



Overview and Scrutiny Committee

Notice of a Meeting, to be held in the Council Chamber, Civic Centre, Tannery Lane,
Ashford, Kent TN23 1PL on Tuesday 16th December 2014 at 7.00 pm.

The Members of this Committee are:-

Cllr Chilton (Chairman)

Cllr Davison (Vice-Chairman)

Cllrs. Aaby, Apps, Bartlett, Buchanan, Burgess, Feacey, Hodgkinson, Mrs Hutchinson,
Miss Martin, Mrs Martin, Mortimer, Sims, Yeo, Conservative vacancy.

Agenda

- | | Page
Nos. |
|---|----------------------|
| 1. Apologies/Substitutes – To receive Notification of Substitutes in accordance with Procedure Rule 1.2(iii) | |
| 2. Declarations of Interest:- To declare any interests which fall under the following categories, as explained on the attached document: | (i) |
| a) Disclosable Pecuniary Interests (DPI) | |
| b) Other Significant Interests (OSI) | |
| c) Voluntary Announcements of Other Interests | |
| See Agenda Item 2 for further details | |
| 3. Minutes – to approve the Minutes of the Meetings of this Committee held on the 25 th November 2014 | |

Part I – Matters Referred to the Committee in Relation to Call-In of a Decision made by the Cabinet

None for this meeting

Part II – Responses of the Cabinet to Reports of the Overview and Scrutiny Committee

None for this Meeting

Part III – Ordinary Decision Items

None for this Meeting



Part IV – Information/Monitoring Items

4.	Update on Corporate Plan and Public Consultation	1
5.	Update on Portas Pilot Project	3 – 17
6.	Future reviews and report tracker.	19 – 23

JV/VS
5 December 2014

Declarations of Interest (see also “Advice to Members” below)

- (a) **Disclosable Pecuniary Interests (DPI)** under the Localism Act 2011, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares a DPI in relation to any item will need to leave the meeting for that item (unless a relevant Dispensation has been granted).

- (b) **Other Significant Interests (OSI)** under the Kent Code of Conduct as adopted by the Council on 19 July 2012, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, 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 leave the meeting before the debate and vote on that item (unless a relevant Dispensation has been granted). However, prior to leaving, the Member may address the Committee in the same way that a member of the public may do so.

- (c) **Voluntary Announcements of Other Interests** not required to be disclosed under (a) and (b), i.e. 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
- Where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position.

[Note: an effect on the financial position of a Member, relative, close associate, employer, etc; OR an application made by a Member, relative, close associate, employer, etc, would both probably constitute either an OSI or in some cases a DPI].

Advice to Members on Declarations of Interest:

- (a) Government Guidance on DPI is available in DCLG’s Guide for Councillors, at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/240134/Openness_and_transparency_on_personal_interests.pdf plus the link sent out to Members at part of the Weekly Update email on the 3rd May 2013.
- (b) The Kent Code of Conduct was adopted by the Full Council on 19 July 2012, with revisions adopted on 17.10.13, and a copy can be found in the Constitution at <http://www.ashford.gov.uk/part-5---codes-and-protocols>
- (c) If any Councillor has any doubt about the existence or nature of any DPI or OSI which he/she may have in any item on this agenda, he/she should seek advice from the Head of Legal and Democratic Services and Monitoring Officer or from other Solicitors in Legal and Democratic Services as early as possible, and in advance of the Meeting.

Overview and Scrutiny Committee

Minutes of a Meeting of the Overview and Scrutiny Committee held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **25th November 2014**.

Present:

Cllr. Chilton (Chairman);
Cllr. Davison (Vice-Chairman);

Cllrs. Bartlett, Buchanan, Clokie, Davidson, Feacey, Hodgkinson, Mrs Hutchinson, Miss Martin, Mrs Martin, Mortimer, Sims, Yeo.

In accordance with Procedural Rule 1.2 (iii) Councillors Clokie and Davidson attended as Substitute Members for Councillors Apps and Adby respectively.

Apologies:

Cllrs. Adby, Apps, Burgess.

Also Present:

Cllrs. Mrs Blanford, Hicks, Robey, Shorter.

Head of Community and Housing, Housing Strategy Manager, Head of Cultural and Project Services, Sports Projects Manager & Active Ashford Coordinator, Head of Planning and Development, S106 Support Officer, Policy and Performance Officer, Senior Scrutiny Officer, Member Services & Scrutiny Support Officer.

244 Declarations of Interest

Councillor	Interest	Minute No.
Chilton	Made a 'Voluntary Announcement' as he was a Trustee of the Volunteers Bureau	248
	And	
	Made a 'Voluntary Announcement' as he was a School Governor at Beaver Green Primary School.	247
Davison	Made a 'Voluntary Announcement' as he was a past Chairman of the Julie Rose Stadium Trust.	246
Feacey	Made a 'Voluntary Announcement' as he was the Chairman of the Ashford Volunteers Centre	248
	And	
	Made a 'Voluntary Announcement' as his son	248

worked for Social Services

And

Made a 'Voluntary Announcement' as he was the Chairman of Repton Park Community Centre 248

And

Made a 'Voluntary Announcement' as he was on the Quality Business Partnership 248

And

Made a 'Voluntary Announcement' as he was on the Management Committee of UK LPG 248

And

Made a 'Voluntary Announcement' as he was a member of Maidstone Canoe Club 246

245 Minutes

Resolved:

That the Minutes of the Meeting of this Committee held on the 21st October 2014 be approved and confirmed as a correct record.

246 Update on Conningbrook

The Chairman opened up this item for discussion, and the following points were raised:

- A Member said she felt this item should be deferred, as the report had not yet been discussed at the Conningbrook Working Group. The Chairman explained that the Overview and Scrutiny Committee had asked for this item to be put on the agenda, and since Officers and the Portfolio Holder were in attendance for the item, he proposed that it should go ahead.
- The Head of Cultural and Project Services acknowledged that there had been delays with the project, but these had been out of the Council's hands. He said the report gave an update on progress and the range of issues to be covered by the early works. In response to concerns about health and safety, he said that six different groups of individual bodies were involved in the ongoing health and safety of the project, and this issue was taken very seriously.

