



Agenda

Meeting: **Overview and Scrutiny Committee**
Date: **23 May 2017**
Time: **7.00 pm**
Place: **Council Chamber - Civic Centre, Folkestone**

To: **All members of the Overview and Scrutiny Committee**

The committee will consider the matters, listed below, at the date, time and place shown above. The meeting will be open to the press and public.

Members of the committee, who wish to have information on any matter arising on the agenda, which is not fully covered in these papers, are requested to give notice, prior to the meeting, to the Chairman or appropriate officer.

1. **Election of Chairman**

As this is the first meeting of the Overview and Scrutiny Committee, the Committee is required to elect a Chairman from its membership. This Chairman will serve for the duration of the municipal year.

2. **Election of Vice-Chairman**

As this is the first meeting of the Overview and Scrutiny Committee, the Committee is required to elect a Vice-Chairman from its membership. This Vice-Chairman will serve for the duration of the municipal year.

3. **Apologies**

4. **Declaration of interest**

5. **Minutes**

To receive and note the minutes of the meeting held on 18 April 2017.

6. **Community Safety**

Queries about the agenda? Need a different format?

Contact Sue Lewis – Tel: 01303 853265
Email: committee@shepway.gov.uk or download from our website
www.shepway.gov.uk

The Overview and Scrutiny Committee acts once a year as the Crime and Disorder Scrutiny Panel to oversee community safety work across the district.

The Committee will receive a presentation from partner representatives who chair the various sub-groups of the Community Safety Partnership.

7. Corporate Risk Register update

The Council is committed to report on its changes to the Corporate Risk Register and **Report C/17/02** outlines updates since April 2016 based on the corporate objectives outlined in the Corporate Plan 2013-2018.

8. Bigginwood Development

Report C/17/06 provides an update on progress delivering new homes and jobs on a council-owned brownfield site known as Bigginwood in Folkestone. The report outlines the proposed preliminary work and budget necessary to establish a delivery route and associated programme.

9. Investing Shepway's share of the Kent Business Rates Growth Pool

Report C/17/05 seeks agreement for investing Shepway District Council's share of the Kent Business Rates Growth Pool in two key employment related projects in the district: (1) Biggin Wood; and (2) the refurbishment of floors 3 and 4 of the Civic Centre.

10. Updated Medium Term Financial Position

Report C/17/03 The medium term financial position updates the latest forecast for the Council's financial projections. It seeks to take a view over the medium term so that the Council can undertake its financial planning in good time and carry out any required actions in a planned and timely manner.

11. Annual Scrutiny Programme 2017-18

Report OS/17/01 presents recommendations for the work programme for the overview and scrutiny committee for 2017/18.

*Explanations as to different levels of interest

(a) A member with a disclosable pecuniary interest (DPI) must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares a DPI in relation to any item must leave the meeting for that item (unless a relevant dispensation has been granted).

(b) A member with an other significant interest (OSI) under the local code of conduct relating to items on this agenda must declare the nature as well as the existence of any such interest and the agenda item(s) to which it relates must be stated. A member who declares an OSI in relation to any item will need to remove him/herself to the public gallery before the debate and not vote on that item (unless a relevant dispensation has been granted). However, prior to leaving, the member may address the meeting in the same way that a member of the public may do so.

(c) Members may make voluntary announcements of other interests which are not required to be disclosed under (a) and (b). These are announcements made for transparency reasons alone, such as:

- membership of outside bodies that have made representations on agenda items, or
- where a member knows a person involved, but does not have a close association with that person, or

Overview and Scrutiny Committee - 23 May 2017

- where an item would affect the well-being of a member, relative, close associate, employer, etc. but not his/her financial position.

Voluntary announcements do not prevent the member from participating or voting on the relevant item

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Folkestone

Hythe & Romney Marsh
Shepway District Council



Minutes

Overview and Scrutiny Committee

Held at:	Council Chamber - Civic Centre, Folkestone
Date	Tuesday, 18 April 2017
Present	Councillors Mrs Ann Berry, Peter Gane (Chairman), Clive Goddard, Mrs Claire Jeffrey (Vice-Chair), Len Laws (In place of Frank McKenna), Ian Meyers, David Owen and Mrs Rodica Wheeler
Apologies for Absence	Councillor Michael Lyons, Councillor Frank McKenna and Councillor Peter Simmons
Officers Present:	Dee Chambers (Policy and Improvement Officer), Katharine Harvey (Head of Economic Development), Sue Lewis (Committee Services Officer), Pat Main (Head of Finance), Sarah Robson (Head of Communities), Suzy Tigwell (Leadership Support Manager) and Lee Walker (Group Accountant), Lynn Ward (Senior Finance Officer)
Others Present:	Councillors Ms Susan Carey, John Collier, Alan Ewart-James and Mrs Jenny Hollingsbee

60. **Declarations of interest**

Councillors David Owen and Mrs Claire Jeffrey declared voluntary announcements in respect of minute 65 - Quarter 3 Performance Report 2016/17. Their interest arose as they had family members who had or were applying for benefit support. They remained in the meeting during discussion and voting on this item.

61. **Minutes**

The minutes of the meeting held on 21 February 2017 were submitted, approved and signed by the Chairman with the following amendment:

Councillor Mrs Claire Jeffrey was in the Chair for this meeting.

62. **Review of the Core Strategy Local Plan**

Report C/16/117 sets out the progress that has been made on the review

of the Core Strategy Local Plan (CSLP), including updates on the various technical work streams being undertaken. It also sets out the necessary actions to continue progressing the review in accordance with a programme that envisages a public consultation, pursuant to Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012, in January 2018.

This report will be considered at Cabinet on 19 April 2017.

Chris Lewis, Planning Advisor, informed members that the key documents referred to in the report are the Strategic Housing Market Assessment, the Sustainability Appraisal and the Shepway Growth Options Study.

Strategic Housing Market Assessment – to focus on housing needs going forward, taking into account environmental constraints. The council will need to take into account existing commitments and proposals in the emerging Places and Policies Local Plan in calculating the additional housing that will need to be identified in the CSLP review. The current evidence suggest a requirement to plan for an additional 6,300 homes up to 2037 in order to meet projected housing needs.

Sustainability Appraisal – a requirement by law that assesses the sustainability of proposed locations, tested against options and alternatives.

Shepway Growth Option Study – AECOM commissioned to do the study which has looked at the potential suitability of land across the district for strategic level development. Phase 1 of the study identified 6 character areas with the only area found suitable for strategic level development being the “Sellindge and Surrounding Area” (which includes substantial land south of the M20). Phase 2 of the study is assessing in greater detail specific areas of land within this character area, including the area of Otterpool Park.

Mr Lewis informed members that other evidence based studies will need to be carried out to inform CSLP review and these are listed in section 7 of the report.

The next steps are to use the Sustainability Appraisal to test options that come out of the Growth Study and to carry out a Habitat Regulation Assessment. This work will inform the drafting of new policies for the Core Strategy leading to a further report to Cabinet in December.

Proposed by Councillor Clive Goddard
Seconded by Councillor David Owen and

Resolved:

- 1. To receive and note report C/16/117.**

(Voting: For 8; Against 0; Abstentions 0)

63. Government White Paper - Fixing our Broken Housing Market

Ben Geering, Head of Planning, presented members with an overview of the Government White Paper – Fixing our Broken Housing Market. The attached presentation provides the background to the paper and the main themes the government want to work to.

Members were informed that it is out to consultation on the first two chapters. A list of proposals is set out in the presentation attached with Mr Geering paying particular reference to the Policies in Local Plans to bring forward smaller sites - 0.5 hectares and under (around 15 dwellings) and local authorities are being asked to work with landowners to divide larger sites into smaller parcels to encourage competition between house-builders. Authorities are asked to work together in meeting the needs for housing, with a focus on authorities meeting their own need where they can.

This consultation will finish in May with further consultations coming forward once the government has finished developing more detailed proposals. A response from SDC will be made, to be agreed with the cabinet members for Housing and the Economy.

Members paid particular attention to the following:

- Potential for local authorities to consider track record of developer when granting planning permission.
- Time-scales for permissions to be reduced from 3 to 2 years, except where shorter timescale could hinder deliverability and if this would make a difference. Members noted that the application form is being changed and the developer would need to specify moving forward.
- Members were happy to see proposals to simplify and speed up process of serving Completion Notices on stalled sites.

Proposed by Councillor Peter Gane
Seconded by Councillor David Owen and

Resolved:

1. To note the presentation.

(Voting: For 8; Against 0; Abstentions 0)

64. Review of the Major Emergency Plan and New Recovery Guidance

Report C/16/109 provides details of the recent review of the Major Emergency Plan and the new Recovery Guidance for the Council.

This report will be considered at Cabinet 19 April 2017.

Members noted the new updated version of the plan which is set out in a more concise and simplified form that will be easier to use in an emergency.

Members raised the following points:

- The emergency escape route from the Marsh area out of the district is, in members view, not fit for purpose as the roads are in disrepair and dangerous if an accident occurs during evacuation. Although this is a responsibility of KCC officers will note it and raise with KCC as an operational matter.
- Members asked what contingencies are in place if a disaster occurs and how will this effect European funding and were advised that this would be addressed as/when it occurs.
- Town and Parishes should have their own community resilience plan and members were informed that officers have offered support and will attend meetings at request. To date St Mary in the Marsh and Dymchurch have plans in place.

Resolved:

1. To receive and note report C/16/109.

(Voting: For 8; Against 0; Abstentions 0)

65. Quarter 3 Performance Report 2016/17

Report C/16/119 provides an update on the Council's performance for the second quarter of 2016/17, covering 1st October 2016 to 31st December 2016. The report enables the Council to assess progress against the approved performance indicators for each service area.

This report will be considered at Cabinet on 19 April 2017.

Members paid particular attention to section 2 of the report in respect of performance issues namely those issues surrounding housing benefit and the time it is taking to process applications.

Members are aware that significant changes have taken place, including that of a new online customer self-service facility, but it then raised concerns surrounding the length of time applications are processed.

Proposed by Councillor Peter Gane
Seconded by Councillor David Owen and

Resolved:

1. To ask Cabinet to put extra staff resources in the benefits section to help with the impact of the new processes.

(Voting: For 8; Against 0; Abstentions 0)

Proposed by Councillor Mrs Claire Jeffrey
Seconded by Councillor Mrs Rodica Wheeler and

Resolved:

- 1. To receive and note report C/16/119.**

(Voting: For 8; Against 0; Abstentions 0)

66. Equality and Diversity Policy and Annual Report 2016

Report C/16/116 presents the draft Equality and Diversity Policy for 2016-2020 for consideration by Cabinet. The existing Policy covered the period 2012-2016 and therefore a refresh was required. The duties with regard to equality and diversity have not changed and therefore the proposed changes to the Policy are minor. The aim of the Equality and Diversity Policy remains the same; to ensure everyone has the right to be treated fairly at work or when using the council's services.

This report will be considered at Cabinet on 19 April 2017.

In line with statutory duties the policy is updated every four years with the last one covering a period of 2012 to 2016. The policy is largely unchanged and those changes that have been made are shown in section 2 of the report.

Members asked if this information could be shared with Parish and Town Councils to encourage them to introduce and officers were happy to take this on board.

Proposed by Councillor David Owen
Seconded by Councillor Ian Meyers and

Resolved:

- 1. To receive and note report C/16/116.**

(Voting: For 8; Against 0; Abstentions 0)

67. Draft Corporate Plan 2017-2020

Report C/16/124 presents the draft Corporate Plan for consideration by Cabinet. The Corporate Plan set out the framework for delivering the Council's priorities over the next three years, outlining the strategic objectives, priorities and key outcomes to meet the vision for the council and district.

This item will be considered at Cabinet on 19 April 2017.

Members noted the key changes listed in section 2 of the report.

Proposed by Councillor David Owen
Seconded by Councillor Mrs Ann Berry and

Resolved:

- 1. To receive and note Report C/16/124.**

(Voting: For 8; Against 0; Abstentions 0)

68. Review of Shepway Housing Allocation policy 2017

Report C/16/122 sets out details of proposed changes to the council's Housing Allocations Policy. The proposed changes will ensure that the policy takes full account of current Government guidance and good practice.

This report will be considered at Cabinet on 19 April 2017.

Proposed by Councillor Clive Goddard
Seconded by Councillor Mrs Ann Berry and

Resolved:

- 1. To receive and note this report C/16/122.**

(Voting: For 7; Against 0; Abstentions 0)

69. Folkestone Community Led Local Development (CLLD) - Accountable Body and Programme Strategy

Report C/16/118 seeks agreement for Shepway District Council, as the programme's Accountable Body, to submit a stage 2 application for european funding for the Folkestone Community Led Local Development (CLLD) Programme and to provide the public sector match funding for the programme management costs.

This item will be considered at Cabinet on 19 April 2017.

Proposed by Councillor Mrs Claire Jeffrey
Seconded by Councillor Peter Gane and

Resolved:

- 1. To receive and note Report C/16/118.**

(Voting: For 7; Against 0; Abstentions 1)

70. General Fund Capital programme budget monitoring 4th Quarter 2016/17

Report C/16/111 provides a projection of the latest financial position for the 2016/17 General Fund capital programme, based on expenditure to 28 February 2017. The report identifies projected variances to the approved capital programme to 31 March 2017 including slippage on schemes from 2016/17 to 2017/18.

This report will be considered at Cabinet 19 April 2017.

Proposed by Councillor Clive Goddard
Seconded by Councillor Mrs Ann Berry and

Resolved:

- 1. To receive and note Report C/16/111.**

(Voting: For 8; Against 0; Abstentions 0)

71. Housing revenue account revenue and capital budget monitoring 2016/17 - 4th Quarter 2016/17

Report C/16/112 provides a projection of the end of year financial position for the Housing Revenue Account (HRA) revenue expenditure and HRA capital programme based on net expenditure to 28 February 2017.

This report will be considered at Cabinet on 19 April 2017.

Proposed by Councillor Clive Goddard
Seconded by Councillor Mrs Claire Jeffrey and

Resolved:

- 1. To receive and note Report C/16/112.**

(Voting: For 8; Against 0; Abstentions 0)

72. General Fund Revenue budget monitoring - 4th Quarter 2016/17

Report C/16/113 provides a projection of the end of year financial position for the General Fund revenue expenditure, based on net expenditure to 28 February 2017.

This report will be considered at Cabinet on 19 April 2017.

Proposed by Councillor David Owen
Seconded by Councillor Mrs Rodica Wheeler and

Resolved:

- 1. To receive and note Report C/16/113.**

(Voting: For 8; Against 0; Abstentions 0)

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The Housing White Paper

Ben Geering
Head of Planning

Overview and Scrutiny Committee
18th April 2017

‘Fixing our broken housing market’ – The Housing White Paper



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“We need to build many more houses, of the type people want to live in, in the places they want to live. To do so requires a comprehensive approach that tackles failure at every point in the system.”

