictates that areas of higher footfall see a more frequent cleansing regime and a more frequent street litter bin emptying regime, based on need. The Member working group discussed the street cleansing monitoring mechanisms and it was agreed that an outcome-based model made more sense than a frequency-based contract. The use of technology and how this could enhance performance and monitoring was also considered as an opportunity for the future contract. The new specification will consider changing the zoning of roads in order to respond to the changing habits of littering mentioned above. The working group were also keen to rationalise litter bin emptying with all bins provided by Swale BC to be emptied by a single contractor. Work is already underway on this as part of the grounds maintenance contract renewal.
- 3.23 If further street cleansing improvements are required, then this will have further cost implications. The costs are difficult to predict and will depend upon the actual improvements required. An estimate to increase cleansing standards on many of the existing rural roads could cost between £118K and £295K per annum. As mentioned earlier, the financial implications of decisions will need to be formally discussed and approved once the pricing has been tested with the market and the procurement process will allow for us to choose options based on affordability.
- 3.24 There were many topics for discussion with regards to the changes/improvements that could be considered to any future contracts. Factors such as depot provision, technology and vehicle types kept coming back to the overarching theme of our carbon footprint. It was agreed that carbon emissions were a key factor for any future contract, but affordability and cost analysis were equally important. Refuse Collection Vehicles (RCV) in electric and hybrid versions are significantly more expensive than the current EU standard. Standard RCV's are approximately £200,000 and electric currently £400,000. Some reports suggest that these increased costs will be largely off-set over the period of a contract based upon fuel costs and reduced maintenance for electric vehicles.
- 3.25 The desire for bringing in green technology was reflected at the Area Committee discussions in late 2020. It is also interesting to note that in the waste survey results over 60% of residents felt that green technology was important as part of the next contract and only 8% rated green technology as a low priority. Many options for this topic have been discussed and realistic, affordable options for reducing carbon emissions will be tested through the development of the specification. The Working group propose to continue meeting whilst the specification is drafted.

## **4 Alternative Options**

- 4.1 The working group was set up to consider the alternative options for the three main considerations 1) Staying in Mid Kent Partnership, Changing the Recycling

Collection method and 3) Service delivery model. The body of the report discusses the pros and cons of the options.

- 4.2 Not preparing for the end of the current contract will ultimately lead to failure to deliver our statutory waste collection and cleansing duties.

## 5 Consultation Undertaken or Proposed

- 5.1 Five key areas for consideration for the new Waste contract were raised at the four Area Committees in late 2020. This gave all Members of the Council, Parish Councils and the public an opportunity to understand the principles being considered, ask questions and raise concerns prior to the working group submitting its recommendations. The responses received informed the recommendations within this report.
- 5.2 A resident waste collection and street cleansing survey was conducted earlier in the year, concluding on 19 April 2021. This received over 1400 responses see Appendix I for a full summary.
- 5.3 Continued liaison took place with officers at Ashford and Maidstone who fed back on the direction their Members were proposing. This identified that all parties wish to continue with the current arrangements. This has now been formally agreed at both other partner organisations.
- 5.4 A series of Member workshops will be held across the next 12 months to help all Members understand the Government changes to legislation around the waste industry and will also be used to show how these impact/benefit the Swale contract.
- 5.5 There is a detailed project plan for delivery of this contract, but some key time gates are identified below. This is the largest contract the Council operates, and it is extremely complex, so timely decisions will be required.

Action	Draft timetable
Member working group set up and meets regularly	From Sept 2020 - ongoing
Mid Kent Partnership agreement.	June 2021
Decision on service delivery model	June 2021
Develop specification – work with consultants, gather data and continue soft market testing	Sept 2020 – August 2021
Develop Inter Authority Agreement with KCC	March – August 2021
Begin procurement process – to include a number of stages including initial call for industry view on improvements and innovation, competitive dialogue, final submission of pricing	September 2021 – Summer 2022
Award contract / continue service mobilisation	December 2022
Service goes live	October 2023

## 6 Implications

Issue	Implications
Corporate Plan	<p>A new waste collection and cleansing service offers the opportunity to consider the priority ‘Investing in our environment and responding positively to global challenges’, with particular reference to 2.5 ‘Work towards a cleaner borough where recycling remains a focus, and ensure that the council acts as an exemplar environmental steward, making space for nature wherever possible.’</p>
Financial, Resource and Property	<p>Following our industry research, delivering the same standards as the current contract will result in higher costs for the Council. This is estimated at approximately £798,000. This is made up of an estimated increase of at least £547K for collections and £251K for street cleansing. Members need to consider this plus any improvements to the current standards as mentioned in the main report, in the context of the Medium-Term Financial Plan. The two-stage procurement process allows us to test the financial impact of changes to service before settling on a final specification.</p> <p>Consideration of a fleet with a reduced carbon footprint can also have financial implications. Standard RCV ‘s are approximately £200,000 and electric currently £400,000. These increased costs may be offset to some degree by savings in fuel and maintenance.</p> <p>The in-house and LATCo service delivery models were considered to present far greater levels of risk especially during uncertain times.</p> <p>There is a complex balance between the costs of the service and the income that can be obtained from external sources e.g. enabling payments from KCC as the disposal authority and garden waste subscriptions, bin sales and bulky waste collections which are paid for services managed by ourselves. This may be complicated further by the unknown effects of any new legislation under the government’s Waste and Resources Strategy e.g. the Government consultation asks about the implications of a free garden waste bins for all households.</p> <p>From the current DEFRA consultations, it appears likely that a ‘yet to be announced’ scheme administrator will regulate the EPR and DRS payments to local authorities. This will be a fundamental change to the way waste collection is funded. Ultimately the</p>

	<p>producers of the materials will fund the end collection of them. Any changes could start to be implemented within the next three years. The consultations for EPR and DRS will close on 4<sup>th</sup> June with the further consultation on waste collection consistency just released (closing date of July 4<sup>th</sup> 2021). This uncertainty regarding process and finance complicates the situation considerably.</p> <p>If the recommendations from the working group are accepted, there will not be property implications such as a depot or fleet purchases, which would have had implications for the Council's capital programme.</p>
Legal, Statutory and Procurement	<p>Delivering this service is a requirement under the Environmental Protection Act 1990. Failure to accept the recommendations without agreeing suitable alternatives may place the Council in breach of the Environmental Protection Act 1990.</p> <p>If Members agree the recommendations, Mid Kent Legal Services would lead on the legalities of the new contract and Ashford Borough Council would lead on the procurement process.</p>
Crime and Disorder	<p>Providing a clean environment which is free from litter and graffiti is known to contribute to how 'safe' an area feels to residents.</p>
Environment and Climate/Ecological Emergency	<p>The waste and street cleansing contract is the most significant contributor to the Council's carbon footprint and therefore any reductions in this are critical to achieving the Climate and Ecological Emergency Action Plan targets. This process will allow reductions in carbon emissions to be considered and built into any new specifications.</p> <p>Collection methods and materials, along with innovation to boost recycling figures will all have a positive impact on the environment ensuring the Council contributes to the Circular Economy process.</p>
Health and Wellbeing	<p>Providing a high-quality refuse, recycling and street cleansing service will support public health objectives through regular waste collections and the delivery of an attractive environment.</p>
Risk Management and Health and Safety	<p>The waste &amp; recycling collection services are a statutory requirement placed on the Authority. This report seeks confirmation of the Members preferred routes in providing them post 2023. Decisions on this report will allow Officers to proceed with that process, so ensuring that services are commissioned within required timeframe. The preferred course to minimise risk is to continue with contracted services as a collective as the Mid-Kent Joint Waste Partnership.</p>

	A risk assessment of any future changes to the service or delivery model will be carried out if required.
Equality and Diversity	The existing standards to ensure services are accessible to all residents will remain in place, regardless of the actual service provider. These include assisted collections for residents that require that support. As such, an Equalities Impact Assessment is not required.
Privacy and Data Protection	Data protection will be considered as part of the procurement and tender process and contract arrangements. Technology will hopefully play a key role in improving customer service of the waste collection and street cleansing service. Any changes to the way we operate will be accompanied Data Protection impact assessments as part of the contract award decision making.