- One Member said he considered that the wishes of the Conningbrook Working Group had been largely ignored. The Head of Cultural and Project Services responded that the report reflected a steer from the Conningbrook Working Group. He assured Members that the contractual details had been discussed by the Working Group, and input from the Working Group had informed the three operators' contracts. Another Member said he was not happy that this report had come to the Overview and Scrutiny Committee without being discussed by the Conningbrook Working Group first. The Head of Cultural and Project Services stressed that all the work by the Working Group had fed into the current report. He considered the Working Group still had an important task to do, and he would be attending their meeting on 1st December to update the Group on progress. Another Member observed that the report was intended to be considered by the Working Group prior to coming to Overview and Scrutiny, but the Working Group meeting had been cancelled, and thus the opportunity for the Working Group to discuss the report prior to O&S had passed by.
- A Member said this project provided a unique opportunity to develop a leisure water sports facility. He expressed concern that the Conningbrook Working Group had not been consulted, and that the project was running late. He was also concerned that there was no specialist management in place in relation to water sports activities. He was disappointed that there were no specific rowing activities as three Olympic medallists lived within ten miles of the venue. He considered that this was a nation of water sports enthusiasts and argued that water sports clubs needed to be established at the lake. He said that the gap on the bund should be widened otherwise there could be dangers when both lakes were in use, and the pontoon siting needed careful consideration. He also said that Members should have been more involved in developing the contracts with the three management operators.
- In response, the Sports Projects Manager said he had recently attended the interview process for the Ashford Leisure Trust Conningbrook Park and Stadium Manager. He assured Members that the six candidates had a wealth of appropriate experience of water and dry side activities, and that the individual who had finally been successful had enthusiasm, experience and passion for water sports and athletics. The Council would be working closely with ALT and the individual to ensure that all necessary policies and procedures were in place and closely followed. The Head of Cultural and Project Services said that with regard to the spit on the lake, work to remove a large part of this was included in the works specification, and he assured Members that it was being dealt with as agreed by the Conningbrook Working Group. Regarding clubs on site, he said the initial focus would be on existing water based clubs in Ashford, who would be established as founder members. Landscaped storage containers would be provided to meet the needs of these clubs, as they had requested, until permanent facilities were provided with the S106 funding. ABC was working with British Rowing and both were committed to developing a rowing club at the lake in partnership. This would happen in due course, once public health and safety had been established and the early operation of the site had bedded in. The Sports Projects Manager confirmed that discussions had been taking place with a view to arranging a range of water sports training events. The Head of Cultural and

Project Services said that all facilities to be installed were fully compliant with disabled access, including the pontoon and launch facilities which included a disabled hoist.

- A Member expressed the view that these were matters for the Conningbrook Members Working Group and commented that the Members and Officers had made good progress and that this should continue.
- A Member expressed concern about the containers to be provided for the clubs and questioned whether one of the Council owned properties near the lake could be used as a changing facility instead. The Head of Cultural and Project Services responded that it was the long term intention to have quality changing rooms, but in the early stages the clubs had indicated that they were content to use the containers which would be located close to the water and the disabled vehicles turning/parking area. The S106 contributions from the housing development would be used towards a water sports changing facility in due course. The Head of Community and Housing advised that the two Council owned properties near the lake were part of the General Fund, rather than the Housing Revenue Account, and there were potential plans to use the properties for other purposes. The planning permission for the Park included the conversion of the Conningbrook Barn to a family restaurant/pub and discussions had taken place to consider the potential.
- Several Members expressed concern over the pinch point in the Willesborough Road, and the fact that KCC appeared to be no further forward in resolving the problem. The Head of Cultural and Project Services said that with the considerable efforts of Planning colleagues in ABC, and the continued support from the Joint Transport Board, the Conningbrook development would push KCC into positive action, and having consulted with KCC Highways he anticipated that KCC would undertake highway improvements to the Willesborough Road next year.
- In response to a previous comment, The Portfolio Holder said the delays in the progress were caused by legal issues between the Council's partners. She confirmed that many project details had been discussed at the Conningbrook Working Group in July, and that Officers were now working on the agreed details which were considered and approved by the Working Group and confirmed by Cabinet. She also confirmed that the Working Group would continue to provide input into the next phases of the project. She clarified that KWT would be working on improving the ecology and conservation of the wildlife site and lake and she hoped for a low key public opening in spring 2015, followed by a larger gala opening in summer.
- One Member commented that the site appeared to be morphing into a huge activity area. He questioned how many clubs could be catered for and whether the various activities, including angling casting, would create a dangerous situation on the water. The Head of Cultural and Project Services responded that a safe activity programme and separation would be established and managed to ensure safety on the water. He confirmed that the third northern lake was likely to be used as a family fishing area, with the main lake being restricted to specialist carp fishing, mainly at night, when no

other sporting activities would be taking place.

- A Member questioned whether the facility was to be focused on serious sport or used as a general public leisure amenity. Another Member agreed that the original focus had been to provide a general leisure facility, rather than a specialist sporting facility.

Resolved:

The Overview and Scrutiny Committee noted that this report would be going to the Conningbrook Working Group on Monday 1st December for further discussion.

247 The Use of S106 Agreements and Affordable Housing Delivery

The Chairman opened up this item for discussion, and the following points were raised:

- In response to a question regarding the cessation of the Mortgage Rescue Scheme, the Housing Strategy Manager explained that this Government initiative had closed, and that the Help to Buy Scheme was now enabling people into home ownership.
- The Head of Planning and Development advised that there had been a recent relaxation of permitted development rights which meant that private developers who converted offices to flats would not be obliged to provide affordable housing. He also confirmed that income from S106 agreements on large projects could be re-spent on alternative ways of tackling the impact of development if provision for this was made when the agreement was written.
- In response to a question, the Head of Planning and Development gave a short explanation of the difference between S106 income and CIL. S106 contributions would continue but would be largely restricted to use on the relevant development site. CIL was envisaged as a roof tax, with per dwelling contributions, and could be potted and reserved to pay for strategic off-site contributions.
- A Member asked why the Council still relied on housing associations to provide suitable properties and did not purchase more of their own properties for affordable housing. The Head of Community and Housing advised that there was a cap on the Housing Revenue Account which limited borrowing, and the HRA was at its debt cap. Normally it was only Registered Providers who could buy property for affordable housing.
- In response to a question about the shortfall in affordable housing, the Housing Strategy Manager said that the rural areas still had a high need for affordable housing. The amount of affordable housing available at present did not meet identified needs due to smaller and fewer sites coming forward in rural areas. It was anticipated that the overall figure for affordable housing in

the Borough would improve as a result of planned larger developments and their S106 agreements, with a number of housing association developments due to be completed by March 2015. The Head of Planning and Development advised that there had always been a problem meeting housing needs in the Borough, due to viability and changes around how infrastructure and facilities needed to support development were funded. More recently the burden of funding had been placed on developers and landowners, with the result that – coupled with the economic downturn – viability issues were an increasingly common issue.

