

Agenda

Community and Leisure Committee Meeting

Date: Tuesday, 21 January 2025

Time 7.00 pm

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

Membership:

Councillors Shelley Cheesman, Elliott Jayes (Vice-Chair), Mark Last, Peter Macdonald, Charlie Miller, Lee-Anne Moore, Pete Neal, Tara Noe, Tom Nundy, Richard Palmer (Chair), Hannah Perkin, Ashley Shiel, Terry Thompson, Karen Watson and Tony Winckless.

Quorum = 5

Pages

Recording and Privacy Notice

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

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

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

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

1. Emergency Evacuation Procedure

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

- (a) The fire alarm is a continuous loud ringing. In the event that a fire drill is planned during the meeting, the Chair will advise of this.
- (b) Exit routes from the chamber are located on each side of the room, one directly to a fire escape, the other to the stairs opposite the lifts.

- (c) In the event of the alarm sounding, leave the building via the nearest safe exit and gather at the assembly point on the far side of the car park. Do not leave the assembly point or re-enter the building until advised to do so. Do not use the lifts.
- (d) Anyone unable to use the stairs should make themselves known during this agenda item.

2. Apologies for Absence

3. Declarations of Interest

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

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

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

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

4. Minutes

To approve the [Minutes](#) of the Meeting held on 4 September 2024 (Minute Nos. 195 - 204) and the [Minutes](#) of the Extraordinary Meeting held on 11 December 2024 (Minute Nos. 493 – 497) as correct records.

- | | | |
|-----|--|---------|
| 5. | Public Space CCTV Policy Review | 5 - 22 |
| 6. | Swale Community Safety Priority Setting Consultation | 23 - 34 |
| 7. | Annual Parking Report 2023-24 | 35 - 72 |
| 8. | Cashless Parking Payments Contract Extension | 73 - 78 |
| 9. | Swale Leisure Contract Options | 79 - 88 |
| 10. | Forward Decisions Plan | 89 - 90 |
| 11. | Exclusion of the Press and Public | |

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

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

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

12. Swale Leisure Contract - Exempt Appendix III

91 - 92

Issued on Monday, 13 January 2025

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

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

This page is intentionally left blank

| | |
|--|--|
| Communities and Leisure Committee Meeting | |
| Meeting Date | 21 st January 2025 |
| Report Title | Public Space CCTV Policy Review |
| EMT Lead | Emma Wiggins, Director of Regeneration and Neighbourhoods |
| Head of Service | Charlotte Hudson, Head of Housing and Communities |
| Lead Officer | Stephanie Curtis, Community Services Manager |
| Classification | Open |
| Recommendations | 1. That the Communities and Leisure Committee approves the refresh of the Public Space CCTV Policy, for onward adoption by the Policy and Resources Committee. |

1 Purpose of Report and Executive Summary

- 1.1 This report provides an overview of proposed changes made as part of a refresh of the public space CCTV policy and asks for Committee approval.

2 Background

- 2.1 The first Swale Public Space CCTV Policy was adopted in April 2020, following the upgrade of the CCTV service, and bringing the monitoring of the service back in-house to our purpose-built control centre; and was refreshed in 2022.
- 2.2 The Policy discusses the objectives of the system; the policies it must comply with; responsibilities within the Council; deployment of cameras; monitoring and access to images; maintenance; transparency; security; and health and safety. The Policy is also underpinned by a series of operational procedures embedding the principles of the policy in the day to day running of the service. It also discusses third party monitoring contracts.
- 2.3 Key amendments have been made as follows:
- General amends to some wording/terminology throughout the document to ensure it is current.
 - The addition of section 5.8 – due to the recent external monitoring contracts taken on for two borough/district councils within the control centre, the control centre has largely reached its capacity for larger external contracts. Options are being considered as to whether the control centre could be expanded, however this section puts forward the priorities for consideration of any future external monitoring contracts.

- Section 6.16 has been added to confirm the funding necessities for installation of new camera systems in public spaces.
- Section 6.17 has been added to agree the type of new system to be installed and stipulations around manufacturers of equipment to factor in any government guidance around specific manufacturers, as well as best value procurement considerations. This has been added due to national concerns raised around a specific Chinese equipment manufacturer (HikVision) having been used by local authorities (including Swale). Following these concerns guidance has been issued by the Government that they would not be using this supplier in high-risk sensitive locations, but this doesn't apply to public space CCTV used by LA's and the risk is felt to be very minimal for Swale.

3 Proposals

- 3.1 That the Communities and Leisure Committee approves the refresh of the Public Space CCTV Policy, for onward adoption by the Policy and Resources Committee.

4 Alternative Options

- 4.1 To not approve the refreshed policy – this is not recommended as although the current policy is still valid, this amended version of the policy includes some updates that would be beneficial for the operation of the Control Centre.

5 Consultation Undertaken or Proposed

- 5.1 No consultation has been undertaken or is proposed.

6 Implications

| Issue | Implications |
|----------------------------------|--|
| Corporate Plan | This Policy supports the Corporate Plan priority 'Community - To deliver an effective public space CCTV service and town centre radio scheme, and to grow wider service delivery by the control centre'. |
| Financial, Resource and Property | There are no additional finance, resource or property implications in implementing this refreshed policy. |
| Legal, Statutory and Procurement | There is no Statutory Duty to deliver CCTV. However Section 17 of the Crime and Disorder Act 1998 places an obligation on local authorities to consider the crime, disorder and environmental issues affecting the local area and ensure their activities do all they reasonably can to prevent them. The implementation and |

| | |
|--|---|
| | <p>monitoring of CCTV is one such activity delivered by Swale Borough Council that ensures this obligation is met.</p> <p>The Surveillance Camera Code of Practice provides guidance on how all public space CCTV services should be managed. This needs to be borne in mind along with the Data Protection Act.</p> |
| Crime and Disorder | The policy details the main objectives of the Public Space CCTV service. This are principally to prevent and deter crime and Anti-Social Behaviour (ASB). |
| Environment and Climate/Ecological Emergency | No environment and sustainability implications have been identified at this stage. |
| Health and Wellbeing | The delivery of the Public Space CCTV service seeks to create safer communities - not only in a sense of feeling safer, but also by reducing the risk of physical injury. It also provides a service to protect vulnerable members of the community e.g. those that go missing. The latter is identified as one of the objectives of the service within the Policy. |
| Safeguarding of Children, Young People and Vulnerable Adults | The delivery of the Public Space CCTV service enables the safeguarding of children, young people and adults through the daily operation of the control centre. |
| Risk Management and Health and Safety | A risk assessment and other health and safety procedures are in place within the control centre. |
| Equality and Diversity | No specific implications on groups with protected characteristics have been identified. |
| Privacy and Data Protection | A privacy notice is in place for the CCTV Service and a DPIA was completed at the time the service was brought back in house. |

7 Appendices

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

- Appendix I: Swale CCTV Public Space CCTV Policy 2025 – 2028

8 Background Papers

No background papers.

This page is intentionally left blank

**Swale Public Space CCTV Policy
2025-2028**

| | |
|----------------|---|
| Document name: | Swale Public Space CCTV Policy 2025-2028 |
| Version: | Version 1 |
| Author: | Stephanie Curtis/Sean Smith |
| Updates: | |

1. Introduction

- 1.1 Swale Borough Council operates a public space CCTV system across the borough in its town centres, car parks and other locations where there is an identified need due to levels of crime and anti-social behaviour (ASB).
- 1.2 Swale Borough Council is committed to respecting people's rights and takes into account the affect CCTV has on individuals and their privacy, with regular reviews to ensure its use remains justified. This is a primary consideration in the operation of all CCTV systems operated by the Council.
- 1.3 This document is designed to give clear guidelines on Swale Borough Council (SBC) uses of CCTV and to protect SBC and its CCTV operators & partners from allegations of misuse of the system, and to protect staff and the public from any misuse of the CCTV system.
- 1.4 This policy covers the purchase and use of CCTV equipment and the gathering, storage, use and disposal of video surveillance. This policy applies to all staff employed by Swale Borough Council and should be the standard expected from any external agencies or persons who operate CCTV systems on its behalf.
- 1.5 This document should be read in conjunction with the Management & Operational Procedures. Failure to comply with these documents could lead to disciplinary action, which may lead to dismissal and in certain circumstances criminal proceedings against the individuals concerned.
- 1.6 This Public Space CCTV System has been notified to the Information Commissioners Office.

2. Objectives of Council CCTV Systems

- 2.1 Swale Borough Council operates its public space CCTV system in compliance with the Surveillance Camera Code of Practice. This states that CCTV use may be necessary to address one of the following – crime prevention; Public Safety; and/or National Security.
- 2.2 The Crime and Disorder Act 1998 places an obligation on local authorities to consider the crime, disorder and environmental issues affecting the local area and ensure their activities do all they reasonably can to prevent them. The implementation and monitoring of CCTV is one activity delivered by Swale Borough Council that contributes towards this obligation as it is one of the regulated authorities that can offer this service to the community.

- 2.3 It is important that everyone and especially those charged with operating the CCTV systems on behalf of Swale Borough Council understand exactly why each of the systems has been introduced and what the cameras will and will not be used for.
- 2.4 Each CCTV system will have its own site or task specific objectives. These will include some or all the following:
- Protecting areas and premises used by staff and the public.
 - Deterring, detecting and recording crime and anti-social behaviour.
 - Assisting in the identification of offenders leading to their arrest and prosecution or other appropriate action / sanction.
 - Reducing violent or aggressive behaviour towards staff and others working for the Council or tenant
 - Reducing fear of crime, anti-social behaviour and aggression
 - Protecting property & assets owned by Swale Borough Council and others
 - Assisting with staff disciplinary, grievance, formal complaints and Health and Safety Investigations.
- 2.5 The CCTV systems will not be used for any other purpose than those set out in this document without prior consultation with the Swale Borough Council Senior Manager responsible for CCTV; and where appropriate advance notification to staff and following consultation with the Trade Unions and, where appropriate, residents who live in the property. Any novel or nonstandard use of the CCTV cameras will require the approval of the above Manager.
- 2.6 CCTV cameras will not be used to monitor the progress of staff or individuals in the ordinary course of their lawful business in the area under surveillance. Nor are managers permitted to use the cameras to observe staff working practices or time keeping or to assist them in the day-to-day management of their staff without prior approval from HR and when carried out as part of an investigation, or for review of recorded footage.
- 2.7 Staff / Members of the public will only be monitored if there is reasonable cause to suspect a criminal offence or serious breach of discipline, potentially amounting to misconduct has been, or may be, about to be committed and this will only be permitted when authorised by an appropriate manager and may require the use of an additional authorisation(s). Officers should consult the Heads of Legal Services and Human Resources before any such action is taken.

3. Legislation

3.1 In addition to Swale Borough Council policies, procedures, guidelines and Management & Operational Procedures, CCTV and its operation are subject to legislation under:

3.1.1 The Data Protection Act 2018 (DPA).

3.1.3 UK General Data Protection Regulation.

3.1.3 The Human Rights Act 1998 (HRA).

3.1.4 The Freedom of Information Act 2000 (FOIA).

3.1.5 The Regulation of Investigatory Powers Act 2000 (RIPA).

3.1.4 The Protection of Freedoms Act 2012 (PFA)

3.1.5 Information Commissioners Surveillance Code of Practice and 12 guiding principles

4. Responsibility

4.1 The Swale Borough Council Control Centre Manager will act as the CCTV Single Point of Contact (CCTV SPOC) for the Council.

4.2 The role of the CCTV SPOC includes the following.

- Advising the Council managers and elected members on all CCTV related matters
- Ensure that authorised staff use the CCTV system appropriately and taking appropriate disciplinary action if required
- Responsible for liaison with all partners in, and users of, the CCTV system; this includes the supervision of access to any images obtained by CCTV
- Giving guidance and advice on the procurement, specification, operation and maintenance of all CCTV systems used by the council
- Maintaining a register of all CCTV systems operated and funded by the council
- Maintaining a map showing all cameras for access by the public
- Acting as an internal consultant for projects which require the specification of CCTV systems (as charge for this service may be made)

4.3 It is important that the operation of all Swale Borough Council CCTV systems comply with the relevant legislation, policies, procedures, guidelines and

Management & Operational Procedures. This is to ensure that staff operating the CCTV systems, the public and Swale Borough Council are protected from abuse of the CCTV systems. The CCTV SPOC will be responsible for the review of all CCTV documentation relating to the operation and use of the system annually (or as changes occur) and to ensure the information in those documents is up to date.

- 4.4 The CCTV SPOC will be responsible for ensuring that all users are kept up to date on new legislation and changes in procedures and will review the Swale Borough Council Policy and Management & Operational Procedures annually, together with maintaining a central database of all documents relating to the Swale Borough Council CCTV systems.
- 4.5 Staff operating CCTV systems are responsible for operating the equipment in accordance with requirements set out in current legislation, this policy document, Management & Operational Procedures and other Policies and Procedures within the Control Room. Management must ensure that their training is up to date. They are responsible for bringing any faults or misuse of the equipment to the Responsible Officer's or Control Centre Managers attention immediately for repairs to be arranged.
- 4.6 For any CCTV systems installed or monitored on behalf of other Council departments, the team manager is responsible for liaising with the CCTV SPOC on a regular basis regarding their ongoing use and justification on at least an annual basis.

5. CCTV in Third Party Owned Buildings or Spaces

- 5.1 A number of Swale Borough Council CCTV systems may be located in premises or spaces owned or managed by third parties. These may include private premises, or those public spaces managed by other borough/district or parish councils, partner agencies etc.
- 5.2 Services offered by Swale Borough Council in relation to these systems will be on a case-by-case basis and may include design, installation, monitoring and/or maintenance, upgrades and decommissioning.
- 5.3 There will be a clear understanding between the Council and these third parties as to who is responsible for each element of the system, with a time-defined Service Level Agreement in place.
- 5.4 The third party will always be responsible for the justification of the CCTV system and therefore compliance with the Surveillance Camera Code of Practice, specifically the principle that 'use of a surveillance camera system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need'. Advice will be given by the CCTV SPOC to these third parties on compliance with this code of practice, including though design and ongoing operation.

- 5.5 The CCTV SPOC will meet regularly with all third parties to ensure compliance of the system with the Surveillance Camera Code of Practice.
- 5.6 A fee will be charged to all third parties based upon the level of service from the CCTV Control Centre. This will be tailored for each service provided but will ensure as a minimum, full cost recovery for both management and daily operation of their system. All third-party services will be viewed as commercial ventures and costs will be considered in line with benchmarking of other local provision. Appendix 1 details the principles for costings for these services.
- 5.7 The Council has the right to refuse any third-party service in relation to public space CCTV.
- 5.8 Given that camera monitoring capacity within the control centre is finite, priority of future third party monitoring contracts will be as follows:
- Commercial/private organisations
 - Parish Councils
 - Borough/District Councils

6. Purchase and Deployment of CCTV Cameras

- 6.1 It is crucial that serious consideration is given to the necessity for CCTV cameras in any given location, and to assess any impact of them on the privacy of individuals using the areas where cameras are to be installed, ensuring compliance with the Surveillance Code of Practice.
- 6.2 Any requests for the installation of public space CCTV must be discussed with the CCTV SPOC. There will be consultation with the Police or other enforcement agencies, to determine if there is the evidence of reported crime or ASB concerns, or another justification for community safety purposes. This will include the volume and frequency of incidents, the risk level of the victim and if they are a repeat victim; and if there is under reporting in the area. Consideration will also be given to the other solutions already tried to resolve the problem and how it is felt that CCTV will resolve the problem. If required, there will also be consultation with other partner agencies and communities to determine if there is a legitimate aim and pressing need for the camera.
- 6.3 Before deciding on CCTV cameras as a solution, there is a requirement to look at less intrusive alternatives. If after looking at all the alternatives it is decided that CCTV is the only suitable solution, a clear operational objective for the system and each camera must be identified together with an assessment on the impact on privacy must be carried out. A record of these decisions must be retained for inspection and review every year.
- 6.4 Swale Borough Council will not use CCTV cameras if there are cheaper, less intrusive and more effective methods of dealing with the stated problem. No individual Department or Service will be permitted to purchase or install CCTV cameras until a full Operational Assessment and Privacy Impact

Assessments have been completed and presented to the CCTV SPOC for compliance checks and additional input or advice.

- 6.5 Cameras are not to be installed in such a way that they can look into private space such as inside private dwellings.
- 6.6 Cameras should normally be clearly visible and clearly signed. All areas where CCTV is deployed will have suitable signage that is compliant with the CCTV Code of Practice. The signage includes the reasons for the operation of the CCTV cameras and a point of contact for further information.
- 6.7 Covert cameras are not normally to be deployed into areas used by staff or the public (and will in all cases be deployed following a RIPA authorisation). When monitoring on behalf of third parties or within council property, concealed and unsigned cameras may on very rare occasions be deployed in areas of high security where there is no legitimate public access and where staff access is controlled and restricted (for example, an IT server room or secure plant room). Staff who normally work in these areas should, where appropriate, be informed of the location of these cameras (usually by signage), their purpose and where the monitor to view the images is kept.
- 6.8 This policy does not cover the use of Body Worn Cameras; these are covered by a separate policy.
- 6.9 Swale Borough Council does not deploy 'Dummy' cameras as these give a false sense of security to the public who may otherwise have avoided an area not under "real" monitoring.
- 6.10 Council officers are not to purchase cameras that are used for monitoring audio conversations or be used to talk to individuals as this is seen as an unnecessary invasion of their privacy.
- 6.11 There will be a regular review of all deployments of CCTV Cameras to ensure that their necessity remains. The CCTV Decommissioning procedures will be utilised should this need no longer remain. Consultation as part of this will take place with Kent Police and other appropriate partners/community members. When cameras are monitored by the Council on behalf of a third party, the third party will be responsible for this.
- 6.12 The Council operates a small number of mobile CCTV cameras. These are deployed to areas of increased crime/ASB and locations are agreed in conjunction with Kent Police where the need is evidenced. They are deployed for a limited period and their impact is continually assessed.
- 6.13 Should any Council department be considering use of CCTV with a project or delivery of a service; the CCTV SPOC is available to give advice at each stage of the above process. Costs need to be considered for all on-going revenue, maintenance and replacement of the proposed system.