The Rt Hon Theresa May MP

Background

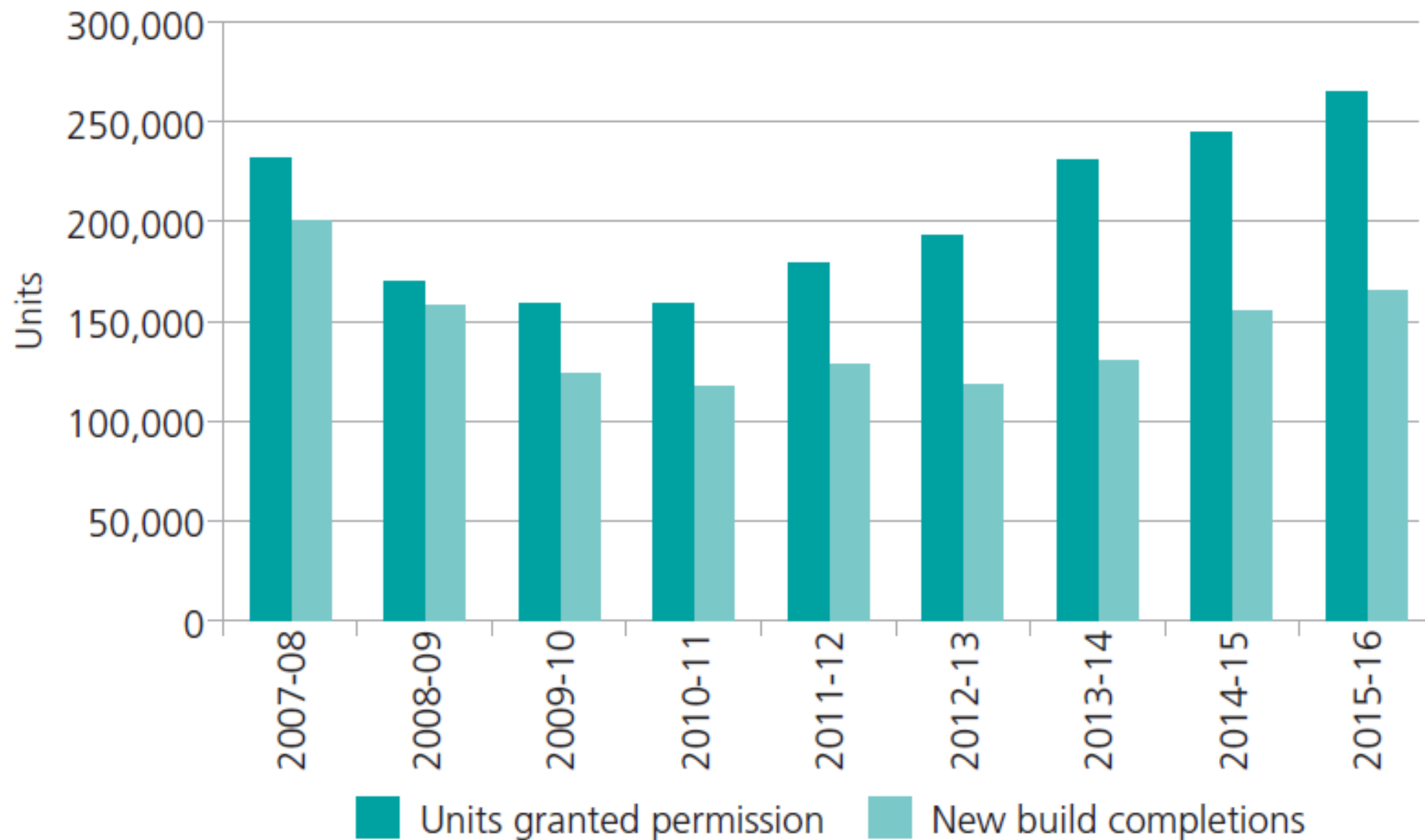


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- Since the 1970s an average of 160,000 new homes built each year
- 225,000-275,000 homes needed a year to keep up with population growth and tackle previous under-supply
- Since 1998, ratio of average house prices to average earnings has more than doubled
- Falling levels of home ownership
- Increasing rents – average couple in private rented sector now spend roughly half their salary on rent

Background

- Rising permissions coming out of the recession, but housing completions yet to catch up



Source: Glenigan planning permissions data; DCLG Live Table 120

White Paper - main themes



- 1. Planning for the right homes in the right places** – local plans, neighbourhood plans, housing delivery test
- 2. Building homes faster** – implementation of permissions
- 3. Diversifying the market** – encouraging small- and medium-sized house-building firms
- 4. Helping people now** – Help to Buy, Starter Homes
 - 38 consultation questions – questions on Chapters 1 and 2 only
 - Further consultations on detailed proposals to follow

Key planning-related proposals – Chapters 1 and 2

Plan-making



- Up-to-date plans – regulations will introduce requirement for a review every 5 years
- Amending ‘tests of soundness’ set out in national policy – making evidence and examination procedures more proportionate
- Firmer expectation in national policy that development needs should be met unless there are “strong reasons” to restrict development

Key planning-related proposals – Chapters 1 and 2

Plan-making

- Strengthened requirements in national policy to plan for the housing needs of the elderly and disabled people
- Policies in Local Plans to bring forward more smaller sites - 0.5 hectares and under (around 15 dwellings)
- Local authorities to work with landowners to divide larger sites into smaller parcels to encourage competition between house-builders
- New standard approach to assessing the need for housing through Strategic Housing Market Assessments (SHMAs)
- Amended definition of Affordable Housing
- Garden Towns and Villages
- Custom and Self build housing

Key planning-related proposals – Chapters 1 and 2

Increased scrutiny



- Amendments to national policy to allow local authorities to ‘fix’ their five-year housing land supply on an annual basis through the Planning Inspectorate (PINS)
- New **Housing Delivery Test** to be introduced:
 - Assesses numbers of homes built over previous 3 years against housing targets in Local Plan
 - Penalties for not meeting test - policies could be found out-of-date, presumption in favour...

Key planning-related proposals – Chapters 1 and 2

Neighbourhood Plans

- Clarification of status of neighbourhood plans where there is no five-year housing land supply in place

Other proposals

- Potential amendments to Regulations to allow local authorities to dispose of land that they have granted planning permission for
- Potential for charging fees for planning appeals
- Renewed focus on delivering housing on brownfield land
- Questions about introducing minimum density requirements for new housing development
- Review of Nationally Described Space Standards (minimum space standards for new development) – support for ‘compact living models’

Key planning-related proposals – Chapters 1 and 2

Implementing permissions



- Potential for local authorities to consider track record of developer when granting planning permission
- Time-scales for permissions to be reduced from 3 to 2 years, except where shorter timescale could hinder deliverability
- Proposal to simplify and speed up process of serving Completion Notices on stalled sites
- Agreement of pre-commencement conditions

Next steps



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- Consultation runs until **2 May 2017**
- 38 set questions - on certain proposals only (Chapters 1 and 2)
- Further consultations to come forward as Government develops more detailed proposals
- Officers preparing draft responses to 38 detailed questions – to be agreed with Cabinet Members for District Economy and Housing and submitted to DCLG by deadline

Any comments or questions?

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Partnership Plan 1st April 2017 – 31st March 2018



Our vision

The Shepway Community Safety Partnership (CSP) aims to build safer, active and more engaged communities. Working with the private, public and third sector and with the collaborative help of communities it will deal with issues of crime and anti-social behaviour to help develop aspired and cohesive neighbourhoods, supporting the wider health and wellbeing agenda in the district.

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FOREWORD



**Councillor Jennifer Hollingsbee
Deputy Leader and Cabinet Member for Communities
Shepway District Council**

The Shepway Community Safety Partnership (CSP) sees itself as a robust, resilient leader of delivery in prevention and keeping our communities feeling secure where all of our partners play an equal role in ensuring Shepway is a safe place to live, work and enjoy by tackling the root causes of crime and disorder issues. To promote this equal, joint partnership, we rotate chairs.

The CSP brings together a number of agencies and organisations concerned with tackling and reducing crime and anti-social behaviour in the Shepway district. Some organisations, like the District Council, the police and health sector, are statutory members, others like voluntary groups and businesses also play an important role.

Our key role is to understand the kind of community safety issues Shepway is experiencing; decide which of these are the most important to deal with; and then decide what actions we can take collectively, adding value to the day-to-day work undertaken by our individual agencies and organisations.

We detail these actions in our Community Safety Plan. The Shepway CSP Annual Plan 2017 highlights how the CSP plans to tackle community safety issues that matter to the local community. This plan is revised annually through reviewing information provided from a wide range of organisations in a strategic assessment, to ensure that current issues can be taken into account into the activities undertaken by the CSP.

It is now time to look at everything afresh to make sure we are on track and working on the priorities that are relevant to the different communities within Shepway. To help us do this we commissioned a Strategic Assessment in December 2016. This Strategic Assessment looked at the range of detailed information that exists about crime, disorder, substance abuse and other community safety matters affecting Shepway. In the light of this information the assessment makes recommendations about how best to keep the Community Safety Plan priorities on track for the next year. In producing our plan we have been mindful of the pledges and priorities of the Police and Crime Commissioner in her crime plan. The Plan considers not only the Strategic Assessment, but also consults with partners who share a local knowledge of the borough's wealth of urban and rural places.

We would like to reassure you that crime and anti-social behaviour continues to fall and is a high priority for Shepway. We continue to work as a partnership to make Shepway a safe place where people wish to work, live and visit. Given the success of the partnership over several years, with year on year reductions in overall crime, now is a good time to concentrate on some longer term strategic issues. The Plan seeks to promote a more holistic approach, with a greater emphasis on prevention and harm reduction. It sets out our performance over the last 12 months, identifies priority areas for the next year and outlines what we are going to do to improve them. Together, we work to tackle the full range of crimes and anti-social behaviour including serious and organised crime, violence, hate crime and drug and alcohol misuse.



BACKGROUND AND CONTEXT

The Shepway CSP is made up of Responsible Authorities (those bodies for whom membership of the CSP is a statutory obligation) and voluntary members:

Responsible Authorities		
Kent Police	Shepway District Council	Kent Fire & Rescue Service
Kent County Council (KCC) Public Health	KCC Children's Services including youth offending and social services	KCC Community Safety Unit
South Kent Coast Clinical Commissioning Group	Kent, Surrey & Sussex Community Rehabilitation Company	Office of the Kent Police and Crime Commissioner

In addition, there are many agencies that support the Partnership and the Shepway Community Safety Unit teams including Turning Point, Kent Addaction, Shepway Mediation, Folkestone Area Partnership Against Crime to name but a few. All are working together to prevent and reduce crime and disorder and improve community cohesion through maximising resources and using targeted action groups.

The Shepway CSP meets on a quarterly basis to address key crime, disorder, anti-social behaviour and other related issues across Shepway. This CSP Board oversees the work of 4 strategic groups which deliver programmes of work for the CSP. These groups include a wide partner network of statutory, voluntary and other groups. Partners will utilise a variety of methods to deliver activity ranging from community engagement through to multi-agency enforcement operations.

Annual funding received from the Kent Police and Crime Commissioner, assists the operational work tasked via the strategic groups. Additional funding is also sought from other funding sources.

Given the evidence presented in the Strategic Assessment for the period 1st November 2015 to 31st October 2016 and the response from partners, we continue to face challenges across our district and the priorities for the Shepway CSP Plan have changed slightly, but for the most part the priorities will be similar to the previous year. The CSP will build on the tactical delivery plans which have been put in place to assist with this work. These action plans can be found in the Appendices.

All crime has increased by 18.3% and victim based crime up by 17.6%. Vehicle crime in Shepway is by 28% placing Shepway 2nd in Kent for its performance in this category. Burglary, robbery and theft of pedal cycles have all reduced. However, some work still needs to be done to tackle and reduce domestic abuse incidents, notably, repeat victims and partnership working is instrumental in achieving this.

Local context

Shepway has outstanding economic assets which makes it a desirable place to live and work right at the heart of the key UK-Europe corridor. The Channel Tunnel at Folkestone links to the three junctions from the M20 motorway and ensures Shepway is highly connected, with easy access to and from UK and European markets. There is outstandingly beautiful countryside and villages, the ancient Cinque Port town of Hythe and the vibrant coastal town where significant private and public investment in the Old Town has created a unique Creative Quarter. Folkestone provides direct access to London in as little as 53 minutes. The development of Folkestone Seafront will bring new businesses and tourists into the area. Shepway District Council is building on current and emerging economic strengths to boost productivity and support business growth. This includes promoting further investment in the area. There is a huge drive to increase the numbers of affordable housing in Shepway with new developments and empty properties being brought back into use.

The latest population figures from the 2015 Mid-year population estimates show that there are 110,000 people living in the Shepway District. This population size ranks Shepway District the 3rd smallest Kent local authority district area. 61% of the district's population live in urban areas with the remaining 39% living in the surrounding rural area and settlements. Folkestone urban area is home to 47% of the total population whilst 13% of Shepway's residents live in Hythe urban area. Shepway has an older age profile compared to the county average, with a greater proportion of people aged 50 and over than the average for the Kent County Council (KCC) area.

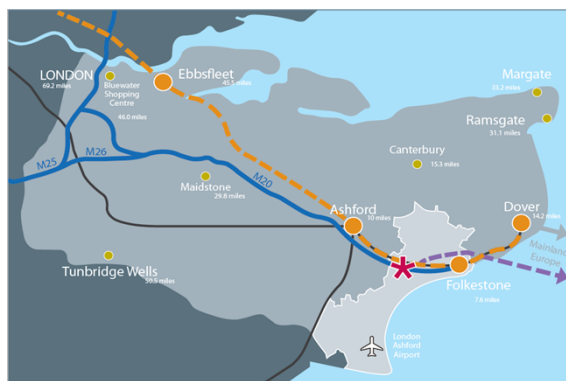
In 2015 Shepway District was ranked as the third most deprived district in Kent (ranked 3 out of 12 districts, with the most deprived being ranked 1). Nationally, Shepway ranks 113th out of 326 local authority districts in England. This rank places it within England's most deprived third of authorities.

The county rank of Shepway has moved down 1 place between 2010 and 2015. On the national ranking, Shepway has moved down by 16 positions from 97th in 2010 to 113th in 2015. This indicates that the level of deprivation in Shepway has reduced, relative to other areas in England.

Shepway's unemployment rate is currently 2.0%. This is higher than the county average of 1.6% and the national average of 1.8%¹.

In September 2016 there were 1,295 unemployed people in Shepway which is 4.4% lower (60 fewer people) than August 2016 and 16.7% higher (185 more unemployed people) than September 2015.

Otterpool Park



The Leader of Shepway District Council, Cllr David Monk, announced on 6 May 2016 the council's intention to bid for a garden town in the area surrounding Otterpool Manor Farm.

In March, the government invited local authorities to identify areas for new garden settlements, to increase the overall number of new homes being built nationally. The Department for Communities and Local Government have produced guidance

¹ NOMIS Claimant Count Sept 2016

on '[Locally-Led Garden Villages, Towns and Cities](#).' The government have offered to support local areas wanting to deliver a garden village, town or city.

Otterpool Park Garden Town could see up to 12,000 new homes being built over the next 30 years within easy reach of nearby villages, towns and the countryside, but with its own businesses, schools and parks.

Organisational changes

Police and Crime Commissioner (PCC)

PCC's are responsible for the appointment of Chief Constables, holding them to account for the running of the force, setting out a Police and Crime Plan based on local priorities, setting the local precept and force budget and making grants to external organisations. The current PCC for Kent, Matthew Scott, was appointed in May 2016 and will remain in office for a period of four years.

The PCC has pledged to continue to support a number of agencies through the main policing grant and has announced his commitment to his wider duties around crime and community safety. Funding for Community Safety Partnerships has been confirmed for 2017/18 at the same levels as 2016/17 and will be used to address our local priorities. The Police and Crime Commissioner must produce a Police and Crime Plan that sets out his vision and priorities for policing and community safety, as well as the objectives and ambitions that Kent Police will be held to account on.

The plan, refreshed in August 2016 and running to March 2017, aims to deliver a first class policing service in this county meeting the needs and expectations of communities. During his election campaign, Matthew Scott outlined his Six Point Plan for delivering effective policing in Kent. These have now been incorporated into the Police and Crime Plan:

1. Cutting crime and reducing reoffending
2. Delivering value for money
3. Visible, effective and dedicated policing
4. Putting victims at the heart of the justice system
5. Tackling the misery caused by abuse, substance misuse and anti-social behaviour
6. Revolutionising the way in which people with mental illness interact with the police

Kent Police

Three policing divisions, East, West and North ensure local policing is at the heart of the new Policing model and there has been a significant increase in neighbourhood constables and sergeants to provide strong local leadership across the county. Like all public services, Kent Police is subject to the Government's Comprehensive Spending Review decisions. Over the last four years, the force has made over £62million of savings as a result of grant cuts. For 2016/17 the police grant cut is 0.6%. However, Kent Police will still need to manage the cost of inflation and other cost pressures which means the force needs to find £8.7million of savings in 2016/17 and over the next four years it will need to find £33million of savings.

Kent Control Strategy – Kent Police

Child Abuse and Exploitation

- The most common reasons for children to be trafficked are sexual exploitation and criminal exploitation

Human trafficking/modern slavery

- Modern slavery is the 'umbrella' for the following: domestic servitude, sexual exploitation, labour exploitation, forced labour, debt bondage. Trafficking is for the purposes of exploitation and this includes child trafficking

Domestic Abuse, serious violence and sexual offences

- 1 in 4 women in the UK experience domestic violence

Gangs

- Intelligence shows a strong presence of 'county lines' travelling out of London to Kent in order to sell drugs, usually Class A

High harm impact crime

- Vulnerable persons as targeted victims

Counter terrorism and domestic extremism

- Identify community intelligence and open source intelligence particularly around officer safety

Supporting families in Shepway

The Government, through the Department of Communities and Local Government (DCLG) has placed a significant focus on supporting families with multiple and complex needs, including parents not working, children not in school, and those causing serious problems such as youth crime and anti-social behaviour. Working with the County Council, Shepway has seen excellent results in improving the outcomes of families receiving this support.