- One Member expressed his concern at the amount of schemes not providing affordable housing on the grounds of lack of viability. He considered that some local authorities were not holding developers accountable for affordable housing and S106 obligations and asked what ABC were doing about this problem. He considered that delayed contributions should be sought on successful developments. In addition, he said that the building trade was currently a highly profitable business and Planning Committee should not accept any excuses from developers and should take a more robust approach towards S106 contributions. He felt that the developers at Chilmington Green had ‘bamboozled’ Planning Committee and more due diligence was needed in future. The Head of Planning and Development said he accepted that viability appraisals could never be a precise science, although ABC had an excellent track record in extracting contributions in comparison with other authorities in the county. ABC took independent advice on viability issues from a professional advisor with extensive market experience. He confirmed that the Council had in fact been using a ‘deferred contributions’ mechanism of the sort the Member mentioned since 2009 and that especially on green field sites this was beginning to deliver deferred contributions as the market rose. It was hoped that this would also be the case at Chilmington Green. He said that Chilmington Green contributions were based on a fixed profit margin that was accepted as the industry norm. He would be happy to share the details with the Member and put him in touch with the viability consultant. A Member warned that if ABC were too robust with developers, those developers might look outside the Borough for further opportunities. The Portfolio Holder for Planning and Development confirmed the expectation that the Chilmington Green development would deliver 30% affordable housing over the entire scheme, although the phasing may vary.
- A Member expressed concern about the education element of S106 agreements and cited a problem at a local school where contributions did not appear to have been spent on the school. The Head of Planning and Development explained that KCC made an assessment and paid contributions based on the level of demand predicted for new school places. For primary schools KCC were required to spend contributions within two miles of the development site. He suggested that if the Committee was concerned it could seek further advice from KCC about how primary school contributions had been used.
- In response to a question regarding top slicing S106 contributions in favour of affordable housing, the Head of Community and Housing advised that the

Planning Policy Task Group would consider this issue as the Local Plan came forward.

- The Head of Planning and Development clarified how ABC handled S106 contributions. He explained that the contributions were initially decided by Planning Committee. Once agreed, the S106 Monitoring Officer checked that payments had been made and ensured that client departments spent the payments correctly. He said this system was working well in terms of the Council's use of funds, although it was harder to be as clear about how other agencies responsible for spending funds were doing so.

Resolved:

That Kent County Council be invited to attend Overview and Scrutiny Committee and explain:

- i) when there is a development that will generate a S106 contribution, how they assess the need for school places from that development;**
- ii) when they have the money, how do they allocate it to meet the needs for facilities for students arising from the development/across the Borough.**

248 ABC Business Plan Performance Report Q2 2014-15

The Chairman opened up the item for discussion and the following points were raised:

- The Policy and Performance Officer advised that the average figure of 264,000 visitors to the town centre in July and August was the average figure per month. The figure for September was 315,000.
- One Member commented that there were quarterly as well as monthly figures, and this could create confusion. The Policy and Performance Officer agreed that all future reports would make it clearer what timeframe each figure related to. He clarified that the figure for car parks was based on quarterly statistics.
- A Member commented that the emphasis should be on trends, rather than the figures themselves.
- One Member raised the issue of jobs and economic growth. He said the rent for shops was not always in the control of ABC. He suggested that ABC could join forces with other Councils to lobby for a reduction in NNDR as business rates were often too high for the business to be viable. He also noted that some car parks were half empty every day. He questioned whether reducing the ticket price or providing cheap permits would help make them more widely used. The price was currently reduced on Sundays, which should increase use of car parks. Another Member noted that the NCP car park under County Square was extensively used, and a void comparison of all town centre car parks could be useful. The Policy and Performance Officer said he would make further enquiries.

- There was a request for the next quarter's Performance Report to include information on how many jobs had been created, including actual figures employed and newly employed. Figures for self-employment might also be useful.

Resolved:

That the report be received and noted.

249 Future Reviews and Report Tracker

It was agreed that the report dating back to July 2008, entitled 'Effectiveness of a Single O&S Committee', should be removed from the Tracker.

The December Overview and Scrutiny Committee agenda would include items on the Portas Pilot Project and Focus 2015.

The Chairman reminded Members that they should contact the Senior Scrutiny Officer if they wished items to be added to the Tracker.

Resolved:

That the Tracker be received and noted, subject to the amendments discussed above.

OVERVIEW & SCRUTINY COMMITTEE

Tuesday, 16th December 2014

UPDATE ON CORPORATE PLAN & PUBLIC CONSULTATION

Kirsty Hogarth & Nick Clayton

Background

Following Cabinet's approval of **Focus 2013-15**, the Council's updated Corporate Plan, in October 2013, the Overview & Scrutiny Committee decided (in November 2013) to programme an update on the Corporate Plan one year later.

Originally added to the O&S Tracker for October 2014, it was suggested (and agreed with the O&S Chair) that O&S might also like to receive information on the Public Consultation that had taken place in July/August this year, as the consultation exercise was intended to be a mechanism to measure how well the Council was achieving its priorities and to ascertain if those priorities remained the same as those highlighted by Ashford residents in the Simalto/business planning exercise undertaken in 2010/11.

Update

Focus 2013-15 highlighted three overall priorities for ABC:

- Jobs & Economic Growth
- Quality Homes & Places to Live
- Great Value Services

The purpose of the Public Consultation was also three-fold:

- To gain a broad understanding of residents' perceptions on ABC services
- To understand the priorities residents would like to see ABC focus on in the future
- To measure perceptions within the borough

At the O&S meeting on 16th December, officers will give feedback on the public consultation against the above aims and an update on progress against the existing Corporate Plan priorities, as well as a broad timetable for development of a new Corporate Plan.