## 7 Appendices

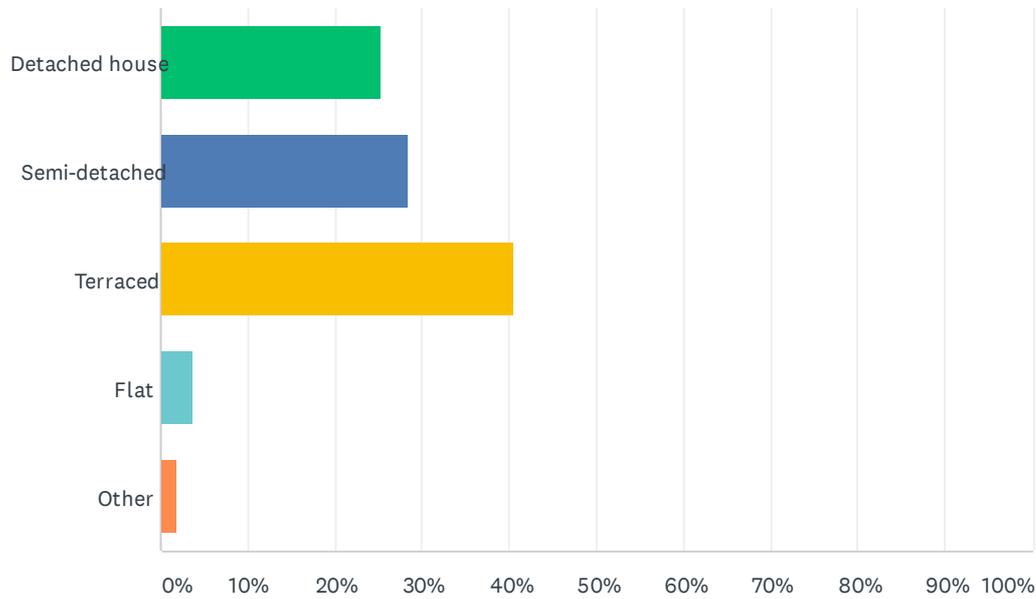
7.1 Appendix I - Waste Survey Summary

## 8 Background Papers

8.1 Litter in Lockdown study <https://www.cpre.org.uk/wp-content/uploads/2020/12/Litter-in-lockdown-summary-report-December-2020.pdf>

## Q1 What type of property best describes your home?

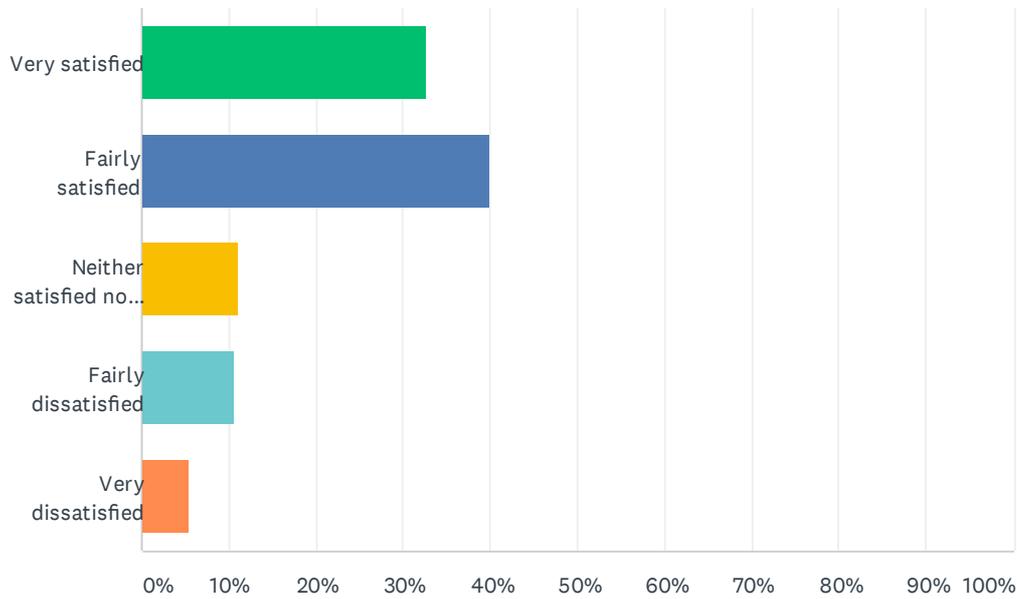
Answered: 1,424 Skipped: 0



ANSWER CHOICES	RESPONSES
Detached house	25.28% 360
Semi-detached	28.37% 404
Terraced	40.59% 578
Flat	3.79% 54
Other	1.97% 28
<b>TOTAL</b>	<b>1,424</b>

## Q2 How satisfied are you with bin collections?

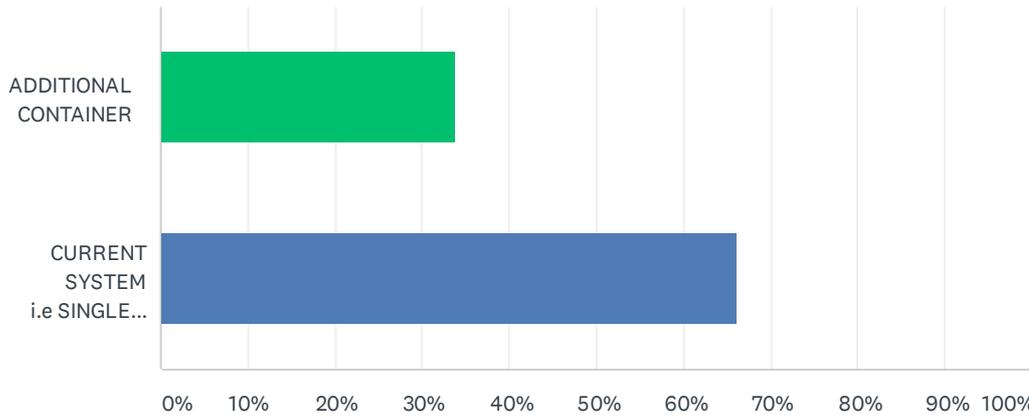
Answered: 1,424 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	32.65%	465
Fairly satisfied	39.96%	569
Neither satisfied nor dissatisfied	11.17%	159
Fairly dissatisfied	10.74%	153
Very dissatisfied	5.48%	78
<b>TOTAL</b>		<b>1,424</b>

### Q3 Would you be willing to accept and store an additional container for paper and card and separate these materials prior to collection, or would you prefer to keep the current system where all dry recycling goes in a single container?

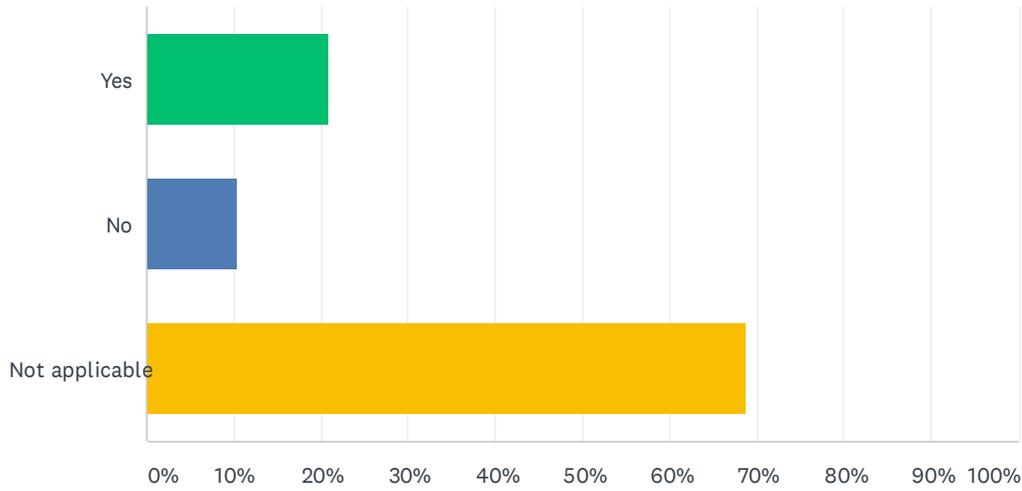
Answered: 1,386 Skipped: 38



ANSWER CHOICES	RESPONSES	
ADDITIONAL CONTAINER	33.84%	469
CURRENT SYSTEM i.e SINGLE CONTAINER	66.16%	917
TOTAL		1,386

### Q4 If you are currently one of our sack collection properties, would you be willing to separate your food waste into a small container.

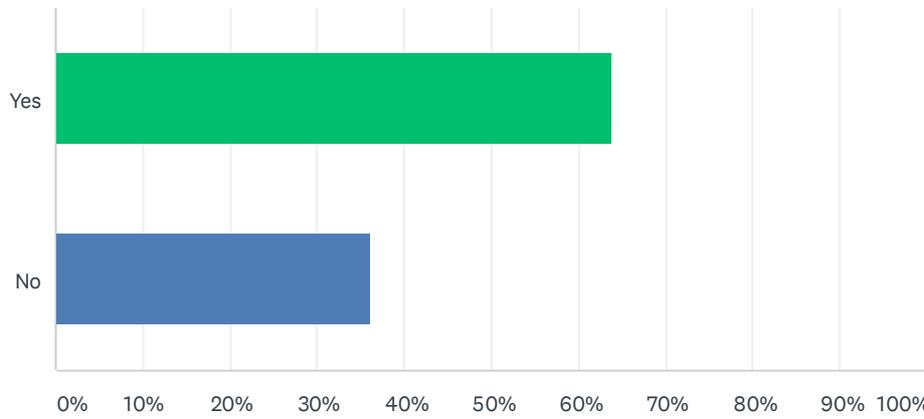
Answered: 1,386 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	20.85%	289
No	10.39%	144
Not applicable	68.76%	953
<b>TOTAL</b>		<b>1,386</b>