South Kent Coast Clinical Commissioning Group (SKC CCG)

Since 1 April 2013, Clinical Commissioning Groups (CCG's) have become 'responsible authorities' on CSP's. Schedule 5, Paragraph 84 of the Health and Social Care Act 2012 replaces primary care trusts with clinical commissioning groups as responsible authorities on CSP's from April 2013. This means that the CCG's now have a statutory responsibility to work in partnership with other responsible authorities to tackle crime and disorder. The act places a duty on CCGs to:

- Participate in a strategic assessment of crime and disorder, anti-social behaviour, and drug and alcohol misuse for the CSP area or areas in which they fall.
- Contribute to the development of local strategies that effectively deal with the issues identified.

Joining their local CSP's gives CCG's more influence in shaping local action to tackle crime and the causes of crime, for example the delivery of action on drugs, alcohol, crime and disorder. In Shepway the South Kent Coast CCG and KCC Public Health are actively involved and jointly chair a CSP sub – group. The SKC CCG covers a large part of Dover and Deal and most of the Shepway District. It is a key body delivering the Health and Wellbeing agenda in partnership for Shepway.

Health and Wellbeing Board (HWBB)

The South Kent Coast Health and Wellbeing Board brings together key organisations and representatives of the public to work together to improve the health and wellbeing of local communities. Kent Public Health alongside the two local authorities (Dover District Council and Shepway District Council), South Kent Coast Clinical Commissioning Group, (who are responsible under the reforms for commissioning health services locally) and patient and public representatives are all part of this Board. The key themes for health and wellbeing are drawn from the South Kent Coast Joint Strategic Needs Assessment and other relevant partnership plans and strategies. The work of the CSP etc is crucial in helping the HWBB meet its aims.

Safeguarding

All public agencies now place the safeguarding of children, young people and vulnerable adults at the heart of their practices.

The Children Act 1989 states that the child's welfare is paramount and every child has a right to protection from abuse, neglect and exploitation. Statutory guidance on making arrangements to safeguard and promote the welfare of children by public agencies is set out under Section 11 of the Children's Act 2004.

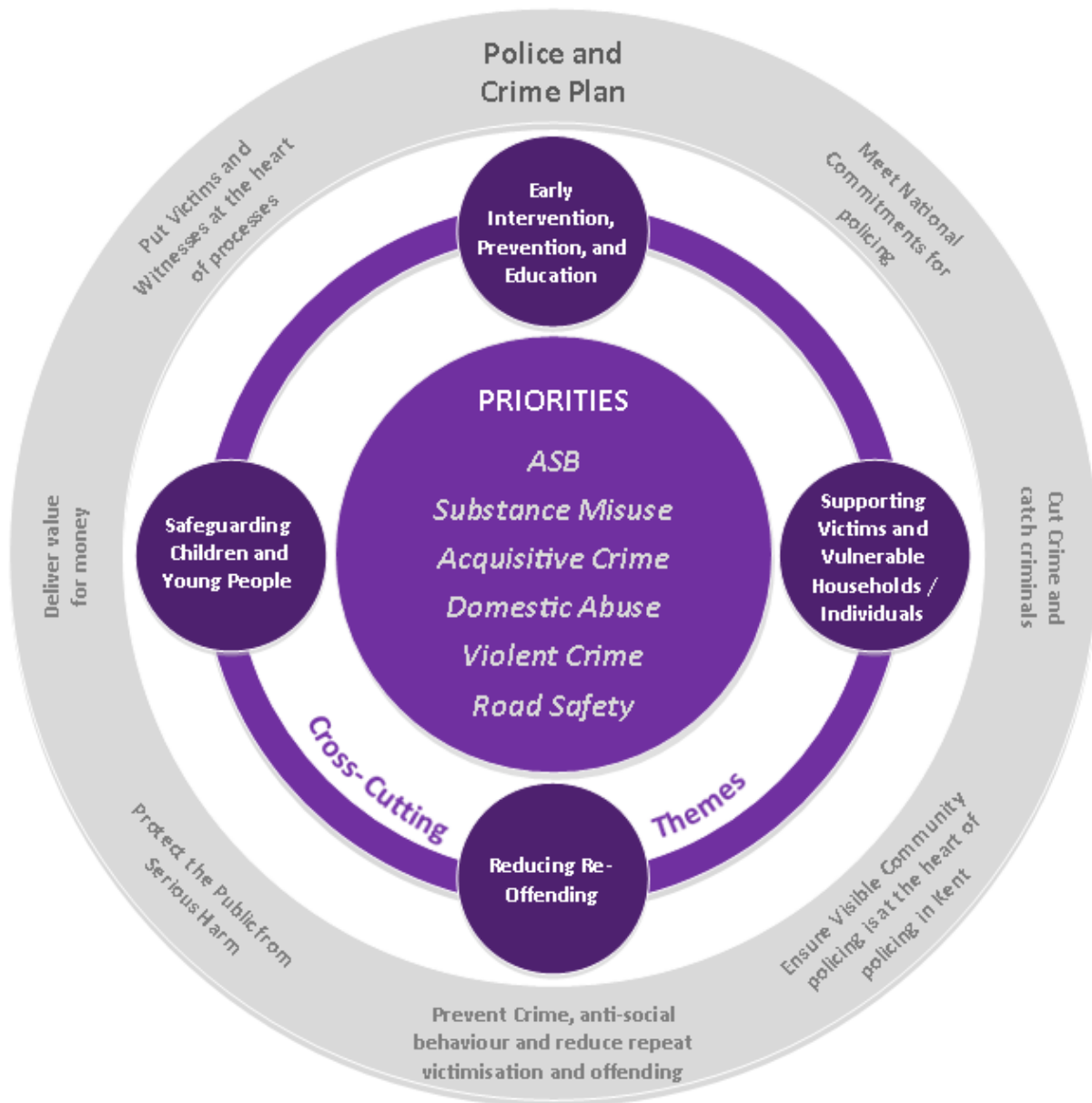
Safeguarding work now incorporates the issues around child sexual exploitation, female genital mutilation, modern slavery and radicalisation (PREVENT strategy). The Safeguarding sub-group of the CSP as well as the duties incumbent upon individual public agencies means this work is of high priority in Shepway.

- The Care Act 2014 (updated in March 2016) has reformed the law relating to care and support for adults and support for carers. It makes provisions around safeguarding adults from abuse or neglect; care standards and; establish and makes provision about Health Education England and the Health Research Authority. This legislation also affects safeguarding investigations, governance and information sharing. In relation to safeguarding, the Care Act placed new duties on councils and for adult safeguarding this includes the stipulation to:: Make safeguarding adults boards statutory;
- Make safeguarding enquiries a corporate duty for councils;
- Make serious case reviews mandatory when certain triggering situations have occurred and the parties believe that safeguarding failures have had a part to play;
- Place duties to co-operate over the supply of information on relevant agencies;
- Place a duty on councils to fund advocacy for assessment and safeguarding for people who do not have anyone else to speak up for them;
- Abolish, on human rights grounds, councils' power to remove people from insanitary conditions under section 47 of the National Assistance Act, albeit with recourse to the Public Health Act still possible for nearly the same outcome.

Probation Services

Throughout 2014 and 2015, the Ministry of Justice worked with Probation Trusts to prepare for the implementation of new structures under the Transforming Rehabilitation Programme. The programme sees the creation of a new National Probation Service (NPS) working with high risk offenders and 21 Community Rehabilitation Companies (CRCs) managing medium and low risk offenders. The preferred bidder for the Kent, Surrey and Sussex CRC has been announced as Seetec Business Technology Centre. The Transforming Rehabilitation reforms include a number of sentencing changes, which may impact on CSP re-offending data in the future. The changes that have been enacted in the Offender Rehabilitation Act 2014 include most importantly, the extension of supervision of Licence after release to all offenders who receive a custodial sentence of less than 12 months; extending probation

supervision to the 50,000 offenders sentenced each year to less than 12 months. This is a cohort of offenders with whom Probation Trusts have never worked with, as this cohort of offenders has never before been subject to statutory supervision.

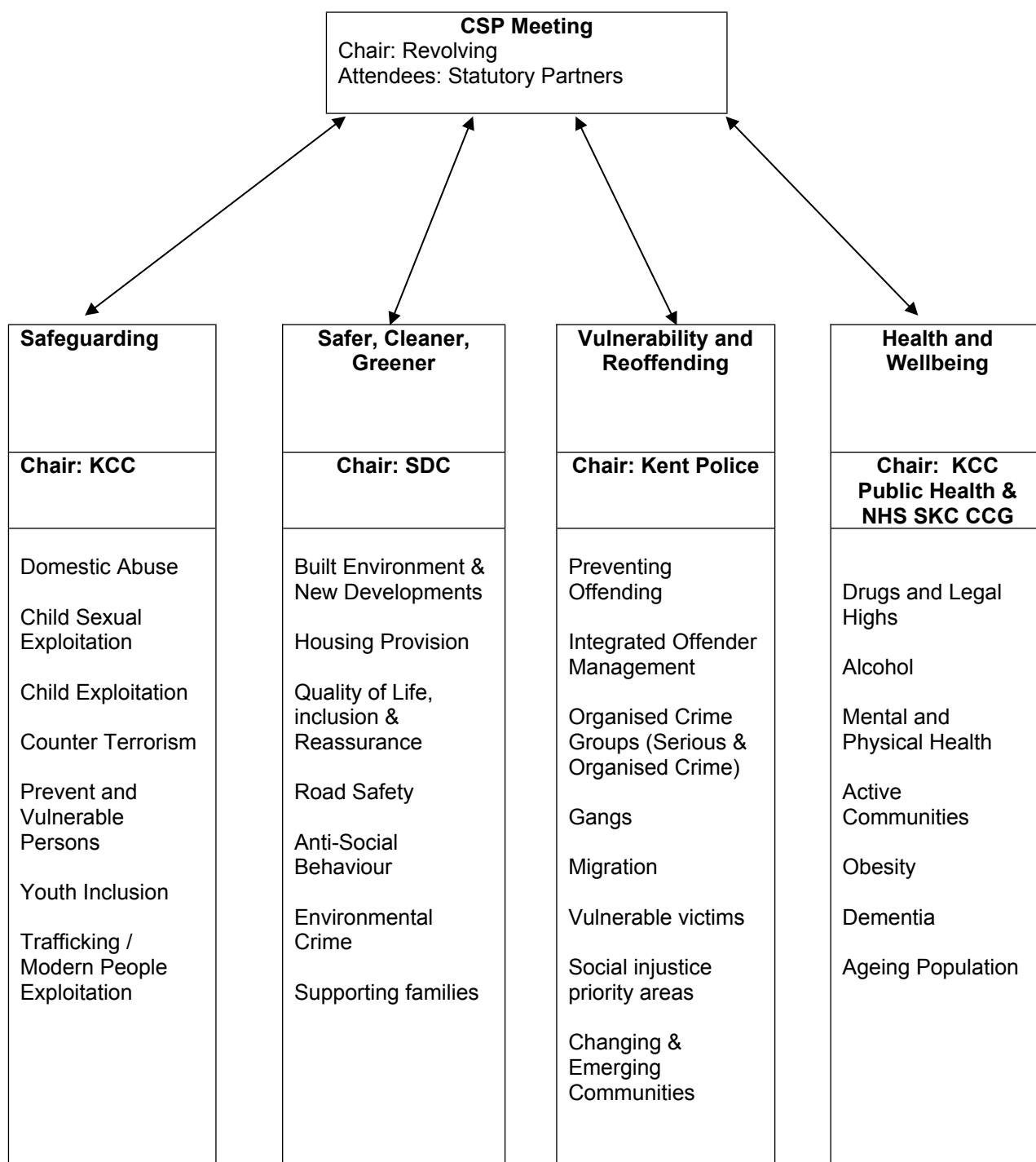


(Diagram taken from the Kent Community Safety Agreement 2014-2017)

PERFORMANCE (November 2015- October 2016)

Type of Crime	Last Year – Nov 14- Oct 15	This Year – Nov 15 to Oct 16	Difference	Per 1,000 population- based on mid 2015 pop estimates	County Rank- 12 = worst
Victim based crime	5786	6810	1021	61.9	6 th
Violent crime	2283	2960	677	26.9	7 th
- Violence against the person	2012	2646	634	24.1	6 th
- Sexual offences	199	257	58	2.3	8 th
- Robbery	72	57	15	0.5	5 th
Burglary Dwelling	310	255	55	2.3	5 th
Burglary Other Than Dwelling	283	257	26	2.3	1 st
Vehicle crime	289	370	81	3.4	2 nd
- Theft of motor vehicle	86	96	10	0.9	2 nd
- Theft from motor vehicle	203	274	71	2.5	1 st
Vehicle interference	33	62	29	0.6	1 st
Theft and handling excluding vehicle interference	1427	1636	209	14.9	7 th
- shoplifting	492	691	199	6.3	10 th
- theft of pedal cycle	75	60	15	0.5	2 nd
- Other theft	860	885	25	8	4 th
Criminal damage	1161	1270	109	11.5	6 th
Crimes against society	474	599	125	5.4	10 th
Drug offences	151	187	36	1.7	12 th
Possession of weapons	35	43	8	0.4	10 th
Public order offences	205	243	38	2.2	8 th
Other crimes	83	126	43	1.1	8 th
All crime	6260	7409	1149	67.3	6 th

SHEPWAY COMMUNITY SAFETY PARTNERSHIP STRUCTURE 2017



PRIORITIES 2017-18

The Shepway CSP met in 2017 to decide the key priorities for the Partnership over the coming year based on analytical data and emerging issues which the partners highlighted. Identified below were the 4 work streams which formed the sub groups and the key work areas for each of these are:

SAFEGUARDING	Domestic Abuse Child Exploitation including sexual exploitation Female Genital Mutilation Counter Terrorism, Prevent and vulnerable persons Youth inclusion Trafficking people exploitation/Modern Day Slavery
CLEAN, GREEN AND SAFE	Built environment including new developments Housing provision Quality of Life and community reassurance Anti-social Behaviour and environmental crime Community reassurance and cohesion Road and fire safety
VULNERABILITY AND REOFFENDING	Preventing offending and reducing reoffending Integrated Offender Management Preventing Offending Integrated Offender Management Organised Crime Groups (Serious & Organised Crime) Gangs Migration Vulnerable victims Social injustice priority areas Changing & Emerging Communities
HEALTH AND WELLBEING	Drugs and legal highs Alcohol Mental and Physical Health Healthy communities Obesity Dementia Ageing Population

PRIORITY LEADS

Lead agencies for each of the priorities were identified and given the responsibility for developing and delivering, with partners the action plans to deliver the Shepway CSP priorities (see overleaf.)

Safeguarding	KCC
Clean, Green and Safer	Shepway District Council, CSU
Vulnerability and Reoffending	Kent Police, CSU
Health & Wellbeing	KCC Public Health and NHS SKC CCG NHS SKC Clinical Commissioning Group

PRIORITIES FOR SHEPWAY CSP 2017-18

PRIORITIES				
CROSS CUTTING THEMES	Safeguarding (including Prevent)	Clean, Green and Safer	Vulnerability and Reoffending	Health and Wellbeing
	Domestic Abuse, Child Exploitation, Trafficking			
	Anti-social behaviour, quality of life, community reassurance			
	Integrated Offender Management, Troubled Families, Organised Crime Groups, vulnerable victims, social injustice priority areas, changing/emerging communities			
	Drugs and legal highs, alcohol, mental health, obesity, dementia			

Underlying themes:

- Domestic Abuse, Child Exploitation, Trafficking
- Anti-social behaviour, quality of life, community reassurance
- Integrated Offender Management, Troubled Families, Organised Crime Groups, vulnerable victims, social injustice priority areas, changing/ emerging communities
- Drugs and legal highs, alcohol, mental health, obesity, dementia

PRIORITY 1: SAFEGUARDING

Rebekah Button

Integrated Family Service Manager
Shepway Specialist Children's Services
Chair of the Shepway CSP Safeguarding subgroup



Key outcomes:

- Safeguarding – all activities meet the needs of all members of the community. The community is aware and agencies know where to get the information.
- Domestic Abuse – reduce and prevent domestic abuse, raise community and agency awareness of domestic abuse.
- Child Sexual Exploitation – visible community and agency awareness of child sexual exploitation. Recognition of those at increased risk.
- Prevent – recognition of those at increased risk of radicalisation, use of Prevent Channel processes, visible community awareness with increased training and publicity.
- Youth inclusion – services designed by young people to meet young people's needs. Involvement of young people at an earlier age in community activities.
- Trafficking/Modern Day Slavery – visible community awareness with increased training and publicity.

As Chair of the Shepway CSP Safeguarding sub group and as the Kent County Council Integrated Family Services Manager for Shepway I have a clear insight into the needs of this group. Safeguarding covers many strands and emerging issues including child sexual exploitation and human trafficking which require a more targeted approach and awareness raising of this national issue. Shepway has on its doorstep the Channel Tunnel and Dover port which by their significant location as the corridor from Europe places a greater emphasis on agencies being aware that some of these cases could be going through the District.