- 6.14 Once authorisation is given to procure new or replacement CCTV cameras, advice should be sought from the Swale Borough Council Procurement Team to ensure that the correct procedures are followed.
- 6.15 It is a requirement under the Information Commissioners Code of Practice and the National CCTV Strategy that any equipment purchased is fit for purpose and will meet the objectives set down for the scheme. There is also a clear requirement for all CCTV schemes to have an effective maintenance schedule and to be operated in accordance with the Code of Practice. Council Officer's / staff purchasing new CCTV equipment need to ensure these requirements are fully met.
- 6.16 Installation of new cameras as part of the Swale public space CCTV system may only be undertaken when additional funding can be provided e.g. through an external grant arrangement or contract. When a need is identified for CCTV due to levels of crime and/or ASB, a temporary mobile CCTV camera is the preferred solution in the first instance. If this proves to be effective and a permanent solution is needed, funding would be sought.
- 6.17 When it is agreed that new cameras or a system is to be installed, advice will be sought by the current CCTV Maintenance/Installation Contractor as to the most cost-effective solution, which is in-line with national guidance and best value procurement guidance. Consideration needs to be given to any national governmental guidance around use of specific manufacturers, which would need to be kept under review.

7. Monitoring

- 7.1 The CCTV Control Room will be staffed by Swale Borough Council employees to enable 24/7/365 monitoring of all required cameras.
- 7.2 Monitoring of other cameras where required will only be carried out by persons authorised by the CCTV SPOC or departmental Responsible Officers.
- 7.3 Any CCTV visual displays located in public reception areas are intended to provide live monitoring of reception areas by staff alone. It is the responsibility of the Responsible Officer in the associated Department concerned to ensure that those observing the visual displays are properly trained in their duties & responsibilities and that the ability to view the display is restricted to only those authorised to see it.

8. Recorded Images Reviews and the Provision of Evidence

- 8.1 All equipment will be capable of recording all cameras simultaneously throughout every 24-hour period. Recorded data is stored onto a Digital Video Recorder and automatically deleted after 28 days.
- 8.2 The provision of evidence or reviews of recorded material will normally be requested either by the police, other enforcement agency or another department

conducting an investigation into criminal activities, potential disciplinary matters, complaints, grievance or Health and Safety issues.

- 8.3 Enforcement agencies such as the police have a legal obligation to 'seize' any relevant evidence when investigating a crime and Responsible Officers must comply with their requests. However, enforcement agencies are bound by the same procedures and policies as everyone else.
- 8.4 Enforcement agencies are not permitted to trawl the CCTV system on the off chance of detecting a crime or wrongdoing. They are required to provide the Control Centre Manager or Responsible Officer with a Crime or Incident number or other such proof that they are conducting a legitimate investigation.
- 8.5 The release of evidence or permission to view images may only be authorised by the Control Centre Manager or Community Safety Manager or in their absence, the Head of Service, Information Governance (DPO) or the Departmental Director. Where an enforcement agency requests copies of an image or video recording, one copy is to be made but there is no requirement for the Responsible Officer to retain or produce any further copies.
- 8.6 As the purpose of the CCTV system includes crime prevention, detection and investigation, it must be capable of providing images and other data which are of evidential value to the criminal justice system and shared with Police and other statutory agencies. Effective safeguards will be in place to ensure that the integrity of the recorded images and data. A recorded audit trail will be in place as agreed in the CCTV Control Room procedures. Should any recorded media not be collected within 28 days of it being made, it will be destroyed in line with the control room procedures.
- 8.7 All staff required to operate CCTV equipment are to receive training in the use of the equipment and must conform to this Policy document and their system Code of Practice at all times. Staff who operate the Digital Video Recorders will be required to sign a 'Confidentiality Statement', which prohibits them from making any material available for purposes other than those stated in the Code of Practice. Any other staff having access to the equipment will also sign a Confidentiality Statement. Once signed, the Confidentiality Statement should be placed in the person's Personal file.
- 8.8 Recorded material will not be sold or used for commercial purposes or for the purposes of entertainment. Images provided to the Police or other enforcement agencies or for internal investigations shall at no time be used for anything other than the purposes for which they were originally released.

9. Maintenance

- 9.1 To ensure compliance with the Surveillance Camera Code of Practice and to ensure images recorded continue to be of appropriate evidential quality, the

system shall be maintained in accordance with the requirements of the CCTV Procedures under a maintenance agreement.

- 9.2 The maintenance arrangements will make provision for regular service checks of all equipment including cleaning and checks/minor adjustments to the equipment settings.
- 9.3 The maintenance arrangements will make provision for 'emergency' attendance on site by a CCTV engineer to rectify any loss or severe degradation of image or camera control. This will include maximum time periods for attendance and repair, depending on the severity of the impact.
- 9.4 Provision will be made to ensure that equipment is replaced that is reaching the end of its serviceable life.

10. Security

- 10.1 The Control Centre will be secured at all times and only accessed through an access control system.
- 10.2 The CCTV Recorders are within the secure control centre. These can only be accessed by authorised staff.
- 10.3 Access to the Control Centre will be strictly limited. Where there is a requirement for an authorised officer to attend or an officer from another statutory service, their attendance will be logged as per the operational procedures. Other visitors may be agreed in conjunction with the Control Centre Manager.
- 10.4 Visitors to the Control Centre that have not been Police vetted should not be able to hear any police broadcasts through the Police radio system. The Police radio should be turned off or down, or visitors asked to leave.
- 10.5 The Police radio is not to be removed from the control room, unless authorised by Kent Police, Control Centre Manager or the Community Safety Manager

11. Transparency and Third Party Access

- 11.1 This CCTV Policy, performance information and any reviews of the system will be made publicly available to demonstrate transparency to those persons that the system is monitoring.
- 11.2 Any complaints in relation to the operation of the CCTV System should be addressed through the Council corporate complaints process.
- 11.3 A Data Protection Impact Assessment (DPIA) will be completed for the CCTV System and reviewed on a regular basis. An additional one will be completed if there are fundamental changes to the system such as large equipment upgrades.

- 11.4 A Privacy Notice will be in place for the public space CCTV system.
- 11.5 Under the Data Protection Act, UK GDPR and the Freedom of Information Act members of the public and other organisations have the right to ask to see data held by Local Authorities and other Public Bodies. This data includes visual images captured by CCTV. As a general principle, access to this data should not be refused. However, there are certain circumstances when it will not be possible to provide images from CCTV - for example, when the images form part of a criminal investigation. In all instances where Access Requests are received, they should be passed onto Swale Borough Council Information Governance Officer (who has responsibility for dealing with Access Requests) for action, before CCTV images are released.

12. Insurance Claims

- 12.1 CCTV involvement in insurance claims falls into two categories. Firstly, incidents, which may result in claims against Swale Borough Council and secondly claims involving third parties, normally road traffic collisions.
- 12.2 The CCTV SPOC will be able to assist in the provision of images for investigations into any claims against Swale Borough Council.
- 12.3 Third party requests, relating to issues such as road traffic collisions, can only be actioned from a direct request by an insurance company, not a member of the public. Separate procedures must be followed in relation to these and there will be a fee for the release of any images. This fee is based on the amount of time spent by staff to review extracted the images, to copy them and for any other processing of the images together with the administration, completion of appropriate documentation, cost of media, disk labelling etc. and is based on the hourly salary rate.

13. Statistics

- 13.1 CCTV systems are required to show how effective the cameras are in dealing with the objectives set out for them.
- 13.2 An annual performance report will be compiled to demonstrate the effectiveness of all CCTV systems managed by Swale BC and will include the following:
- Location of system (building and address)
 - Number and details of installed system and cameras
 - Number of recorded incidents in the past year
 - Number of CCTV evidence reviews
 - Number of evidence seizures (passed to police or other agency)
 - Number of authorised RIPA operations

- Date of last maintenance and functional check
- Any changes to the system

14. Inspections/ Visits

- 14.1 All CCTV systems may be subject to inspections or visits by a member of the Information Commissioners Office or the Investigatory Powers Commissioners Office. In addition, systems may also be subject to visits/ inspections by members of the organisation and the CCTV SPOC.
- 14.2 These visits/ inspections are designed purely to ensure that the systems are being operated and maintained in accordance with current legislation, this Policy and their own CCTV Codes of Practice are to offer advice for improvement where required.

15. Health and Safety

- 15.1 The CCTV Control Room will be operated inline with the Council's health and safety policies and procedures. This will include lone working procedures, working with electrical equipment and visual display units. Any additional measures for the control room will be included within the operational CCTV procedures and risk assessment. Responsible officers need to ensure any of their own staff operating CCTV cameras are aware of these polices and procedures.

Appendix 1

| Area | Principles for Charges |
|--------------------------------------|---|
| System Design | No charge |
| System Install | <p>Overall system install charge.</p> <p>Costs to be based upon:</p> <ul style="list-style-type: none"> - Equipment costs (as per contractor quote) - Fibre Line costs if applicable - Management costs - Control Centre Manager (hourly rate) for time for liaison with contractors, seeking any highways/other permissions and any problem solving. |
| Monitoring and footage provision | <p>Cost per camera – based upon monitoring hours (24/7/365 or other agreed hours).</p> <p>Costs to be based upon:</p> <ul style="list-style-type: none"> - Operator staffing (hourly rate) - Control centre oncosts (electricity and facilities) - Insurance - Management Costs – Control Centre Manager (hourly rate) for overall control centre management costs as well as performance information provision/reports, and minimum annual review meeting. - Fibre line rental if applicable. |
| Maintenance | <p>Cost per camera.</p> <p>Cost to be based upon:</p> <ul style="list-style-type: none"> - Overall contractor costs for maintenance - Management costs – Control Centre Manager (hourly rate) for liaison with contractor and provision of reports on maintenance outcomes. - Costs of any repairs that fall outside of contract |
| Upgrades | <p>Cost per camera,</p> <p>Cost to be based upon:</p> <ul style="list-style-type: none"> - Equipment costs (as per contractor quote) - Management costs - Control Centre Manager (hourly rate) for time for liaison with contractors, seeking any highways/other permissions and any problem solving. |
| Decommissioning (removal of cameras) | <p>Cost per camera.</p> <p>Cost to be based upon:</p> <ul style="list-style-type: none"> - Contractor Costs for removal of each camera - Management costs - Control Centre Manager (hourly rate) for time taken to manage decommissioning process (liaison with contractor, report compilation) |
| Insurance Claims (motor insurance) | Standard cost per insurance company request – to include review and provision of evidence. |

| | |
|------------------------------|--|
| companies for third parties) | Costs to be based upon: <ul style="list-style-type: none">- Operator time (hourly rate) to complete a standard review- Cost of equipment for evidence provision |
|------------------------------|--|

| | |
|--|--|
| Communities and Leisure Committee Meeting | |
| Meeting Date | 21 st January 2025 |
| Report Title | Swale Community Safety Priority Setting Consultation |
| EMT Lead | Emma Wiggins, Director of Regeneration and Neighbourhoods |
| Head of Service | Charlotte Hudson, Head of Housing and Communities |
| Lead Officer | Stephanie Curtis, Community Services Manager |
| Classification | Open |
| Recommendations | 1. That the Communities and Leisure Committee provides feedback to the Swale Community Safety Partnership (CSP) to inform its strategic assessment and priority setting process for 2025/26. |

1 Purpose of Report and Executive Summary

- 1.1 This report provides an overview of the Swale community safety strategic assessment process and asks the Committee to provide feedback on the current CSP performance as well as any emerging issues it feels the CSP may need to focus on.

2 Background

- 2.1 The Swale Community Safety Partnership (CSP), of which Swale Borough Council is a statutory partner, is required to complete a strategic assessment annually. Also, section 19 of the Police and Justice Act 2006 requires local authorities to have a crime and disorder committee with power to scrutinise the decisions and actions of the CSP in their area.
- 2.2 The purpose of the strategic assessment is to provide an understanding of community safety problems within the borough, in order to inform and help determine partnership problems for the following year. It includes a performance assessment against the current priorities; discussion around emerging issues; and consideration of wider threats and opportunities that may impact upon the work of the CSP.
- 2.3 The strategic assessment, along with information from partners will be considered by the Swale CSP Executive Group at their meeting in early February 2025 once the assessment is completed. This group will agree the Community Safety Priorities for 2025/26 and the Community Safety Plan will be revised based upon this. The overall priorities have not changed for a number of years, but the specific focus within these has been amended.

- 2.4 Part of the process of compiling the strategic assessment is to review previous performance of the CSP. Part of this is a data exercise, with data being supplied to the CSP for this purpose throughout December. Additionally partner agencies are asked to submit their own views on the current performance of the partnership and any emerging community-based issues they feel the CSP should now prioritise.
- 2.5 Due to the Scrutiny function of this Committee, the CSP would welcome views on the Committee feel the Partnership is currently performing against its current priorities and any emerging issues Committee members feel they should be tackling.
- 2.6 The current Swale Community Safety Partnership Priorities for 2024/25 are shown in Appendix 1. Appendix 2 provides an overview of work of the CSP during 2024/25 and some key statistics as of September 23, which was presented to the Swale Community Safety Partnership Executive Group at their meeting in October 24.

3 Proposals

- 3.1 That the Communities and Leisure Committee provides feedback to the Swale Community Safety Partnership to inform its strategic assessment and priority setting process based upon the following questions:
 - 1. From reviewing the current performance of the CSP against its identified priorities, do you feel the Partnership is serving its communities effectively?
 - 2. Are there any other community-based issues you feel the CSP should consider in its priority setting process for 2025/26?

4 Alternative Options

- 4.1 To not provide any feedback to the Swale Community Safety Partnership: This isn't recommended as members of the Committee have a good understanding of issues facing the local community which may not fully be known by other agencies and are required to undertake a Scrutiny function through the Police and Justice Act.

5 Consultation Undertaken or Proposed

- 5.1 Consultation on the Community Safety priorities for Swale will take place with the CSP in February and will form the basis for the annual refresh of the Swale Community Safety Plan.

- 5.2 Discussions have taken place with Area Committees during December 2024, with surveys being shared with Ward and Parish/Town Councillors.

6 Implications

| Issue | Implications |
|--|--|
| Corporate Plan | The community safety strategic assessment supports the Communities priority. |
| Financial, Resource and Property | There are no additional finance, resource or property implications in completing the community safety strategic assessment. Resource is in place within the Community Safety Unit to create the document and assist the Community Safety Partnership in its priority setting process and refresh of the Community Safety Plan. |
| Legal, Statutory and Procurement | <p>The Crime and Disorder Act 1998 gave agencies a duty to work together to tackle crime and disorder. Responsible authorities, which include district/borough councils, must work together to formulate and implement a strategy for the reduction of crime and disorder in the area.</p> <p>The Police and Justice Act 2006 updated the Crime and Disorder Act 98, expanding the number of responsible authorities and placing a duty on them to share evidence based data and carry out frequent strategic assessments.</p> <p>Section 19 of this Act also requires local authorities to have a crime and disorder committee with power to scrutinise the decisions and actions of the CSP in their area.</p> |
| Crime and Disorder | The contribution to the Swale community safety strategic assessment by the Communities and Leisure Committee will assist in ensuring that the priorities considered by the CSP are as reflective as possible of those crime and disorder issues faced by our communities. |
| Environment and Climate/Ecological Emergency | Environmental ASB/crime is recognised within the current ASB priority for the CSP and partnership working to tackle this has remained an area of focus for the last number of years. |
| Health and Wellbeing | The existing community safety priorities contribute to the health and wellbeing of the community by ensuring there is a partnership response in place to many issues that may affect this agenda specifically around domestic abuse and supporting vulnerable people. |
| Safeguarding of Children, Young | The existing Swale community safety priorities are closely linked to the safeguarding agenda. Swale BCs safeguarding policy and |

| | |
|---------------------------------------|--|
| People and Vulnerable Adults | soon to be adopted domestic abuse policy sit alongside the community safety plan and associated action. |
| Risk Management and Health and Safety | No specific implications on risk management or health/safety have been identified at this stage. |
| Equality and Diversity | No specific implications on groups with protected characteristics have been identified. |
| Privacy and Data Protection | The Swale community safety strategic assessment is a partnership document, but its completion is led by Swale BC on behalf of the CSP. Data is shared with the CSU staff completing this through the Information Sharing Agreement from partner agencies. Some data shared has restrictions placed upon it (particularly from the Police) and this limits how widely the final assessment can be shared. |

7 Appendices

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

- Appendix 1: Swale Community Safety Partnership Priorities 2024/25
- Appendix 2: Swale Community Safety Partnership Strategic Lead Report October 24

8 Background Papers

Swale Community Safety Plan 2024/25 - <https://swale.gov.uk/news-and-your-council/strategies-and-policies/community-safety-plan>

Appendix 1: Swale Community Safety Partnership Priorities 2024/25



This page is intentionally left blank

TO: Community Safety Partnership Executive
DATE: Friday 25th October 2024
SUBJECT: Quarter 2 - Strategic Leads Update Report

1. Introduction

This report provides a summary of the key action and performance updates for discussion in the 2024/25 Swale Community Safety Plan.

| Priority 1 | Domestic Abuse | | |
|--|---|---|--------------|
| Lead | SATEDA – Carey Philpott | | |
| Performance Stats | Previous Rolling Year (October 2022-end September 2023) | Current Rolling Year (October 2023-end September 2024) | Change |
| No. of Domestic Abuse incidents across the Borough of Swale (Kent Police). | 4759 | 4534 | -225 (-4.7%) |
| Actions | Status | Update | |
| 1.1 Promotion of services available to both professionals and the community | In progress | <p>16 Days of Action Swale Borough Council are arranging a professional’s event. The focus is on the wider impact of domestic abuse on individuals and families. The event is booked for the 4 December at the Appleyard in Sittingbourne.</p> <p>White ribbon is being looked at and if anyone is interested in being an ambassador to contact Steph Curtis.</p> <p>Kent and Medway are arranging a series of webinars. Social media posts and comms will be available to share.</p> | |
| 1.2 Enhanced training focusing on specialist areas such as link between DA and Extremism; legal orders; and cultural awareness | In progress | Prevent training scheduled for 23 October | |
| 1.3 Continue to promote perpetrator services within agencies | In progress | No additional actions. | |

| | | |
|---|-------------|--|
| 1.4 Support delivery of County Domestic Abuse Delivery Plan | In progress | SBC continue to work towards DAHA accreditation Clarion and SATEDA are supporting in developing the new MARAC processes |
|---|-------------|--|

Key Issues/Emerging Trends

The end of the PCC/MOJ funding could have reaching consequences for local delivery. This could see a reduction in services.