Agenda Item No:

Report To: **Overview and Scrutiny Committee**

Date: **16th December 2014**

Report Title: **Ashford Portas Pilot Programme**

Portfolio Holder: Cllr Neil Shorter, Portfolio Holder for Town Centre Focus and Commercial Property

Report Author: Andrew Osborne, Economic Development Manager

Summary:	<p>This report identifies the progress that has been made in delivering the Portas Pilot projects and the work of the Town Team to extend that programme to incorporate other key initiatives to improve the attractiveness and vitality of the town centre.</p> <p>In addition to the project updates, this report provides the latest monitoring indicators for shop vacancies, footfall, and car park usage within Ashford town centre.</p>
-----------------	--

Key Decision: No

Affected Wards: Stour Ward and Victoria Ward

Recommendations: **The Committee is asked to note the contents of the report.**

Policy Overview: **Focus 2013-15 Ashford Borough Council Corporate Business Plan Update.**

Financial Implications: The Department for Communities and Local Government awarded Ashford Borough Council £100,000 as part of the Ashford Portas Pilot status, the other £100,000 provided within the programme is funded through an existing section 106 agreement to bring vitality and viability to the Town Centre.

Please see Appendix B for the latest project budget figures.

Risk Assessment Please see section 36 of this report

Equalities Impact Assessment Please see section 40 of this report

Other Material Implications: None

Background Papers: Ashford Portas Pilot Case Studies (attached as Appendix A)

Contacts: andrew.osborne@ashford.gov.uk – Tel: (01233) 330612

Report Title: Ashford Portas Pilot Programme

Purpose of the Report

1. The report provides information requested by Overview and Scrutiny to update the Committee on the activity undertaken under the Portas Pilot Programme.

Background

2. In March 2012, following the aspirations set out by the Cabinet and the suggestions coming forward from town centre businesses, Ashford Borough Council submitted a bid for the first round of Portas Pilot funding. Although unsuccessful initially, a second round bid succeeded in July 2012. Ashford was announced as one of 27 Portas Pilot Towns nationally out of over 400 bids. Portas Pilot Status provided Ashford Town Centre with £100,000 worth of funding from the Department for Communities and Local Government (DCLG), this has been matched with £100,000 of section 106 funding.
3. The successful Portas Pilot bid identified 6 priority projects to revitalise the High Street:
4. **The Bid Priorities were:**
 - A. The rebirth of the Town Centre Street Market. Ashford is a market town – its first Charter dates from 1243. A new town centre street market will celebrate quality local produce and crafts produced in the Garden of England, testing the “stall for a tenner” concept, supporting new enterprise, and attracting visitors, creating a new *Ashford Experience*.
 - B. To create a unique covered area for the lower High Street providing a distinctive place within the town centre, where markets, music, entertainment, eating and drinking can take place during the day and evening.
 - C. To use new technology to market the town centre, by developing a virtual tour of the town centre through an innovative website and app, so that visitors can walk down the High Street online, find shops and local offers, and access information on parking and local services. With smart-phones representing over 50% of mobile phones now sold, town centres need to deliver new innovative solutions.
 - D. To build on the 2030 Framework by developing a compelling Vision for the town centre, considering it as one centre by characterising zones and roles for its different parts.
 - E. To generate creative solutions to improve the link between Ashford Designer Outlet and the town centre.
 - F. To use the website, app and street market to galvanise businesses and provide income to support the Town Team and management of the town centre.

Ashford Town Team

5. All Portas Pilot Towns were also required to set up a Town Team to take forward project activity, provide leadership, and also develop a stronger management of the Town Centre environment and streamlined regulatory functions.
6. Ashford Town Team was set up with a first meeting having taken place on 21st September 2012, chaired by the Rt Hon Damian Green MP. The Town Team has representatives from town centre businesses, the shopping centres, developers, Central Ashford Community Forum, the Police, Homes and Communities Agency and Kent County Council as well as Ashford Borough Council. The Town Team have met quarterly, with input from partners shaping the programme of activity which is presented in this report. The Council are represented on the Town Team by Cllr Neil Shorter as the Council's Portfolio Holder for Town Centre Focus and Commercial Property, along with John Bunnett, the Council's Chief Executive.

Progress on Ashford's Portas Pilot projects

Ashford Town Team Manager

7. To support the Town Team, and with the closure of the Ashford Town Centre Partnership, a Town Team Manager was appointed by Ashford Borough Council in April 2013 and Jo Wynn-Carter has now been in post for over 18 months. This post was recruited to bring in specific expertise to advise and support the development of a programme of projects to deliver crucial improvements to the town centre. This post has been funded through New Homes Bonus.
8. Since April 2013, the following progress has been made in driving forward projects in the town centre.

Rebirth of the Town Centre Market

9. Ashford Market was involved in the National First Pitch programme in 2013 offering new market traders the opportunity to set up on the market with support from Economic Development staff at the Council, Chamber of Commerce business advisers and the National Market Traders Federation. Ashford were successful in attracting 1 of 100 new market traders across the country who traded in produce from Provence on the Market for approximately 6 months from May 2013.
10. To test the potential interest in more market activity within Ashford Town Centre, the Town Team Manager organised the Ashford Food and Drink Festival, which took place on the 21st and 22nd June 2013 (Fri & Sat), delivered by Amber Markets Ltd an events market operator. The Food and Drink festival took place on North Street, with 20 stalls bringing in hot food, cold food and entertainment over the two days to enliven the Town and stimulate trade in the existing market on the lower high street and across the town centre. Entertainment was arranged including music, children's' craft stalls and additional entertainment for the lower high street to ensure the flow

of people throughout the town. This event provided a positive introduction to the future plans to offer a Farmers' Market in the Town Centre.