As a group we are determined to bring these often hidden crimes and behaviours out into the open. We want to find out more about these issues so that we can work together to improve the confidence of victims to report these. We need to take action to break down the barriers that exist to prevention and identification due to victim fear and intimidation. We will take a preventative approach by working together in partnership to identify potential victims and perpetrators at an early stage. Work will include influencing partners strategies and policies around honour based violence, female genital mutilation, sexual violence, exploitation and human trafficking.

The Safeguarding subgroup links closely with the Local Children's Partnership Groups (LCPG) and Kent Safeguarding Children's Board (KSCB). The subgroup is represented at the LCPG, which works as the local driver for the county Children and Young Persons

Other areas of work will include domestic abuse which has seen significant developments in recent years. The age where domestic abuse can be categorised as a crime has reduced to 16 years of age, previously up to age 18 cases were dealt with under child protection guidance. With the introduction of coercive control on the 29th December 2015 more awareness raising on this category is something that the group will be looking at. The 'One Stop Shop' Drop In for domestic abuse continues to be supported but requires developing further to include more key agencies.

Adolescent abuse on parents//carers and siblings has been highlighted as an issue over the last couple of years, particularly through the family support workers who are engaging with the Supporting Families programme. Bespoke pilot programmes are being trialled to engage with this work.

Preventing Violent Extremism has been quite significant in the news recently and Kent has a Channel Project which refers individuals that may have the vulnerabilities to be radicalised. The work of the Channel initiative supports the young person and offers focussed targeted interventions to meet their needs. The work of the Shepway CSP Safeguarding group has been looking at training and raising awareness around the Prevent agenda. All Shepway District Council staff have received basic Preventing Violent Extremism awareness raising training particularly with an emphasis on spotting the signs of potential radicalisation and what the Channel project is about including mechanisms to refer.

Domestic Abuse

The Shepway 'One Stop Shop' Drop In weekly service for domestic abuse victims is a multi-agency provision consisting of solicitors, domestic abuse workers, police, KFRS, benefits agency and a health visitor being available to offer advice and support to victims of domestic abuse. The Drop In is every Wednesday from 12.30 to 14.30 at the Folkestone Early Years Centre. Over the last year visitors to the 'One Stop Shop' have increased by 10.9% with 183 people assisted.

The Community Domestic Abuse programme (CDAP) which is a 27 week course for perpetrators of domestic abuse to attend has worked with 14 men over the last year.

Adolescent Abuse against parents/carers – there were some funds allocated for a bespoke pilot programme to help families where adolescent abuse occurred within the family. This work saw 8 families helped under the pilot scheme. A further programme of work under this theme is being developed.

Since July, the subgroup held a Domestic Abuse conference which was positive. Along with professionals and other bodies, there was also 50-60 young people in Year 12 and 13 from East Kent College and secondary schools. The theme of the conference was around coercion, control and teenage relationships.

Adult Abuse Week took place on the 3rd October and along with a stall there was the Health Bus in place to give people free checks. The event was successful as lots of people passing by were interested in what the event was about and seemed to give out a lot of domestic abuse, adult abuse, and rogue trader leaflets.

The subgroup ran two DHR workshops in November, one in the morning and one in the afternoon.

Child Sexual Exploitation and Trafficking



Officers at Shepway District Council and KCC have been trained to deliver awareness around Child Sexual Exploitation (CSE). Front line staff have already been trained in this work. The subgroup has now established close links to the multi-agency co-located Child Sexual Exploitation Team (CSET), Op Willow. The Multi-Agency Sexual Exploitation strategic group (MASE) has county oversight of child sexual exploitation.

The subgroup is looking at writing a peer education package around CSE. The subgroup is looking to work with one of the local universities to develop this.

Taxi Driver CSE Training

Over 150 Taxi drivers in Shepway were given the opportunity to have training to understand Child Sexual Exploitation,

recognise the signs that someone is vulnerable and how to report and help anyone they may come across in the district that may need their help. The training was well received and informative as the drivers were able to ask questions when they were unclear around the procedures. Further training will be provided for the taxi drivers that were unable to make this session. This training was identified as best practice by the Local Government Association and showcased at their national taxi licensing conference in Central London in November 2016.

The Shepway CSP paid for CSE Amelix online education tool for all primary and secondary schools. Amelix is Kent based and funded by the Home Office and was developed from the Rotherham enquiry. The tool is upgraded every 48 hours and includes resource materials, lesson plans, case histories and a live chat facility with someone answering questions.

Preventing violent extremism

Members of staff from Shepway District Council and KCC have been trained to deliver some training around Prevent. All Council staff are completing an e-learning package on this subject with additional training being planned.



‘Safeguarding the Next Generation’ – Youth Conference

The conference took place in June 2016 and was an exciting and innovative way to give all the students a chance to learn about safeguarding, how to take care of themselves and their peers, in an adult environment. The conference was free to attend and open to all of the year 9s in the district. The rationale behind this conference was to exhibit to the students that, as research shows, young individuals vulnerable to poor outcomes are disproportionately likely to experience multiple problems that can extend to later life. Therefore, the five overlapping areas of poor



outcomes which had been identified were addressed throughout the day, i.e. Substance Misuse, NEETs, Teenage Pregnancy, Truancy and Behavioural Difficulties to ensure pupils in attendance were aware of how these topics could affect them. The day consisted of highly interactive presentations from a variety of both county and national subject leaders in Child Sexual

Exploitation and Prevent amongst so all students were able to ask questions and get further information which may not normally have been readily available to them.

PRIORITY 2 – CLEAN, GREEN AND SAFE

Shaun Taylor

Communities Team Leader

Shepway District Council

Chair of the Shepway CSP Clean, Green and Safe sub group



Key outcomes:

- Built environments and new developments – improving standards within residential areas leading to increased community wellbeing.
- Road Safety – a reduction in the number of casualties on the road network within Shepway.
- Anti-social Behaviour – a reduction in the number of complaints.
- Community Cohesion and Inclusion - increased number of participants in organised activities. Reported increased in wellbeing and satisfaction from local communities.

Key aims for this subgroup are to ensure that the Shepway District is not only a safe place but an environmentally friendly one where people want to live, work and visit.

Working alongside Kent Police and the Environmental Protection team at the Council is significant towards achieving these goals. The work of the Shepway Community Safety Unit is not only to deal with complaints and issues as they arise, but to develop preventative and diversionary activities to reduce incidents occurring. Our approach to tackling ASB focuses on its prevention, taking positive action and protecting victims and witnesses. By working together we are building more resilience in communities to challenge the corrosive effect of ASB intimidation and harassment caused by a minority of people. Some funding and signposting to Shepway Mediation has helped with neighbourhood disputes and Restorative Justice work.

Some communities, groups and individuals are more likely to become victims of crime because of specific vulnerabilities. Protecting vulnerable people through safeguarding and prevention, along with risk assessing each ASB call that comes into the police and council has helped to reduce crime and increase confidence, building safer and stronger communities.

The weekly Community Safety Unit meeting looks at day to day issues across the District and develops projects to tackle repeated hot spot locations and incidents. The work links into the Supporting Families programme working alongside officers supporting families to ensure that their clients needs are considered and met where feasible. Over the last year there has been increased work around the issue of homeless people in Shepway and a working group has been looking at what measures can be put in place to support them but being mindful that where required enforcement activity can be instigated which led to rough sleeping becoming part of the Public Space Protection Order which was implemented in May 2015.

Diversionary activities include the Shepway Health and Positive Engagement Programme working with young people signposted onto the course which has become oversubscribed and seen those attending being more confident and positive at the end of the 6 weeks. Contact with these families is kept fluid with invitations to schemes run during school holidays to keep them engaged.



Significant support and funding has been given to the Urban Pastors scheme particularly linking these volunteers into areas which require an additional supportive presence in the community at key times and locations to prevent anti-social behaviour, crime and increase personal safety through support and help on the scene.

Environmental work has included community clean ups, litter picks, and graffiti removal. Officers from the Community Safety Unit working alongside local residents have tackled environmental work within their communities and assisted in giving a sense of

ownership and pride in areas that they live.

ACTIONS UPDATE

Anti-social behaviour

There is a weekly multi-agency Clean, Green, Safe and High Risk ASB meeting hosted by Shepway District Council to deal with issues of ASB. When required 'task and finish' groups are set up from these meetings to deal with a specific issue that requires a multi-agency targeted approach.

Urban Pastors – is a project run by Cheriton Baptist Church with the support from Churches Together Folkestone. The Shepway Community Safety Unit and Kent Police help guide the Urban Pastors in directing them to appropriate locations and offering support. There are a number of volunteers supporting this service which operates in areas of need particularly the Folkestone Harbour ward during evenings when there is a high footfall and at specific events in the district. They also engage with young people in areas where they gather to offer support, advice and signposting to diversionary activities. Further information can be accessed via the below website:

<http://cheritonbaptistchurchfolkestone.weebly.com/urban-pastors.html>



Shepway Health and Positive Engagement project – this 6 weeks course has been operating for the last year run by Gillingham Football Club and Folkestone Sports Centre for young people who need extra support and help with self esteem, confidence and detaching those individuals from ASB who would benefit from diversionary activities. Funding and support has come from various sources including the Shepway CSP, Police Crime Commissioner and Folkestone Town Council.

Green Gym - the Green Gym under the guidance of an officer from the Community Safety Unit, continues to run weekly. It is significant in working on key areas that require a bespoke approach to clearance work. By engaging individuals into this scheme has not only

improved the appearance of the district but given participants a sense of pride and improved their health and wellbeing.

With the introduction of the Anti-Social Behaviour, Crime and Policing Act 2014 several measures have been put in place locally.



A Public Space Protection Order (PSPO) was implemented in May 2015 after public consultation covering street begging, street drinking, the taking of new emerging drugs (legal highs) and sleeping in a public place within the area designated in the Order where it is likely that any of these activities would be carried out and having a detrimental effect on the quality of life of those in the locality. The area identified is from M20 Junction 12 down Horn Street, Seabrook along to and including the Warren, Old Dover Road, New Dover Road then in a westerly direction along Dover Hill (B2011) and Churchill Avenue (A259) and M20 Junction 12.

As per the Anti Social Behaviour, Crime and Police Act 2014, Public Spaces Protection Orders now replace some pre-existing orders, e.g. Dog Control Orders (DCOs). As part of this, Shepway will be looking to replace all of their DCOs to PSPOs to reflect clearer boundaries and restrictions for our residents. The work will start in early 2017. Additionally, a second PSPO was implemented to tackle issues of dog fouling and to protect the safety of young children in a recreation ground in New Romney.

Under the new Act the Community Trigger can help anyone who feels nobody is dealing with the anti-social behaviour or hate crime problems they are experiencing. If they have already reported the problem to the council, police or housing provider, the Community Trigger is a way for them to ask agencies to review their case. For Shepway there have been 2 Community Trigger investigations since the Act was introduced.

PRIORITY 3 – VULNERABILITY AND REOFFENDING

Inspector Kevin Stephens

Kent Police

Chair of the Shepway CSP Vulnerability



Key outcomes:

- Gangs – reduce impact of gang activity within Shepway
- Bespoke communities – cohesive communities working together for the collective benefit of all.
- Preventing Offending
- Integrated Offender Management
- Organised Crime Groups (Serious & Organised Crime)
- Gangs
- Vulnerable victims
- Social injustice priority areas
- Changing & Emerging Communities - understanding the effects of migration on local communities, establishing a cohesive approach and understanding for all communities.

Kent Police is well placed to assist with highlighting this work where it requires a multi-agency approach. Several police operations over the last few months have received support from agencies including Turning Point which works with substance misuse users. This help has assisted in directing those requiring help to these services during the targeted operations. The group will be looking at profile mapping to gain a greater insight into the needs of communities and how best to offer support.

Changing communities and the mapping of new and emerging communities is key to the development of this group. There are areas within Shepway which have become more diverse and mapping these and how to engage and integrate these communities into society is an area of work that the Community Liaison Officer at Kent Police is assisting with supported by key agencies. Alongside this there are travelling communities and Shepway District Council have appointed an officer to engage in this work together with the KCC Gypsy Traveller Unit.

ACTIONS UPDATE

A two day multi-agency operation took place earlier this year. This included gathering intelligence, issuing search warrants, stop checks and covert observations. A number of arrests were made and drugs, cash and offensive weapons were seized. The work of the action group led by Kent Police includes understanding the effects of migration on local communities working alongside the Community Liaison Officer for Shepway who links effectively with migrant communities and the Kent County Council Traveller Unit to establish support networks and understand the needs of these communities.

January 2016 saw the start of a Roma community hub at the Folkestone Early Years Centre. These are Drops Ins primarily for the Eastern European community but not solely aimed at them. Initially the hub will be encouraging families to come in for coffee, cakes, cookery classes etc then perhaps move on to cover dentistry, health services etc as these communities were not currently accessing these services. The police, fire brigade and Social Services would also be available at the hub to offer advice. The Hub is currently looking at changing its venue to accommodate larger numbers of people.

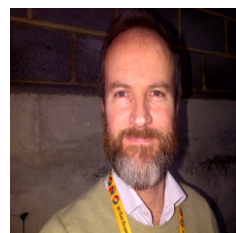


PRIORITY 4 - HEALTH AND WELLBEING

Ivan Rudd

KCC Public Health Specialist

Joint Chair of the Shepway CSP Health and Wellbeing sub group



Hilary Knight

Project Manager

NHS South Kent Coast CCG

Joint Chair of the Shepway CSP Health and Wellbeing sub group



Key outcomes:

- Improve prevention and identification of alcohol harm – increase in activity rate in Shepway.
- Co-ordinate self care – agencies will be aware of the early help, preventative services available in their area and how to signpost families.
- Protecting children and young people from alcohol harm and grow good mental health – reduction in A & E substance misuse activity.



The Health and Wellbeing sub group is jointly chaired by myself from KCC Public Health and Hilary Knight from the South East CCG. The work of the group compliments many strands including the Kent Alcohol Strategy Group.

The group is focussing on the Intervention and Brief Advice (IBA) training for front line staff in organisations to help identify those in need of services and signposting them. There is an emphasis on encouraging middle aged women to access Turning Point services as this is a growing target group that quite often do not perceive that they may be developing a problem. Scratch cards can be used to highlight alcohol consumption are being rolled out for agencies to use and proving popular. One of the key targets of the group is to obtain

a better identification of high risk client groups. A pilot project supported by CSP funding will be offering teenage girls “cheerleading” experience to assist in building their confidence, self esteem as well as a form of exercise and keeping healthy.

The sub group includes members from the Council's licensing team, Kent Police, working in partnership with licensed premises and Folkestone Area Partnership Against Crime to identify and manage alcohol problems when they occur.

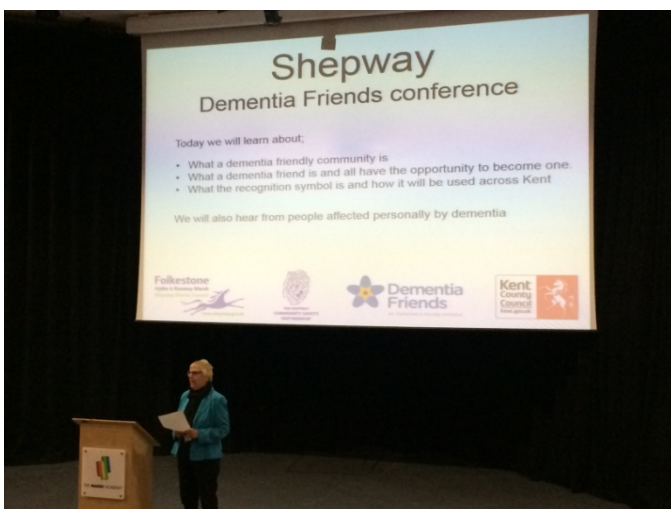
Alcohol and drug misuse lead to health and social problems. We know that violent crime such as assaults and domestic abuse are often linked to drug and/or alcohol use. Drug misuse and alcohol can be attributed to some crimes such as burglary and robbery and closely linked to ASB incidents. We have seen some positive changes in relation to alcohol and drug related crime but we know that there is more we can do. We will continue to monitor trends in alcohol related crime and ASB and to develop locally based schemes and initiatives that aim to prevent it. We will respond effectively to those who want to access treatment and alcohol dependency. Our work will continue to create stronger links with commissioners of support services to assist in the development of integrated pathways and responses across services, particularly those highlighted in the Kent Alcohol Strategy.

ACTIONS UPDATE

The Health and Wellbeing sub group is chaired jointly by a representative from KCC Public Health and the South East Coastal Clinical Commissioning Group. The group is focussing on the Intervention and Brief Advice (IBA) training for frontline staff to help identify those in need of services and signposting them.