### Q5 Do you have a food waste container supplied by Swale Council?

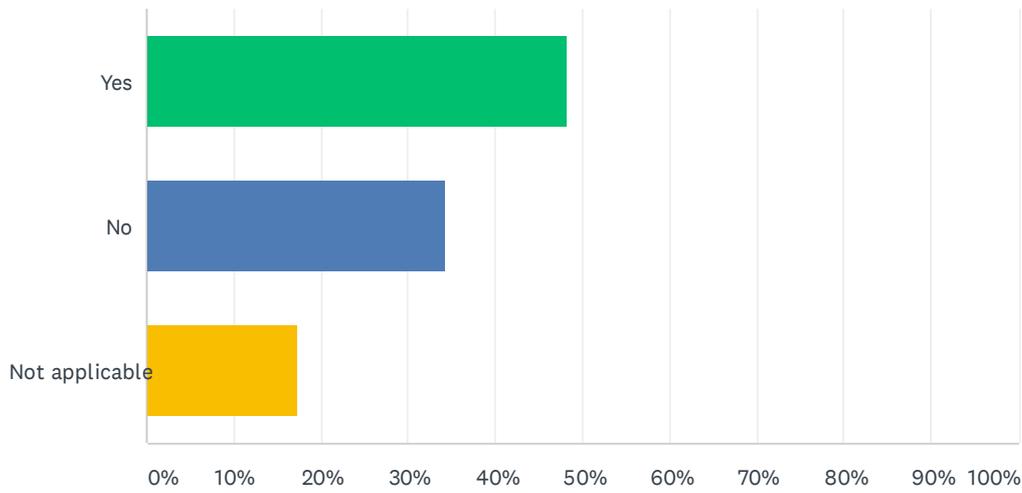
Answered: 1,386 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	63.78%	884
No	36.22%	502
<b>TOTAL</b>		<b>1,386</b>

## Q6 Do you currently separate your food waste into the food waste container for collection by the council?

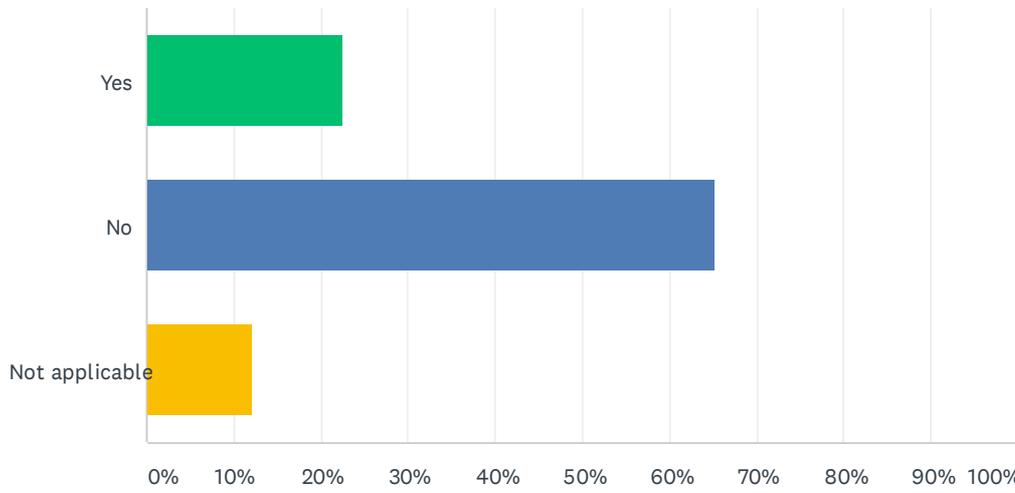
Answered: 1,352 Skipped: 72



ANSWER CHOICES	RESPONSES	
Yes	48.30%	653
No	34.39%	465
Not applicable	17.31%	234
<b>TOTAL</b>		<b>1,352</b>

### Q7 Do you currently separate your food waste for home composting?

Answered: 1,352 Skipped: 72



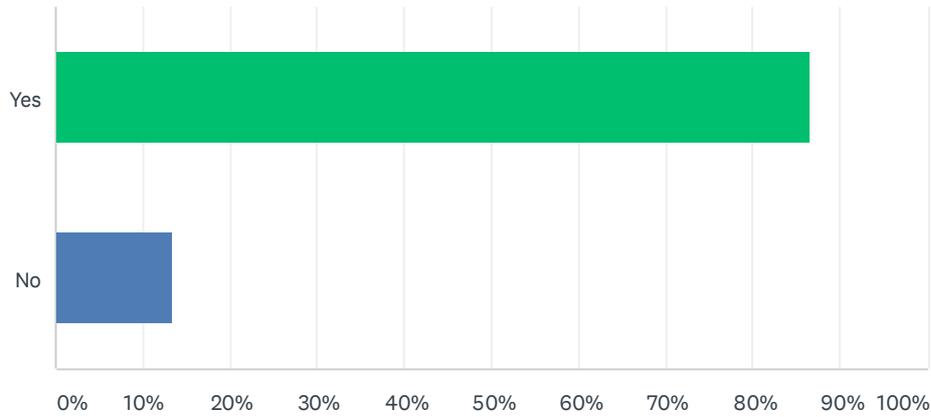
ANSWER CHOICES	RESPONSES	
Yes	22.56%	305
No	65.31%	883
Not applicable	12.13%	164
<b>TOTAL</b>		<b>1,352</b>

## Q8 Is there anything that Swale Council could do to encourage more residents to recycle food waste?

Answered: 1,352 Skipped: 72

### Q9 Do you feel confident that you know which items you can correctly place in your blue recycling bin?

Answered: 1,305 Skipped: 119



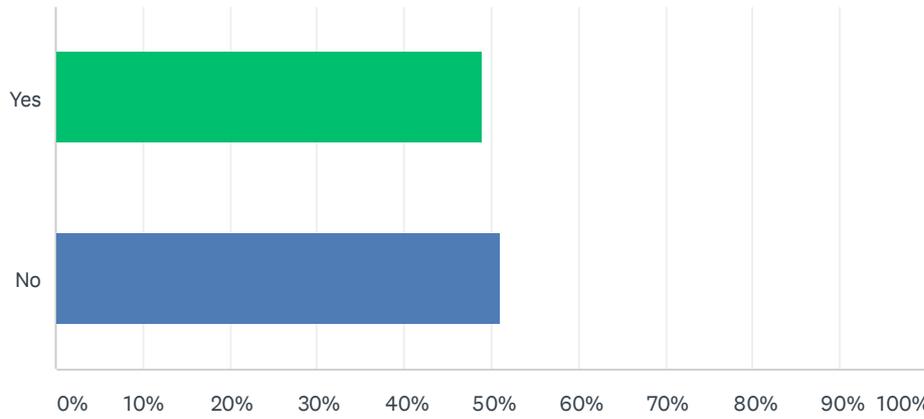
ANSWER CHOICES	RESPONSES	
Yes	86.51%	1,129
No	13.49%	176
TOTAL		1,305

## Q10 What can Swale BC do to help reduce these contamination rates?

Answered: 1,305 Skipped: 119

Q11 Are you aware that you can check how to dispose of any household item by using the 'waste wizard' on the Swale Borough Council website, or by clicking on this link <https://swale.gov.uk/bins-littering-and-the-environment/bins/what-goes-in-your-bin>