11. Plans to take forward the revitalisation of the existing market and to introduce a Farmers' Market into the Town Centre were delayed following lengthy discussions with traders and market operators.
12. Following approval to employ a part-time Farmers' Market manager to deliver a Farmers' Market on the first Sunday of each month in the lower high street, Rachel Heather, an experienced farmers' market manager and producer, was employed in May 2014. The first market launched on the 6th July 2014 between 10-2pm with 20 stalls, offering quality local producers, street food and chef demonstrations. Community stalls showcasing a different farm each month, highlighting how farming has changed over the years, have also been introduced.
13. We are now approaching the 6th month of delivering a farmers' market and have seen the market grow. The market now has up to 30 quality traders each month. The traders have supported the creation of a fantastic market and atmosphere. Shops and businesses have reported increased takings and increased footfall on Farmers' Market Sundays. Ashford Farmers' market is also currently within the top 10 farmers' markets in Kent, as voted by the public in the Taste of Kent Awards 2015. Now that the market is becoming established additional marketing, themed events and additional traders will be targeted in 2015.
14. **Covered area of the Lower High Street** – The Portas Pilot bid provided funding to undertake a feasibility study into the potential to construct a covered area in Ashford's Lower High Street. Initial survey work was undertaken by Ashford Borough Council's project office and a number of challenges arose based on the need to retain the trees within the area, cellars that come out under the pavements, potential safety and anti-social behaviour issues, and the potential need to retain vehicular access through this area. Following this initial investigation, representation from the Central Ashford Community Forum and businesses on the Town Team requested that as no funding was in place for the delivery of a covered area following the feasibility study and with little support from residents and businesses for the scheme, that this project be taken out of the programme and that the funding be used for other projects that would provide more immediate impact for existing traders and visitors.
15. Cabinet endorsed the removal of this action from the programme and supported its replacement with the Pop Up Shop initiative at their meeting on 10th October 2013, following the support of the Town Team and the Department for Communities and Local Government who provided the Portas Pilot funding.
16. **Pop Up Shops** – Pop Up Shops have emerged as an excellent way of introducing new businesses to trade on the High Street, with an organisation called Pop Up Britain leading the way with high profile examples of stores opening in Kings Road and Piccadilly Circus in London. Although not a project within the original bid for Portas Pilot funding, this has been promoted through consultation with businesses and residents, with the aim of providing

companies the opportunity to test products and services before taking a permanent unit within Ashford.

17. PopUp Ashford opened its doors in a unit in Park Mall on Monday 14th October 2013, with 4 businesses including Laser Inspired Designs (Ashford-based), Blooming Briony (Rolvenden-based), Lovertons Ltd – Beutisa Range, and Rainy Day Box Co (Sevenoaks-based). Businesses have received mentoring from Jo Wynn-Carter and business support from Kent Invicta Chamber of Commerce. Over 25 tenants have now taken space within Pop Up Ashford. One of the tenants stayed for 5 months and is currently exploring the idea of taking on a lease in the town centre. Another has gone on to develop her product range and exhibit at a major London trade fair with success. Another has received a Vistaprint grant to further develop her business and won the prestigious Theo Paphitis award.
18. Pop Up Ashford hosted an exciting event with TV's Alex Polizzi, attended by over 70 local businesses, learning the 'seven sins of business'. The project has attracted media interest from BBC South East and Meridian TV. Other events within the unit have included a Buying and Visual Merchandising workshop on the 11th March 2014, by an award winning trainer from the National Skills Academy, inviting local businesses to improve their skills, with exceptional feedback from those attending. The Pop Up shop will be open until the 24th December 2014. Ashford College photography students were given the challenge of using their photography to make products. They have been selling Christmas cards and prints as part of an enterprise project and will be in the Pop Up shop until 9th December 2014.
19. The project has been very successful in supporting businesses and entrepreneurs, and opening up contacts with enterprise and creative networks and organisations, but has had more limited success in converting these tenants into shops within Ashford town centre. The original concept of Pop Up Britain was to allow businesses to test the High Street for 1 week in a shared unit. The Ashford Pop Up shop initiative has naturally evolved this approach through feedback from businesses to initially extend this to be a 2 week period and then to 4 weeks to help businesses build trust in their brand and more face to face contact with customers. The next progression of this project is to provide smaller units for individual businesses looking to start up, but over a longer initial period, say 6 months, which would give these businesses a greater chance to test the market over a more sustained period and could result in more tenants taking vacant units within the town centre. Officers are investigating plans for the next stage of this initiative.
20. **Pop Up Gallery – The Cornershop** - Ashford Borough Council was allocated £10,000 of additional funding from the Arts Council to support the Portas Project Activity. Following discussions on how best to complement Portas activity it was agreed to secure a 'pop-up' Art Gallery, channelled through the professional curation of a local Arts Company. On the 23rd of November 2013, Stour Valley Arts (SVA) refurbished and opened 'The Cornershop Gallery' with a high quality art show "Gifts From The Forest" displaying and selling affordable artworks by artists and makers from Kent, inspired by landscapes of Kent. In the 4 weeks up to 21st December 2013, 800 people visited the gallery and over £1,000 worth of work was sold. There is also

evidence of a positive cross-over between start-up businesses in PopUp Ashford and The Cornershop.

21. The Cornershop hosted a KCC touring show 'Documentarium' which opened on the 18th January 2014. The exhibition has received a lot of publicity for its tour around the country. Stour Valley Arts held a number of sessions with local groups and further exhibitions through to June 2014.
22. **New Town Centre Website and App** – This project was identified as a priority Portas Pilot project to ensure that the Town Centre and its businesses have a good presence online, with more consumers looking online for their products and services
23. The Economic Development team undertook the procurement of a company to help deliver a new website and app for the town centre, and assist in the engagement of local businesses. Red Carrot a local firm in North Street were commissioned to undertake this contract and provide support for the website in the first 2 years. The team have used face to face contact, email, twitter and drop-in sessions held at the Red Carrot offices once a week to engage businesses. This has been a considerable challenge, with multiple retailers having to obtain head office sign off, and independent retailers having to be sold and educated about the advantages of an online presence. After considerable interaction by the Economic Development team over a sustained period of time, over 100 businesses signed up at the launch of the site in October 2014. The site provides the opportunity for businesses to advertise their company and products through click-and-collect and special offers. It has a searchable database of businesses and products and provides a platform to promote town centre events.
24. The website became live in September with a bug reporting mechanism. This proved very constructive in ensuring that any teething problems were resolved ahead of the proper launch. The marketing campaign started with advertising on 12 local bus routes. The Economic Development team spent 3 days in County Square in a pop up shop advertising the website and launching a competition to win an iPad – by simply signing up. The competition will run until the 7th December. Website statistics will be monitored to support businesses to tailor their offers, but also to assess the success of the project. This project will require ongoing support from the Economic Development team in order to continue to be successful, and the challenge of engaging businesses to interact with the site will continue to be a critical factor in the longer-term success of this initiative.
25. **Improving the link between Ashford Designer Outlet Village and Ashford Town Centre** – With considerable changes having taken place in Ashford Town Centre over recent years with the introduction of the Ashford Gateway and refurbishment of St Mary's Church, finger post signage in the Town Centre needs to be changed to reflect these changes. Portas Pilot funding has been agreed to support the delivery of this new scheme alongside other Borough Council funding.
26. In addition to finger post signage, Ashford Borough Council has been working with development partners to strengthen the linear connection between the Designer Outlet Village and the town centre, through progressing the Ashford

Commercial Quarter, Elwick Place and Ashford International College Campus developments.