There is an emphasis on trying to get middle aged women accessing Turning Point services where required as this is a growing target group that quite often do not perceive that they may be developing a problem. KCC Online IBA has developed a tool so individuals can see whether they are drinking at safe levels. There are an estimated 272,000 people in Kent

who are at high risk of alcohol-related problems. Many people don't know how much they drink and how it might be affecting their health, work and relationships. There is a quiz on the KCC website for people to be able to monitor how much they are drinking on a regular basis.



In January 2017, the partnership held a Dementia Conference where more than 70 people from across Shepway have pledged to become Dementia Friends. The event, the first of its kind in the district, was aimed to increase understanding of the condition and how it can affect different people in different ways; explained the best ways to help those living with it and encouraged people to become a Dementia Friend. Guests were also given a personal experience of living with dementia, heard from a carer and took part in a 'match the broken sentence' exercise.

FUNDING 2017-18

The Shepway CSP will receive £28,858 for financial year 2017-18. Funding is pass-ported through the Police and Crime Commissioner's budget. The CSP's four priority sub-groups will each be allocated £6,000 a year to spend. £2,500 is allocated to Domestic Homicide Reviews. Remaining funds will be used for projects and expenditure as it occurs to deal with community safety and health and well being issues as they arise.

PROJECT TITLE	FUNDING	THEMES	LEAD
	2017-18		
	£28,858.00		
Safeguarding	£6,000.00	Domestic Abuse	KCC Early Help
		Child Sexual Exploitation	
		Counter Terrorism , Prevent and Vulnerable Persons	
		Youth Diversion	
		Trafficking	
		People Exploitation	
Environment - Safer, Cleaner, Greener	£6,000.00	Built Environment	CSU, SDC
		New Housing	
		Quality of Life	
		Anti-social Behaviour	
		Community Re-assurance	
Vulnerability and Reoffending	£6,000.00	Preventing Offending	Kent Police
		Integrated Offender Management	
		Organised Crime Groups (Serious & Organised Crime)	
		Gangs	
		Migration	
		Vulnerable victims	
		Social injustice priority areas	
		Changing & Emerging Communities	
Health & Wellbeing	£6,000.00	Drugs and Legal Highs	KCC Public Health/ SKC CCG
		Alcohol	
		Mental Health	
		Active Communities	
		Obesity	
		Dementia	
		Ageing Population	
Fluid Pot	£2,358.00		
DHR	£2,500.00		
TOTAL	£28,858.00		

SUMMARY

The Shepway CSP faces significant challenges over the coming year against a background of ongoing financial pressures and increased resource requests. However, it has seen an increase in enthusiasm and support from all members to ensure that community safety is at the forefront of their work to support the wider health and wellbeing of all residents and communities in the district. This is reflected in the move from priorities around domestic abuse, substance misuse and anti-social behaviour to more stretching current and relevant themes that can affect communities. Included there are some of the areas of work that may not be currently significant in Shepway, but are important to recognise as potential factors that may occur and need to be considered.

The Partnership is supported by the Shepway Community Safety Unit, which is a virtual multi-partner agency flow of information, support and direction. The daily police briefings and weekly multi-agency partner briefings have seen significant pieces of work being undertaken, particularly around “hot spot” locations and supporting at risk and vulnerable individuals.

Tackling crime and ASB is everyone’s business. All the agencies involved in the CSP are committed to making Shepway safe by providing high quality services in an efficient and effective way. An emphasis is on tackling the crimes that are committed most frequently and which have the most impact on communities. Partners are also working hard to increase the confidence in society so that victims feel able to report detrimental behaviours and crimes. More work will be undertaken in the coming year to work with communities to ascertain their issues and what additional work they would like the Shepway CSP to focus on. In addition, the CSP will continue to work closely with all other partnership bodies including, to name a few, the South East Coast Health and Well Being Board, Local Children’s Partnership Group and Shepway Youth Advisory Group.

GLOSSARY

ASB	Anti-social behaviour
CCG	Clinical Commissioning Group
CIN	Children In Need
CP	Child Protection
CSE	Child Sexual Exploitation
CSU	Community Safety Unit
CSP	Community Safety Partnership
DA	Domestic Abuse
IDVA	Independent Domestic Violence Adviser
KSSCRC	Kent, Surrey and Sussex Community Rehabilitation Company
LAC	Looked After Children
MARAC	Multi-agency Risk Assessment Conference (DA)
IOM	Integrated Offender Management
PSPO	Public Space Protection Order
SA	Strategic Assessment



Folkestone

Hythe & Romney Marsh

Shepway District Council



**Kent
County
Council**
kent.gov.uk



Kent Fire &
Rescue Service



**Kent
Police**

**Kent
Surrey
& Sussex**

Community Rehabilitation Company



Kent Police & Crime
Commissioner

'Devoted to Kent'



South Kent Coast
Clinical Commissioning Group

This report will be made
public on 15 May 2017

Report number **C/17/02**

To: Cabinet
Date: 31 May 2017
Status: Non-key Decision
Manager: Suzy Tigwell, Leadership Support Manager
Cabinet Member: Councillor David Monk, Leader of the Council

SUBJECT: CORPORATE RISK REGISTER UPDATE

SUMMARY:

The Council is committed to report on its changes to the Corporate Risk Register and this report outlines updates since April 2016 based on the corporate objectives outlined in the Corporate Plan 2013-2018.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because:

- a) It is a requirement of the Council's Risk Policy to provide updates to the Corporate Risk Register to Members.

RECOMMENDATIONS:

1. To receive and note report C/17/02.

1. OVERVIEW

- 1.1 This report provides the latest amendments and updates to the Corporate Risk Register.
- 1.2 The corporate risks are in relation to the 2013-2018 Corporate Plan objectives.

2. BACKGROUND

- 2.1 The risk register is a key element of the Council's internal processes and it was rewritten in 2014 to create a forward looking document which considers the risks to the council's corporate objectives.
- 2.2 The Council's Risk Management Policy defines corporate risk as "those risks that need to be taken into account when looking at the medium to long term objectives of the council". These risks can be categorised as follows:
 - Political – those associated with a failure to deliver either local or central government policy.
 - Economic – those affecting the ability of the council to meet its financial commitments.
 - Social – those relating to the effects of demographic changes on the council's ability to deliver its objectives.
 - Technological – includes the consequences of internal technological failures on the council's ability to deliver its objectives.
 - Legislative – those associated with current or potential changes in national or European law.
 - Environmental – those relating to environmental consequences of progressing the council's corporate objectives.
 - Competitive – those affecting the competitiveness of the service and/or its ability to deliver best value.
 - Customer – those associated with the failure to meet the current and changing needs and expectations of customers.
 - Reputation – those relating to public confidence and failure to recruit high caliber staff.
- 2.3 The Corporate Risk Register is the document which is used to collate and report on the strategic risks facing the Council. It requires the identified risk owner to provide a risk description, a risk score and an overview of the mitigating actions.
- 2.4 Shepway District Council reports risk by exception. This means the risk register is focused on those risks that are changing and those that are 'high risk'. Risks will not appear on the register if the Council has put in place the only mitigating actions available and risk is unlikely to change. This approach allows senior managers and members to focus on the key risks to the authority and its services.

- 2.5 The risks have been assessed on likelihood and impact by the specific risk owners. They have used the following chart:-

Impact		Likelihood	
1	Minor	1	Unlikely
2	Significant	2	Possible
3	Serious	3	Highly possible
4	Major	4	Probable
5	Disastrous	5	Certainty

3. RISK MANAGEMENT UPDATE

- 3.1 The Corporate Risk Register for 2014/15 has been reviewed and updated. All mitigation measures were reviewed and updated where necessary.
- 3.2 The full register of risks is attached as Appendix 1. In summary, they are:
- Financial uncertainty
 - Organisational resources
 - Delivering new homes in the district
 - Economic Growth
 - HRA new build programme
 - Major development sites
 - Governance
 - Health and Wellbeing
- 3.3 A complete review of the Corporate Risk Register will be undertaken in 2017/18 in line with the new Corporate Plan and to reflect the risks of delivering the Council's key objectives in a challenging environment.

4. RISK MANAGEMENT ISSUES

- 4.1 A summary of the perceived risk is as follows:

Perceived risk	Seriousness	Likelihood	Preventative action
The identified risks will prevent the Council from delivering the objectives and actions in the Corporate Plan	High	Low	The risks have been considered and mitigation measures have been identified to ensure that the risks are significantly reduced.

5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

- 5.1 **Legal officer's (AK)**
There are no legal implications arising directly from this report.
- 5.2 **Finance officer's comments (PM)**
The financial risks associated with the corporate risk register are outlined in

Appendix 1 to this report. There are no further financial implications arising from this report.

5.3 Diversity and equality implications (ST)

There are no diversity and equalities implications arising from this report.

5.4 Communications implications (ML)

There are no communication implications arising from this report.

6. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councilors with any questions arising out of this report should contact the following officers prior to the meeting:

Dee Chambers, Policy & Improvement Officer

Telephone: 01303 853508

Email: dee.chambers@shepway.gov.uk

Suzy Tigwell, Leadership Support Manager

Telephone: 01303 853232

Email: suzy.tigwell@shepway.gov.uk

Appendices:

Appendix 1: Corporate Risk Register

Shepway District Council – Corporate Risk Register 2016/17

	Risk Owner	Risk Description	Likelihood (Mitigated)	Impact	Risk Controls
Financial uncertainty	Tim Madden Corporate Director - Organisational Change Cllr Susan Carey Cabinet Member for Finance	There is ongoing volatility/ uncertainty in key areas of council income and expenditure.			
		Non domestic rates: Changes to how Non Domestic Rates are calculated and distributed were introduced by the government in 2013. The new system means the local authority shares to a much greater extent the risks associated with any loss of businesses. The move to full localisation in 2020 will continued to be monitored.	3	4	NDR: There are arrangements in place to monitor the ongoing effect and any changes within this area which may affect this funding stream. The consequences of this are uncertain and there is close monitoring of the scheme as it develops. In part the risk faced by the Council has been mitigated by the agreement with the major Preceptors and becoming a part of the Kent Pool.
		Council Tax Relief: The government changes to the CTR provides a higher risk because of the increase in those requiring support in their council tax bills, may result in an increased burden to the authority.	3	4	CTR: The risk to the local authority on the collection of discounts and premiums will be managed through close monitoring of collection rates and the inclusion of a prudent level of income in the budget based upon the ability to collect.
		Income: The macroeconomic uncertainty means that there is a risk that the council's income levels may vary especially where significant levels of income are forecast.	3	4	Income: Fees and charges levied by the council are subject to a detailed annual review and are consistent with the Fees and Charges Strategy where the Council will maximise income or recover the full cost of the service.
		Revenue Support Grant: ongoing reduction in central government funding RSG. This has been significantly cut and will end in 2018/19.	5	5	RSG: The council's MTFS projections are modelling reductions in RSG as a mitigating factor.

Organisational resources	<p>Tim Madden Corporate Director - Organisational Change</p> <p>Cllr David Monk Leader with responsibility for Overall Strategy and Leadership</p>	<p>Resources and skills: There is a risk to the Council that the Council will not be able to attract and retain those officers who have the professional skills which are essential to the delivery of the corporate plan.</p>	2	4	<p>Resources: Seniors managers are developing a network of specialist agencies that can commission consultants and provide additional support. The result will be a pool of resources which the council can call on if necessary with a faster lead in time than using standard recruitment methods each time. Consultants on the list will still be subject to the council's usual procurement and contract standing order rules.</p>
Delivering new homes in the district <div>Page 60</div>	<p>Ben Geering Head of Planning</p> <p>Cllr Philip Martin Cabinet Member for Property Management and Environment Health</p>	<p>There is a risk that the Council will not deliver the homes required in the district. This could be because of delays in producing and adopting the 'Places and Policies Local Plan'; site specific constraints, or a change in the economic climate (locally or nationally) In addition, Shepway District Council has embarked on a review of its Core Strategy Local Plan so as to ensure Housing Need is being met within the District.</p> <p>New Government legislation on the development of brown field land will change the way sites are brought forward for development.</p> <p>Key site development – significant, reputational and financial risks exist around the key sites identified for development.</p>	2	4	<p>The Places and Policies Local Plan underwent Preferred Options (reg 18) consultation in November 2016 and is on track for submission in accordance with the agreed Local Development Scheme.</p> <p>Work has commenced on the review of the Core Strategy Local Plan.</p> <p>A further update on both documents will be reported to cabinet in April 2017.</p>

<p>Economic growth</p>	<p>Katharine Harvey, Head of Economic Development</p> <p>Cllr John Collier Cabinet Member for the District Economy</p>	<p>There is a risk that the council will not enable the economic growth and deliver the jobs and homes required in the district.</p>	<p>2</p>	<p>4</p>	<p>The Economic Development Team continues to work to deliver the comprehensive economic development strategy for the district and to focus on activities that will make the most difference.</p> <p>Strong partnership working continues with local businesses through the Shepway Business Advisory Board and a regular business engagement programme with key businesses to ensure that the council is doing all it can to support their business needs.</p> <p>The Folkestone.works website is raising the profile of Shepway as a good location for business.</p> <p>Actions are being taken to ensure the delivery of high quality business accommodation in the district. The recently updated Employment Land Review has indicated that a lack of modern high quality business space is a key impediment to growth in the Shepway economy. As a result there has been a focusing now on bringing forward further development at Mountfield Road Industrial estate in New Romney and working with the Head of Strategic Development to bring forward employment space at Bigginswood and upgrade the office accommodation in the Civic Centre.</p> <p>Development of a comprehensive economic development strategy for the district based upon robust research data.</p> <p>The involvement of key local business and potential investors to the area is critical. Partnerships with local businesses will be</p>
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					<p>entered into. Resources will be targeted at key activities likely to generate the greatest impact.</p> <ul style="list-style-type: none"> a) Working with Locate in Kent to raise the profile of the district as a location for inward investment. b) Developing an ED website to provide information and increase awareness of the economic attributes of the district.
	<p>Tim Madden Corporate Director - Organisational Change</p> <p>Cllr Susan Carey Cabinet Member for Finance</p>	The risk that the councils investment strategy to support economic development fails to meet its objectives	3	4	<p>Individual investment appraisals for each activity will be undertaken prior to a decision being made whether to deliver the activity and the most suitable delivery vehicle (e.g. private investment, HRA, Oportunitas, General Fund, other vehicle).</p> <p>Where necessary clear funding agreements will need to be in place.</p> <p>The Council will be clear on its state aid position for activities where relevant and that current activities have sought external legal and financial advice.</p> <p>The first phase of the wholly owned company's activities are to be structured to meet the financial objective to optimise the income stream in the most tax efficient way and external financial advice has been sought.</p>

HRA new build programme	Andy Jarrett, Head of Strategic Development Projects	Delays in programme and SDP schemes due to land supply shortage	1	4	We have sufficient sites for the HRA Programme – not applicable for SDP.
		Delays due to other reasons	2	2	All schemes are programmed from inception and regularly updated at key stages - acquisition, feasibility, Cabinet Approval, tender and throughout construction.
	Cllr Alan Ewart-James Cabinet Member for Housing	Cost overruns impacts on viability of schemes and the HRA business plan.	3	3	<p>The HRA programme is set over 10 years and this is ample for the Programme to be built.</p> <p>Ensure Business Case and Project Brief are set up properly to guide cost decisions at early stage for all schemes.</p> <p>Project Boards provide strategic cost overview and control.</p> <p>Employment of professionally qualified and suitably experienced Quantity Surveyors at all stages to provide an accurate Cost Plan.</p> <p>Work with Procurement Team to ensure all schemes comply with procurement rules and best practice.</p> <p>Commission Employer's Agent post feasibility to ensure contracts and cost negotiations with contractors produce value for money.</p> <p>Use internal Project Managers and Employer's Agent to monitor construction progress and maintain control of cost variations.</p>