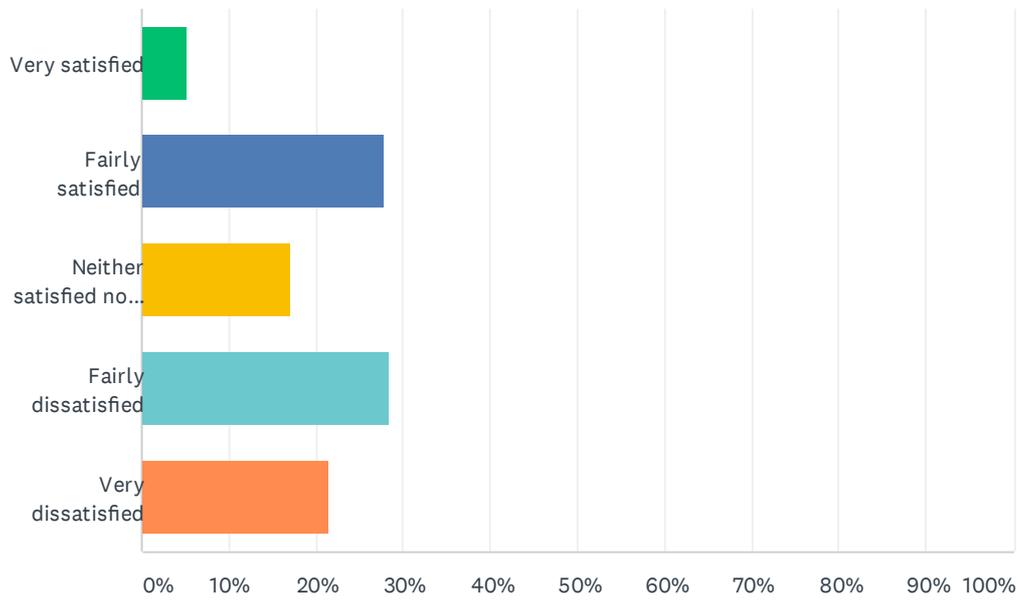
Answered: 1,305 Skipped: 119



ANSWER CHOICES	RESPONSES	
Yes	49.04%	640
No	50.96%	665
TOTAL		1,305

## Q12 How satisfied are you with the way the council keeps streets and footpaths clean?

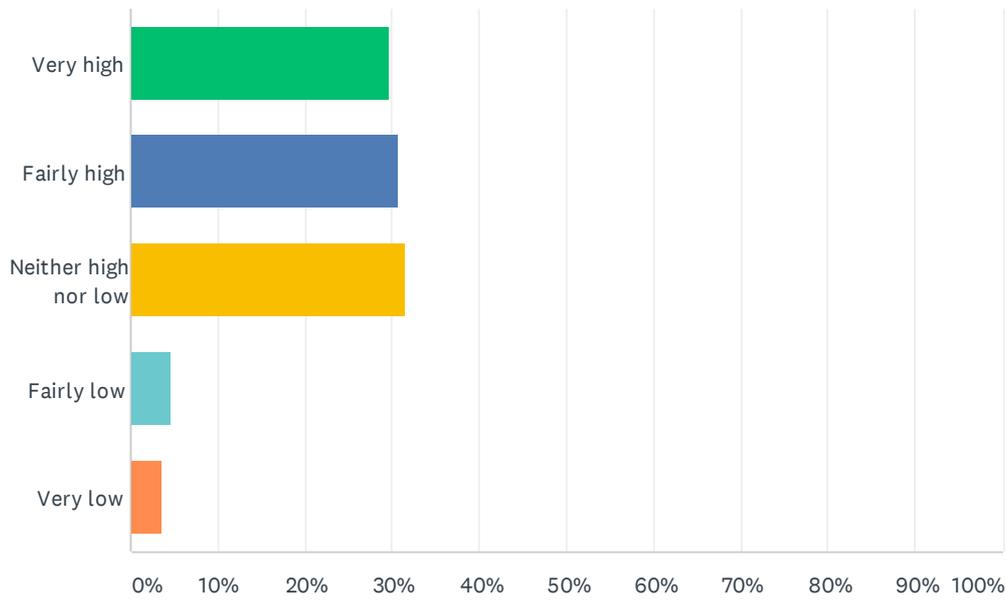
Answered: 1,297 Skipped: 127



ANSWER CHOICES	RESPONSES	
Very satisfied	5.24%	68
Fairly satisfied	27.76%	360
Neither satisfied nor dissatisfied	17.12%	222
Fairly dissatisfied	28.37%	368
Very dissatisfied	21.51%	279
<b>TOTAL</b>		<b>1,297</b>

### Q13 How important is it that green technology such as electric vehicles are used for waste collection and street cleaning?

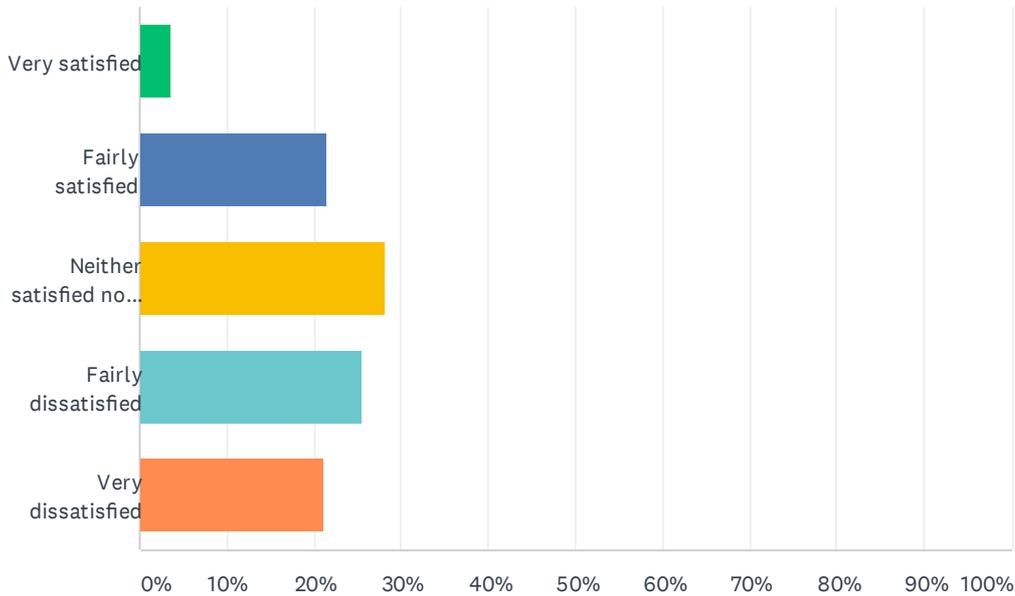
Answered: 1,297 Skipped: 127



ANSWER CHOICES	RESPONSES	
Very high	29.61%	384
Fairly high	30.69%	398
Neither high nor low	31.53%	409
Fairly low	4.63%	60
Very low	3.55%	46
<b>TOTAL</b>		<b>1,297</b>

### Q14 How satisfied are you with the way the council deals with littering (this includes the response times for removing litter and the enforcement of environmental offences with the use of Fixed Penalty Notices and prosecutions)?

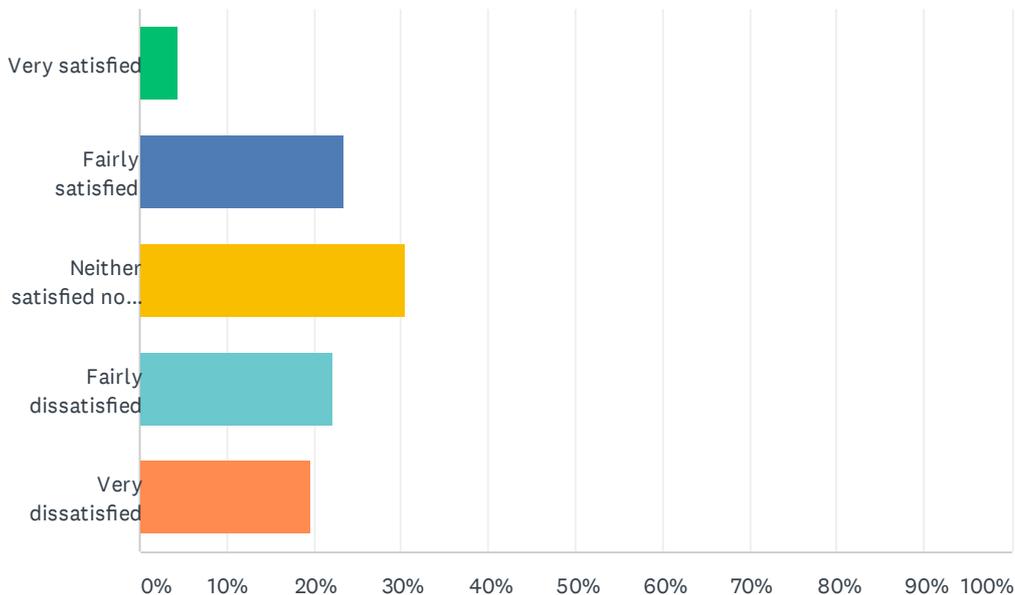
Answered: 1,297 Skipped: 127



ANSWER CHOICES	RESPONSES	
Very satisfied	3.55%	46
Fairly satisfied	21.51%	279
Neither satisfied nor dissatisfied	28.30%	367
Fairly dissatisfied	25.60%	332
Very dissatisfied	21.05%	273
<b>TOTAL</b>		<b>1,297</b>

### Q15 How satisfied are you with the way the council deals with fly tipping (this includes the response times for removing fly tipping and the enforcement of environmental offences with the use of Fixed Penalty Notices and prosecutions)?

Answered: 1,279 Skipped: 145



ANSWER CHOICES	RESPONSES	
Very satisfied	4.30%	55
Fairly satisfied	23.38%	299
Neither satisfied nor dissatisfied	30.49%	390
Fairly dissatisfied	22.20%	284
Very dissatisfied	19.62%	251
<b>TOTAL</b>		<b>1,279</b>

## Q16 With regards to waste collections and street cleansing, what MOST needs improving?

Answered: 1,279 Skipped: 145

**Q17 If you have any further comments or considerations please add them in the box below.**

Answered: 504 Skipped: 920

This page is intentionally left blank

<b>Cabinet Meeting</b>	
<b>Meeting Date</b>	9 <sup>th</sup> June 2021
<b>Report Title</b>	Swale Borough Council and its approach to recovery
<b>Cabinet Member</b>	Cllr Roger Truelove, Leader of the Council
<b>SMT Lead</b>	Emma Wiggins, Director of Regeneration
<b>Head of Service</b>	Emma Wiggins, Director of Regeneration
<b>Lead Officer</b>	Emma Wiggins, Director of Regeneration
<b>Key Decision</b>	No
<b>Classification</b>	<b>Open</b>
<b>Recommendations</b>	1. That Members note the update of progress on the Recovery Plan (set out in Appendix One).

## 1 Purpose of Report and Executive Summary

- 1.1 The Council's COVID19 Recovery Plan was first agreed by Cabinet on the 8<sup>th</sup> July 2020. It was agreed that the document would be in draft as it would evolve over time through the pandemic. The plan was discussed in a member forum on 22<sup>nd</sup> July 2020 to help shape it and allow member involvement at that time. Feedback was taken into account when the plan was updated in September 2020 and presented as an appendix to the Corporate Plan which was adopted by Council.
- 1.2 This document provides an update and refresh of the plan given the progress and developments that have occurred since September 2020. This is set out in Appendix One.