Consultation has started for the DA commissioned services.

DA Sub Group – Key Updates

Intervention Alliance, had seen influx in referrals for their perpetrator programmes. They are still carrying out the work around healthy relationships and linking in with look ahead who support victim/survivors. Currently have a waiting list.

They have been working with police delivering provisional cautions, will be running CURB – challenging unhealthy relationship and beliefs now waiting on referrals.

Swale delivery services to meet to overcome issues of clients accessing more than one service and duplicating work.

SATEDA achieved Leading Lights accreditation and won Kent Charity of the Year, Care Category.

New Leaf moved offices

Cross Cutting Themes (Comments/Impact on priority/specific actions undertaken)

*Reducing Reoffending
Communications and Training
Young people*

Nothing to add

| Priority 2 | Crime and Serious Violence | | |
|------------------------------------|---|--|---------------------|
| Lead | Kent Police – Diane Middlemiss | | |
| Performance Stats | Previous Rolling Year (October 2022-end September 2023) | Current Rolling Year (October 2023-end September 2024) | Change |
| Violence Against the Person (VATP) | 6505 | 6155 | -350 (-5.4%) |
| Burglary (Business and Community) | 172 | 154 | -18 (-10.5%) |
| Criminal Damage | 1827 | 1701 | -126 (-6.9%) |

| | | | |
|--|---|--|---------------|
| Shoplifting | 1704 | 1412 | -292 (-17.1%) |
| Actions | Status | Update | |
| 2.1 Work with Kent-wide partners to establish and implement response to Serious Violence | In progress | Safer streets has played a part in supporting lighting, cameras and extra street marshals at key times. | |
| 2.2 Continue to monitor and respond to localised crime trends and support response as needed | In progress | Data is constantly reviewed to keep on top of localised trends. Of late car thefts have been identified, purse thefts and shoplifting. Both Neighbourhood officers and the volume bas crime team work together to ensure these are dealt with swiftly. | |
| 2.3 Deliver localised response to Violence Against Women and Girls | In progress | We are proactive in relentless pursuit of offenders in particular those that commit domestic violence offences. Local officers review outstanding suspects and are tasked with bringing offenders in quickly to ensure safeguarding of victims. | |
| 2.4 Delivery of Safer Streets Project in Sittingbourne and Sheerness Town Centres | In progress | Ongoing | |
| 2.5 Support reintroduction of Street Pastors into Sittingbourne High Street | In progress | Due to relaunch in December | |
| Key Issues/Emerging Trends | | | |
| To Discuss in the meeting. | | | |
| Serious and Organised Crime Panel – Key Updates | | | |
| Our Organised crime series that was identified is coming to an end. Two of the key individuals are in prison and likely to be recorded as not an organised crime in January. | | | |
| District Contextual Safeguarding Meeting – Key Updates | | | |
| Meetings ongoing with good partnership attendance. | | | |
| Cross Cutting Themes (Comments/Impact on priority/specific actions undertaken) | | | |
| <i>Reducing Reoffending Communications and Training Young People</i> | | | |
| | | | |
| Priority 3 | ASB | | |
| Lead | Southern Housing – Matthew Robbins | | |
| Performance Stats | Previous Rolling Year (October) | Current Rolling Year (October) | Change |

| | 2022-end September 2023) | 2023-end September 2024) | |
|---|------------------------------|--|-------------|
| ASB Incidents reported to Kent Police | 2668 | 2724 | +56 (+2.1%) |
| ASB Incidents reported to Southern Housing | 239 | 242 | +3 (+1.3%) |
| Actions | Status | Update | |
| 3.1 Continue joint response to tackle ASB through the Community Safety Unit | Ongoing | Weekly partnership meetings have been refreshed and are successfully held with a range of partner agencies, which enable areas of concerns to be highlighted and responded to. | |
| 3.2 Support implementation of the Kent Police Neighbourhood Policing Model | Ongoing | The neighbourhood policing model has been implemented, and resources are currently at 75%. | |
| 3.3 Delivery of dedicated operations and campaigns, tackling local based problems as required | Ongoing | Police are arranging a weeklong operation for Halloween / firework night to focus on reducing anti-social behaviour and crime. This will include pre-meets with known perpetrators of ASB and stricter outcomes. The child centred policing team are organising 'Fish Fest' a diversionary activity focussed on fishing to reduce ASB and highlight safety issues, to start in November. As part of National Anti-Social behaviour week seeking funding to run a graffiti workshop. | |
| Key Issues/Emerging Trends | | | |
| Discussed within body of report. | | | |
| Weekly Tasking and Coordination Group – Key Updates | | | |
| Good attendance by partners. | | | |
| Cross Cutting Themes (Comments/Impact on priority/specific actions undertaken) | | | |
| <i>Reducing Reoffending Communications and Training Young People</i> | | | |
| | | | |
| Priority 4 | Supporting Vulnerable People | | |
| Lead | SBC – Steph Curtis | | |
| Performance Stats | Previous Rolling | Current Rolling | Change |

| | Year (October 2022-end September 2023) | Year (October 2023-end September 2024) | |
|--|--|--|---------------------|
| Vulnerable/repeatedly targeted callers (Kent Police) | 827 | 741 | -86 (-10.4%) |
| No. referrals to Swale Vulnerability Panel | 33 | 28 | -5 (-15.2%) |
| Actions | Status | Update | |
| 4.1 Continuation of complex needs pilot | In progress | This project continues to be delivered, but is only funded until the end of March 25. It is felt that funding beyond this point is unlikely, but options are being considered to explore other options. Equally work is being undertaken to determine if the needs of this client group could be addressed by any other project; or through increasing the training and skills of other workers engaging with this client group. | |
| 4.2 Delivery of training for a greater range of partners on modern slavery and preventing extremism | In progress | Preventing extremism training is continuously rolled out by the KCC team. Further training sessions on extended topics is also being organised. | |
| 4.3 Delivery of Community Engagement Events on Brotherhood Wood Site | In progress | This event was delayed until October 24, but is due to take place on the 23/10/24. A number of partners have agreed to be involved at the site. | |
| 4.4 Continuation of Cost of Living work through the Community and Partnerships Team, ensuring linkage with to impacts on Community Safety and young people | In progress | Cost of Living work continues, with partnership groups in place to address a number of key themes. | |
| 4.5 Explore options around potential implementation of Making Every Adult Matter Project in Swale | In progress | Meetings are continuing to progress this as part of a wider East Kent project. | |
| Key Issues/Emerging Trends | | | |
| <p>The KCC Warden Service is finishing its review work – numbers of Wardens have been reduced and the wards in which they will be based have been confirmed. This will see Wardens transitioning out of working with communities in Sheerness and Minster. KCC Wardens have supported many partners with engaging with the most vulnerable to help them access services. Although they will still continue this in their main wards, for all other wards this will be triaged and will inevitably see a reduction in this support that can be provided.</p> <p>The KCC Prevent team continue to send regular updates to partners regarding tensions in the middle east and impact on Kent residents, along with other regular updates. Training that they deliver is being expanded to include more detail on a greater range of subjects which will be useful for all partners to attend.</p> | | | |

Vulnerability Panel – Key Updates

The Vulnerability Panel continues to operate with general good levels of engagement. There have been issues with regular attendance by some partners which have been addressed. There have been a number of cases that have been open longer than average, but this has generally been due to the complexity of the cases and difficulties of engagement by the client and also agencies.

Cross Cutting Themes (Comments/Impact on priority/specific actions undertaken)

***Reducing Reoffending
Communications and Training
Young People***

Secondary School roadshows are taking place throughout October led by the Kent Police Schools teams. These are interactive workshops for Year 9 students that include inputs from a number of partners on various key topics (prevent, healthy relationships, ASB etc). Feedback will be gathered and shared afterwards.

A separate meeting continues to take place to look at the impact of the loss of youth services funding. Although until October funding has largely been sourced to ensure a level of outreach work, funding has either stopped or is stopping for a variety of other diversionary/youth engagement activities by March 25 if not sooner. There are some funding options being explored, but it is unlikely that all can be covered – this will impact on ASB and youth crime/violence particularly come Easter next year. In particular, this could include the loss of Faversham Youth Club (at the Rec).

| | |
|------------------------------------|--|
| Community Committee Meeting | |
| Meeting Date | 21 January 2025 |
| Report Title | Annual Parking Report 2023-24 |
| EMT Lead | Emma Wiggins, Director of Regeneration and Neighbourhoods |
| Head of Service | Martyn Cassell, Head of Environment and Leisure |
| Lead Officer | Martyn Cassell, Head of Environment and Leisure |
| Classification | Open |
| Recommendations | 1. To discuss the contents and approve publication of the report on the Council's website. |

1 Purpose of Report and Executive Summary

- 1.1 This is the annual parking report for 2023-24 financial year and highlights the key elements of the parking services operation in Swale.
- 1.2 It details the principles we follow, provides financial and performance statistics and explains a number of projects we have undertaken.

2 Background

- 2.1 The parking service can be split into two discrete areas covering on-street parking and off-street parking.
- 2.2 On Street parking restrictions are placed at key locations throughout the borough of Swale to specifically ensure the free flow of traffic and to maintain highway safety for both drivers and pedestrians.
- 2.3 Kent County Council as the highway authority are ultimately responsible for this matter, but in the two-tier county of Kent, this has been delegated to District and Borough Councils, through a memorandum of understanding. We are bound by the Road Traffic Act 1991 which was implemented to de-criminalise illegal parking activity to allow the Police to deal with more serious matters and to free up the magistrate courts that were becoming overwhelmed with parking related issues.
- 2.4 Off-street parking is essential in preventing overcrowding on-street and Councils can operate with greater autonomy. Income received from pay and display customers provides vital funding to support other Council services.
- 2.5 The report highlights the Council's key parking principles and updates on the completion of the formal SBC Parking Policy achieved during the year.

- 2.6 It explains why Civil Parking Enforcement is required and how it operates.
- 2.7 The report identifies the trends in electric vehicles in Swale and shows our investment into encouraging more residents to adopt cleaner transport methods.
- 2.8 A range of appendices in the annual report show financial and performance statistics.

3 Proposals

- 3.1 To discuss the contents and approve publication of the report on the Council’s website.

4 Alternative Options Considered and Rejected

- 4.1 Do nothing – we are not statutorily obliged to produce an annual report, only to provide certain transparency information, which we have already done so on our website.

5 Consultation Undertaken or Proposed

- 5.1 The Chair and Vice Chair of the Community Committee have been consulted throughout the compilation of the annual report.

6 Implications

| Issue | Implications |
|----------------------------------|---|
| Corporate Plan | A well-balanced parking service provides support to a range of the Council’s existing Corporate Plan priorities with a focus on economic development - support for our businesses, residents and visitors, plus reducing the Council’s reliance on government controlled funding sources. |
| Financial, Resource and Property | The financial figures are contained within the main appendix ‘Annual Parking Services Report 2023-24’. Staff resource is spread across on and off-street parking. It focusses on administration, financial reconciliation, repairs and maintenance and ensuring our parking is safe. |
| Legal, Statutory and Procurement | The main legislation relating to this report is the Road Traffic Act 1991 and Traffic Management Act 2004. |
| Crime and Disorder | Inappropriate parking is anti-social and can cause issues in the community. |

| | |
|--|---|
| | The use of our enforcement officers mean we are well positioned to report elements of crime and disorder. |
| Environment and Climate/Ecological Emergency | Maintaining a regular flow of moving traffic is known to reduce emissions. The annual report details the projects we have worked on including installation and operation of EV charging units and supporting some active travel projects. |
| Health and Wellbeing | Ensuring a clear flow of traffic helps to reduce down air pollution. |
| Safeguarding of Children, Young People and Vulnerable Adults | Parking enforcement helps to protect young people such as those in and around schools from pavement parking etc. |
| Risk Management and Health and Safety | Staff are required to regularly inspect our facilities and produce risk assessments to help protect the public. |
| Equality and Diversity | All members of the community of Swale have a right to expect access to parking. We provide free parking for disabled customers. Our pricing is regularly reviewed against other local areas. |
| Privacy and Data Protection | None applicable. |

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Annual Parking Services Report 2023-24

8 Background Papers

None.

This page is intentionally left blank

Swale Borough Council
Parking Services

Annual Report 2023-24



The aim of the report is to summarise what services the Parking Services department provides and give an overview as to why Civil Parking Enforcement is required within Swale, how we operate and how well we are performing.

Reporting is an important part of our accountability. The transparency given by regular and consistent reporting should help the public gain a better understanding of Civil Parking Enforcement.

Monitoring also provides the Council with management information for performance evaluation and helps to identify where improvements are needed. In addition, it also provides a framework for performance comparisons between other local authorities.

I hope that you will find the contents of this report helpful and informative.

Councillor Richard Palmer
Chair of the Community Committee

Our Commitments

The Council's Parking Services Team is committed to:

- Enforcing the Traffic Management Act 2004 fairly, transparently and in accordance with the regulations
- Improving accessibility to the town centre for all members of the public
- Reducing the impact of antisocial parking
- Reducing peak time congestion in Town Centres
- Reinvesting any surplus into service and infrastructure to improve user experience.

Should you have any further enquiries please contact Parking Services at:

Swale Borough Council
Parking Services Department
Swale House
East Street
Sittingbourne
Kent
ME10 3HT

parking@swale.gov.uk

On-street

| | |
|--|-------------------------|
| Number of resident permits | 2,174 |
| Number of traffic regulation order projects this year | Sealed: 6 Drafted: 8 |
| Number of PCNs issued | 8,810 |
| Number of NHS permits | 176 |
| Number on-street parking spaces | 2,070* |

* On-street parking spaces are estimated only as individual bays are not marked out.

Off-Street

| | |
|--|---|
| Number of pay and display car parks | 26 |
| Number of free car parks | 19 |
| Number off-street (marked) parking spaces | 2,622 |
| Total parking transactions | 1,227,948 |
| Number of PCNs issued | 11,520 |
| EV charging | KWH used 128,175 kWh Carbon savings 71,778 kg |
| Cashless transactions | 69.54% of all transactions are made without cash, of which; <ul style="list-style-type: none"> ○ RingGo makes up 80.45% of cashless transactions (55.07% of total transactions) ○ Card Payments make up 17.95% of contactless transactions (13.37% of total transactions) ○ Pod Point makes up 1.6% of contactless transactions (1.1% of total transactions) |

Enforcement

15,000 patrol hours a year

80.61% of enforcement time is spent on-street and 19.39% off-street

Abbreviations

The following abbreviations are used within this report;

| | |
|-----|---------------------------|
| CEO | Civil Enforcement Officer |
| CPE | Civil Parking Enforcement |
| DfT | Department for Transport |
| SBC | Swale Borough Council |
| P&D | Pay & Display |
| PCN | Penalty Charge Notice |
| TRO | Traffic Regulation Order |
| TPT | Traffic Penalty Tribunal |

Background to Parking in the Borough of Swale

Parking restrictions are placed at key locations throughout the borough of Swale to specifically ensure the free flow of traffic and to maintain highway safety for both drivers and pedestrians.

The Road Traffic Act 1984 empowered local authorities to implement Traffic Regulation Orders in order to control traffic movements and parking provision. Responsibility at this time for enforcing observed contraventions came under the Police via on-street traffic wardens.

However, the Police service soon became increasingly unable to deal with the ever-escalating volume of parking offences and the subsequent cost of funding the traffic warden service.

Consequently, the Road Traffic Act 1991 was implemented which de-criminalised illegal parking activity to allow the Police to deal with more serious matters and to free up the magistrate courts that were becoming overwhelmed with parking related issues.

This change in legislation (and later amendments) allowed local authorities to manage illegal parking through Civil Parking Enforcement agreements which enabled Civil Enforcement Officers to enforce parking restrictions under Section 6 of the Traffic Management Act 2004, in accordance with the relevant TRO.

Kent County Council as the highway authority are ultimately responsible for this matter, but in the two-tier county of Kent, this has been delegated to District and Borough Councils, through a memorandum of understanding.

All existing TROs in Swale may be viewed online at [TRO Library - Traffic Penalty Tribunal](#).

Parking Principles

The Council has always adhered to national guidance and legislation. In accordance with the DfT's "*Full Guidance on Local Transport Plans*" the Council principles are aimed at tackling congestion and changing travel behaviour. The Council has a formal [Parking Policy](#) which sets out more detail. In setting the principles, the Council has taken account of:

- providing an efficient parking service which continually seeks to improve,
- being fair, consistent and transparent,
- improving safety for road users and assist in the smooth flow of traffic to reduce congestion,
- balancing demand and supply for parking spaces across the borough
- encouraging the use of sustainable methods of transport,
- safeguarding the needs and requirements of residents, businesses and visitors,
- consulting appropriately on any substantial changes to parking permits and prices,
- enforcing the Traffic Management Act 2004 fairly and in accordance with the regulations,
- improving accessibility to the town centre for all members of the public
- reducing the impact of antisocial parking,
- reducing peak time congestion in town centres.

We will do this by;

- Regulating the use of vehicles in the busiest and most congested areas.
- Regulating parking, both on street and off street, and provide adequate Pay & Display facilities.
- Encouraging the use of public transport.
- Safeguarding the needs and requirements of local residents, visitors and businesses

The Parking Partnership

Swale Borough Council has formulated a Parking Partnership with Maidstone Borough Council. Whilst retaining individual policies and principles, the authorities benefit from shared staff, joint contracts and sharing innovation. This model brings additional expertise that may not be possible with individual Councils and financial economies of scale.

Civil Parking Enforcement

The Partnership has contracted the Civil Parking Enforcement operation to an external agent, *APCOA Parking*. They are a market leader in civil enforcement and a Contract Manager, Supervisor and 11 Civil Enforcement Officers are employed under this contract. They provide 15,000 hours of patrol time across the year.

The civil enforcement team patrol the borough on a daily basis to improve driver compliance to the regulations and reduce inconsiderate parking. Officers have the power to issue PCNs to any vehicles observed parked in contravention of an active parking restriction.

All Officers also act as the eyes and the ears of the Borough, reporting any faulty street furniture and greeting visitors to the Borough who require information or directions.

It is a common misconception that the CPE operation is purely a revenue making scheme and that the officers work to targets; this is incorrect. All members of staff under this contract are salaried and not in receipt of a commission-based rate of pay or any other performance related incentives. The role of a Civil Enforcement Officer can often be a difficult and unpopular one and is often the subject of many 'myths' and stereotypes. Unfortunately, the common misconceptions about the role, can influence the public's view of Officers.