	Adrian Hammond, Housing Strategy Manager	<p>Ongoing impact of the 1% rent cut on HRA properties</p> <p>Potential impact of the council's updated HRA stock condition survey on the council's HRA Business Plan.</p> <p>Potential impact of any new Government policy changes which impact on the HRA.</p>	4	3	<p>Ongoing review of HRA business plan</p> <p>Complete comprehensive business plan for the acquisitions programme, including prudent cost/income assumptions and benchmark against both VFM indicators and affordability.</p> <p>Target appropriate properties for acquisition based upon business plan.</p> <p>Work with Property Services and external consultants to direct resources to delivery of acquisitions programme.</p> <p>Ensure close working with Planning to overcome any difficulties.</p>
Major Development Sites 2014	<p>Andy Jarrett, Head of Strategic Development Projects</p> <p>Ben Geering, Head of Planning</p> <p>Katharine Harvey Head of Economic Development</p> <p>Cllr John Collier Cabinet Member for the District Economy</p>	<p>The delivering of major sites is delayed.</p> <p>Potential risks relate to:</p> <ul style="list-style-type: none"> • Lack of appropriate private sector investment. • Prohibitive upfront infrastructure costs • Delays in process e.g. funding applications, land ownership, planning etc • Lack of success in bidding for public sector funds to meet funding shortfalls. • Major site developments go ahead without the necessary infrastructure needs met, causing increased congestion which will be detrimental to quality of life. 	3	4	<p>The Council will consider direct intervention on key major development sites where a clear investment case has been made and the delivery of the site could be accelerated.</p> <p>Key Council contacts will be identified for all major sites to liaise with developers and assist in overcoming barriers.</p> <p>Planning processes will ensure that major site applications are dealt with in a timely manner (normally by the use of planning performance agreements entered into with the developer) and are allocated adequate resources.</p> <p>Achieve engagement and awareness of funding opportunities remains and resources are available to develop public sector funding bids.</p>

	Cllr Philip Martin Cabinet Member for Property Management				Planning applications adequately consider the infrastructure requirements and implications.
Governance	<p>Amandeep Khroud Solicitor to the Council</p> <p>Leader with responsibility for Overall Strategy and Leadership David Monk</p> <p>Tim Madden Corporate Director - Organisational Change</p> <p>Cllr Susan Carey, Cabinet Member for Finance</p>	<p>Fraud, corruption and the loss of council data would expose Shepway to considerable reputational and financial risks.</p> <p>Information security could be compromised by:</p> <ul style="list-style-type: none"> • Careless handling of information. • External threats. • Sharing information with partners. • Non compliance with government controls. • The management and labelling of information. <p>The Council may be susceptible to fraud/ corruption in the following ways:</p> <ul style="list-style-type: none"> • Non-compliance with internal controls. • Failure to promote an anti-fraud organisational culture e.g. Whistle blowing. • Corrupt practices promoted by contractors e.g. price fixing or bribery of officials. • Poor ethical judgement by elected officials and senior managers e.g. expenses fraud. • Should these risks not be mitigated that the Council is liable to punitive actions, including fines from the Information Commissioner. • Economic pressures increase risk of fraud and theft from external parties to the organisation. 	2	4	<p>Management governance controls including the Council Constitution, Financial Procedure Rules, Contract Standing Orders, Strategies & Procedures and Internal Audit reviews highlight any concerns.</p> <p>All Shepway staff have been trained on information security and the relevant council policies, by the council IT contractor Steria</p> <p>Staff who work flexibly must adhere to the flexible working policies, which includes sections on Data Protection and Information Security.</p> <p>The Council is preparing for the introduction of the new General Data Protection Regulations and staff will be provided with appropriate training.</p> <p>Promotion of anti-fraud and corruption policies e.g. the Whistle blowing Policy.</p> <p>Members and Employees must adhere to the respective Codes of Conduct.</p> <p>A new anti fraud and corruption e-learning module has been rolled out, and it mandatory for all staff.</p> <p>Induction and training sessions have been run for all new members and learning resources are available on the Intranet.</p>

					<p>Assurance statements completed by CMT and Heads of Service.</p> <p>Internal audit and external audit – report to Audit and Governance Committee three times a year.</p>
Health and Well Being	<p>Sarah Robson, Head of Communities</p> <p>Cllr Jennifer Hollingsbee, Deputy Leader and Cabinet Member for Communities</p>	“Shepway’s Health Inequalities Action Plan (HIAP), due for publication February 2017, is not rigorously implemented”	2	5	<p>Ensure that all policies are influenced and are taking account of Health and Well Being agenda.</p> <p>Ensure services are commissioned / developed through the HIAP to address key priorities and are implemented in areas of greatest need”.</p> <p>Make changes to policies and services as required.</p>

This Report will be made public on 15 May 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/17/06**

To: Cabinet
Date: 31 May 2017
Status: Non Key Decision
Head of service: Andy Jarrett, Head of Strategic Development Projects
Cabinet Member: David Monk, Leader of the Council, Alan Ewart-James, Cabinet Member for Housing and John Collier, Cabinet Member for the District Economy

Subject: BIGGINSWOOD DEVELOPMENT

SUMMARY: The report provides an update on progress delivering new homes and jobs on a council-owned brownfield site known as Bigginswood in Folkestone. The report outlines the proposed preliminary work and budget necessary to establish a delivery route and associated programme.

REASONS FOR RECOMMENDATIONS:

The scheme will address a corporate plan priority and will provide much needed new homes and jobs in the district.

RECOMMENDATIONS:

1. To receive and note report C/17/06.
2. To note the necessary preliminary work required to undertake detailed delivery planning through to a procurement decision.
3. To note that a further report is brought back to Cabinet when a delivery decision needs to be made. That report will:
 - Detail the issues around finance, risk profile and timelines of each option; and
 - recommend a procurement route.

1 BACKGROUND

- 1.1 Following consultation with the Leader of the Council and the Chairman of Overview and Scrutiny Committee, the Council purchased land at Bigginwood on 21st December 2016 for £1,500,000 to address the corporate plan objective of delivering more homes and jobs in the district. The scheme was purchased with existing planning permission for 77 homes, 54 light industrial units and one office building. A site Location Plan and Masterplan is given in Appendix 1.
- 1.2 The site is a former brickworks site and is known to have been a receptor for waste. It has been vacant for at least 20 years and been allocated for employment development in the Council's local plans for at least 10 years. However, the costs of remediating the site and low commercial rents have meant that the proposition has not proved attractive to the private sector to deliver the whole site for employment. In 2014 planning permission was therefore granted for mixed use development allowing residential use to provide a cross subsidy to support the development of employment uses.
- 1.3 Reserved Matters remain outstanding and officers are undertaking works that are necessary to comply by the deadline of August 2017.
- 1.4 Discussions are ongoing with the Homes & Communities Agency about the potential of this site to be considered as part of the Government's Accelerated Construction programme. An initial expression of interest was submitted on 23rd March 2017 and we expect further discussions after the General Election. More information on the proposed HCA programme, which offers potential grant funding to support remediation and other development costs, is available at:
<https://www.gov.uk/government/publications/accelerated-construction-local-authorities-expressions-of-interest>.
- 1.5 Discussions will continue with potential end-users of the business space to gauge and stimulate market interest. The scheme is also being promoted to relevant partners such as the East Kent Spatial Development Company (EKSDC) who may also be a potential investor.
- 1.6 Officers have met with the relevant ward Councillors (Cllrs. Gane, Collier and Robinson) to brief them on work in-hand. Regular updates will continue to be provided.

2 OBJECTIVES

- 2.1 The reason for purchasing the site is to help meet the Council's vision:

Investing for the next generation – delivering more of what matters

And to implement proposals to meet key objectives of the Council's Corporate Plan 2017-2020 particularly:

- *More Jobs - to boost the local economy and increase job opportunities through the development of a major new flexible and quality employment offer;*
 - *More Homes – to enable the construction of 77 new homes including 23 affordable homes;*
 - *Appearance Matters - support an attractive and vibrant place to live by ridding the area of a derelict and contaminated site and by creating new public open space.*
 - *Financial Stability – to deliver value for money.*
- 2.2 The proposal, at this stage, is to undertake detailed preliminary preparatory work to enable the development of 77 houses with the Council potentially retaining 23 affordable homes to be managed by East Kent Housing, and for the Council to retain the serviced employment land for 54 light industrial units and one office building to secure an ongoing income stream. Beyond this there are also various options to consider for disposing of the remaining 54 homes which will also be the subject of further analysis.
- 2.3 Subject to cabinet agreeing this report officers will:
- explore in more detail the potential for the Council to retain the employment land and to promote its development to secure long term rental income from the commercial space;
 - assess the scope for the Council's Regeneration & Housing Company (Oportunitas) to acquire a number of the remaining 54 homes for market housing for rent;
 - Consider the appropriate tenure and potential disposal route of the remaining homes; and
 - Test with the market the appetite for delivering the overall scheme, or parts thereof.

3 CURRENT ASSUMPTIONS AND PROGRESS

- 3.1 Procurement options for delivering the site require specialist advice. An options appraisal to determine which route will deliver best value for the Council against its objectives for the site is required. Currently, the options to be explored are:
1. Council acting a developer – building houses and employment space for sale or rent.
 2. Selling the site in its current state to a private developer to construct the housing units and commercial serviced plots, with a commitment from the Council to acquire a number of housing units (e.g. the 23 affordable units for the HRA plus a number of units from Oportunitas for private market rent). Allow the developer to dispose of the remaining housing units.
 3. The Council seeks to 'de-risk' the site in order to attract the private sector by managing and funding the remediation costs and by providing services to the whole site, and then selling or licencing the

site in a 'development ready' state to a developer to build out as described in option 2 above.

This detailed options work will give a more detailed understanding prior to the delivery decision being made by Cabinet.

3.2 A budget to progress the necessary preliminary work is attached in Appendix 2.

3.3 A further report will be presented to Cabinet for decision once the preferred delivery option is ready to be recommended.

4 RISK MANAGEMENT ISSUES

4.1 The following risk management areas are highlighted

Risk	Seriousness	Likelihood	Preventative Action
Failure to deliver corporate plan objectives	High	Low	The Council has acquired the site with planning and detailed delivery work will be undertaken.
Detailed analysis shows the site is not financially viable	High	Low	Expert advice on remediation issues and associated costs have already been sought as part of acquisition due diligence.
Lack of demand for commercial space	High	Low	External advice suggests market demand for flexible quality commercial units. Further testing will be undertaken as part of the proposed planning works.
Lack of developer interest	High	Low	Soft market testing suggests demand
Value for money not realised	Moderate	Medium	Detailed financial appraisal to be undertaken to directly influence delivery decision.

5 LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1 Legal Officer's comments:

There are no legal issues arising directly out of this Report however legal will be involved where appropriate throughout the project

5.2 Finance Officer's Comments

The estimated budget detailed in appendix 2 shows that a budget of £131k is required in 2017/18 for necessary works to progress the project at this stage. The Biggins Wood project is split 70% to the General Fund and 30% to the HRA and therefore, the budgets required are £91.7k and £39.3k respectively. Within the HRA approved budget for 2017/18 there is already a relevant budget. The General Fund element can be met from the Corporate Property Developments Projects budget contained within the approved capital programme.

6 DIVERSITIES AND EQUALITIES IMPLICATIONS

6.1 There are no diversity or equalities issues arising from this report.

7 CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Andy Jarrett, Head of Service
Telephone: 07713081278
Email: andy.jarrett@shepway.gov.uk

Brendan McGowan, Project Manager
Telephone: 01303 853379
Email: brendan.mcgowan@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

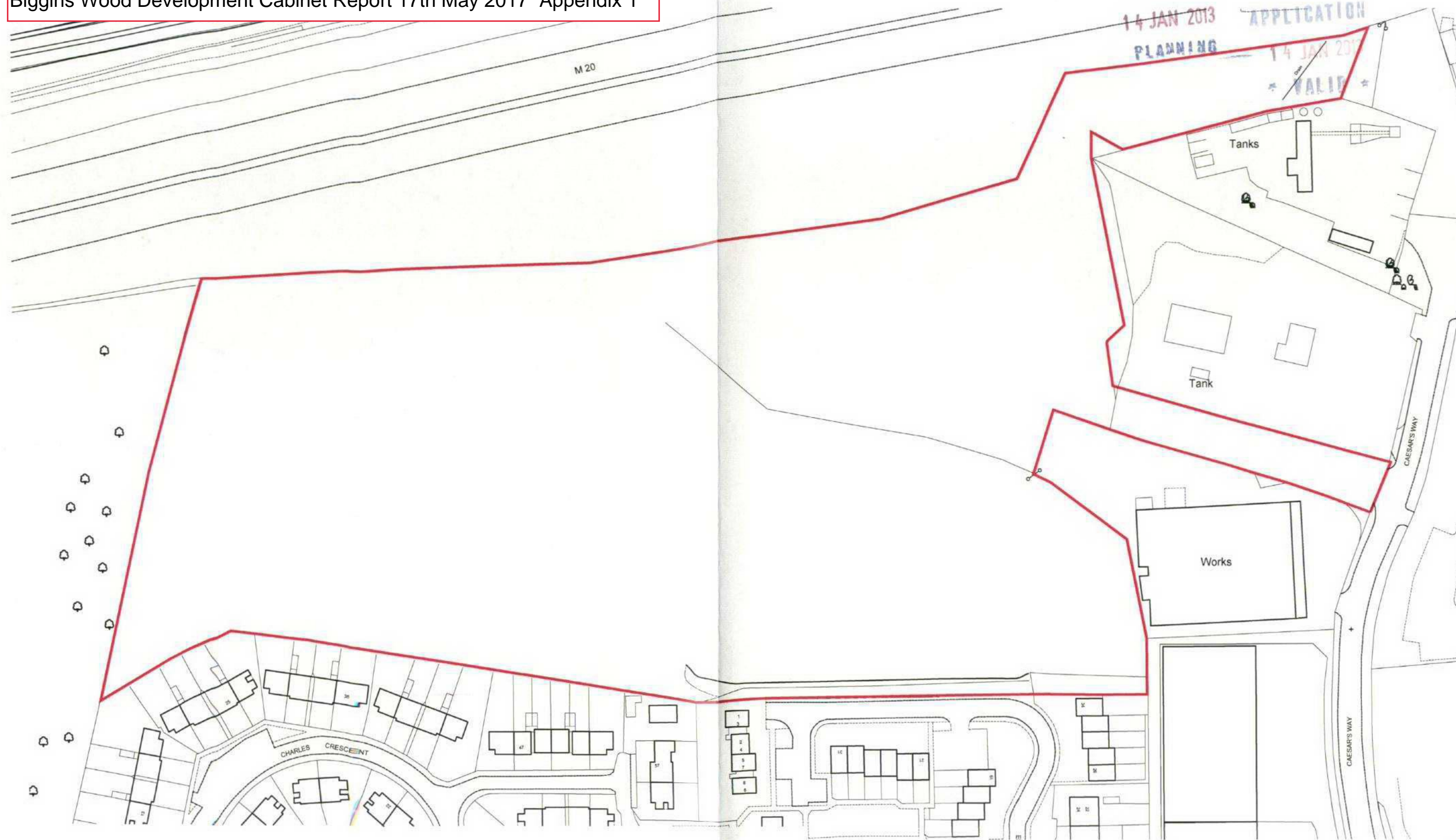
Appendices:
Appendix 1: Site Location Plan and Masterplan
Appendix 2: Estimated Budget 17/18

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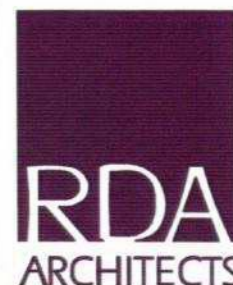
Biggins Wood Development Cabinet Report 17th May 2017 Appendix 1

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Note:
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RDA Architects
Licence Number 100020449

SITE LOCATION PLAN
Scale 1:1250



CLIENT
Rainstorm (Folkestone 1) Ltd.