## 2 Background

- 2.1 The government's overarching approach to recovery was published in June 2020 in a 50-page recovery strategy (our Plan to Rebuild: The UK Government's COVID-19 recovery strategy).
- 2.2 Since that time, the nation has been focused on dealing with both response phases and recovery phases in respect of the pandemic. In June the council started to plan for recovery (hence this plan being developed) but come September 2020 it was clear that the country was heading into another response phase as COVID rates began to rise and as a result, tiered restrictions introduced in October 2020 and then November 2020 saw the second full national 'lockdown' until March 2021.

- 2.3 This Plan had identified that this recovery would be unique and would not be lineal and this has borne out to date with various spikes in rates and the virus mutating. This placed heavy demand on our NHS resulting in returning back to emergency/ response approaches. This has only started to ease following the lockdown when rates began to fall and when the vaccine started to roll out in February 2021.
- 2.4 This has allowed Government to look at easing restrictions which it set out in its 'roadmap' – COVID19 Response Spring 2021. This has resulted in the ability to start to plan once again for recovery – a year after the pandemic started, with new government initiatives and funding associated with it.
- 2.5 We have learnt a lot in the past year and it still remains that recovery may require some form of realignment of services and processes of the council, with short, medium and long-term choices to make.
- 2.6 This plan helps to focus those choices and determine priorities. What is clear is that we still face huge challenges both nationally and locally, and the need to be flexible and agile is still of upmost importance. Working together with our partners is crucial as is timely messaging and support to our residents when needed.

### **3 Proposals**

- 3.1 That Members note the update of progress on the Recovery Plan (set out in Appendix One).

### **4 Alternative Options**

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

### **5 Consultation Undertaken or Proposed**

- 5.1 The Recovery Plan will evolve over time as the phases of recovery roll out nationally. The intention is to regularly review and seek feedback. This started with a member forum being held on 22<sup>nd</sup> July 2020. the intention is to utilise the Area Committees as the council moves through the recovery phase.

### **6 Implications**

<b>Issue</b>	<b>Implications</b>
Corporate Plan	The priorities of the Recovery Plan mirror those of the Corporate Plan and actions are aligned across all 4 priorities

Financial, Resource and Property	<p>To date the council has received significant funding support across a range of service areas to support us in delivering through Covid. This is set out in appendix one.</p> <p>The full outturn position on the Covid related funding will be included in the Finance report to cabinet in July 2021.</p>
Legal, Statutory and Procurement	There are various statutory, regulatory and licensing powers that the council can use to help rebuild the local economy and support communities.
Crime and Disorder	We are working with the Police to ensure open and public spaces stay safe as we move out of lockdown and will continue to monitor the situation throughout the recovery phases.
Environment and Climate/Ecological Emergency	Any opportunities arising from the pandemic will be explored, as will new approaches as a result of behavioural change and its impact on the environment.
Health and Wellbeing	<p>The plan looks at opportunities to promote health and wellbeing, capitalising on a new interest in walking and cycling and enjoying the outdoors that the pandemic has brought.</p> <p>It also will focus on the vulnerable groups hardest hit by the pandemic, and address health and wellbeing implications arising from it such as fuel poverty, mental health.</p> <p>This is also a focus for the work being done to get staff back to the office, where mental health issues of isolation are an issue.</p>
Risk Management and Health and Safety	<p>The council is adhering to government guidance in all areas of work and service delivery to ensure the safety of staff, members and residents.</p> <p>A risk assessment has been completed for Swale House</p> <p>Risk assessments have also been completed for outwards facing staff working in the community</p> <p>We also support staff and volunteers with PPE.</p>
Equality and Diversity	The Recovery Plan will enable our communities to be resilient and cohesive and support social change and quality of life, focusing on the vulnerable groups hardest hit by the pandemic.
Privacy and Data Protection	Consideration has been given as part of the community response project and the handling of sensitive data of the shielded cohort.

## 7 Appendices

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

- Appendix One: Updated Recovery Plan

## **8 Background Papers**

None

## Swale Borough Council's COVID – 19 Recovery Plan Update May 2021

### Introduction

The Council's COVID – 19 Recovery Plan was first agreed by Cabinet on the 8<sup>th</sup> July 2020. It was agreed that the document would be in draft as it would evolve over time through the pandemic. The plan was discussed in a member forum on 22<sup>nd</sup> July 2020 to help shape it and allow member involvement at that time. Feedback was taken into account when the plan was updated in September 2020 and presented as an appendix to the Corporate Plan which was adopted by Council.

This document provides an update and refresh of the plan given the progress and developments that have occurred since September 2020.

The government's overarching approach to recovery was published in June 2020 in a 50-page recovery strategy (our Plan to Rebuild: The UK Government's COVID-19 recovery strategy). Since that time the nation has been focused on dealing with both response phases and recovery phases in respect of the pandemic. In June the council started to plan for recovery (hence this plan being developed) but come September 2020 it was clear that the country was heading into another response phase as COVID rates began to rise and as a result, tiered restrictions introduced in October 2020 and then November 2020 saw the second full national 'lockdown' until March 2021.

This Plan had identified that this recovery would be unique and would not be linear and this has borne out to date with various spikes in rates and the virus mutating. This placed heavy demand on our NHS resulting in returning back to emergency/ response approaches. This has only started to ease following the lockdown when rates began to fall and when the vaccine started to roll out in February 2021. This has allowed Government to look at easing restrictions which it set out in its 'roadmap' – COVID19 Response Spring 2021. This has resulted in the ability to start to plan once again for recovery – a year after the pandemic started, with new government initiatives and funding associated with it.

We have learnt a lot in the past year and it still remains that recovery may require some form of realignment of services and processes of the council, with short, medium and long-term choices to make. This plan helps to focus those choices and determine priorities. What is clear is that we still face huge challenges both nationally and locally, and the need to be flexible and agile is still of utmost importance. Working together with our partners is crucial as is timely messaging and support to our residents when needed.

### **Progress since September 2020**

The Action Plan in Table One provides an update of progress against actions first agreed in June 2020. Given this is the Recovery Plan, not all actions have progressed as anticipated or have evolved slightly. This is due to the significant amount of work that has taken place to manage our response to the pandemic, which is very much interlinked. In summary, the council has worked tirelessly to:

- Support, through grants schemes, businesses adversely impacted;
- Help the clinically extremely vulnerable (CEV) to shield;
- Enable the community sector to support people in hardship;
- Secure rough sleepers accommodation;
- Ensure its compliance and safety responsibilities are taken seriously and worked with partners to ensure we encourage people to follow the guideline through the different stages of the pandemic, including increasing our marshal presence in the public realm; and
- Support Public Health and the NHS establish testing centres, vaccination sites and test and trace in the borough.

### **What is the Recovery Plan?**

It is an attempt to set out the different phases of recovery as we move through them with associated actions and priorities. We originally were working to immediate (June – Sept 2020), medium term (October - March 2021) and longer term (March 2021 +). It could be suggested that the medium term timescale was replaced by the response phase and as such medium term recovery would now be considered April 2021 – March 2022 and longer term April 2022+. This would align with the new funding that the council has received which has been extended beyond 31<sup>st</sup> March 2021.

The plan was prepared as robustly as possible, balancing the need to sustain core services, to continue with the Administration's programme of change and to meet the pressures of what will be a changed social and economic environment. Coronavirus has amplified some of the issues the borough faces – struggling high streets, health inequalities - but it has also shown the strengths that it has – community spirit, quality open spaces. The Recovery Plan aims to address the underlying issues but also build on the strengths.

### **Why do we need a Recovery Plan?**

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

Our recovery sits not only within the national framework, but also at a county level. In accordance with the Civil Contingencies Act 2004, the County Council, along with District councils, have a statutory responsibility regarding recovery, with the county taking the lead as it effects more than one district. However, the council, working within this broader context, continues to develop its own response for its own activity, but also more broadly in relation to Swale's communities and economy. The framework will be used to assess both the impact and opportunities as a result of the pandemic, particularly in regard to changing trends and behaviours, social and environmental evolution, but also economic, social, environmental and health impacts.

### **What are the priorities for the Recovery Plan?**

The Administration made clear its priorities in May 2019 and are articulated through the Corporate Plan. The pandemic has magnified these priorities and enhanced their relevance and importance for the borough and so the Recovery Plan focuses itself around these in terms of action related to recovery. These priorities for recovery are set out below with high level actions as they evolve in Table One.

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

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

**Climate and Environmental Emergency:** Seize the opportunities arising from the pandemic to a renewed commitment to investing in our environment and addressing climate change. Explore new approaches as a result of behavioural change and its impact on the environment. Ensure ecological issues are not squeezed out.

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

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

### **Overarching/ Cross Cutting Themes**

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

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

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

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

### **How will we deliver?**

In terms of delivery structure and governance, Cabinet subgroups for priority areas were established and have continued to meet monthly. We also feed into the Kent wide recovery structure. Learning from the past year and building on the success of our community partnerships and work, the council is establishing a Hardship Recovery Group to focus on recovery in our community from a resilience and hardship point of view.