27. **Building on the 2030 Framework to develop a compelling vision for the town centre.** – The Ashford Strategic Delivery Board has been set up to deliver the Big 8 projects over the last 12 months, including critical developments for the Town Centre such as Ashford International College Campus, Elwick Place, and the Commercial Quarter. Further work is being undertaken in 2015 to establish the evidence to consider the future role of the town centre in developing the new Local Plan.

Additional Town Centre Initiatives

28. **T-CAT (Town Centre Action Team)** – Funded by Ashford Borough Council and not the Portas Pilot funding, the new T-CAT team has been in operation since the middle of September 2013, and deal with a variety of jobs Monday to Saturday, including clearing litter, dog mess, graffiti, chewing gum, and cigarette butts. They have refurbished street furniture, tidied council car parks, kept our walkways weeded and flowerbeds flourishing, removed fly-posting and kept pavements gritted in the winter. The team have also supported the introduction of the Farmers' Market by assembling stalls on market days.
29. This new team have added additional capacity to existing cleansing and environmental services to make the Town Centre a very pleasant and attractive place to visit, supporting the call for improvements from local residents and businesses. The team have also acted as an additional resource available when unforeseen events occur such as the flooding earlier this year, and the benefits of the team in operation are already apparent.
30. **Town Centre Parking Initiative** - As a result of concerns from businesses in the town centre and as part of the Council's review of its parking strategy for Ashford and Tenterden, a new parking initiative has been introduced in October 2014 that provides free parking on Sundays and Bank Holidays in Edinburgh Road, the Flour Mills and Station Road car parks, and free after 3pm Monday to Saturday in Edinburgh Road car park. This is intended to incentivise visitors to come to the town centre and stay longer, generating more footfall and helping to encourage new businesses into the town.

Ashford Town Centre Performance

31. **Vacancy Rates** - Over the last 12 months, shop vacancy rates increased between November 2013 (15%) and November 2014 (16%) but had risen as high as 18% in May 2014. Although these have now stabilised and started to decrease again, this is still a critical challenge for the town centre. Over the last 6 months the town centre has seen the loss of names such as Clarks shoes and Accessorize during this period, but also the introduction of Yours Clothing and The Entertainer. Overall figures still show Ashford to have a higher than average vacancy rate when compared to the national averages of 11.8% and 10.1% (Source: Local Data Company and Springboard), but is in line with other medium sized towns across the country, which have been hit hardest by the recession and changing retail sector.

32. Despite vacancy rates stabilising, there is considerable change within the town centre with business closures and new businesses opening up. This shows that the town is still evolving its offer following the economic downturn and greater movement to online and out-of-town shopping. The current challenge is to lower vacancy rates below the national average.
33. **Town Centre Car Parking** - 2014 has seen a turnaround of declining trends in car parking usage in Ashford Town Centre in recent years, with figures in 2014 consistently outperforming figures in 2013. In the months of August and September, car parking figures have been up over 10% on 2013 totals supporting businesses within the town centre.
34. **Town Centre Footfall** - As part of the work undertaken by the Town Team and Ashford Borough Council, a new footfall counter was placed on the High Street in September 2013, which provides 24 hour counts that will not only inform initiatives moving forward, but also provides accurate information on the impact of specific projects and events within the town. Although the impact of events and new markets have shown positive increases in footfall year on year, in general footfall has been down in the town centre during the period September- November 2014 compared with the same period in 2013. This shows the continued impact of changing shopping habits on medium sized town centres and High Streets such as Ashford.
35. **Recommendation**
 - (1) . **The Committee is asked to note the contents of the report.**

Risk Assessment

36. Risk – That the projects identified in the Town Team Programme do not have a significant impact on footfall and vitality within Ashford Town Centre.
37. Action to mitigate the risk – This will be a key element of focus in managing the delivery and outcomes of the priority projects. Monitoring is being undertaken to identify the impacts and regular reviews will provide the opportunity to adapt and improve the projects.
38. Risk – Businesses do not engage sufficiently with the projects being delivered to make them a success and to ensure they are sustainable in the future.
39. Action to mitigate the risk – A key role for the Town Team Manager is to involve businesses in the projects, to understand their views and adapt projects to ensure they are supported by the town centre businesses. This is an ongoing challenge, and business forums and groups have been set up to ensure this dialogue takes place with as many businesses as possible.

Equalities Impact Assessment

40. Consideration has been given to ensure all projects being delivered are accessible to the public, complying with equal opportunities policies.

Other Options Considered

41. In identifying priorities for the Town Team Programme, officers and members have sought the views of the public and businesses before drawing up the priorities identified in this report.

Consultation

42. Officers and Members have been involved in organising a number of town centre business forum meetings to consult on progress and understand the challenges businesses face. Social media has also been used to update businesses and residents and receive their feedback on project activity. Since the appointment of the Town Team Manager, regular meetings with individual town centre businesses have been undertaken to enable companies to provide their views.

Conclusion

43. The award of Portas Pilot Status in 2012 has stimulated considerable project activity within Ashford Town Centre, particularly over the last 18 months with the introduction of the Town Team Manager. The Town Team Programme has been developed to incorporate not only the Portas Pilot funded projects, but the broad breadth of priority activity that is being delivered by Ashford Borough Council and other partners in Ashford Town Centre.
44. Even with considerable progress, it is recognised that not all projects have moved forward as quickly as the Council, businesses or residents would have liked. It was inevitable that getting resources in place and developing detailed plans would take some time in the early stages of this initiative, and delivery of projects has now been accelerating over the last 12 months. The delivery of the Love Ashford website, the new parking initiative and the Farmers' Market alongside the continued delivery of Pop Up Ashford within the last 6 months, has shown considerable progress has been made, but their impacts need to be continually monitored and resourced to ensure these continue to be successful and sustainable.

Lead Member's Views

45. Cllr Neil Shorter, Portfolio Holder for Town Centre Focus and Commercial Property -

"Along with just about every town centre in the land, Ashford has its challenges of economic recovery and a changing shopping culture that results in businesses needing to restructure, reinventing themselves for the age of the internet or, sadly, finding that they have lost their customer base and cease trading. However as I have said on a number of occasions, the work that ABCs economic development team are doing, in conjunction with the wider structures and systems that are in place such as the Town Team, Chamber of Commerce, individual businesses etc, is inspirational. This does not even start to reflect the wider, strategic elements of work that also forms a cohesive element of the teams output so that issues such as Elwick place,

DOV expansion and the railway signalling modernisation that has to integrate into the development of what our town centre should/could be in 5-10 years' time and finding a surge of bodies who are clamouring to spend their money on who knows what?