TITLE/PROJECT
Mixed Use
Development,
Caesar's Way,
Folkestone, Kent

B	Boundary & access road amended	10/01/13
A	Boundary & client amended	18/12/12

Mark	Revision	Date
------	----------	------

Drawing Issue Status	P
PLANNING	

Date	DEC_2012	Revision	B	Drawing Number	11.134 - 51
A4 Scale	1:1250	Project		Sheet	

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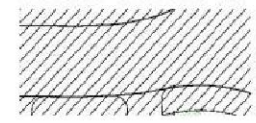


ILLUSTRATIVE MASTERPLAN
Scale 1:500

0 10 20 30 40 50 metres



33 x 3 Bedroom units Area 96m²
44 x 2 Bedroom units Area 83.5m²



KCC highways adopted area

100mm Scaling Bar		
H	Adopted area amended	08/08/2016
G	Turning head amended	05/08/2016
F	Adopted area shown	29/07/2016
E	Site layout amended	20/07/2016
D	Site layout amended	18/07/2016
C	Site layout amended	11/07/2016
B	Unit Design amended	04/04/2016
A	Layout amended	18/12/2015
Rev.	Description	Date

Client: Biggins Wood Homes Ltd

Project: Mixed Use Development, Caesar's Way, Folkestone, Kent

Title: Illustrative Masterplan



RDA Architects : Chartered Architects
Dyegate Park Barn, Elvigate, Smeeth, Ashford, Kent, TN25 5SX
Tel 01303 814455 e-mail: rda@rdaarchitects.co.uk

Date: 30/05/2012 A1 Scale: 1:500

15.142.10	H	PLANNING
Project	Sheet	Drawing Status

Budget estimates for Biggins Wood - Appendix 2 Cabinet 31st May 2017

		Up to tender stage	Notes
1	Commercial Business Plan Advice	£ 10,000	A consultant to advise on options for the commercial units.
2	Geotechnical Remediation & Foundation Plans	£ 5,000	As a former landfill and brickworks, the site is contaminated and presents issues to foundations from uneven compaction. Both issues were addressed in geotechnical reports at the pre-planning feasibility stage, and a brief summary of the existing reports was provided by Idom Meerebrook after our purchase. There are recommendations for remediation and foundations, but these are outline. This will pay for advice on what steps we should take next and interpret and guide us with any further work we commission.
3	Services Design	£ 5,000	Contamination makes for a more complicated services design.
4	Outstanding geotechnical	£ 30,000	Further site investigations, if required.
5	Landscape Design (for reserved matters)	£ 9,000	As part of the planning permission Reserved Matters we are required to submit a landscape design - this is in hand and the expenditure committed in order to meet the August deadline.
6	PR Services	£ 3,000	PR costs/expenses quoted by SDC PR team.
7	QS Report	£ 20,000	Provides a cost plan.
8	Procurement Options Appraisal	£ 20,000	A consultant to advise on procurement options
9	CDM Advice	£ 8,000	Construction Design & Management Regs (CDM) oblige us to act as Principle Designer until we appoint a Contractor - this will ensure we fulfill this role properly for the whole contract.
10	Employer's Agent	£ 9,000	Employer's Agents provide advice and guidance on scheme design and set up, procurement, contracts and legal issues. They act on behalf of the client throughout a scheme.

11	De-vegetation	£	10,000	We do not want the site to become overgrown as it may cause issues/delays to any further geotechnical surveys we require.
12	Sundry Fees, disbursements	£	2,000	
		£	131,000	
	Of which:			
	HRA	£	39,300	30%
	General Fund	£	91,700	70%

This Report will be made public on 15 May 2016

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/17/05**

To: Cabinet
Date: 21 June 2017
Status: Key Decision
Head of service: Katharine Harvey – Head of Economic Development
Cabinet Members: Councillor John Collier, Cabinet Member for the District Economy and Councillor Malcolm Dearden, Cabinet Member for Finance
Subject: Investing Shepway's share of the Kent Business Rates Growth Pool

SUMMARY: This report seeks agreement for investing Shepway District Council's share of the Kent Business Rates Growth Pool in two key employment related projects in the district: (1) Biggins Wood; and (2) the refurbishment of floors 3 and 4 of the Civic Centre.

REASONS FOR RECOMMENDATIONS

Recent evidence indicates that there is a lack of high quality new business accommodation in Shepway which is inhibiting economic growth. It is therefore proposed to use Shepway District Council's share of the Kent's Business Rates Growth Pool to address this issue and deliver a corporate plan objective of delivering more jobs in the district.

RECOMMENDATIONS:

1. To receive and note report C/17/05.
2. To agree to use Shepway District Council's share of the Kent Business Rates Growth Pool for the purposes set out in paragraph 2.9.

1.0 BACKGROUND

- 1.1. In October 2014 Shepway District Council agreed to join the Kent Growth Pool (Leaders Decision 14/054). At that time the government was encouraging local authorities to work together in areas by enabling the pooling of business rates allowances. Local authorities in a pool were able to retain a higher proportion of the business rates growth locally rather than for this to be returned to central government.
- 1.2. Outside the current pool arrangements, Shepway District Council would be liable to pay a levy of 50% on retained business rates income to DCLG. The exact amount of such a levy will vary year to year in relation to the level of income, but in recent years has been calculated as near to £1m. As part of the pool however, the final levy liability for SDC has reduced to around 20%, with the exact proportion dependent on the effect of all other pool members' results. The residual pool benefit arising from the reduced central government levy commitment is allocated as follows: 30% SDC retained; 30% KCC retained; 30% Kent Growth Pool; 10% contingency/safety net.
- 1.3. In 2015/16, Growth Pool funds due to Shepway amounted to £251,000 and £248,000 in 2016/17. Current expectations are for similar levels of Growth Pool contributions for 2017/18.
- 1.4. The Memorandum of Understanding (MOU) that was signed between members of the Growth Pool and KCC stated that "pool members recognise that the fundamental objective of the pool is to generate increased resources for the district based pool area and will act according to that objective". It identified that growth pool funds would be used to:
 - enhance financial resilience for each of the pool members; and
 - promote future economic growth within the district based pool area.
- 1.5. In 2016/17 Dover withdrew from the Kent Growth Pool and at the same time Dartford BC joined. It is believed that this pool will cease once there is 100% local retention of business rates, which is expected in 2019/20 and is subject to confirmation of government policy post the General Election in June 2017.
- 1.6. A total of £491,000 has been received to date and is available. There are no details yet on the amount due to Shepway in 2017/18 for investment in 2018/19. However, it is hoped that a similar level of funding will be received.

2.0 INVESTING SHEPWAY'S GROWTH POOL FUNDS

- 1.7. A number of options have been considered for using Shepway's share of the Kent Growth Pool funds, including:
 - 1) **Developer Loans:** Providing loans at preferential interest rates to developers to bring forward new schemes or to renovate existing poor quality business space.
 - 2) **New DBRR scheme:** Supporting a new Discretionary Business Rate Relief (DBRR) scheme to give a grant to existing Shepway businesses or

those new to Shepway to move into new or additional premises and B class premises in the district.

- 3) **Business Loans:** Providing loans to support businesses moving into new or additional premises in Shepway to support their growth plans.
- 4) **Direct Investment:** Directly investing the funds into renovating business space that SDC currently owns or to bring forward the development of high quality business space on its own site(s).

1.8. Table 1 below sets out the advantages, disadvantages and conclusions arrived at for each of these options.

Table 1: Options for use of SDC's Kent Growth Pool funding

Options	Advantages	Disadvantages	Conclusion
1. Developer Loans:	<ul style="list-style-type: none"> Funds could be recycled through loan pay-back. 	<ul style="list-style-type: none"> Lack of available expertise to manage the programme. Risk of default by Developers. 	<ul style="list-style-type: none"> The administrative burden is too high for the relatively small size of the loan pot. A similar SELEP scheme may soon become available.
2. New DBRR scheme:	<ul style="list-style-type: none"> Resource focused on supporting local businesses taking on new premises or on inward investors coming into the area. 	<ul style="list-style-type: none"> This is a business grant scheme and funds would be spent relatively quickly. 	<ul style="list-style-type: none"> The lack of good quality accommodation and/or sites is limiting local business growth and inward investment and this option would not address this issue.
3. Business Loans:	<ul style="list-style-type: none"> Funds could be recycled through loan pay-back. 	<ul style="list-style-type: none"> Lack of available expertise to manage the programme. Risk of default by businesses. KCC has recently introduced the Kent & Medway Business Fund which provides similar loans. 	<ul style="list-style-type: none"> This would not necessarily result in more high quality business accommodation in the district.
4. Direct Investment	<ul style="list-style-type: none"> Generate a potential rental income stream for SDC. Result in increased business rate income through provision of additional business space. SDC control of investment. Key employment sites bought forward through investment. 	<ul style="list-style-type: none"> Wider spread of projects not considered than those already in SDC's pipeline. 	<ul style="list-style-type: none"> This is the best option as it will achieve the corporate plan objective of delivering more jobs. It will also directly deliver more quality business space, and provide an income to the council. It is a lower risk option.

2.2 After detailed consideration of these options it is proposed that option 4, using the funds to bring forward direct employment related investments by the Council, would be the best choice.

- 2.3 The use of Shepway's share of the Kent Growth Pool funds for these purposes is supported by KCC's Director of Economic Development, David Smith.

Civic Centre

- 2.3 Following SDC's New Ways of Working initiative, floorspace on the 3rd, 4th and 5th floors at the Civic centre became available for rent to other occupiers. The 3rd floor has been let for a period of 6 months to Kent Probation until 31 May 2017 and part of the 5th floor has been let independent financial advisor for 5 years, with the remainder under negotiation. This leaves all of the 4th floor vacant and the 3rd floor vacant from 1 June 2017.
- 2.4 It is proposed to use some of Shepway's share of the Kent Growth Pool funds to renovate these two floors to create and manage a high quality business environment.
- 2.5 Evidence suggests that there is demand for high quality business space in Folkestone. The Workshop in Tontine Street which focuses on similar businesses is currently at 100% occupancy. Also, Sleeping Giant Media, who occupy the 7th and 8th floors, have indicated that they are aware of businesses that would be interested in taking available space at the Civic Centre.
- 2.6 One of the key selling points for the Civic Centre is the ultrafast 1 GB broadband link which provides excellent connectivity and potential data storage and security facilities which are added attractions.

Biggins Wood

- 2.7 In December 2016 Shepway District Council acquired the Biggins Wood site which has outline planning permission granted in 2014 for 77 houses and 5,802sqm business space comprising 660sqm, Commercial/office units (B1) and 5,142sqm Industrial/storage units (B8) together with associated car parking, open space and landscaping.
- 2.8 It is proposed to use some of the Kent Growth Pool funds to bring forward the employment component of this scheme. At this stage a number of options are being considered, including SDC investing in developing some of this space, such as for example one of the office buildings, or some of the workshop units. The availability of these funds will enable SDC to consider options that will provide it with a future income stream.

Summary

- 2.9 Officers recommend that Business Rates Growth Pool funds are used to contribute towards:
- Improving the 3rd and 4th floors at the Civic Centre to provide business accommodation; and
 - bringing forward employment space at Biggins Wood.

2.10 A more detailed budget split of the funds between these two projects will be prepared and reported back to Cabinet at an appropriate time.

3.0. RISK MANAGEMENT ISSUES

Perceived risk	Seriousness	Likelihood	Preventative action
The proposed investment to improve the Civic Centre business accommodation fails to attract businesses to take up the space	High	Medium	<p>Officers will liaise with local employers and property agents to ensure that specification meets market expectations.</p> <p>The proposed improvements will be well publicized to ensure awareness of the opportunities for local businesses and to spread the word.</p> <p>Close liaison with existing schemes, such as The Workshop and Folkestone Business Hub to exploit the potential for synergies.</p>
The employment space developed at Biggins Wood is not taken up by employers	High	Medium	<p>Officers will liaise with local employers and property agents to ensure that specification meets market demands.</p> <p>The scheme will be well publicized to ensure awareness of the opportunities for local businesses and to spread the word.</p>

3.0 LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

Legal (DK)

- 1) There are no legal implications arising directly out of this report. However before deciding on areas of funding, Cabinet must take into account the provisions of the MoU referred to in paragraph 1.4 above which confirm that “pool members recognise that the fundamental objective of the pool is

to generate increased resources for the district based pool area and will act according to that objective“ and that growth pool funds should be used to:

- enhance financial resilience for each of the pool members; and
- promote future economic growth within the district based pool area.

- 2) In addition under the Local Government Act 1999 the Council (as a best value authority) has a duty to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Finance (DC)

- 3) Kent Business Rates Pool Growth monies due to Shepway District Council (SDC) are currently retained within Earmarked Reserves and are anticipated to be of the level identified at Para 1.6, at the end of 2016/17. The recommended option identified will require ongoing monitoring of direct spend to ensure the appropriate identification and allocation of funding from Earmarked Reserves to the required capital or revenue budgets.

4.0. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Katharine Harvey – Head of Economic Development
Telephone: 01303 853287
Email: katharine.harvey@shepway.gov.uk

This Report will be made public on 15 May 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/17/03**

To: Cabinet
Date: 31 May 2017
Status: Key Decision
Corporate Director: Tim Madden, Organisational Change
Cabinet Member: Councillor David Monk, Leader of the Council

SUBJECT: Updated Medium Term Financial Position

SUMMARY: The medium term financial position updates the latest forecast for the Council's financial projections. It seeks to take a view over the medium term so that the Council can undertake its financial planning in good time and carry out any required actions in a planned and timely manner.

REASONS FOR RECOMMENDATION:

The Cabinet is asked to agree the recommendations set out below because:-

- (a) The council needs to be able to carry out an early assessment of the financial implications of its approved policies and strategies and also external financial pressures facing the authority to ensure that it has robust budgeting and remains financially viable.
- (b) It allows for actions to be undertaken over a longer term and therefore these can be planned and implemented effectively.
- (c) It allows actions which have a long lead in time to be developed and considered effectively over a longer period.

RECOMMENDATIONS:

Cabinet is asked to:

1. To receive and note report C/17/03.
2. To note the current financial position of the council (Section 2).
3. To consider the key strategy areas outlined in section 3 and any recommendations it wishes to make.
4. To agree to receive detailed proposals at future meetings in order to progress the overall strategies to meet the future financial challenges.

1. INTRODUCTION AND BACKGROUND

- 1.1 The current Medium Term Financial Strategy (MTFS) was approved by Council on the 14th September 2016. In the subsequent 8 months, the council has set its 2017/18 budget and central government has issued the local government finance settlement, its budget and also the Autumn Statement. The Council is now beginning preparatory work looking at its future financial strategy. This paper looks to set the context, updated financial forecast and proposed strategies in order to prepare the council to meet the challenges facing it in the future.
- 1.2 This paper does not represent a complete rewriting of the MTFS. It is designed to update the financial forecasts and to consider the broad context within which future decisions will need to be made. This will look to identify approaches to produce a balanced budget not only in the next financial year (2018/19) but also to set the foundations for future years.

2. PROJECTED FORECAST

- 2.1 The MTFS considered by council in September identified the medium term forecast as set out in **Table 1** below:

Table 1 – MTFS projection at September 2016

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
In year Deficit	0	473	971	1,514
Cumulative Deficit	0	473	1,444	2,960

This was based on the plans in place at the time to balance the 2017/18 budget and the information available for medium term forecasts. In light of the additional developments set out in paragraph 1.1 above and also as part of the ongoing cycle of reviewing and updating the finances of the council, it is timely to update those assumptions.

- 2.2 In reviewing the financial forecast, the following approach has been adopted:
- The starting point is the 2017/18 budget as approved by Council at its meeting of 22 February 2017
 - Assumptions have been made in relation to pay and price inflation over the period of the MTFS. The later years of the forecast will inevitably be based upon estimates as to the likely impact of these.
 - Agreed decisions which impact on future years have been incorporated into the forecast. Where those decisions are not yet in place, an estimate has only been included if there is a certainty the pressure will be incurred although the exact amount is unclear

- For central government funding, there are a range of certainties as to the level which will be received by the council. For the major funding flows, these have been judged on a case by case basis. However it is important to note that these, by their nature, are subject to national government decisions.
- Fees and charges are assumed to continue at the current base level and no assumption has been made about any potential decisions to adjust these.
- The Shepway District Council element of the Council Tax has been assumed to increase by 2% per annum although this is clearly an annual Political decision. The council tax base has been assumed to increase by 0.5% per annum.

A schedule of the assumptions underpinning the forecast is set out in **Appendix A**.

- 2.3 The impact of the above is shown in summary at **Appendix B**. Below at **Table 2** the highlight position is shown:

Table 2 – Updated Medium Term Financial Forecast

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
In year Deficit	574	1,151	1,742	3,058	4,380	4,828	4,984
Cumulative Deficit*	574	1,725	3,467	6,525			

*The cumulative deficit shows financial position if no action is taken to address the in year deficits on an ongoing basis.

It should be noted that the shaded columns are outside of the usual MTFS range. However, they indicate the ongoing nature of the “in year” deficit although the cumulative position has not been extrapolated.

- 2.4 The change in the financial forecast is due to certain significant factors which impact upon the later years of the strategy. Some of the key impacts and assumptions are explained below.
- 2.5 Changes to New Homes Bonus (NHB)

The local government finance settlement announced in December 2016 made significant changes to the NHB arrangement. Originally this was due on all properties identified in the Council Tax Base form. Between years with an average Band D council tax payment for each net additional property plus £350 for each additional affordable home. This “bonus” was then paid for 6 years. The system has been changed in 2 significant ways. Firstly the period of the bonus is being reduced to 5 years (for the 2017/18 bonus) and then to 4 years thereafter. Secondly, the government introduced a minimum growth level of 0.4% below which no NHB would be paid. This has had a significant impact upon the financial forecasting of a number of local

authorities. For Shepway this would require approximately 200 additional properties

It is also unclear as to the future role of NHB particularly given the pressure nationally on social services budgets. The financial forecast assumes the current arrangements will run their course but that no additional funding will become available. This represents a prudent approach however the model does assume support from the existing NHB reserve (made up of previous NHB receipts) will continue at its present rates until this is exhausted during 2021/22. This in itself becomes a significant impact from 2022/23

2.6 Business Rates (NNDR)

The current funding of business rates is based on a system which allows local authorities to keep 50% of any business rates growth within the local authority area. The system is a complex one and consists of a system of top ups, tariffs and safety nets to protect authorities who have a declining base. Shepway is also part of a Kent “pool” which combines most Kent authorities to maximize the benefit of the system to the area.