It has also engaged the services of the Local Government Association (LGA) Recovery and Renewal Panel, who will be coming in July 2021 to work with us to critique the Recovery Plan and help make recommendations for improvement.

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

The council has secured various funding streams to help deliver its response work notably:

- Covid Contain Management Funding £530k in November 2020 and a further £265k April 2021 (plus grant from DHSC tbc)
- Outbreak control fund/ track/trace £50k plus £90k from MHCLG
- Winter Fund grants £108,656 (until April 2021)
- Emergency Assistance Grant £90k
- Clinically Extremely Vulnerable Grant £134,410 (until April 2021)
- EU Opening up the high streets Safely Grant £124k (until June 2021)
- Welcome Back Fund £220k (until April 2022)
- Business Grants totally £32,646,000
- Council Tax Hardship Grants £1,173,341
- National Leisure Recovery Grant £365k

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

### **What is our exit strategy out of recovery?**

It is still hard to know when recovery will end, given the experience of the past year. With vaccination rollout progressing well, it is hoped a new normal way of life may resume by the summer, but likely to have to manage COVID in the longer term. Any withdrawal of support or focus will need to be managed sensitively and at the right time, working locally and collaboratively. A good example of this is our managed withdrawal from the community hub and CEV work. This has been made possible by looking at future support through mainstream services through the customer contact centre and in the community services team and health & wellbeing team.

**Table One: Actions for focus**

<b>Priority</b>	<b>Areas of Focus – Short Term June – Sept 20</b>	<b>Areas of Focus Oct 20 – March 2021</b>	<b>Areas of Focus – Medium Term April 2021 – March 2022</b>	<b>Areas of Focus – Long Term April 2022+</b>
<b>Economic Improvement</b>	<p>Deliver the various business grant schemes within the available funding allocation and in compliance with Government requirements</p> <p>Deliver the Councils existing business support service online</p> <p>Signpost to other business support as appropriate e.g. Kent Growth Hub</p>	<p>Continue to deliver the various business grant schemes within the available funding allocation and in compliance with Government requirements</p> <p>Deliver the Councils existing business support service online</p> <p>Signpost to other business support as appropriate e.g. Kent Growth Hub</p>	<p>Continue to deliver the various business support grants schemes within the available funding allocation and in compliance with Government requirements</p> <p>Review and revise our delivery of Business support in light of resources and funding available to do so</p> <p>Monitor evolving, wider business support landscape and lock into opportunities relevant to local businesses</p>	<p>Investigate the evolution of a 'one business account' approach within the Council</p> <p>Continue to review the Councils business support offer in light of resources and funding available to do so</p> <p>Monitor evolving wider business support landscape and lock into opportunities relevant to local businesses</p>
	Monitor emerging regional/national funding schemes.	Monitor emerging regional/national schemes, as they relate to need and priorities for the Borough.	Monitor and link into any emerging regional/ national schemes, as they relate to need and priorities. This will be through partners (Kickstart; UK Community Renewal Fund) or directly (Levelling up Fund)	Monitor and link into any emerging regional/national schemes, as they relate to need and priorities. This will be through partners (Kickstart; UK Community Renewal

			<p>Identify and develop priority projects with partners, in preparation for funding opportunities</p> <p>Respond to enquiries and influence decision making on SELP funding for Visitor Economy Business Support - focus on innovate and adaptation as a result of changing consumer demands due to pandemic</p> <p>Link into UK Community Renewal Fund bid led by Visit Kent - Working title 'The Last Mile' project to meet needs of rural businesses – feasibility study and pilot projects to provide support to rural business and rural communities through improved transport links. Partners include four priority area districts (Swale) and Community Rail Partnership, Arriva, Stagecoach and Southeastern</p>	<p>Fund) or directly (Levelling up Fund)</p> <p>Develop priority projects with partners, to be ready for funding bids, and deliver when possible.</p>
--	--	--	---	---

	Develop Economic Improvement Plan (EIP) short term actions	Endorsement and adoption of the EIP	<p>Delivery of short-term EIP actions not identified elsewhere, namely:-</p> <ul style="list-style-type: none"> <li>-Refresh and enhance Swale Means Business to reach local SME's.</li> <li>-Promote local 'success stories'</li> <li>-Intelligence to monitor local economic change</li> <li>-work with partners to help access to skills and opportunity</li> </ul> <p>Keep EIP medium term actions under review for relevance and make progress where possible</p>	<p>Progress medium term actions</p> <p>Review EIP in light of resources, delivery, local economic circumstances and Council priorities</p>
	Develop Visitor Economy Framework (VEF) quick wins	<p>Endorsement of the VEF</p> <p>Deliver VEF quick wins eg English Tourism Week 22 – 31 May Strapline 'Here for Tourism' timing revised to be after next key road map date of 17.5.2021</p> <p>Kent Big Weekend 26.6.2021 to 23.7.2021</p>	<p>Opening of Sheerness TIC during this period as well moving of Faversham VIC to move to 12 Market Place</p> <p>Campaign which is about keeping footfall going once out of planned lockdown so 26.6.2021 to 23.7.2021 – campaign will be social media channels and partner social media channels. Target audience will be Kent, Essex and East Sussex residents (as funded through SE LEP).</p>	

			<p>Visit Kent will extract information from destination website to establish a Top 10 (actual will be 15) key businesses that cannot offer free tickets but will be given ongoing promotion throughout Kent Big Weekend</p> <p>Visit Swale Website and social media messaging to follow Visit Kent and Visit England themes during the Covid 19 recovery. Following the introduction of Step 2 (12.4.2021) on the roadmap to recovery website updated to follow the national message “Escape the Everyday Responsibly” <a href="https://www.visit-swale.co.uk/">https://www.visit-swale.co.uk/</a></p> <p>Previous planning has had to be revised to fit in with the recovery – usual seasonal events and messaging will resume as we come out of the pandemic.</p>	
--	--	--	---	--

		<p>Interreg Experience – developing walking and cycling offer</p>	<p>Develop three enhanced 'green routes' for walking and cycling - Wildlife and Heritage Trails linking Coast to Downs in Swale</p> <p>Increase number of businesses involved in Gourmet Garden Trails and Kent Food Trails</p> <p>England's Creative Coast – Art Home Pilot Programme; aimed at homeowners who let out rooms/house and in response to experiential holidays staying in people's homes (Air BnB and Homestay) this is an initiative where local artists open their homes as places for people to stay and current home-stay hosts work with artists in new ways and to provide visitors with a unique overnight stay as well as additional income stream for artists</p> <p>Gourmet Garden Trails to be relaunched following pandemic and will be incorporated into Escape the Everyday (latter funded by VB) digital campaign</p>	
--	--	---	--	--

			<p>which will run from 17 May to 30 June 2021. Targets pre-nesters 'discovering and treating yourself'. This campaign is about building consumer confidence. Hero banner content to be used – 2 per sub-regional destination. Visit Swale/Visit Faversham already using promotional tag Escape the Everyday</p> <p>Sittingbourne, Faversham and Sheerness; will focus on High Street recovery post pandemic and seek to support local trading through a 'Shop Local' promotion with businesses putting up £5 offers – Faversham Destination Marketing Group lead</p> <p>Curation of place-based support through new asset library and will be supported by place-based campaigns to develop consumer confidence, increase footfall and will support spend in destination</p>	
--	--	--	--	--

	Deliver the Opening up the High Streets Project across Sittingbourne, Sheerness, Faversham	Continue the Opening up the High Streets Project across Sittingbourne, Sheerness, Faversham  Implement Emergency and then Temporary Road Closures	Continue the Opening up the High Streets Project across Sittingbourne, Sheerness, Faversham as it merges into the WBF project (see below)  Consultation on TTRO's and explore permanent TRO's	
		Explore the feasibility of a digital high streets approach	High Street Recovery  Encourage people back to our high streets and coastal towns to spend money and enjoy leisure time - Deliver actions against criteria in the Welcome Back Fund (WBF)  Implement a pilot digital high streets approach	Continue to deliver actions from the WBF project  Sustained digital offer for high streets
		Develop the wider Sittingbourne High Street Project,  Deliver initial public realm improvements in Sheerness and enhance capacity for future delivery	Develop Sittingbourne high street place making and strategic visioning through the developing SPD  Develop and deliver public realm improvements through Capital Projects team	Develop and deliver public realm improvements through Capital Projects team