Through membership of the British Parking Association, Swale Borough Council are also committed to the Positive Parking Agenda which promotes the positive outcomes from parking management. More information can be found at: [PowerPoint Presentation \(britishparking.co.uk\)](http://britishparking.co.uk)

The information below may help to dispel some of the most common parking myths;

- All our Officers are salaried and receive no commission,
- Income generated by parking management is used to cover the cost of enforcement, with any surplus being reinvested into key highway/ transportation services by the Council,
- Officers are not 'incentivised' to issue PCNs; Notices can only be issued where a vehicle is observed parked in contravention,
- Officers routinely carry out late or early shifts to enforce 24-hour restrictions to maintain highway safety,
- Our Officers are here to help and often assist visitors to the Borough by providing information and directions,
- All Officers wear hi-visibility uniform to ensure they are visible to the public (winter coats are issued for the colder months!),
- Officers don't wait in car parks; in fact over 80% of enforcement is carried out on-street working on keeping traffic moving.

Body Worn Cameras

- In 2016 APCOA, in partnership with Swale Borough Council, introduced body-worn cameras for all CEOs.
- Body-worn cameras ensure the health and safety of the officers by acting as a deterrent to verbally and physically abusive members of the public, as well as providing sufficient evidence to prosecute when required. They also allow Officers to detect and identify crime and antisocial behaviour.
- The cameras record for a full shift (all deployed hours) in 720p HD image quality with full colour and audio recording. All cameras are tamperproof by the officer.
- Cameras also allow Parking Services to investigate complaints made by members of the public, providing an impartial 'third witness'. However, footage cannot be used as supporting evidence when challenging a Penalty Charge Notice.
- Unfortunately, despite this safety measure our staff still suffer from verbal and physical threats every day. This resulted in 9 code red incidents which involve physical assault and 20 code yellow incidents that involve high level threats of physical attack. We also recorded 979 incidents of verbal abuse during 2023/24.

In accordance with the relevant TRO, the CEOs can legally enforce:

- Single and double yellow lines
- Loading restrictions
- Loading bays
- Disabled bays
- Limited waiting bays
- Off-street P&D car parks
- Taxi bays
- Motorcycle bays
- School keep clear markings
- Crossing zig zag restrictions
- Resident parking bays

Yellow line restrictions are enforceable from the centre of the road to the nearest property boundary. Where a vehicle is parked partially or fully blocking the footway, CEOs are able to issue a PCN, not against the obstruction but against the yellow line contravention. Where a vehicle is observed as parked blocking the footway but where no yellow line restrictions apply, CEOs are unable to deal with the obstruction; Kent Police have retained the delegated authority to deal with such offences under highway obstruction powers.

CEOs are fully carbon neutral using either foot patrols, bicycles and fully electric vehicles.

Penalty Charge Notices (PCNs)

Where illegal parking is observed, the CEO on patrol has a responsibility to record the relevant contravention and issue a PCN accordingly.

With effect 31 May 2008, the Secretary of State decided that PCNs would be issued at two different tiers, £70.00 or £50.00, depending on the relevant parking contravention. Prior to this date, PCNs were issued at £60.00 irrespective of the seriousness of the offence, of which many recipients deemed as unfair.

- The higher level charge would be applicable if parking is observed in places where it is prohibited e.g. on yellow lines during prescribed hours of enforcement or in a disabled bay without displaying a valid blue badge.
- The lower level charge would be applicable where parking is permitted but a less serious contravention has occurred e.g. failing to display a valid Pay & Display ticket or parked outside the remit of a marked bay.

PCNs continue to be reduced by 50% if paid within 14 days of issue.

A CEO will serve a PCN by either attaching it to the vehicle or placing it under the windscreen wiper, should the notice be issued during inclement weather. The PCN will specify the contravention that has been observed, amount payable and the methods available for the recipient to informally challenge the notice.

Penalty Charge Notices are issued to vehicles observed parked in contravention; the link below shows the contravention codes used on both on-street and off-street by Swale Borough Council. <https://www.patrol-uk.info/contravention-codes/>

Although discretion cannot not be considered by a CEO upon an observation of illegal parking, any mitigating circumstances relevant to the motorist at the time of receiving a PCN, remain a consideration of the Parking Services appeals officer as part of the statutory appeals process.

https://www.patrol-uk.info/docs/process_map.pdf

Information on the appeals process and all applicable parking contraventions can be viewed online at <http://www.patrol-uk.info/site/index.php>

There is also then a nationwide, statutory appeals process for motorists who feel they have valid mitigation for parking in contravention, but their initial challenge has been rejected.

Every appeal is exceptional and has no bearing on the outcome of any other cases. Appeals are considered on statutory ground and in accordance with the mitigation submitted as part of the legal process.

Cases appealed through the nationwide legal process include the opportunity for a case review at an independent Traffic Penalty Tribunal in instances where the Local Authority and the Appellant fail to reach an agreed outcome. More information can be found at: <https://www.trafficpenaltytribunal.gov.uk/>

Schools Patrols

We undertake schools patrols every weekday during term time. The main aim of our visits is to keep the traffic moving and improve safety around the schools to protect our children.

We obviously cannot be at every school at every drop-off and pick up as problems persist at many locations at the same time each day, however patrols are deployed to priority school locations and rotated to ensure that inconsiderate parking is reduced and that drivers comply to the regulations that are in place to ensure the safety of others.

Parking Provision and Services

Car parks

SBC currently provides 45 off-street car parks, 26 of which are pay and display and generate income that is used to counterbalance the Council's associated costs in general maintenance.

Any surplus off-street parking income forms part of the Council's overall income budget, which is used to support the provision of other key public services that the Council delivers. This surplus on the parking account reduces the net budget requirement for the Council and therefore the level of Council Tax charged.

Our car parks accept cash, telephone/app and card transactions, with Season Tickets being available for all long-stay car parks. It remains our key principle that the majority of car parks provide cash as an option. There are a few sites where this is not possible due to the remote location or small number of spaces not justifying having a machine.

Parking machines offer payment via debit or credit card / or Google and Apple pay.

Additionally, a cashless option is also available through our partner RingGo <https://myringgo.co.uk/>. This cashless alternative to pay for parking, allows users to pay via telephone, SMS or using a smartphone app.

SBC's P&D machines operate on a pre-paid payment basis; accepting 5p, 10p, 20p, 50p, £1 and £2 coins.

There are a total of 2,622 marked controlled off-street parking spaces and approximately 2,070 controlled on-street parking spaces in the borough.

Information on car park locations and existing tariffs is available online at [Swale Borough Council - Parking and Streets](#)

Bourne Place Multi-storey car park

The MSCP provides secure parking at a 24/7 monitored car park, close to the town centre, leisure park and train station. There are 308 spaces in the car park, with special places for disabled drivers, parent and toddlers and electric vehicles. There is lift access to all floors. It was built to service the new leisure park at Bourne Place. As part of the Bourne Place development some of the businesses (cinema and hotel) provide concessionary parking at the MSCP.

Unlike our other car parks, this operates on a barrier entry and exit system. Residents do not need to pay when they arrive, they can simply take a ticket at the entrance, park up and go off to their activity. When they return, they place the ticket on the pay on foot machine and it charges you for the time used.

Permits and Season tickets

Parking Services administer all resident, visitor & business permit applications in addition to season ticket requests.

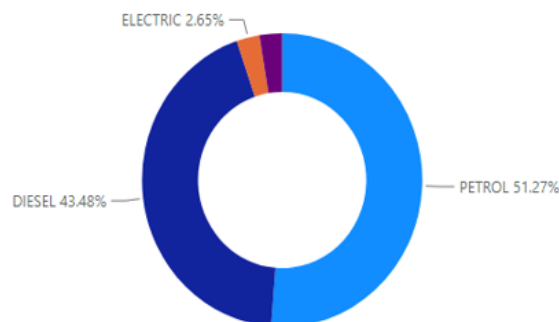
Information on existing permit and season ticket prices is available online at <http://www.swale.gov.uk/Parking-Permits/>

Electric Vehicle chargers in car parks

As at the end of 31st March 2024, the Borough has a total of 18 electric chargers in our car parks equating to 35 EV charging bays. EV charging equated to carbon savings of 71,778 kg when compared to fossil fuel powered cars.

Through use of RingGo data we can estimate the percentage of vehicles that use our car parks by type e.g. Fossil fuel/hybrid or fully electric. This still shows that the majority of cars that use our car parks are fossil fuel vehicles. We will continue to monitor this statistic to ensure we respond to increasing demand for electric charging but at the moment, the current level of charging units is enough to meet the demand.

Fuel Type Analysis



Resident Parking Scheme

Due to the huge increase of vehicle ownership in the past two decades, as well as the effects of commuter parking on local residents situated close to town centres, the council operate a number of Resident Parking Schemes (RPS). The schemes aim to reduce the effects of antisocial and commuter parking on residents as well as maintaining the free flow of traffic on the public highway. Contrary to popular belief (and the title!), a scheme is not there to provide a guaranteed space for residents to park outside of their house of an evening. They are generally set to protect parking in the day-time.

Swale Borough Council have adopted runs of bays as opposed to individual marked bays; individual bays must adhere to sizing restrictions which would reduce the amount of available on-street parking.

Each individual RPS has its own rules including times of operation which are set out when the traffic regulation order is implemented. These are following lots of public consultation.

Over 80% of enforcement is carried out on-street, reducing hazardous vehicle obstructions and maintaining the free flow of traffic, which is essential for the emergency services and some of our own services like refuse and recycling collection.

Key Parking and Traffic Regulation Order projects

In 2023-24 we consulted on making charges in some previously free car parks. Any major deviations in car parking charges go through a formal consultation period and during that consultation local residents opposed the implementation in car parks in Queenborough and Minster on Sea.

Major improvements were made to the Ship on Shore car park in Sheerness. This included full resurfacing, new line markings and removal of old vehicles. It also tidied up the recycling bin area. Charges were implemented to better control misuse of the area and have been largely successful. As with any new service, it will be monitored over a period of time.

All on-street waiting restrictions in the borough are included in one overarching Consolidated Traffic Regulation Order. When changes are made to any waiting restrictions, including introducing new restrictions, a legal Traffic Regulation Order Amendment must be completed. This is an extensive process which will generally take at least 12 months to complete due to legislation which includes consultation procedures.

Once a proposed Order is drafted, it must be advertised on site and in local newspapers for a minimum period of 21 days, to allow anyone the opportunity to

submit a formal objection, or indeed an indication of support. Formal comments received are then submitted in a report to the Swale Joint Transportation Board to consider and for Members to make a recommendation as to whether the proposals should proceed, be amended or be abandoned. This recommendation is then endorsed by the appropriate committee.

In cases where the proposals are complex, deemed contentious or where several options are available, an informal consultation will be undertaken with residents to gauge views prior to drafting the Traffic Regulation Order. The results of the informal consultation are reported to the Swale JTB for consideration prior to progressing to a Traffic Order.

Once progressed, the Traffic Regulation Order is Sealed by Kent County Council and is once again advertised in local newspapers and on our website stating the date in which the new Order will be effective.

A large proportion of our Traffic Orders cover disabled persons' parking bays, either formalising existing or removing redundant bays. Some other amendments which we have undertaken recently are listed below:-

- Developer Funded Traffic Orders for Restrictions on New Housing Estates
- County Member Funded Traffic Orders for New Restrictions for Highway Safety
- Amendments to Parking Bays to Accommodate New Driveway Entrance – Funded by Developer
- Amendments within existing Residents' Parking Schemes

We have completed a number of Traffic Regulation Orders where we have included new double yellow lines to improve highway safety and traffic movements. As this a Kent County Council function, we work closely with County Members who use their Member Grants to implement new schemes within their areas, which have not received priority funding from the County Council. This benefits our residents by delivering improvement schemes which would otherwise not be possible. In addition to this, we also deliver Traffic Regulation Orders for new restrictions associated with new developments, funded by the developers. Working closely with colleagues at Kent County Council allows us to ensure we deliver the best results for our residents.

Civil Parking Enforcement Finance

Under section 55 of the Road Traffic Regulations Act 1984, the council are required to keep an account of income and expenditure relating to on-street parking places; as well as income from and expenditure relating to our functions as enforcement authority.

This includes all income and expenditure related to the issue of and income from Penalty Charge Notices in respect of off-street parking places, but not income from ordinary car park charges nor any other expenditure in car parks.

Section 55(4) outlines the purposes for which any surplus in the parking account can be used. It also provides for the making good of any deficit in the parking account from the general fund, and for surpluses to be used to repay the general fund for any charges to that fund in the previous four years or may be carried forward.

Local authorities may under the powers of section 35 of the Road Traffic Regulations Act 1984, impose charges for parking in car parks provided under section 32 or 33(4) of that Act; and under sections 45 and 46 of the 1984 Act, charge for parking at on-street parking places. Full details of the Road Traffic Regulations Act 1984 Section 55 can be found at:

<https://www.legislation.gov.uk/ukpga/1984/27/section/55>

The Road Traffic Regulation Act 1984 sets out under section 55 how any collective surplus can be used:

- Make good the Parking CPE fund of any amount charged to that fund in the 4 years immediately preceding the financial year in question;
- Meeting all or any part of the cost of the provision by the local authority of off-street car parks (e.g. resurfacing, relining, lighting etc).

If it appears to the local authority that the provision in their area of further off-street car parks parking is unnecessary or undesirable, any surplus may be used for the following purposes:

- Meeting costs incurred, whether by the local authority or by some other person, in the provision or operation of, or of facilities for, public passenger transport services
- The purposes of a highway or road improvement project in the local authority's area.

Financial Performance

| Off Street Income | 2021-22 | 2022 - 2023 | 2023 - 2024 |
|---------------------------------|--------------------|--------------------|--------------------|
| Pay & Display income | (1,716,926) | (2,518,173) | (2,573,773) |
| Season Ticket income | (95,586) | (95,851) | (90,421) |
| Penalty Charge Notice income | (271,918) | (280,447) | (281,967) |
| EV charging income | (4,550) | (17,027) | (48,555) |
| Wayleaves/Rents/licences income | (25,897) | (1,166) | (27,473) |
| Total income | (2,127,300) | (2,922,026) | (3,036,847) |
| Total Expenditure | 1,579,902 | 1,631,307 | 1,578,327 |
| (Surplus) / Deficit | (547,398) | (1,290,719) | (1,458,520) |

| On Street Income | 2021-22 | 2022 - 2023 | 2023 - 2024 |
|--------------------------------|---|--------------------|--------------------|
| Pay & Display income | <i>*No on-street Pay & Display provision in Swale</i> | | |
| Parking permit income | (138,401) | (132,458) | (96,084) |
| Penalty Charge Notice income | (260,858) | (247,391) | (281,457) |
| Visitor parking voucher income | (2,319) | (10,113) | (51,992) |
| Suspended parking income | (9,477) | (8,233) | (8,308) |
| Total income | (411,054) | (398,205) | (437,841) |
| Total Expenditure | 395,344 | 449,003 | 437,841 |
| (Surplus) / Deficit | (15,711) | 50,808 | 0 |

Car parking performance overall has settled back into a consistent pattern following the pandemic impact. The make up is slightly different with fewer cars staying all day in car parks as residents work remotely or in a hybrid fashion, this is shown in standard long stay income and in season tickets. But short stay transactions continue to show high levels of usage.

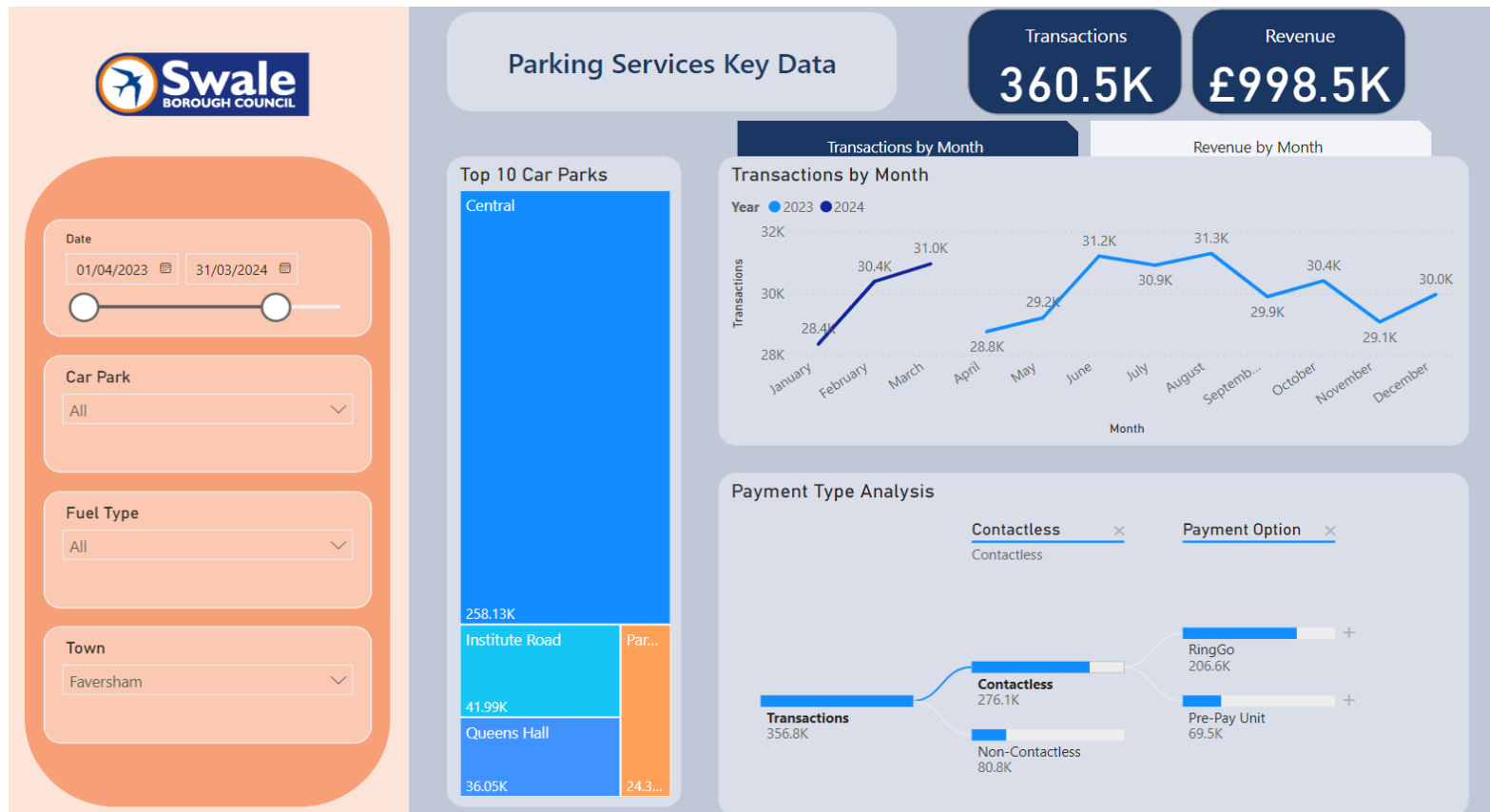
Statistical Information

| | 2022 – 2023 | | | 2023 – 2024 | | |
|---|------------------|-------------------|--------------|------------------|-------------------|--------------|
| | <i>On Street</i> | <i>Off Street</i> | <i>Total</i> | <i>On Street</i> | <i>Off Street</i> | <i>Total</i> |
| No. of High level PCNs | 4885 | 444 | 5329 | 5582 | 437 | 6019 |
| No. of Low level PCNs | 2934 | 12181 | 15115 | 3228 | 11083 | 14311 |
| Total number of PCNs | 7819 | 12625 | 20444 | 8810 | 11520 | 20330 |
| Number of PCNs paid at discounted rate | 4578 | 7078 | 11656 | 5126 | 6908 | 12034 |
| Number of PCNs paid at non-discounted rate | 1179 | 1432 | 2611 | 1462 | 1555 | 3017 |
| Total number of PCNs paid | 5757 | 8510 | 14267 | 6588 | 8463 | 15051 |
| Total number of appeals received | 5252 | | | 5296 | | |
| Total number of PCNs registered with Traffic Enforcement Centre | 1045 | 1092 | 2137 | 1310 | 1008 | 2318 |
| Number of cases referred to the Traffic Penalty Tribunal | 5 | 18 | 23 | 14 | 10 | 24 |
| Number of cases rejected by the Traffic Penalty Tribunal | 0 | 8 | 8 | 9 | 8 | 17 |