Working with so many individual stakeholders that form the towns businesses should not be under stated; they all have individual interests and business models, so to identify the common characteristics that will enable them to work with us for the common good is a long road; we have now firmly set our course and collaboratively we will make Ashford a destination for both work and play."

Contact: Andrew Osborne, Economic Development Manager

Email: andrew.osborne@ashford.gov.uk

Appendix A: Ashford Portas Pilot Case Studies

Since the formation of the Ashford Town Team, Ashford has forged ahead with several exciting new projects designed to reinvigorate the town centre. The team has benefitted through funding from Ashford Borough Council and the appointment of a full-time Town Team Manager. Jo Wynn-Carter, who came from the private sector to fill this role in April 2013, has been able to dedicate time to building strong relationships between local businesses, landlords and public sector bodies. This role has proved very successful in being able to provide a decisive lead for projects and in encouraging cross-organisational support for key decisions. The team's ability to deliver projects through our early schemes has enabled us to investigate the launch of challenging new projects such as a planned monthly Farmers' Market set for summer 2014.

'Love Ashford' Town Centre Website and App

Ashford is driving town centre footfall through our innovative website and mobile app. Visitors will be able to interact with local shops and businesses, access special offers and discover local events and activities.

We are looking to lead the way on the Digital High Street through the development of the Love Ashford website. We have worked with a local web-design company, Red Carrot, who will also be launching the Love Ashford app, accessible through mobile phones and tablets.

loveashford



We are now in the beta stage of this exciting project, working closely with businesses to encourage them to join the Love Ashford website. The site will launch at the end of April, and will be the first of its kind to offer independent businesses a universal 'click and collect' service. Opportunities to monetise the site and app to make them self-sustaining through income generation are also integrated into the site.

Key features of the site include:

- Individual page for each town centre business
- Integrated mapping and social media (Twitter, Facebook, LinkedIn)
- Events promotion
- Special offers

- 'Click & Collect' for independent businesses
- Interactive resident surveys and feedback
- A business-to-business email facility
- Business and resident newsletters

PopUp Ashford

Media coverage of empty shops has appeared in many newspapers, both locally and nationally. As a direct result of being a Portas Pilot town we have been able to work with PopUp Britain, the retail arm of the StartUp Britain national campaign supporting Britain's entrepreneurs, to deliver the first PopUp Britain shop in Kent and in a Portas Town.



By building a good working relationship between Ashford BC and UBS, landlords of Park Mall shopping centre, we were able to procure an unused retail unit for the project with the idea that we would make use of an empty shop front and encourage more pedestrians into the area. PopUp Ashford opened on the 14th October 2013 and has brought

much-needed footfall to an area of town that had a very high vacancy rate.

Start-up businesses share the space for two weeks at a time, and can test their trade on the high street. The project has run for five months and we have seen more than 14 businesses using the space and receive support from the town team.

One of our tenants remained for a total of three months and is now exploring the idea of taking on a lease in the town centre. Another has gone on to develop her product range and exhibit in a major London trade fair with success. Another tenant has received a grant from Vistaprint and won the prestigious Theo Paphitis SBS Award.

We have challenged the traditional use of a retail outlet by hosting events and workshops - most recently an evening event with TV's Alex Polizzi, attended by more than 70 local businesses. We have attracted media interest from BBC South East and Meridian TV; and we are currently running exciting Buying and Visual Merchandising workshops for local businesses to learn how to buy for profit and maximise product performance.

Pop up Gallery – Stour Valley Arts

Ashford was allocated Arts Council funding to support the Portas Pilot project activity. Following discussions on how best to compliment this activity, it was agreed by the Town Team that the funding be used to secure a 'pop up' art gallery, curated by a professional local arts company. On the 23rd November 2013, just one month after the decision by the Town Team, Stour Valley Arts opened the Cornershop Gallery opposite PopUp Ashford with a high quality art show displaying and selling affordable artworks by artists and makers from Kent. In the first four weeks of opening, 800 people visited the gallery. There has also been evidence of a positive crossover developing between start-up businesses in PopUp Ashford, and the Cornershop. Stour Valley Arts is planning exhibitions through to June 2014.



Town Centre Action Team

As a direct result of Ashford being a Portas Pilot, Ashford Borough Council unveiled a Town Centre Action Team (T-CAT) to the public in September 2013, ushering in a new era of a brighter and cleaner town centre. The team has been tasked with keeping the town looking at its best, and can respond rapidly to any problems reported by residents, visitors or local businesses. Duties covered by this team of four include litter picking, minor maintenance works, and painting and refurbishing street furniture. T-CAT has had a positive impact on the town not just in terms of cleanliness, but also by working closely with businesses and the public alike.

We recently used PopUp Ashford to showcase the great work this team is undertaking and produced a town centre survey to be completed by the public. We have had an excellent response from this and the results have assisted with the focus on particular areas in the town going forward.



Appendix B - Summary Portas Pilot Budget Oct 2014

Portas Pilot Projects	Actions	Budget	Proposed spend	Expenditure to date	Timescales
Rebirth of the Town Centre Market	<ul style="list-style-type: none"> Stall for a tenner Project Plan to Rejuvenate Ashford Town Centre Market Ashford Town Centre Farmers' Market. 	£100,000	£74,870	£32,776	<ul style="list-style-type: none"> First Pitch Initiative – May 2013 to May 2014. Ashford Food and Drink Festival 21st June to 22nd June 2013. Ashford Farmers' Market operational by July 2014.
Use new Technology to market Ashford town centre	<ul style="list-style-type: none"> Innovative Website Town Centre App 	£32,000	£30,000 to £64,000 depending on income generation over first 3 years.	£32,040	Commissioned by end Sept 2013, with new website in place by Oct 2014.
PopUp Ashford	<ul style="list-style-type: none"> PopUp Shops 	£42,000	£30,000 for 1 unit	£27,856	Signed off concept, opened October 14 th 2013 for 6 months(extended to 31 st December 2014)
Developing the Ashford 2030 – A Framework vision for the town centre	<ul style="list-style-type: none"> Community and business involvement workshops 	£5,000		£0	Ashford Borough Council planning department currently developing evidence base for new town centre strategy to be developed.
Improving the links between Ashford Designer outlet Village and Ashford Town Centre	<ul style="list-style-type: none"> Initiation of innovative solutions 	£11,000	£11,000	£0	Budget being put towards finger post signage to extend the town centre scheme.
Strengthen the Ashford Business Community	<ul style="list-style-type: none"> Town Meetings Communication Activity Town Team Administrative Support 	£10,000	£8,500	£8,491	Hosting of meetings, delivery of newsletters, and research and monitoring activities.