			<p>Work with Government High Street Task Force for Sittingbourne or Sheerness looking at high street recovery</p> <p>Determine the future approach to the High Streets for the longer-term</p>	
		Look at the opportunity for business start-ups/ incubator space/ commuter provision	<p>Deliver His Masters House project</p> <p>Deliver Swale House project rental space on 1<sup>st</sup> Floor</p> <p>Explore opportunities for delivery of small business space in Faversham</p>	Deliver His Masters House project
			<p>Secure external investment for economic and place recovery</p> <p>Bids to the Community Renewal Fund and Levelling Up Fund</p> <p>Deliver CRF project if successful</p>	Develop projects that come out of the LUF proposals
	Continue to explore opportunities for improving	Participate in discussions with key stakeholders to seek a	Work with partners to take advantage of funding which can deliver better local	Work with partners to take advantage of the UK Shared Prosperity Fund

	access to opportunities for learning and retraining.	consensus for developing improving future provision.	access for learning, and improved access to the labour market, both in the short and medium term inc. UK Community Renewal Fund.	(and other appropriate opportunities) to enhance access for local residents.
<b>Affordable Housing</b>	Insist on affordable housing as part of the planning process	Insist on affordable housing as part of the planning process	Insist on affordable housing as part of the planning process and review of the Local Plan  Engage with Homes England Strategic Partners to maximise grant used in Swale.	Insist on affordable housing as part of the planning process  Engage with Homes England Strategic Partners to maximise grant used in Swale.
	Deliver landlord tenancy sustainment work and prevention work	Review landlord tenancy sustainment work and prevention work	Adapt where necessary landlord tenancy sustainment work and prevention work  Multi-agency group on Housing developed and focused on complex needs individual.	Multi-agency group to pilot projects and access external funding to focus on complex needs cohort.
	Deliver rough sleeping and hidden homeless project	Deliver Next Steps Accommodation Programme	Deliver Next Steps Accommodation Programme (Round 1)  Explore further projects for subsequent rounds of RSAP (formerly NSAP) with Riverside Homes.	Review rough sleeping and hidden homeless projects.  Develop long-term accommodation pathways for rough sleeper cohort.

			Implement RSI4 bid (July to March 2022) and review service in light of funding secured.	Develop bid for future rounds of RSI.
	Explore feasibility of establishing a Housing Company	Set up Housing Company	Housing Company established and operational Business Plan agreed Development Management consultant appointed	Sites start to be developed out
<b>Climate and environmental emergency</b>	Deliver the Climate Change and Ecological Emergency Action Plan	Deliver the Climate Change and Ecological Emergency Action Plan	Deliver the Climate Change and Ecological Emergency Action Plan	Deliver the Climate Change and Ecological Emergency Action Plan
	Developing plans for Swale House refurbishment	Determining what is feasible for Swale House refurbishment	Refurbishment carried out	Additional works if funding becomes available, recalculation of offsetting needs
	Clean Air Zone	Consultants commissioned to develop a proposal	Implementation subject to KCC	Monitoring and evaluation
	Green staff travel plan	Mileage reduced due to COVID	Review once new ways of working established as a result of COVID	
	Work with Children and Families Ltd to recruit a Fuel and Water project worker	Implement work programme for the Fuel and Water project worker to help residents who may be struggling financially and are in fuel poverty.	Review work programme for the Fuel and Water project worker to help residents who may be struggling financially and are in fuel poverty.	Consider funding for a third year
	Park/ Open Space Improvement projects to	Park/ Open Space Improvement projects to	Park/ Open Space Improvement projects to	

	encourage greater activity and access to green space and the health and wellbeing outcomes that brings	encourage greater activity and access to green space and the health and wellbeing outcomes that brings	encourage greater activity and access to green space and the health and wellbeing outcomes that brings	
	Active Travel Project tranche 1	Interreg Experience – developing walking and cycling offer	Agree the Transport Strategy through the Local Plan	
<b>Communities and Social Inclusion</b>	Develop a health and wellbeing recovery plan	Endorse a health and wellbeing recovery plan	Implement health and wellbeing recovery plan  Represent Swale in the Integrated Care Partnership (ICP) transformation programme/ population health management  Engage with KCC Reconnect Children & Young People project	Review health and wellbeing recovery plan  Actively engage in the ICP Delivery Plan
	Deliver community support hub	Review support and reinstate community support hub in event of a local lockdown	Managed withdrawal from community support hub	
			Implement focused community development programme in identified deprived communities.	Continue to deliver community development programme. Review and evaluate findings. (Legacy plan is part of the programme – but only funded short-term)

			Work in partnership to tackle mental health and improve the scope of such services, through Social Prescribing model	Integrate Social Prescribing model in Swale in partnership with KCC and ICP/CCG
			Run small community engagement events in local areas as per govt guidance - Link to the welcome back fund	Develop grant scheme and event guidance for jubilee events.
			Create a Hardship Recovery Group to identify those most impacted by COVID and develop projects and initiatives to provide support	Continue Hardship recovery group, monitor key indicators and evaluate outcomes. Deliver targeted interventions
	Work with Swale foodbanks to ensure a coordinated effort of support	Work with Swale foodbanks to ensure a coordinated effort of support	Work with Swale foodbanks to ensure a coordinated effort of support	
	Grant support and work with Swale CVS, CAB, to support communities	Grant support and work with Swale CVS, CAB, to support communities	Grant support and work with Swale CVS, CAB, to support communities	Carry on funding
	Run the member community grant scheme	Run the member community grant scheme	Run the member community grant scheme  Review wider community grant schemes and implement new schemes.	Carry on grant schemes

	Developing an ongoing volunteer scheme building on those who helped with community hub	Developing an ongoing volunteer scheme building on those who helped with community hub Implement the scheme	Implement the scheme ??	
	Deliver work programme of the Community Engagement and Social Inclusion Officer and the Health and Wellbeing Officer	Deliver work programme of the Community Engagement and Social Inclusion Officer and the Health and Wellbeing Officer	Review work programme of the Community Engagement and Social Inclusion Officer and the Health and Wellbeing Officer	
	Develop an approach to the Emergency Assistance programme and allocate funding	Deliver the Winter Grants programme	Self isolation support delivered	
	Contribute to the development of the Kent Local Lockdown Plan	Support the Public Health Local Lockdown Plan and utilise the £50k grant and £90k MHCLG Track & Trace work	Implement Door knocking as part of track and trace	
		Administer self-isolation payments		
		Develop COVID Contain Fund Plan and deliver targeted interventions regarding compliance	Continue to deliver against the Contain Fund plan	
<b>Renewing local democracy and making</b>	Introduce Area Committees	Evolution of Area Committees	Area Committees established and sustained	

the council fit for the future				
	Planning the introduction of Cabinet Committees	Planning the introduction of Cabinet Committees	<p>Cabinet advisory committees to be introduced as forerunner of full committee system.</p> <p>Determine whether to move to full committee system. Undertake necessary work to rewrite the constitution.</p>	If agreed, full committee system from May 2022.
	Redesign and risk assess Swale House to comply with Govt guidance for safely getting people back to the office. Determine process of getting staff back in phases	Continue phased return of staff (put on hold due to second lockdown)	<p>New ways of working Steering group to develop proposals on how council staff and services will work post COVID.</p> <p>Review front line/ customer facing services and receptions</p>	Embed homeworking/ flexible working within the culture of the Council in the longer term.
	Explore the use of technology and digital for home working and holding virtual meetings		<p>Explore the use of technology and digital for home working and holding virtual meetings.</p> <p>Consider the role of hybrid meetings for Council meetings</p>	In the event that new legislation on remote meetings is forthcoming, consider pros and cons of remote/ hybrid meetings in longer term.

This page is intentionally left blank

<b>Cabinet Meeting</b>	
<b>Meeting Date</b>	9 June 2021
<b>Report Title</b>	Nominations to outside bodies
<b>Cabinet Member</b>	Leader – Councillor Roger Truelove
<b>SMT Lead</b>	David Clifford – Head of Policy, Communications and Customer Services
<b>Head of Service</b>	
<b>Lead Officer</b>	Jo Millard – Senior Democratic Services Officer
<b>Key Decision</b>	No
<b>Classification</b>	<b>Open</b>
<b>Recommendations</b>	<b>1. That Cabinet makes nominations to the outside bodies listed in Appendix I for the 2021/22 municipal year.</b>

## 1 Purpose of Report and Executive Summary

- 1.1 This report is asking Cabinet to consider the list of outside bodies set out in Appendix I and agree nominations for the municipal year 2021/22. It should be noted that nominations to other outside bodies, trusts administered by Swale Borough Council and statutory bodies were made at Annual Council on 26 May 2021. The remainder are to be made by the Cabinet as they are linked to the discharge of Executive functions.

## 2 Background

- 2.1 Proposals for nominations are set out in Appendix I.

The Council Leader is appointed to the following bodies by warrant of being leader:

District Councils' Network (DCN)  
 Kent Council Leaders  
 Local Government Association (LGA)  
 Mid Kent Services  
 South East England Councils (SEEC)  
 Swale Public Services Board  
 Thames Gateway Strategic Group  
 Kent and Medway Economic Partnership

- 2.2 **Register of Interests** – Members are required to record any changes to their interests arising from their nomination to an outside body.

### **3 Proposal**

3.1 Cabinet are asked to consider the list of outside bodies, and then make nominations to them.

### **4 Alternative Options**

4.1 Cabinet can decide not to nominate to some or all of the outside bodies listed.

### **5 Consultation Undertaken or Proposed**

5.1 Group Leaders were consulted and invited to make nominations.

### **6 Implications**

<b>Issue</b>	<b>Implications</b>
Corporate Plan	The recommendations in this report contribute to the council priority to renew local democracy and make the council fit for the future.
Financial, Resource and Property	None identified at this stage.
Legal, Statutory and Procurement	The Head of Legal has been consulted on this report. The relevant legal provisions are set out in the body of the report.
Crime and Disorder	None for the purposes of this report.
Environment and Climate/Ecological Emergency	None for the purposes of this report.
Health and Wellbeing	None for the purposes of this report.
Safeguarding of Children, Young People and Vulnerable Adults	None for the purposes of this report.
Risk Management and Health and Safety	None for the purposes of this report.
Equality and Diversity	None for the purposes of this report.
Privacy and Data Protection	None for the purposes of this report.