| | 2022 – 2023 | 2023 – 2024 |
|--|-------------|-------------|
| Total number of resident permits issued | 2875 | 2174 |
| Total number of visitor permits issued | 4255 | 4726 |
| Total number of season tickets issued | 84 | 151 |
| Total number of business permits issued | 116 | 97 |
| No. of school patrols | 1226 | 1147 |
| No. of PCNs at School visits | 180 | 183 |
| No. of vehicles moved during School visits | 2590 | 2480 |
| Total number of abuse incidents towards CEOs | 678 | 979 |

Appendix 1 - Transactions and income by town

Faversham



Parking Services Key Data

Transactions
360.5K

Revenue
£998.5K

Date

01/04/2023 31/03/2024

Car Park

All

Fuel Type

All

Town

Faversham

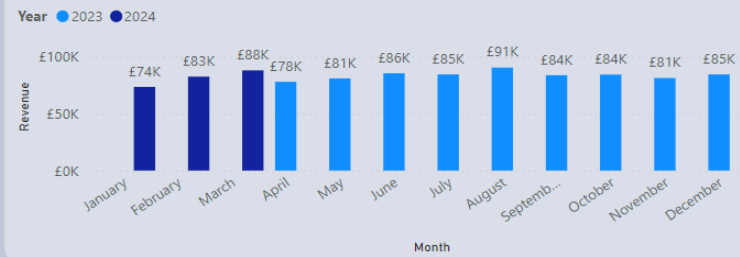
Top 10 Car Parks



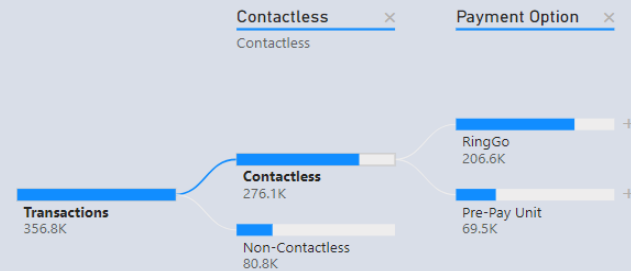
Transactions by Month

Revenue by Month

Revenue by Month




Payment Type Analysis



Sheppey

Page 56



Date

01/04/2023 31/03/2024

Car Park

All v

Fuel Type

All v

Town

Sheppey v

Parking Services Key Data

Transactions

331.0K

Revenue


£771.4K

Top 10 Car Parks

| | |
|----------------|--------------|
| Rose Street | Beachfields |
| Trinity Place | Cross Street |
| Leysdown Pr... | Trinity... |
| 40.62K | Hope St... |

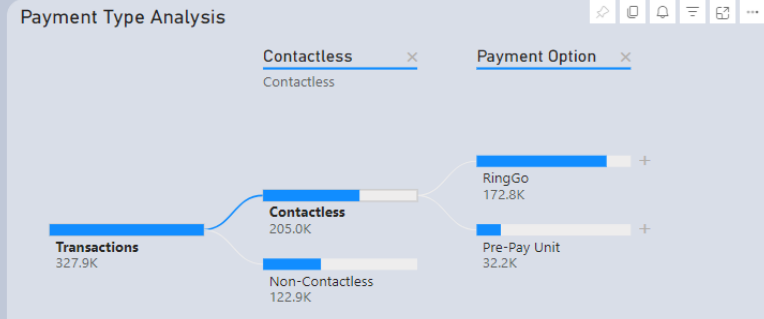
Transactions by Month

Year ● 2023 ● 2024



Payment Type Analysis

Contactless x
Payment Option x



18

Parking Services Key Data

Transactions
331.0K

Revenue
£771.4K

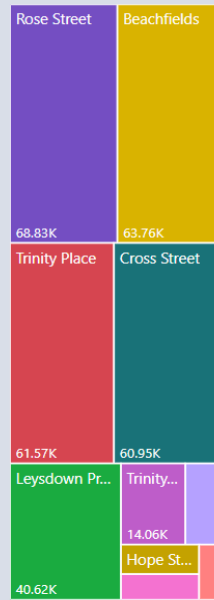
Date
01/04/2023 31/03/2024

Car Park
All

Fuel Type
All

Town
Sheppey

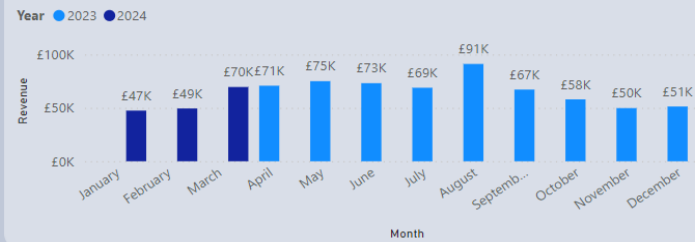
Top 10 Car Parks



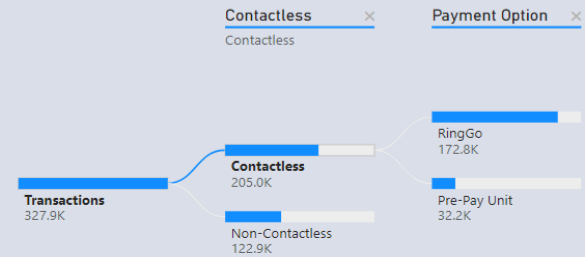
Transactions by Month

Revenue by Month

Revenue by Month

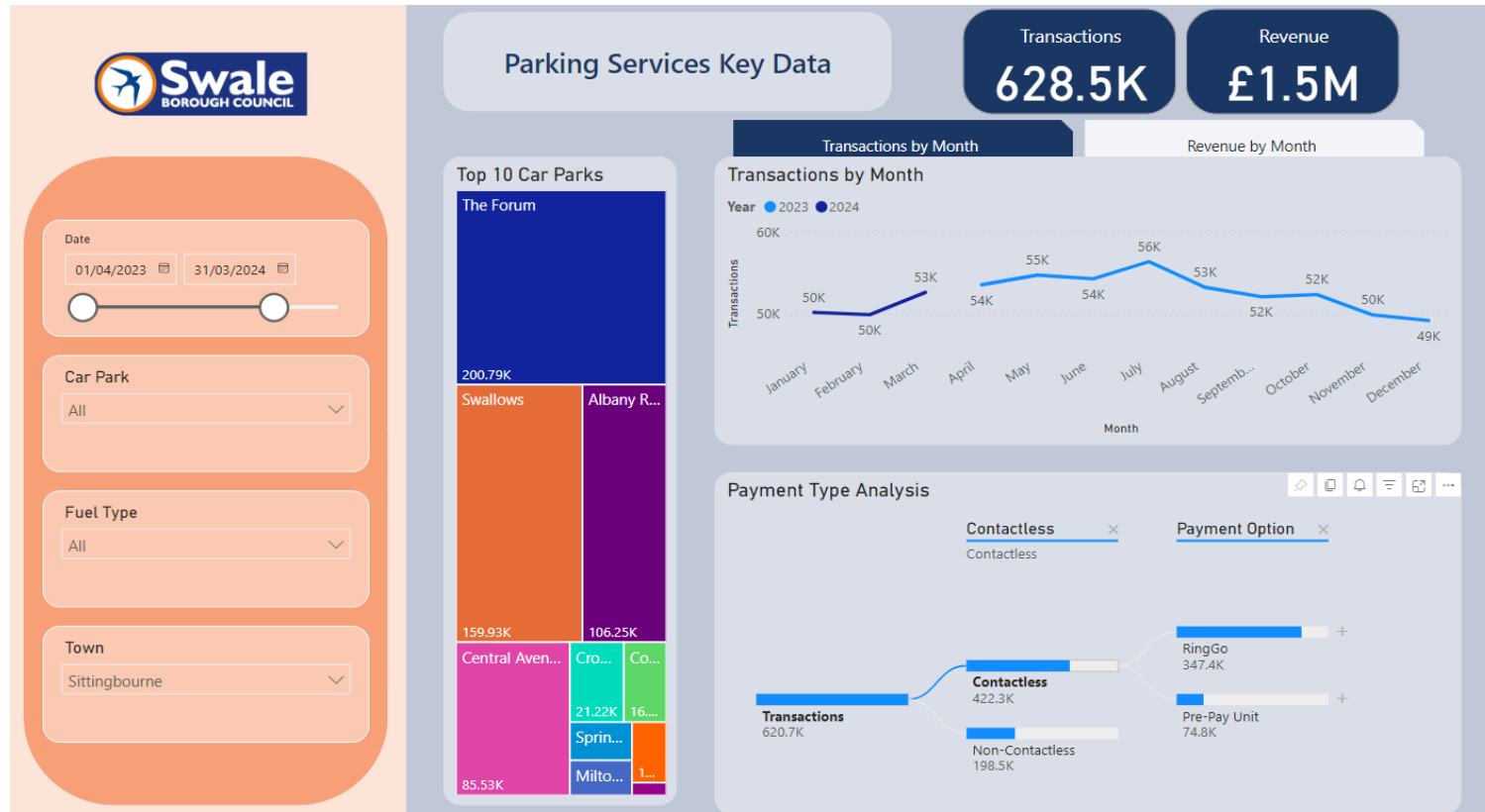


Payment Type Analysis



Sittingbourne

Page 58



Parking Services Key Data

Transactions
628.5K

Revenue
£1.5M

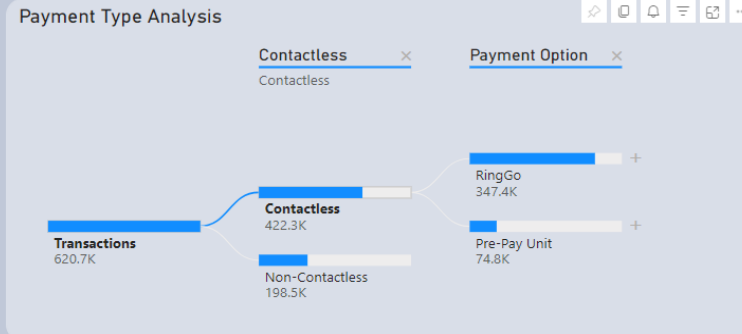
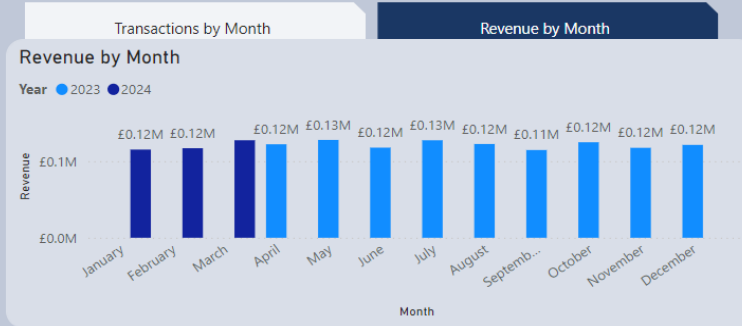
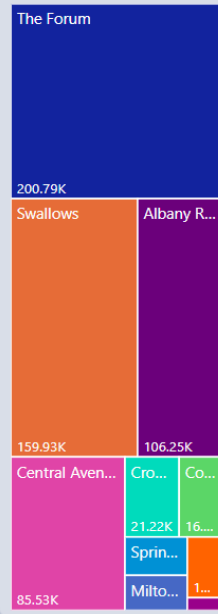
Date
01/04/2023 - 31/03/2024