The government is committed by 2020 to introduce a system which will provide for 100% of business rates growth being retained within the local authority area by 2020. There are currently a number of aspects of the change being considered by government and the new system is likely to continue to feature many of the characteristics of the existing arrangements. However, there is still a lack of clarity as to how this change will be implemented in detail and any additional responsibilities which may be transferred as part of the arrangements. The financial forecasts set out above have therefore not made any allowance for this change and have assumed the status quo remains in place. However it is recognized that this is a policy issue which will need to be closely monitored to understand the financial impact on the council in future years.

2.7 Re tendering of the waste contract

The current waste contract with Veolia Environmental Services (VES) is due to end in January 2021. The current indications at present are that there are significant cost pressures arising within the current contract in relation to processing and disposal costs across East Kent and collection costs in Dover and Shepway. An additional potential pressure is the uncertainty regarding the continuation of the Kent County Council enabling payment of £748,000 per annum. Officers from the four districts and county council are currently looking at the options available to East Kent in terms of both collection and disposal arrangements. This will be the subject of further reports to Cabinet. However, the current financial forecast needs to recognize the potential significant future financial pressure this will create. The forecast assumes a growth impact of £1.5 million per annum (£0.35 million in 2020/21 and £1.5 million in 2021/22). Whilst this is dependent upon the discussions, which have just started and the results of the tendering exercise, current trends are indicating a significant cost to continue the service at current levels.

2.8 Otterpool Park Garden Town

The current financial position reflects the funding needed to support the process to achieve outline planning permission for the development of Otterpool Park Garden Town in late 2018. In financial terms, all advice taken and consideration given by the council to the development indicates it will be of significant financial benefit to the council in the future. In the short to medium term, there are likely to be costs incurred which will need to be managed before any financial return is realized. The approach the council will wish to take is currently being developed and has not, as yet, been included in these forecasts. This will be considered by Cabinet at the appropriate time.

2.9 New Legislation

Inevitably the government will introduce new legislation and responsibilities for local government. These will be considered as they are introduced and will be the subject to future Cabinet reports and budget consideration. Under the New Burdens agreement, any additional responsibilities should be provided for with transferred funding although it is unclear if this arrangement will continue with the 100% transfer of business rates. The implications of any new responsibilities will be assessed on a case by case basis.

2.10 Sensitivity Analysis

Within the above forecast are a number of assumptions which are based upon anticipated trends in relation to key income drivers and cost pressures. There are some key sensitivities which are set out below:

	Financial Impact - Variance
Business Rates Income – 2% change over presumed current level	£90,000
Change in Council Tax Base – 0.5% changed over current level;	£47,500
Pay Award – 0.5% change	£60,500
Council Tax – a 1% change from current 2% assumed increase	£84,000

The potential impact on the above forecasts ranges between a worsening position of £282,000 per annum to an improved position of £198,000 per annum.

2.11 Summary

The above has set out the current forecast position of the council together with an explanation of some of the uncertainties, assumptions and key

pressures. The forecast indicates that there are significant future financial pressures facing the authority although this situation is not dissimilar to other local authorities at this point in time. Consideration needs to be given to the strategies and actions required to bridge the immediate deficit and lay the foundations for future stability.

3. CONSIDERATION OF FUTURE STRATEGIES

3.1 The above position sets out some financial challenges which increase particularly from 2021/22. The following sections propose actions and strategies to be adopted to start addressing that shortfall. The earlier actions are implemented then this will contribute addressing any financial issues. The proposals below

3.2 Review of current spending arrangements

Financial discipline within the council has been strong with spending continually remaining within the budget allocated for a number of years and pressures being managed within those budgets. Over the last 3 years, there has been “right sizing” of the budgets to ensure there are no hidden contingencies and that budgets accurately reflect planned income and expenditure. However, given the current financial forecast, it is proposed that the following actions are put in place to ensure continuing financial robustness and discipline:

- That CMT lead a review during the summer of 2017 of all expenditure areas to identify those which are considered optional or which are no longer a priority. This will form part of the overall budget strategy to be considered by Cabinet in November
- That the current financial responsibilities and scheme of delegation are tightened with immediate effect to ensure there is a strict focus on ensuring efficiency and avoiding any unnecessary spending. Scheme to be implemented by the Council’s S151 officer through CMT and monitored through the regular monitoring reports.

Any ongoing impact of the above measures will be incorporated into the budget strategy when it is presented to Cabinet in November.

3.3 Increased Commercial Opportunities

There are a number of opportunities across the council for delivering a more commercial approach whether this is through selling services to other organizations or individuals, or through adopting more commercial skills in order to invest in those assets which will produce a return.

The council has used Oportunitas to provide not only housing but also grounds maintenance activities. There is the opportunity to expand its activities to achieve an income stream for the council to support its financial position. An independent financial review of the company has recently been undertaken and a future report will be brought back to Cabinet to look at how its business plan can be renewed to maximize returns.

There will also be other services within the council which, should members agree, could look to operate on a more commercial basis. In particular, this would include Lifeline, property services and some back office services. Some of this will relate to selling services whilst others will be by adopting a commercial approach in dealings with the council.

3.4 Income Generation

The council will look at ways at optimizing its income generation through a thorough review of its fees and charges. In particular it will consider those areas which need to be more fully exploited and where there is scope to increase charges to address the deficit.

Another aspect will be to review the council's annual investment strategy to enable investments in funds with a greater return than the current markets provide. This will also include investments in assets which provide the opportunity to reduce ongoing service costs.

3.5 Service Reviews

There will be a review of services against the currently approved corporate plan to determine whether they are still priorities for the council. As part of these reviews, the Asset Management Plan will also look to optimize the use of assets and to realize those which are surplus to the needs of the council or which cost the council money. The aim will be to ensure the retained assets provide value to the council and remove costs where possible.

In addition, alternative ways of working will continue to be explored. These will include continuing to expand the digital delivery of services including the investment in the infrastructure to support these and exploring opportunities for collaborative working where the opportunities arise.

3.6 Next Steps

The above represent broad areas of work which will need to be considered in more detail before being presented to Cabinet for formal decisions.

3.7 Conclusions

The above paper sets out the forthcoming financial challenges faced by the council and some proposed broad strategies for looking to address those challenges. Further work will need to be undertaken to consider the options for the council and to put into effect remedial measures at the earliest opportunity.

4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

4.1 Legal Officer's Comments (DK)

There are no legal implications arising directly out of this report.

4.2 Finance Officer's Comments (TM)

These are contained within the body of the report

4.3 Diversity and Equalities Implications (TM)

None arising directly from this report. As actions are developed then an equality impact assessment will be made as appropriate to the action being undertaken.

5. CONTACT OFFICERS AND BACKGROUND DOCUMENTS

- 5.1 Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Tim Madden, Corporate Director, Organisational Change
Tel: 01303 853371 E-mail: tim.madden@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

No background documents have been used.

Appendices:

Appendix A: Underpinning Assumptions for the forecast
Appendix B: Summary Financial Forecast

Appendix A – Underpinning Assumptions for forecast

Pay inflation	Estimated annual increase of 1.5% per annum plus allowance for increments and estimated pension revaluation in 2020/21. Vacancy provision of 2% built into base.
Contract Inflation	Built in at prevailing rates within existing contracts
Council Tax	Assumed 2% annual increase. Council Tax base increase of 0.5% per annum. Collection Fund surplus of £100k per annum.
Revenue Support Grant	Based on government notification. Reduces from £848k in 2017/18 to £305k in 2018/19 and then disappears.
Business Rates	Assumes current system remains and change to 100% retention will be assessed once detail is known. Multiplier growth based on 2% per annum.
New Homes Bonus	Continuation of current receipts allowed for but assumes no new monies from 2018/19
Fees and Charges	Based on current budgets and existing policies.
Waste Contract	Estimated significant growth item at the end of 2020/21 with a full year effect into 2021/22
Service budgets	Based on 2017/18 baseline

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	Base year 2017/18 £	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Heads of Service								
CMT and Leadership Support	833,080	833,080	833,080	833,080	833,080	833,080	833,080	833,080
Head of HR	962,390	962,390	962,390	962,390	962,390	962,390	962,390	962,390
Communications	240,530	240,530	240,530	240,530	240,530	240,530	240,530	240,530
Democratic Services and Law	4,774,650	4,804,650	4,914,650	5,124,650	6,274,650	6,274,650	6,274,650	6,274,650
Head of Finance	4,227,010	4,227,010	4,227,010	4,227,010	4,227,010	4,227,010	4,227,010	4,227,010
Head of Communities	2,254,850	2,254,850	2,254,850	2,254,850	2,254,850	2,254,850	2,254,850	2,254,850
Head of Planning	923,150	923,150	923,150	923,150	923,150	923,150	923,150	923,150
Head of Commercial and Technical	2,551,020	2,551,020	2,551,020	2,551,020	2,551,020	2,551,020	2,551,020	2,551,020
Head of Strategic Development	359,600	359,600	359,600	359,600	359,600	359,600	359,600	359,600
Head of Economic Development	470,740	432,740	370,740	370,740	370,740	370,740	370,740	370,740
Changes not attributed to services	0	119,596	242,182	367,220	494,758	624,847	757,538	892,883
Recharges to non GF accounts	-1,980,500	-1,980,500	-1,980,500	-1,980,500	-1,980,500	-1,980,500	-1,980,500	-1,980,500
Unallocated net employee costs	-224,000	125,950	446,879	1,030,817	1,357,795	1,690,842	2,329,989	2,676,269
Head of Service net expenditure	15,392,520	15,854,066	16,345,581	17,264,557	18,869,073	19,332,209	20,104,047	20,585,672
Internal drainage board levies	444,272	453,157	462,220	471,464	480,893	490,511	500,321	510,327
Interest payable and similar charges	526,000	460,230	438,230	432,230	437,230	437,230	437,230	437,230
Interest and investment income	-451,000	-509,000	-461,000	-474,000	-471,000	-471,000	-471,000	-471,000
New Homes Bonus grant	-1,571,779	-1,024,771	-712,573	-365,508	0	0	0	0
Other non-service related grants	-899,353	-788,349	-788,349	-788,349	-788,349	-788,349	-788,349	-788,349
	13,440,660	14,445,333	15,284,109	16,540,394	18,527,847	19,000,601	19,782,249	20,273,880
Net transfers to/from reserves	-239,843	-233,971	-483,040	-829,792	-1,175,870	0	0	0
Minimum revenue provision adjust.	388,930	388,930	388,930	388,930	388,930	388,930	388,930	388,930
Financing of fixed assets	2,190,000	138,000	138,000	138,000	138,000	138,000	138,000	138,000
	15,779,747	14,738,292	15,327,999	16,237,532	17,878,907	19,527,531	20,309,179	20,800,810
Transfer to/from Collection Fund	-203,378	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000
Net business rates income	-3,747,186	-3,994,952	-4,084,610	-4,169,491	-4,256,070	-4,344,380	-4,434,456	-4,526,334
Revenue support grant	-848,143	-305,135	0	0	0	0	0	0
	10,981,039	10,338,205	11,143,390	11,968,041	13,522,837	15,083,151	15,774,723	16,174,475
Council Tax Requirement	-9,392,039	-9,625,414	-9,853,950	-10,087,915	-10,327,439	-10,565,387	-10,808,822	-11,052,434
Surplus/deficit to General Reserve	1,589,000	712,791	1,289,439	1,880,126	3,195,398	4,517,764	4,965,901	5,122,042
Use of General Reserve for Financing of Fixed Assets	-1,589,000	-138,000	-138,000	-138,000	-138,000	-138,000	-138,000	-138,000
Deficit for year	0	574,791	1,151,439	1,742,126	3,057,398	4,379,764	4,827,901	4,984,042
Cumulative Deficit totals	0	574,791	1,726,230	3,468,356	6,525,755	10,905,519	15,733,420	20,717,462

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This report will be made public on 15 May 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report number **OS/17/01**

To: Overview and Scrutiny
Date: 23 May 2017
Status: Non- executive decision
Head of service: Amandeep Khroud, Democratic Services and Law

SUBJECT: ANNUAL SCRUTINY WORK PROGRAMME 2017/18

SUMMARY: This report presents recommendations for the work programme for the overview and scrutiny committee for 2017/18.

REASONS FOR RECOMMENDATIONS:

Overview and Scrutiny Committee is asked to agree the recommendations set out below in order to agree the annual scrutiny work programme.

RECOMMENDATIONS:

1. To receive and note report OS/17/01.
2. To approve the annual scrutiny work programme for 2017-18 attached to this report.

1. INTRODUCTION

- 1.1 The overview and scrutiny procedure rules require that the work programme of the committee be approved at the annual meeting of the council (the programme can be a rolling one) as the annual scrutiny programme. See rule 7.2 of the overview and scrutiny procedure rules.
- 1.2 This report sets out the recommendations of the Overview and Scrutiny Committee.
- 1.3 The Overview and Scrutiny Committee performs all scrutiny functions on behalf of the Council.
- 1.4 The terms of reference of the Overview and Scrutiny Committee are set out in Part 7 of the Constitution.
- 1.5 These rules apply to the Overview and Scrutiny Committee, and any subcommittees, with any necessary changes.

2. RECOMMENDATIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE

- 2.1 In formulating the recommendations ideas were sought by:
 - advertisement on the website;
 - consulting with the town and parish councils;
 - canvassing the views of Councillors;
 - contacting Heads of Service
- 2.2 In addition topics were also put forward in other ways, e.g. by committee or by referral from council.
- 2.3 The recommended programmed is shown in appendix 1.
- 2.4 As ever the existence of an annual scrutiny programme would not prevent the committee from looking at emerging issues as they arise.
- 2.5 The Committee will act as the Council's Crime and Disorder Committee and to meet for that purpose at least once a year.

3. RISK MANAGEMENT ISSUES

A summary of the perceived risks follows:

No perceived risks.

4. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

4.1 Legal officer's comments

There are no legal comments.

4.2 Finance officer's comments (MF)

Any financial implications arising from the overview and scrutiny work programme which is not covered by existing budgets will need to be considered within the council's medium term financial planning processes.

4.3 Diversities and equalities implications

There are no specific diversities and equalities Implications arising from this report.

5. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Amandeep Khroud, Head of Democratic Services and Law
Tel: 01303 853253
Email: amandeep.khroud@shepway.gov.uk

Appendices:

Appendix 1: suggested annual scrutiny work programme 2017/18

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Overview and Scrutiny – Annual Scrutiny Programme 2017/18

Proposed Item	Summary	Proposer contact details	Head of Service	Are there any specific aspects of the issue you would like scrutiny to focus upon?	Expected Outcome
1. Homelessness prevention and provision	How is Homelessness being prevented and dealt with and what is the long term plan to alleviate it?	Cllr Mrs Claire Jeffrey	S Robson	Homelessness prevention and partnership working with other agencies to alleviate homelessness	To gain a clear picture of what the Council is doing
2. Sandgate CPZ	To update members on the Sandgate CPZ and future works	Cllr Peter Gane	A Blaszkowicz	The Sandgate CPZ is to be reviewed in May. To give an update at Scrutiny through the consultation process.	Outcome of consultation and inform of any future works
3. Shepway District Council Planning Applications	Submission of SDC planning applications in respect of its own land assets.	Cllr Patricia Rolfe Tel: 01797362348 Mayors Parlour New Romney	B Geering	SDC scrutinise process and consider adopting a more open and transparent approach, engaging in earlier consultation with the local first tier authority in line with the undertaking given by SDC within its Parish Charter	Clear, open and transparent policy re submission of SDC's own planning applications with provision for early consultation.

<p>4. A review of breaches of planning conditions across the District.</p> <p>Including an audit of resources for the monitoring of compliance with conditions and enforcement in cases where conditions have not been met.</p>	<p>An analysis of breaches of planning consent, what the outcome was and as far as possible an estimate of what % of officer time is spent dealing with the monitoring of conditions post-application approval. Suggested timeline of applications approved within the last three years.</p>	<p>Cllr Mrs Susie Govett</p>	<p>B Geering</p>	<p>To include details of where S106 requirements for affordable housing have not been met.</p> <p>Are there certain developers who repeatedly fall foul of conditions?</p>	<p>Increased public reassurance in the planning process, and with less breaches of conditions in the future, resulting in less officer time spent dealing with public concerns post-application.</p>
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