Arts Council Funding	<ul style="list-style-type: none"> • Arts impact on Town Centre Market • Direct Commissioning of public realm enhancements 	£10,000	£10,000 on 'Pop up' in Park Mall	£10,000	Opened Nov 2013 to June 2014
Total		£210,000	£168,370 to £198,370	£111,163	

Future Reviews and Report Tracker

December/January - meetings of Budget Scrutiny Task group

January

- **Report of Budget Scrutiny Task Group**
- **Update and progress report on ABC commercial companies and the O&S Call-in recommendations**

February

- **ABC Business plan performance report Q3 2014-15**
- **Purchase of Commercial Property**
- **Annual review of Community Safety Partnership**

March

- **S106 contributions and education provision**

New items:-

Apart from items such as scrutinising the Council's draft budget, which the Constitution requires the O&S Committee to do every year; the O&S Committee sets its own work programme for the year. Some items recur on a regular basis e.g. the yearly update from the Community Safety Partnership and the quarterly Business Plan performance report; others are of a 'one-off' nature.

With the agreement of the Chairman, items can be put on the O&S agenda following a request from Cabinet or another Committee (e.g. Audit). Members of the O&S Committee are also able to suggest items that the Chairman may wish to put on the Committee's agenda (**by putting their proposal in writing to him**) – such items must represent a Borough wide perspective and provide the opportunity to influence, to improve services or contribute to policy development.

The Chairman will then decide if the item is appropriate for O&S to consider and, if so, is there room on the work programme.

Any such item will be put to the Committee for Members to decide if they wish to add it to the work programme.

Items to be put to the Committee to decide if they want them to be added to the tracker:

The Role of Dog Wardens: (Cllr Aaby)

Details of the service, number of penalties issued, how we compare to other authorities.

Disabled adaptations: (Cllr Chilton)

Policy, scheduled programme of works, spending for last two years and planned spend, benchmarking against other authorities

Lorry Parking: (Cllr Davison)

Review of Lorry Parking issue.

In July this year, Members agreed that this item should not be on the tracker as work was already being carried out on this topic by the Joint Transportation Board - this issue is a standing item on the JTB agenda.

ABC officers are involved in enforcement against illegal/nuisance lorry parking.

NB this item has been the subject of considerable discussion and consultation in KCC's Environment and Transport Cabinet committee – Jan 2014, July 2014, Sept 2014

<https://democracy.kent.gov.uk/mglIssueHistoryHome.aspx?Ild=30192>

a decision was issued on Lorry Park Network (phase 1) on 7 Oct 2014

which included:

- the site off the M20 Junction 11 at Westenhanger is the preferred location for the construction of a lorry park as the first phase of the delivery of a network of lorry parks across Kent;
- two strands of work, one on HGV parking enforcement and the other on HGV signing in the event of Operation Stack being called, be progressed in parallel with the development work to deliver the first lorry park

Members can always attend and contribute to the JTB and THEAC meetings.

Year Plan 2014/15

Month	items	Task Group
May	<ul style="list-style-type: none"> • ABC Business Plan quarterly performance report (Q4) • Fly tipping 	
June	<ul style="list-style-type: none"> • Call-in meeting re Cabinet Minute No. 397 	
July	<ul style="list-style-type: none"> • Sickness & Absenteeism annual report. • Housing Strategy Action Plan Monitoring Report and annual review of Homelessness strategy 	Budget Scrutiny TG meeting
August	No meeting	
September	<ul style="list-style-type: none"> • ABC Business Plan quarterly performance report Q1 • BSTG Report back on 'Informing the next 5 Years' 	
October	<ul style="list-style-type: none"> • BSTG – Information report • Update on new waste and recycling scheme. 	
November	<ul style="list-style-type: none"> • ABC Business Plan quarterly performance report Q2 • Update on Conningbrook • S106 agreements 	
December	<ul style="list-style-type: none"> • Update on Portas Pilot project • Progress on Focus 2013/15 	Council's draft 2015/16 budget - Budget Scrutiny TG meetings
January	<ul style="list-style-type: none"> • Report of Budget Scrutiny Task Group • Update and progress report on ABC Commercial Companies and the O&S Call-in recommendations 	Budget Scrutiny TG meetings
February	<ul style="list-style-type: none"> • ABC Business Plan quarterly performance report(Q3) • Purchase of Commercial property • Annual review of Community Safety Partnership 	
March	<ul style="list-style-type: none"> • S106 contributions and education provision 	
April		

O&S Committee – Report Tracker – Current position

Minute No.	Report Title	Officer	Date due	Current position	Recommended action
13/05/13	Overview and Scrutiny Annual Report	Senior Scrutiny Officer	May/June 2015		Timetable for May/June each year
142/09/12	3 year review of Mayoralty		Sept 2015		
431/04/12	ABC Business Plan performance reports – 2013/14	Policy & Performance Officer	May/Sept/ Nov/Feb		
62/06/12	Sports & Leisure		TBA		
398/03/13	Refurbishment of the Stour Centre	TBA	TBA	Final Report from Task Group to be presented to O&S	
335/02/14	Community Safety Partnership – annual update	Assistant Health, Parking & Community Safety Manager	February 2015		
216/11/13	Council play parks	TBA	TBA	Awaiting confirmation of date of report	
102/07/14	Annual report on Housing framework	Housing Strategy Manager/Head of Housing	July 2015		

103/07/14	Sickness and Absenteeism – annual report	Head of Personnel & development	June/July 2015		
104/07/14	ABC commercial companies	Principal Solicitor Property and Projects	Jan 2015		
104/07/14	Purchase of Commercial property	Strategic Housing and Property Manager	Feb 2015		
247/11/14	S106 contributions and education provision	Area Education Officer – South Kent	Mar 2015		