Car Park
All

Fuel Type
All

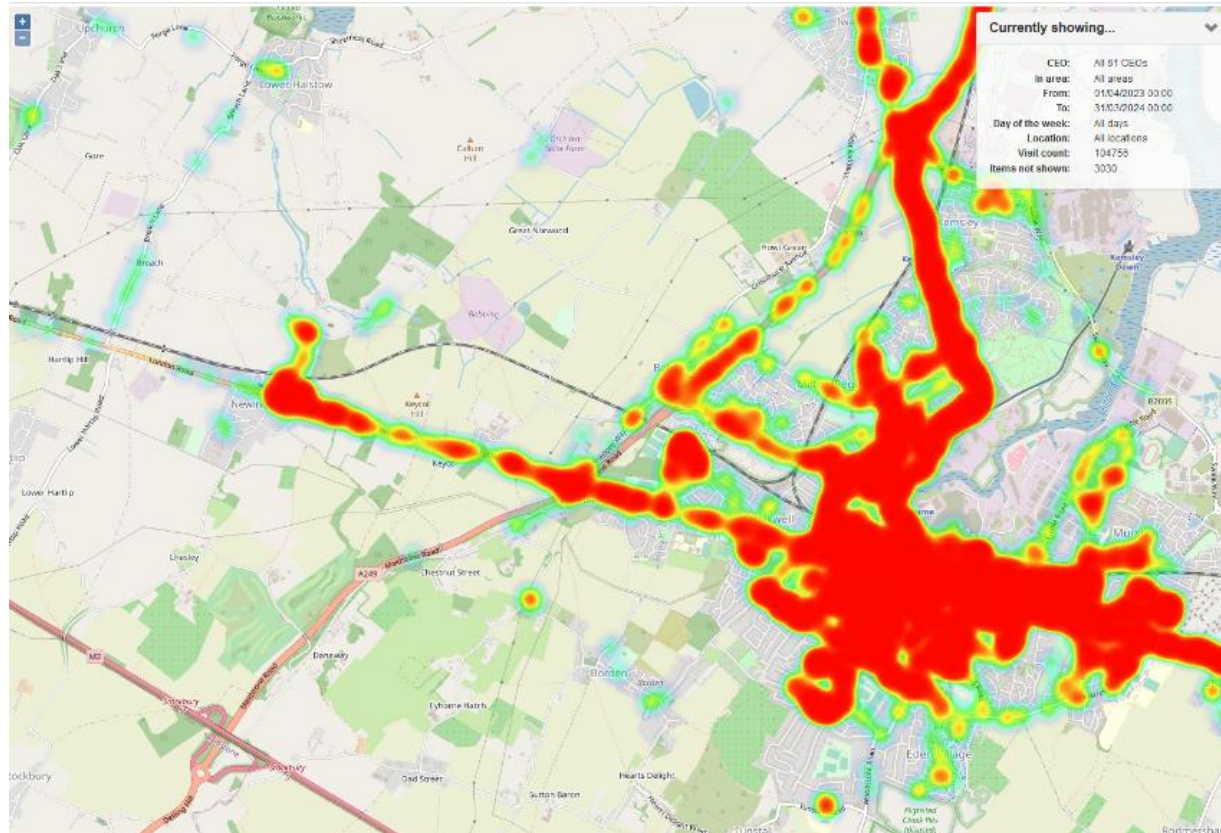
Town
Sittingbourne

Top 10 Car Parks

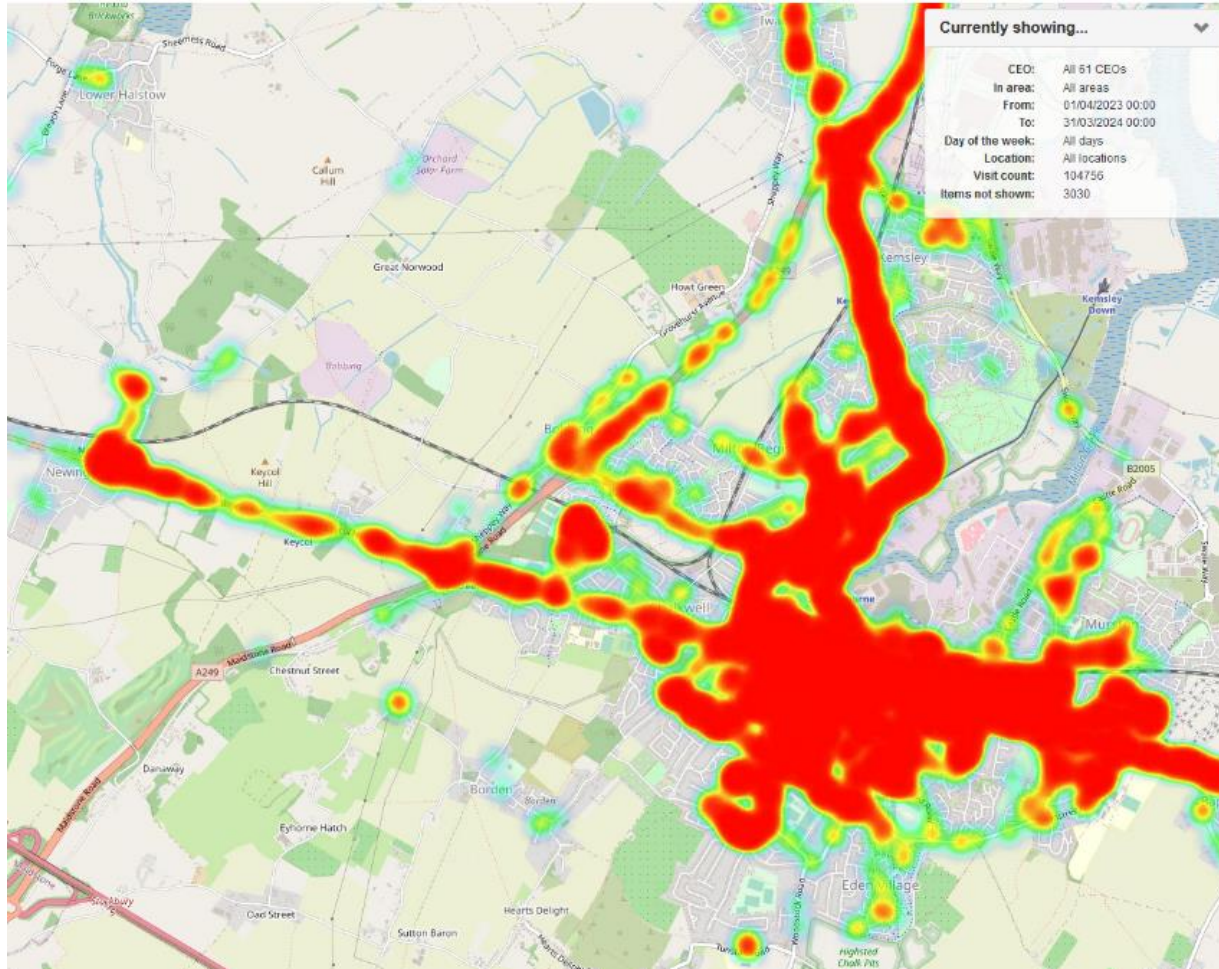


Appendix 2 - Heat maps of PCNs by location and enforcement hours deployed

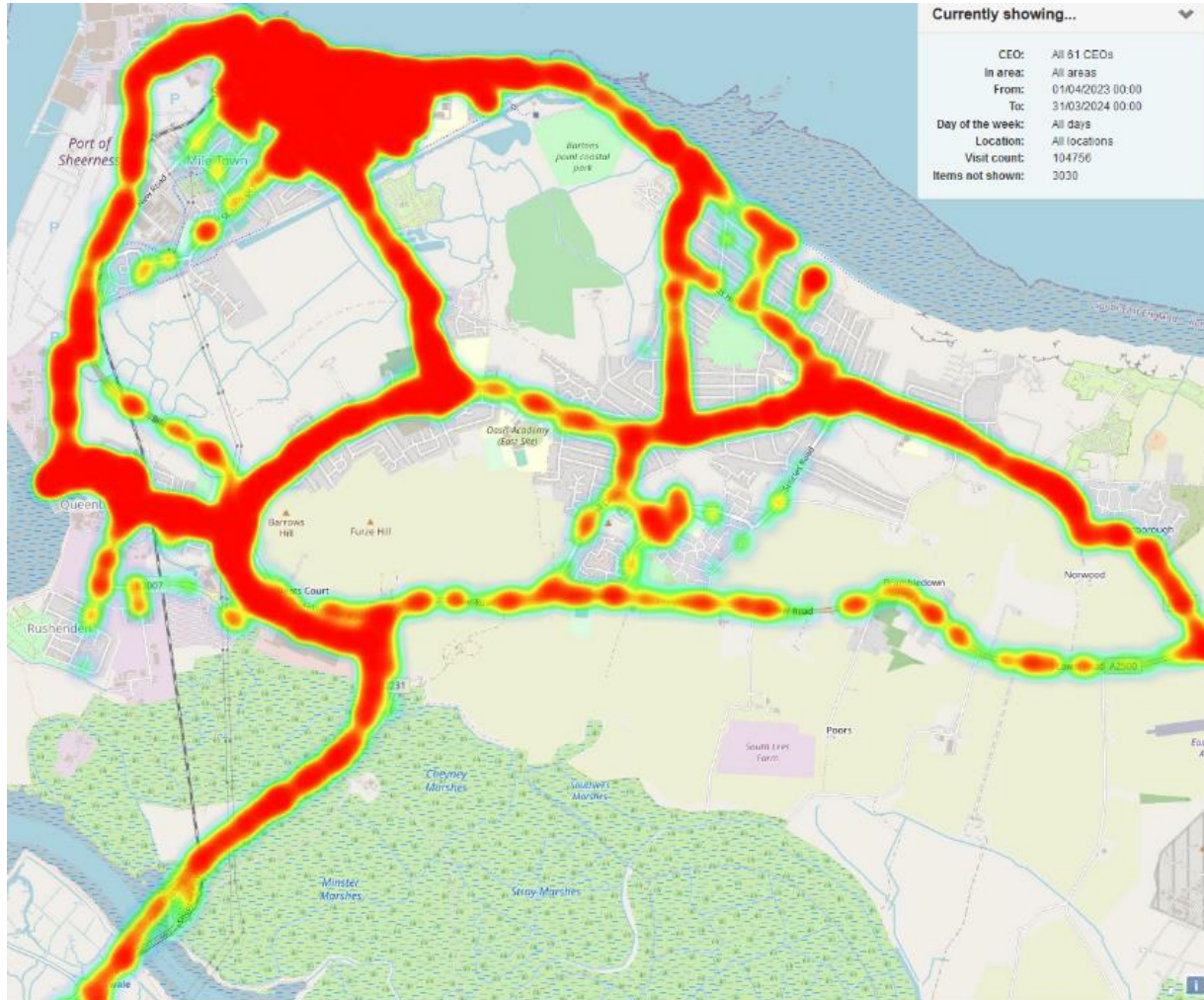
SWALE DEPLOYMENT MAPS - Sittingbourne



SWALE DEPLOYMENT MAPS - Faversham & Teynham



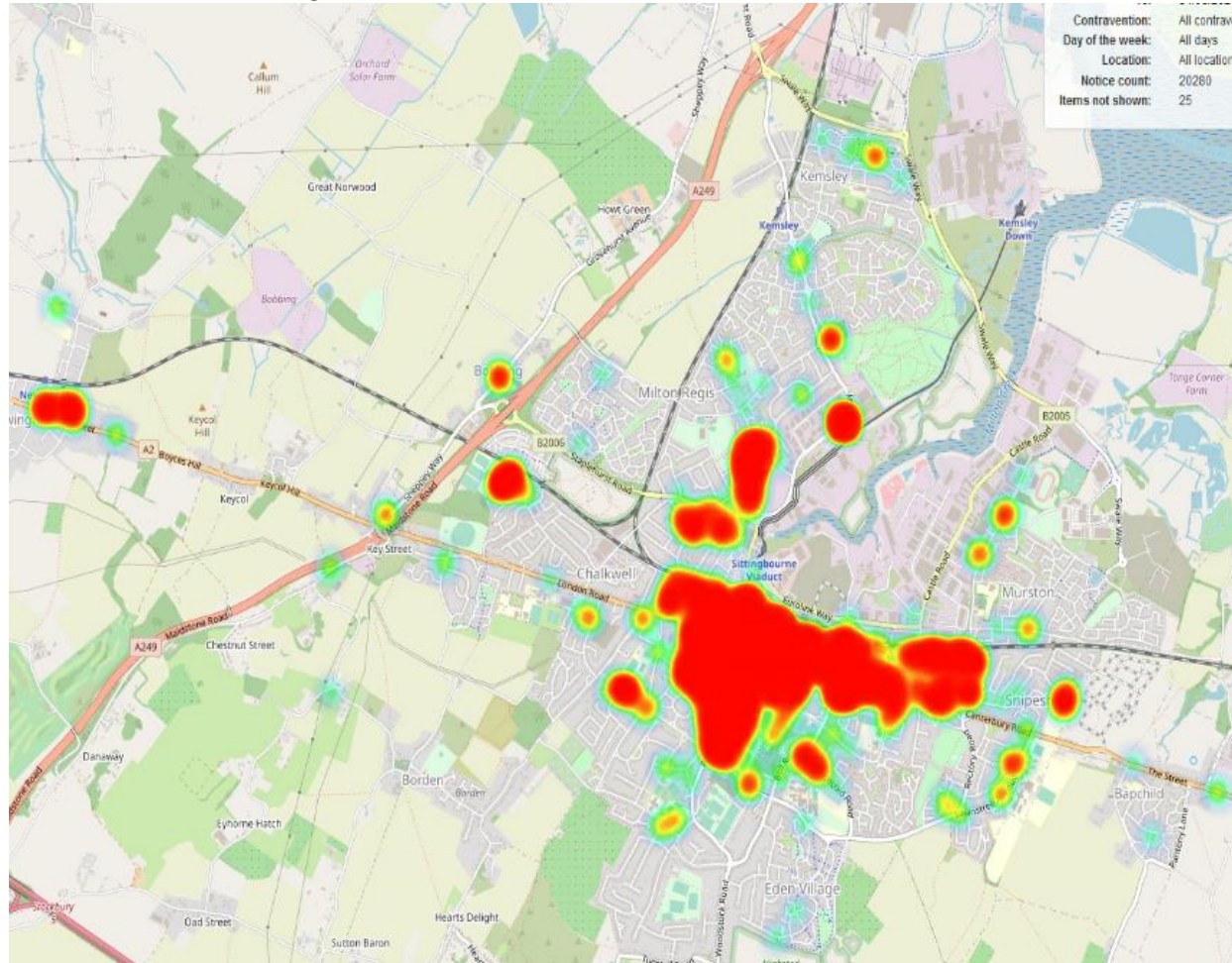
SWALE DEPLOYMENT MAPS – Sheerness



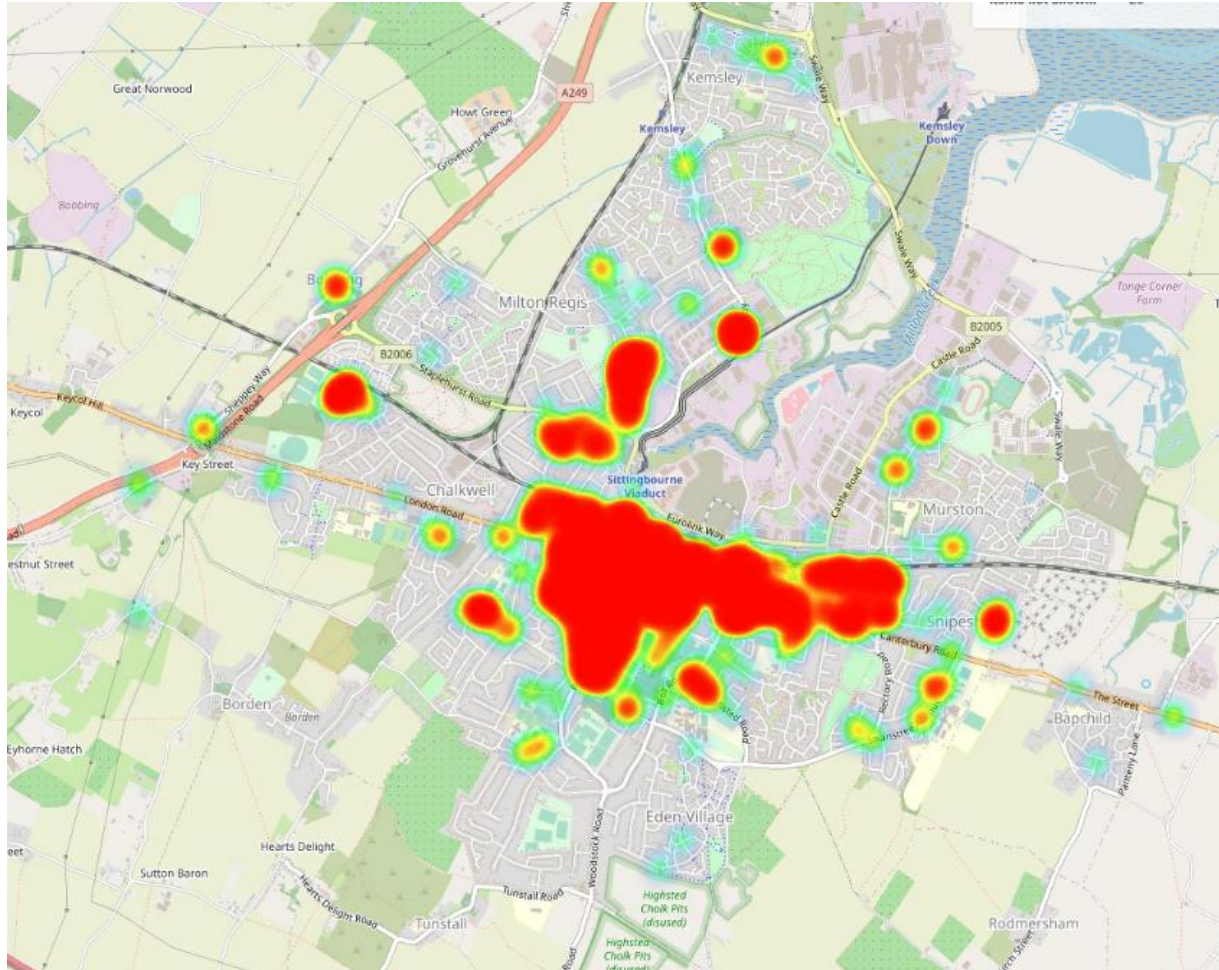
SWALE DEPLOYMENT MAPS – Leysdown & Eastchurch