## **7 Appendices**

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

- Appendix I: Sets out the current nominations on trusts and outside bodies and proposed nominations.

## **8 Background Papers**

None.

This page is intentionally left blank

## Outside Bodies Nominations for 2021/22 – appointments made by Cabinet

Organisation	Nominations for 2020/21	Nominations for 2021/22
PATROL Adjudication Joint Committee (Parking and Traffic Regulations Outside London Adjudication Joint Committee) (was Adjudication Joint Committee (Parking))	Cllr Tim Valentine Cllr Eddie Thomas (sub)	Cllr Richard Palmer Cllr Elliot Jayes (sub)
Optivo Kent General Panel	Cllr Ben J Martin	Cllr Ghlin Whelan Cllr Mike Dendor
South Thames Gateway Building Control Joint Committee	Cllr Tim Gibson Cllr Alastair Gould (sub)	Cllr Tim Gibson Cllr Alastair Gould (sub)
Swale Local Children's Partnership Group (LCPG) (formerly Children's Operational Group)	Cllr Angela Harrison	Cllr Angela Harrison
Health Overview and Scrutiny Committee	Nominations determined by Kent Leaders	Nominations determined by Kent Leaders
Kent and Medway Health and Wellbeing Board	Cllr Angela Harrison Cllr Hannah Perkin (sub)	Cllr Angela Harrison Cllr Hannah Perkin (sub)
Kent Association of Local Councils (Swale Area Committee)	By invitation	By invitation
Kent Downs and Marshes LEADER (Executive Body) – changed to Kent Downs and Marshes Local Action Group (LAG) <small>September 2019</small>	Cllr Tim Valentine	
Kent Resource Partnership (was Kent Waste Partnership)	Cllr Tim Valentine	Cllr Julian Saunders
Police and Crime Panel	Cllr Richard Palmer	Cllr Richard Palmer
South East Employer	Cllr Roger Truelove Cllr Derek Carnell (sub)	Cllr Roger Truelove Cllr Derek Carnell (sub)
South East England Councils	Cllr Roger Truelove Cllr Mike Baldock (sub)	Cllr Roger Truelove Cllr Mike Baldock (sub)
The Children's Centres District Advisory Board (formerly Swale District Advisory Board)	Cllr Angela Harrison	Cllr Angela Harrison

This page is intentionally left blank

<b>Cabinet Meeting</b>	
<b>Meeting Date</b>	9 June 2021
<b>Report Title</b>	Housing Company Governance Arrangements
<b>Cabinet Member</b>	Cllr Roger Truelove, Leader and Cabinet Member for Finance
<b>SMT Lead</b>	Larissa Reed, Chief Executive
<b>Head of Service</b>	Nick Vickers, Chief Financial Officer
<b>Lead Officer</b>	Nick Vickers, Chief Financial Officer
<b>Key Decision</b>	No
<b>Classification</b>	<b>Open</b>
<b>Recommendations</b>	Cabinet is asked to: <ol style="list-style-type: none"><li>1. Agree the proposed membership of the Shareholder Board the proposed terms of reference and frequency of meetings.</li></ol>

## 1 Purpose of Report and Executive Summary

- 1.1 At its meeting on 28 October 2020 Cabinet agreed to set up Swale Rainbow Homes Homes Ltd. The main function of the company is to increase the supply of affordable housing in the borough. The report also agreed to set up a Shareholder Panel but apart from setting out the membership no more information was included on the panel in the report. This report sets out the proposed panel governance arrangements.

## 2 Background

- 2.1 In recent years Councils have established arms length companies to deliver a range of services. The companies are typically 100% owned by the Council which nominates directors to manage the company's activities. The legal responsibilities of the company directors are these that apply to all company directors. The Council has taken advice prior to the October Cabinet report and subsequently from Trowers and Hamlin LLP who have extensive experience of working with Councils on their arms length companies.
- 2.2 Trowers and Hamlin LLP have emphasised the importance of clarity in the roles of the company directors and the Council side oversight of the company.
- 2.3 The October Cabinet report had a mix of members and officers on the Shareholder Panel. In working up the terms of reference the view of the members on the panel and

of the officers referred to, the Chief Executive and Chief Financial Officer, is that is not appropriate.

### **3 Proposals**

#### ***Shareholder Panel Membership***

3.1 The proposed members of the Shareholder Panel are:

Cllr Roger Truelove  
Cllr Mike Baldock  
Cllr Ghlin Whelan  
Cllr Hannah Perkins  
Cllr Elliott Jayes

#### ***Terms of Reference***

3.2 The proposed terms of reference of the Shareholder Panel are:

- To monitor compliance by the company with its obligations as set out in the shareholder agreement,
- To maintain oversight of the delivery and management of schemes by the company, and in particular to monitor compliance with relevant strategies and financial and other parameters established or adopted by the Council,
- To agree an annual business plan proposed by the company,
- To make recommendations to the appropriate council committee on any decisions which need to be taken by the Council in respect of the company and its activities,
- To receive regular progress reports from the company, including financial, performance and risk updates, and
- To make appropriate reports to Cabinet and Scrutiny on the company's activities.

#### ***Frequency of Meetings***

3.3 It is proposed that meetings will take place bi-monthly.

### **4 Alternative Options**

4.1 This report reflects work undertaken since the October report including advice from legal advisers and the Council's Monitoring Officer, and discussions at three panel meetings.

## 5 Consultation Undertaken or Proposed

5.1 This is an internal governance issue.

## 6 Implications

Issue	Implications
Corporate Plan	
Financial, Resource and Property	There are no resource or financial implications.
Legal, Statutory and Procurement	The company and the Shareholder panel need to be properly legally constituted.
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	None identified at this stage.
Health and Wellbeing	None identified at this stage.
Risk Management and Health and Safety	None identified at this stage.
Safeguarding of Children, Young People and Vulnerable Adults	None identified at this stage.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	None identified at this stage.

## 7 Appendices

None.

## **8 Background Papers**

None

<b>Cabinet</b>	
<b>Meeting Date</b>	9 <sup>th</sup> June 2021
<b>Report Title</b>	Microsoft Enterprise Agreement Renewal
<b>Cabinet Member</b>	Cllr Roger Truelove, Leader and Cabinet Member for Finance
<b>SMT Lead</b>	Stephen McGinnes, Mid Kent Services Director
<b>Head of Service</b>	Chris Woodward, Head of ICT Shared Service
<b>Lead Officer</b>	Julie May IT Business Manager
<b>Key Decision</b>	Yes
<b>Classification</b>	<b>Open with No Appendix</b>
<b>Recommendations</b>	1. To award the contract to Phoenix Software

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

- 1.1 The purpose of this report is to seek to award our Microsoft Enterprise Agreement contract to Phoenix Software

## **2 Background**

- 2.1 To use Microsoft products, they must be licenced, and these are renewed every 3 years. This covers all our office products such as Outlook, Word, Excel etc. We cannot run our systems without these licences and if you are found to be incorrectly licenced financial penalties can be incurred.
- 2.2 The value of the contract is £98,888 per year for 3 years (this is SBC's share). This is an increase of £15,500 but this would be expected given that the price has been fixed for the last 3 years. This increased budget can be covered from the existing IT Revenue Budget.

## **3 Proposals**

- 3.1 To agree to award the contract to Phoenix Software via the Kent County Supplies Framework Agreement.

## 4 Alternative Options

- 4.1 To not award the contract thus meaning Swale Borough Council is not correctly licenced from the 1/7/21
- 4.2 To move to opensource or another vendor such as Google however this would increase the cost considerably as Microsoft does underpin many of Swales Software Applications.

## 5 Consultation Undertaken or Proposed

- 5.1 No consultation was required.

### *Policy Development and Review Committee*

## 6 Implications

Issue	Implications
Corporate Plan	This decision supports all 4 objectives of the Corporate Plan
Financial, Resource and Property	Revenue has already been identified for this spend
Legal, Statutory and Procurement	The Procurement has been run through Maidstone Borough Councils procurement team, in consultation with the procurement team at Swale Borough Council.
Crime and Disorder	N/A
None Environment and Climate/Ecological Emergency	N/A
Health and Wellbeing	N/A
Safeguarding of Children, Young People and Vulnerable Adults	N/A
Risk Management and Health and Safety	Failure to purchase the licences would mean that SBC could not use any Microsoft products from 1/7/21 rendering staff unable to use most of the council's system.

	Other products could be sourced but this would require significant investment in nearly all of our current systems and would not be financially viable.
Equality and Diversity	N/A
Privacy and Data Protection	DPIA was not required

## 7 Appendices

None

## 8 Background Papers

None

This page is intentionally left blank