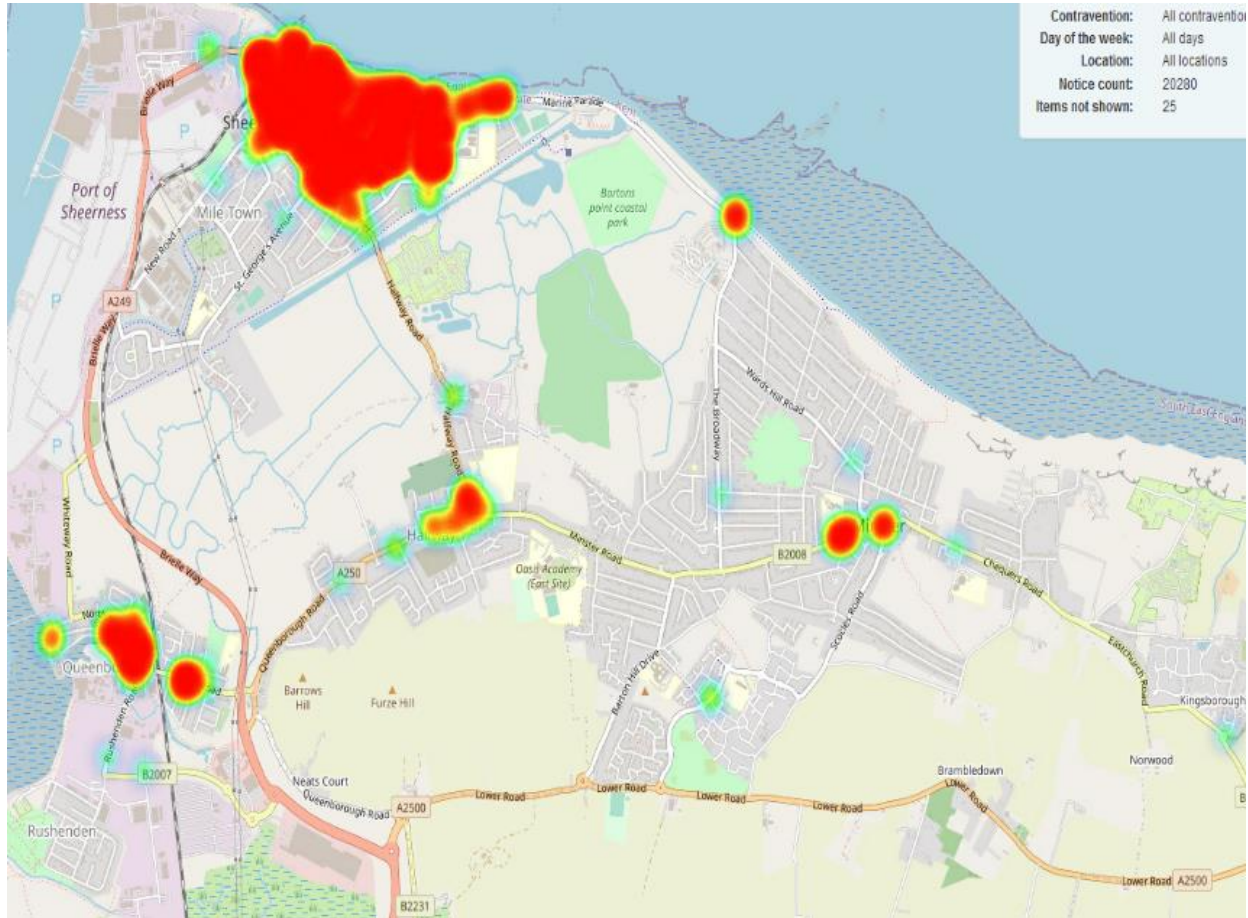
SWALE PCN MAPS - Sittingbourne



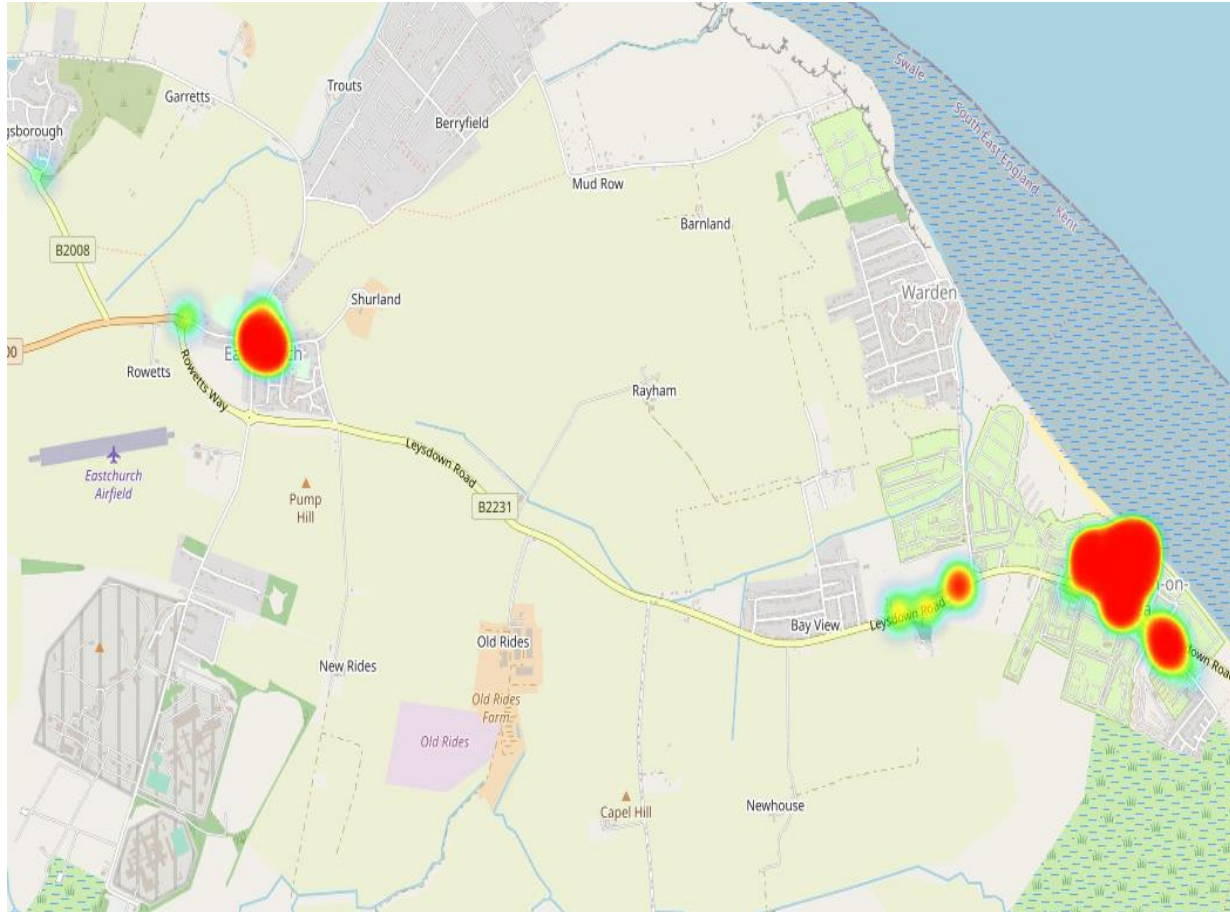
SWALE PCN MAPS - Faversham & Teynham



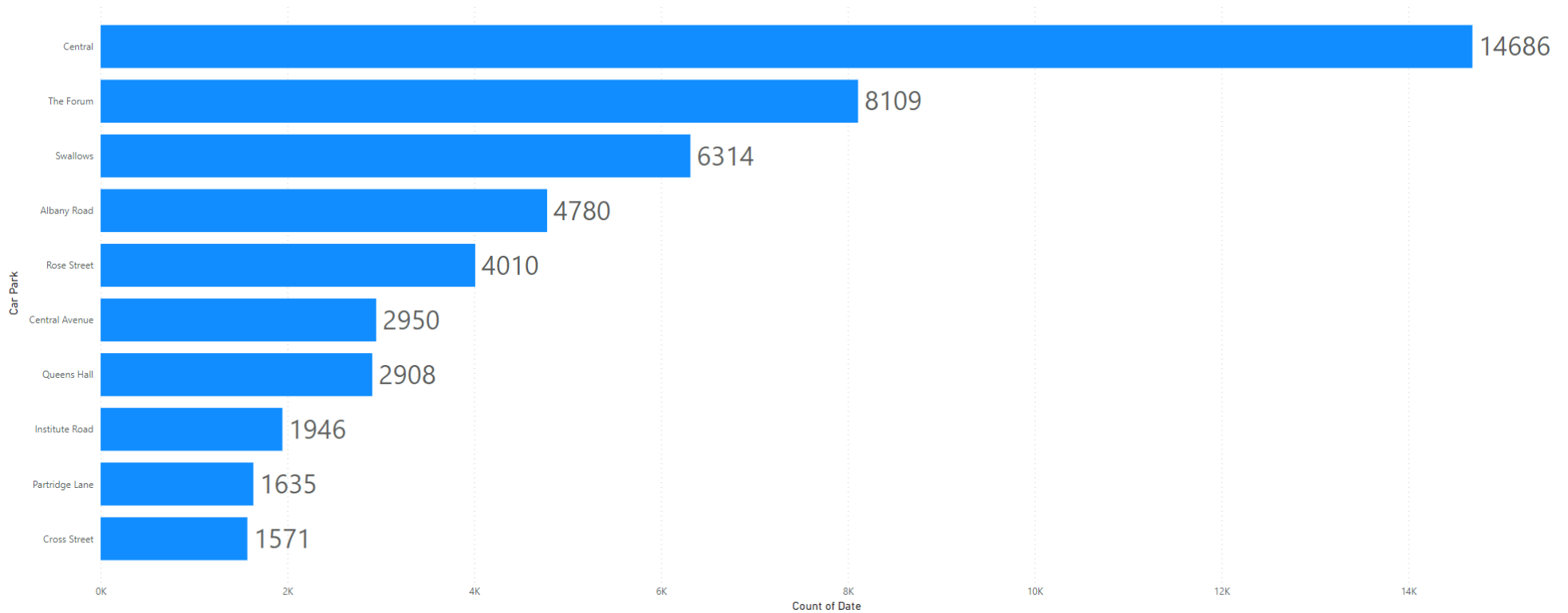
SWALE PCN MAPS – Sheerness








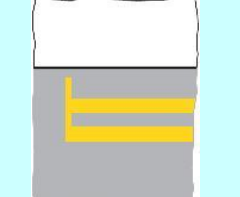
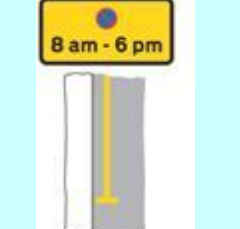
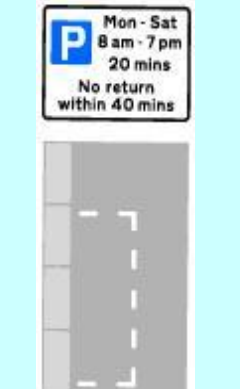
SWALE PCN MAPS – Leysdown & Eastchurch



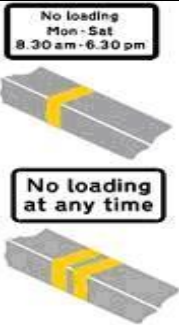







Appendix 3 - Car parks with highest EV patronage



Appendix 4 – Handy guide on who can enforce what?

| Picture | Parking Offence Descriptions | Police | Parking Services |
|---|--|--------|------------------|
|  | <p>Parking obstructions – parking where the vehicle is causing an obstruction to either other road users or pedestrians i.e. parking too close to a junction where there are no active yellow line restrictions.</p> | ✓ | |
|  | <p>Blocking access to the highway from a private driveway Vehicles that are parked across a private driveway of a property that prevents the motorist of the property from gaining access to the highway where there are no active yellow line restrictions.</p> | ✓ | |
|  | <p>Pavement parking – parking on or part on the footway where there are no active yellow lines in the road (this includes unmarked roads and all other restrictions i.e. bus stops, zigzag lines etc.)</p> | ✓ | |
|  | <p>Pavement parking – parking on or part on the footway where there ARE active yellow lines where the vehicle is parked.</p> | | ✓ |
|  | <p>White zigzag lines by pedestrian crossings</p> | ✓ | ✓ |
|  | <p>Double Yellow Lines – along the edge of the road mean no waiting at any time. However, you may stop to allow passengers to board or alight. Loading and unloading is also allowed, unless there are loading restrictions in place. No signs are needed for a permanent restriction of this kind.</p> | | ✓ |
|  | <p>Single Yellow Lines – along the edge of the road mean you can't wait during the times shown on the adjacent sign. However, you may stop to allow passengers to board or alight. Loading and unloading is also allowed, unless there are loading restrictions in place.</p> | | ✓ |
|  | <p>Limited Waiting Bays – are shown by bay markings and signs that indicate the maximum amount of time that you may park in the bay. The signs also state a 'No Return' period, which is the length of time during which you are not permitted to return to the parking bay.</p> | | ✓ |

| Picture | Parking Offence Descriptions | Police | Parking Services |
|---|--|--------|------------------|
|  | <p>Taxi Ranks – You must not park in a Taxi Rank during its period of operation. The period of operation will be shown on the adjoining signage. An accompanying sign will also indicate the number of taxis that may park on the rank.</p> | | ✓ |
|  | <p>Goods Vehicles Loading Bays – are white 'bays' marked with the words 'Loading only' and a sign with the white on blue 'trolley' symbol. An adjacent sign will show the times when the bay is in operation. If no times are indicated the bay is in operation at all times. Vehicles may not park here if they are not loading or unloading.</p> | | ✓ |
|  | <p>Loading Restrictions – are shown by yellow lines on the kerb or at the edge of the carriageway. Double yellow lines on the kerb mean no loading or unloading at any time. Single yellow lines on the kerb mean no loading during the times shown on the adjacent sign.</p> | | ✓ |
|  | <p>Bus Stop Clearways – you must not stop in a bus stop clearway during its period of operation. The period of operation will be shown on the adjoining signage. Buses must only use stops to allow passengers to board and alight vehicles. Bus Stands are provided for buses to park for longer than the period taken for boarding and alighting, to maintain a timetable or to change crews. No other vehicle should park within the Bus Stand during its period of operation.</p> | | ✓ |
|  | <p>Pay & Display Bays - To use these bays you must purchase a ticket and display it clearly in the windscreen of the vehicle or pay using the RingGo App. Disabled badge holders may park free of charge in most car parks (check local signage)</p> | | ✓ |
|  | <p>Parking Bays for Specific Use – you must not park in parking spaces reserved for specific users, such as Blue Badge holders, unless you are entitled to do so. Signs will indicate who is allowed to park and when the restrictions are in operation.</p> | | ✓ |

| | | | |
|---|---|--|---|
|  | <p>Permit Only Zones – parking for permit holders only in the street or streets beyond this sign, during the times shown.</p> | | ✓ |
|  | <p>School Keep Clear Markings – These can mainly be found outside of schools, to ensure that children can see and be seen clearly when crossing the road. The markings indicate the length of road where you should not stop, not even to pick up or set down children or other passengers. Where there is an upright sign, there is a mandatory prohibition of stopping during the times shown.</p> | | ✓ |

This page is intentionally left blank

| | |
|------------------------|--|
| SMT Committee | |
| Meeting Date | 21 January 2025 |
| Report Title | Cashless Parking Payments Contract Extension |
| EMT Lead | Emma Wiggins |
| Head of Service | Martyn Cassell |
| Lead Officer | Alexander Wells |
| Classification | Open |
| Recommendations | 1. That the Committee approves the extension of the Cashless Parking contract with RingGo UK Ltd to run until 2 July 2027. |

1 Purpose of Report and Executive Summary

- 1.1 The current cashless parking contract is due to expire on 2 July 2025.
- 1.2 This report summarises the possible options Swale Borough Council can take effective from 2 July 2025 with a recommended option of actioning the extension clause within the existing contract with RingGo UK Ltd, giving us until 2 July 2027 to explore further options.

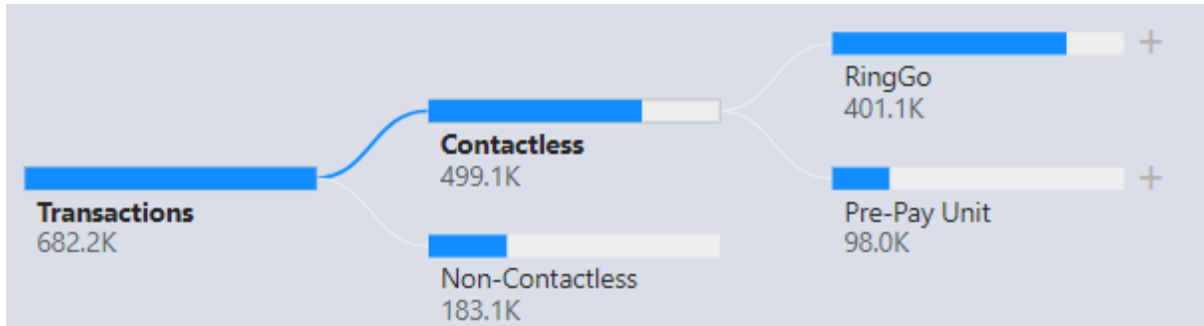
2 Background

- 2.1 On 2 July 2022 Swale Borough Council, entered into a three-year contract with RingGo Limited to provide cashless parking payment services.

The contract facilitates:

- The ability to get directions to all council parking facilities
 - Pay for parking within the councils car parks without the need to attend the pay unit
 - Extend a parking session remotely without the need to return to the vehicle/car park
 - Receive a text message reminder before parking payment expiry
 - Manage parking locations to enable easy parking transactions
 - Provide customer tracking back to the vehicle when parked
 - Allows customer to download receipts
 - Provides live chat assistance if required
- 2.2 The current service contract expires on 2 July 2025; however the agreement provides a provision to enable an extension of the contract of two years to 2 July 2027.
 - 2.3 Since the start of the contract RingGo Limited have consistently provided excellent services fully in accordance with the requirement of the contract specification and at no cost to Swale Borough Council.

2.4 The number of customers electing to pay for parking through cashless methods in Swale has increased year on year, with 73.1% of customers using cashless payments since the start of the year (as of 31 September 2024). 58.8% of these transactions were made through RingGo Limited with this service now becoming the preferred payment method for our customers.



2.5 The number of parking sessions through RingGo increase on average between 11% and 13% each month confirming a transition from the reliance on cash transactions. It must be noted that all of our machines retain the payment by cash option and extending this contract will not impact that provision.

| | Sessions 2022 | Sessions 2023 | % increase |
|----------------|----------------|----------------|------------|
| Aug | 63,073 | 69,312 | 10% |
| Sep | 54,302 | 64,692 | 19% |
| Oct | 57,810 | 64,095 | 11% |
| Nov | 53,964 | 60,785 | 13% |
| Dec | 58,973 | 65,421 | 11% |
| Overall | 288,122 | 324,305 | 13% |

| | Sessions 2023 | Sessions 2024 | % increase |
|-----------------------|----------------|----------------|------------|
| Jan | 55,454 | 62,519 | 13% |
| Feb | 54,202 | 63,276 | 17% |
| Mar | 63,031 | 69,996 | 11% |
| Apr | 66,057 | 68,978 | 4% |
| May | 65,736 | 73,672 | 12% |
| Jun | 66,830 | 69,129 | 3% |
| Jul | 67,232 | 73,987 | 10% |
| Aug | 69,312 | 80,109 | 16% |
| Rolling 12 Mth | 726,664 | 805,862 | 11% |

2.6 On average 425 new customers are recorded using the cashless service each month with around 62,397 repeat customers using the service.

| Month | New | Repeat | Grand Total | % |
|-------|-----|--------|-------------|------|
| Sep | 337 | 59,667 | 60,004 | 0.6% |
| Oct | 370 | 59,030 | 59,400 | 0.6% |
| Nov | 352 | 55,866 | 56,218 | 0.6% |
| Dec | 366 | 59,831 | 60,197 | 0.6% |
| Jan | 331 | 57,378 | 57,709 | 0.6% |
| Feb | 404 | 57,740 | 58,144 | 0.7% |
| Mar | 410 | 63,981 | 64,391 | 0.6% |
| Apr | 421 | 63,134 | 63,555 | 0.7% |
| May | 589 | 67,341 | 67,930 | 0.9% |
| Jun | 463 | 63,442 | 63,805 | 0.7% |
| Jul | 472 | 67,697 | 68,169 | 0.7% |
| Aug | 586 | 73,072 | 73,658 | 0.8% |

- 2.7 Customers using RingGo also spend more on average, with Pay and Display customers paying via cash spending £2.12 on average per transaction compared to RingGo users spending £2.89 per transaction (based on year-to-date figures as of September 2024).

3 Proposals

- 1.1 RingGo UK Limited has indicated a desire to continue to provide services under contract and have committed to continued development of services throughout any extended contract period.
- 1.2 A two-year contract extension will therefore allow a continuation of quality cashless services to our customers until July 2027, when the contract for cashless service provision will be subject to an open tender.

4 Alternative Options Considered and Rejected

- 4.1 Allow the contract to expire in July 2025 and retender services:
The current agreement is provided at no cost to Swale Borough Council or its customers, whereas a new agreement is likely to increase costs through a transaction convenience fee which will either be an additional cost to the council or be required to be passed on to the customer thus increasing tariff charges.
- 4.2 Do nothing and rely on cash and card payments through the council's pay and display units:

The number of non-card cashless transactions is increasing significantly each year with over 58% of our customers using the RingGo APP (based on year-to-date transaction data as of September 2024). This number is increasing each year as customers prefer the ease of APP transactions to traditional pay unit methods. Therefore, relying solely on pay unit transactions may displace these customers to private car park operators providing the same cashless services.

Additionally, as customers have a higher average spend using RingGo, removing RingGo will likely have a significant negative impact on Parking revenues.

4.3 Do not extend the RingGo contract and instead sign up to the National Parking Platform:

The National Parking Platform (NPP) allows local authorities to have multiple cashless apps operating in their district, allowing customers freedom of choice rather than being tied to a single supplier. However, the system is currently in early stages and there isn't sufficient data to assess its viability. Additionally, compared to the current contract we have with RingGo with no fees imposed on customers, the NPP imposes two sets of fees on the customer, one due to the app operator and one due to the NPP themselves e.g. treasury. Continuing to monitor how the NPP progresses as adoption increases is advised and this supports extension of our current RingGo contract.

5 Consultation Undertaken or Proposed

5.1 No consultation required.

6 Implications

6.1 Choosing any option other than the preferred option may lead to significant loss of revenue for Swale Borough Council.

6.2 Choosing any other option than the preferred option may remove additional accessibility options for members of the public.

| Issue | Implications |
|----------------------------------|--|
| Corporate Plan | The Corporate Plan 2023 – 2027 supports the community with Parking Services providing vital services to residents and visitors across Swale. |
| Financial, Resource and Property | <p>The current cost to the council for cashless parking payment services is zero. However additional services such as optional text reminders are charged to the customer making the transaction resulting in an income to the supplier.</p> <p>Income to the supplier for these services is estimated at £268,968 for the duration of the extension period.</p> <p>If Members choose to reject the contract extension there will likely be a significant reduction in Parking Revenues as shown below with 73% of people using cashless payments for car parking.</p> |
| Legal, Statutory | Parking Services will work with Mid Kent Legal Services and the |

| | |
|--|--|
| and Procurement | supplier to action the extension cause within the existing contract. |
| Crime and Disorder | There is no planned impact on crime and disorder. |
| Environment and Climate/Ecological Emergency | The preferred option reduces the reliance on paper (used to dispense pay and display tickets/receipts) and also vastly reduces the amount of CO2 produced during the cash collection process, where vault boxes are collected from every location in Swale in a heavy-duty secure vehicle and driven to a secure sorting facility. |
| Health and Wellbeing | There is no planned impact on health and wellbeing. |
| Safeguarding of Children, Young People and Vulnerable Adults | There are no planned safeguarding implications. |
| Risk Management and Health and Safety | There are currently no significant risks other than the risk of lost revenue mentioned above. There is no predicted impact on Health and Safety. |
| Equality and Diversity | The preferred option will continue to provide additional accessibility options for customers unable to access or interface with existing physical Pay and Display units. |
| Privacy and Data Protection | There is no planned impact on Privacy and Data Protection. |

7 Appendices

7.1 N/A

8 Background Documents

8.1 N/A

This page is intentionally left blank

| | |
|----------------------------|---|
| Community Committee | |
| Meeting Date | 21 January 2025 |
| Report Title | Swale Leisure Contract |
| EMT Lead | Emma Wiggins, Director of Regeneration and Neighbourhoods |
| Head of Service | Martyn Cassell, Head of Environment and Leisure |
| Lead Officer | Jay Jenkins, Leisure & Technical Services Manager |
| Classification | Open |
| Recommendations | <ol style="list-style-type: none"> 1. Members are asked to agree with the Member Working Group’s recommendation to proceed with a procurement process for delivery of an outsourced leisure contract on a 10 plus 5-year basis. 2. Members are asked to agree that the Member Working Group continues in order to oversee specification development ahead of tender. 3. Officers continue to work with the Members Working Group in finalising the tender specification and documentation and proceed with the tender. |

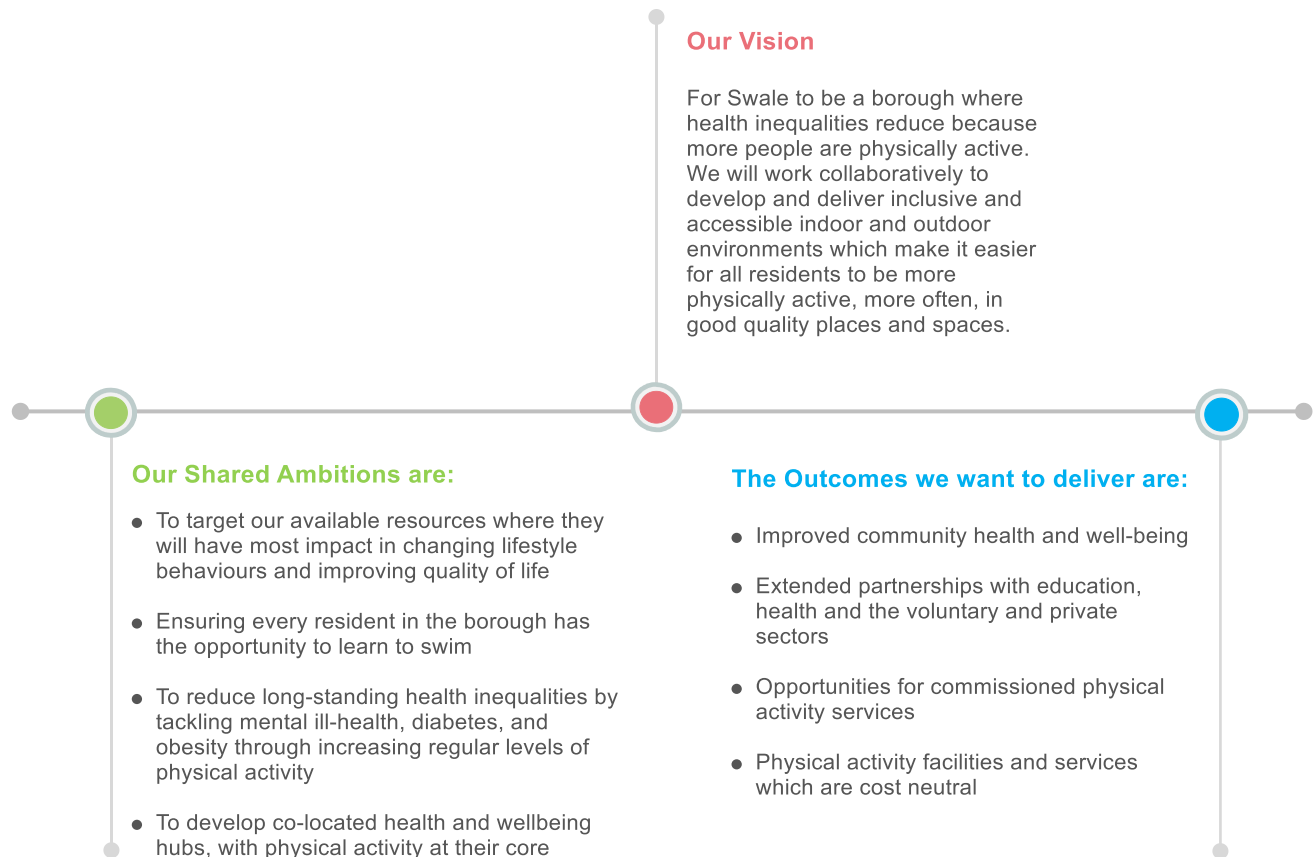
1 Purpose of Report and Executive Summary

- 1.1 This report details the progress made by the Member Working Group for future leisure services and asks the Committee to agree with the Working Group’s recommendation to proceed with an external procurement process for the Swale Leisure contract from April 2027.

2 Background

- 2.1 The existing leisure contract (covering Swallows & Sheppey sites) is due to expire on 31 March 2027.
- 2.2 The initial fifteen-year Leisure Centre management contract with Swale Community Leisure (SCL) & Serco Leisure Ltd (Serco) was extended due to uncertainty in the leisure market and further investigations needed on facility investments. Since that time the impact of the Covid 19 pandemic and continued facility issues have presented further considerations.
- 2.3 A cross party Working Group was established at the outset of the extension project and was agreed to continue for the long-term project. The Working Group have met on four occasions since the last update and a summary of agenda items is attached at **Appendix I**.

- 2.4 Leisure Consultants were appointed and have been working with the Member Working Group and will continue to support officers throughout the procurement process.
- 2.5 This committee previously agreed the Leisure Service Vision, Aims and Outcomes and these have been used as the basis for the meetings.



- 2.6 Members have considered a range of information on the advantages and disadvantages of insourcing the service compared with outsourcing such as higher staffing costs, less commerciality and loss of rebate on business rates. The working group are therefore recommending an external procurement process be undertaken for an external operator. More detail of the pros and cons can be found at **Appendix 2**.
- 2.7 Members have reviewed the financial variances between insourcing compared with outsourcing and the financial modelling of two facilities compared with three. As the recommendation is to go to market, in order to protect the Council's commercial sensitivity, details of this can be found in the exempt **Appendix 3**.

- 2.8 Contract length has been a key consideration of the Member Working Group. The length needs to be long enough to allow bidders to invest and engage in the development of the service, but not too long to tie us into a position of having outdated requirements. Industry norms suggest a 10-year contract, with an option to extend for a further 5 years would achieve this.
- 2.9 The specification will include a range of headings/requirements for bidders to comment on such as statutory legislation compliance, health & safety, programming, pricing, maintenance & repairs, and investment. Not only does this new contract give us the ability to update what we want from the service, it also allows us to add more relevant performance mechanisms to help us manage the service delivery of the contractor and contract clauses to enable flexibility in offer to meet changing industry trends.
- 2.10 Faversham Pools Trust is currently not a party to the Leisure Centre management contract, as it has a separate long-term lease supplemented by an annual grant agreement. Several meetings have taken place with the Co-Chairs of Faversham Pools Trust with support from the consultant team. The meetings have explored the opportunity of including the Faversham facility in the new contract. Final decisions will be subject to the Pools Trust board, followed by a further report to this committee in March.

3 Proposals

- 3.1 Members are asked to agree with the Member Working Group's recommendation to proceed with a procurement process for delivery of an outsourced leisure contract on a 10 plus 5-year basis.
- 3.2 Members are asked to agree that the Member Working Group continues in order to oversee specification development ahead of tender.
- 3.3 Officers continue to work with the Members Working Group in finalising the tender specification and documentation and proceed with the tender.

4 Alternative Options Considered and Rejected

- 4.1 Not agreeing to outsourcing the Leisure Centre management contract. This is not recommended, due to the limited timeframe, resource and the financial implications of bringing the service in house.
- 4.2 Not continuing with the Member Working Group. This is not recommended as it is a key service for the community and there needs to be engagement by Members in the procurement process.

5 Consultation Undertaken or Proposed

- 5.1 Consultation has taken place with a range of key leisure stakeholders, including existing operators Swale Community Leisure, Serco Leisure Ltd & Faversham Pools Trust.
- 5.2 The Member Working Group has ensured cross party involvement in this project.
- 5.3 Soft market testing has been advertised on the UK procurement portal and has resulted in 10 operators viewing the proposals and 6 operators responding to date. A summary of formal responses will be tabled on 18 January. Informal discussions have suggested that all operators would have greater interest in a 3-site procurement process.

6 Implications

| Issue | Implications |
|----------------------------------|---|
| Corporate Plan | Community, to enable our residents to live, work and enjoy their leisure time safely in our borough and to support community resilience. |
| Financial, Resource and Property | <p>The leisure service remains a considerable cost to the overall Council budget. The Member Working Group has been discussing which options can contribute to reducing the cost of the service. The estimated cost for the current financial year is £911,543 (Including an £80,000 grant to Faversham Pools)</p> <ul style="list-style-type: none"> • Repairs & Maintenance - £276,079 • Subsidy - £20,464 (Oct 24 to Mar 25 adjustment) • Utilities - £250,000 (Projected) • Car Parking Refunds - £285,000 (Projected) • Faversham Pools - £80,000 <p>As well as annual running costs, the future investment requirements are a key consideration as the buildings are all circa 30 years old. Initial discussions have been held with Active Kent and Medway and Sport England on potential external funding routes.</p> <p>Recent lifecycle reviews of Swallows and Sheppey Leisure Complex have estimated that the following costs are likely to be incurred through to end of 2027:</p> <p>Sheppey:</p> <ul style="list-style-type: none"> • £148,500 • Mechanical & Electrical <p>Swallows:</p> <ul style="list-style-type: none"> • £698,500 |

| | |
|--|---|
| | <ul style="list-style-type: none"> • £97k Energy saving initiatives • £343 Mechanical & Electrical • £258.5k Building Fabric <p>Some of the ‘big-ticket’ investment items that need more feasibility work include:</p> <p>Swallows</p> <ul style="list-style-type: none"> • Air handling (Circa £60k) • New boilers (Circa £140k) • Boiler control panel (Circa £60k) • Pool plant (Circa £100k) • Ventilation in health & fitness areas (Circa £97k) • Wet side changing village (Circa £80k) • Wyvern hall lift (Circa £30k) <p>Sheppey</p> <ul style="list-style-type: none"> • A replacement Sheppey pool (Circa £12m) • Existing Pools require replacement filters on both pools (Circa £64k) <p>An intrusive condition survey is being considered at Swallows Leisure centre which will form detailed requirements as part of the new contract.</p> |
| Legal, Statutory and Procurement | <p>The route to delivery of the leisure service is dependent upon the decisions of the Committee, guided by the Member Working Group.</p> <p>Procurement/Legal assistance will be required throughout the procurement process for either insourcing or outsourcing options.</p> |
| Crime and Disorder | <p>The provisions delivered by the leisure centres act as diversionary activities for young people, likely contributing to reducing crime and/or ASB. Many activities for younger people are greatly being reduced due to funding issues by other agencies and therefore those that can be delivered by leisure centres are an important requirement.</p> |
| Environment and Climate/Ecological Emergency | <p>Any investment in the buildings needs to consider reducing the carbon footprint of the service, due to their high energy usage.</p> |
| Health and Wellbeing | <p>Health & Wellbeing is a key output of any leisure contract. Social impact outcomes are directly linked to the Council’s ability to offer a suitable and easily assessable leisure offering.</p> |

| | |
|--|---|
| | The agreed Leisure Service Vision, Aims and Outcomes are detailed in the report. |
| Safeguarding of Children, Young People and Vulnerable Adults | All target groups will be considered as part of the tender process. |
| Risk Management and Health and Safety | <p>The short procurement period from February 2025 to commencement in March 2027 with a targeted contract award in December 2026, which would enable a minimum of a 3-month mobilisation period.</p> <p>The financial sustainability of Faversham Pools if not included into the contract from 2027. The current Grant agreement is subject to SBC budget review and as such is not guaranteed going forward.</p> <p>There are several risks associated with the 3 facilities, namely condition of plant and fabric of all 4 buildings.</p> |
| Equality and Diversity | A full equalities impact assessment will be presented with the award of contract report following the tender process. The tender process will follow standard Sport England recommended processes which ensure equality of access/opportunity is at the heart of the decision. |
| Privacy and Data Protection | None identified. |

7 Appendices

- 7.1 Appendix 1 - Members Working Group, Summary of Meetings
- 7.2 Appendix 2 - Advantages and Disadvantages of insourcing v outsourcing
- 7.3 Appendix 3 - Financial Variances between insourcing v outsourcing
(Exempt)

8 Background Papers

- 8.1 [Printed minutes 09012024 1900 Community and Leisure Committee](#)
- 8.2 [Printed minutes 04092024 1900 Community and Leisure Committee](#)

Appendix I

Leisure Options 2027 - Members Working Group

Previous Meetings

| Meeting Date | Agenda Items |
|--------------------------|---|
| Meeting 1 28 October | <ul style="list-style-type: none">• Summary of Current Contract• Review of previous working groups - Summary of agreed outcomes and values• Project Opportunities• Confirmation of High - Level Options• Operating Models• Update on procurement rule changes• Members input into the contract• Timelines |
| Meeting 2 18 November | <ul style="list-style-type: none">• Recap on Workshop 1• Revenue Modelling – In-House and Outsourced• Faversham Pools initial meeting update• How to bring FPT into the contract• Priorities and ethos for specification• How this is delivered through active wellbeing• Specification topics• Pricing• Programming• KPI's• Wider reporting/monitoring• Marketing/branding• Management Fee• Timelines |
| Meeting 3 10 December | <ul style="list-style-type: none">• Recap on Workshop 2• Member feedback from respective groups• Revenue Modelling – Advantages/Disadvantages of Outsourced vs Inhouse• How a leisure contract differs to other contracts• Pricing – future requirements• Swimming Lessons – future requirements• Car Parking – future requirements• Length of Contract• Timelines |

Future Meetings

| Meeting Date | Agenda Items |
|-----------------------------|--|
| Meeting 4 6 January 2025 | <ul style="list-style-type: none">• Recap on Workshop 3• Revenue Modelling high level summary – in-house/outsourced<ul style="list-style-type: none">➤ Excluding Faversham Pools➤ Including Faversham Pools➤ Summary• Specification Topics<ul style="list-style-type: none">➤ Programming➤ Marketing/Branding➤ KPI's➤ Wider reporting/monitoring and frequency• Timescales• Questions |

SBC Leisure Options



In-House vs Outsourced Operating Model

| Operational Delivery Model | Advantages | Disadvantages | Impact on Swale |
|----------------------------|---|--|---|
| In-House | <ul style="list-style-type: none"> • Direct control by the Local Authority • VAT exempt on sports services • Recovery of VAT • Flexibility in programming, pricing etc | <ul style="list-style-type: none"> • Higher operational costs due to higher Local Authority salaries and staff terms and conditions • Does not benefit from NNDR savings • Less commercial than other models • All risk sits with the Local Authority – income, expenditure, lifecycle maintenance, pensions etc • Requirement for central services with the Local Authority • No apportioning cost of overheads | <ul style="list-style-type: none"> • All control but at a higher cost • Least cost effective for SBC • All risk sits with SBC • All income generation sits with Local Authority • TUPE costs would be considerable |
| Outsourced | <ul style="list-style-type: none"> • Retains NNDR savings • Lower staff costs • More commercial approach • Overheads apportioned across multiple contracts • Risk transferred to the operator (facility dependant) • Comes with operation • May receive a management fee • Opportunity for the Operator to invest capital in the facilities | <ul style="list-style-type: none"> • Reduced flexibility in programming and pricing compared to in-house (unless specification dictates this) • Local Authority must develop an appropriate specification which balances commerciality with strategic outcomes • May require a management fee to the operator • Older facilities require lifecycle risk or may be the responsibility of the Local Authority | <ul style="list-style-type: none"> • Requires robust procurement process • Most cost-effective option for SBC in the long-term (alongside Agency model) • May require a management fee payment to the operator • Control is maintained through a detailed specification • Less risk than in-house |

This page is intentionally left blank

Community and Leisure Committee Forward Decisions Plan

| Report title, background information and recommendation(s) | Date of meeting | Open or exempt? | Lead Officer and report author |
|--|------------------------|------------------------|--|
| To sign-off the Empowering You Strategy following the consultation | 5 March 2025 | Open | Lead Officer: Stephanie Curtis Report Author: Sarah-Jane Radley |
| Overnight Parking in Sheppey Consultation and Options | 5 March 2025 | Open | Lead Officer: Martyn Cassell Report Author: Martyn Cassell |
| Leisure Centre Options | 5 March | Open | Lead Officer: Jay Jenkins Report Author: Jay Jenkins |
| Open Spaces and Play Strategy | TBC | Open | Lead Officer: Jay Jenkins Report Author: Jay Jenkins |

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank