



CABINET

Notice of a Meeting, to be held in the Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL on Thursday, 8th March, 2018 at 7.00 pm.

The Members of the Cabinet are:-

Councillor Clarkson (Chairman)
Councillor Bell (Vice-Chairman)

Cllrs. Galpin, Bell, Bennett, Bradford, Clokie, Pickering, Shorter and White

Agenda

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To declare any interests which fall under the following categories, as explained on the attached document:	
a) Disclosable Pecuniary Interests (DPI)	
b) Other Significant Interests (OSI)	
c) Voluntary Announcements of Other Interests	
See Agenda Item 2 for further details	
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11. **Items for Future Meetings**
12. **Exclusion of the Public**

That Pursuant to Section 100A(4) of the Local Government Act 1972, as amended, the public be excluded from the meeting during consideration of this item as it is likely that in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present there would be disclosure of exempt information hereinafter specified by reference to Paragraphs 1 and 2 of Schedule 12A of the Act, where in the circumstances the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

13. **Request for Flexible Retirement (to follow)**

RR
28 February 2018

Queries concerning this agenda? Please contact Danny Sheppard Telephone: 01233 330349 e-mail danny.sheppard@ashford.gov.uk
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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/5962/2193362.pdf
- (b) The Kent Code of Conduct was adopted by the Full Council on 19 July 2012, 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 Corporate Director (Law and Governance) and Monitoring Officer or from other Solicitors in Legal and Democratic Services as early as possible, and in advance of the Meeting.

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Cabinet

Minutes of a Meeting of the Cabinet held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **8th February 2018**.

Present:

Cllr. Clarkson (Chairman);
Cllr. Bell (Vice-Chairman);

Cllrs. Mrs Bell, Bradford, Clokie, Galpin, Pickering, Shorter, White.

Apology:

Cllr. Bennett.

Also Present:

Cllrs. Bartlett, Mrs Blanford, Buchanan, Burgess, Chilton, Dehnel, Feacey, Hicks, Howard-Smith, Knowles, Link, Ovenden, Smith, Suddards, Waters, Wedgbury, Mrs Webb.

Chief Executive, Director of Law and Governance, Director of Place and Space, Director of Finance and Economy, Head of Planning and Development, Head of Legal and Democracy, Head of Housing, Head of Health, Parking and Community Safety, Head of Corporate Policy, Economic Development and Communications, Interim Head of Finance, Environmental Operations Manager, Health, Parking and Community Safety Manager, Community Safety Team Leader, Senior Communications Officer, Senior Accountant, Corporate Scrutiny and Overview Officer, Domestic Abuse Coordinator, Senior Member Services Officer.

327 Declarations of Interest

Councillor	Interest	Minute No.
Clarkson	Made a Voluntary Announcement that he was a Director of A Better Choice for Property Company Ltd.	333

328 Minutes

Resolved:

That the Minutes of the Meeting of the Cabinet held on the 11th January 2018 be approved and confirmed as a correct record.

329 Leaders Announcements

The Leader said he wanted to comment on recent stories in the press about the Council not having a “dedicated team for fly tipping”. He said he found this assertion quite odd as the Council did have a very dedicated team which covered enforcement across a number of disciplines including fly tipping. He questioned the value of a team that would only deal with fly-tipping in isolation. There had also been much made of the fact that the Council had not issued any on the spot fines for fly-tipping, but this would of course be reliant on catching the offenders in the act. What this Council had done was take prosecutions through the courts when offenders could be identified and there had been two high profile successful prosecutions against fly-tippers. The Council was focussing efforts on trying bring about a cultural change in the Borough, whereby the dropping of any litter, including fly-tipping, was something that people simply did not do.

330 Air Quality Task Group – Report from Overview and Scrutiny Committee

The Chairman of the Air Quality Task Group introduced the report which made a total of 29 recommendations to form the basis for an Air Quality Strategy for the Borough. He drew attention to nine particular recommendations on page 13 of the report and thanked Members of the Task Group and Officers for their hard work.

A Member said that in his opinion the Task Group had not looked at the real drivers of air pollution and put too much focus on cars and the private motorist. With regard to Recommendation 3 and the proposal for dwellings on new developments to be provided with an electric vehicle charging point, he considered that as most households had more than one car, one charging point would not be enough. He also said that given that new employment sites had already been forced to include cycle bays and participate in cycle to work schemes for a number of years, and this had resulted in no discernible change to transport habits, he considered such approaches simply unnecessarily increased the cost burden on developers. He also questioned the ability of the National Grid to cope with any significant increase in the use of electric vehicles.

The Leader responded that travelling habits were indeed changing and many young people were electing not to take up driving in favour of cycling and public transport. He was also confident that the National Grid would make its own arrangements to cope with the increased use of electric vehicles. The Chairman of the Task Group clarified that the recommendation referred to “at least one electric vehicle charging point being provided”, so there was scope for what the Member had suggested.

Resolved:

That the recommendations within the report be adopted as the basis for an Air Quality Strategy for the Borough.

331 Report of the Overview and Scrutiny Budget Scrutiny Task Group

The report presented the findings of the Budget Scrutiny Task Group following its scrutiny of the Council's draft 2018/19 budget. The Overview and Scrutiny Committee had considered the report and regarded the budget as sound and deliverable.

The Portfolio Holder said that this year's process had been extremely thorough and had picked up a number of useful points. He was pleased that Overview and Scrutiny had found the draft budget to be sound and deliverable and thanked all Members, Officers and Portfolio Holders involved for their hard work. The Chairman of the Budget Scrutiny Task Group said he echoed those sentiments. He advised that this year's process had been good and thorough and he thanked Members of the Task Group for their diligence and the Officers who had supported the Task Group. He directed Members' attention to paragraph 7 of the report which contained a list of areas identified by the Task Group which were beyond their remit. He was pleased to report that these had been agreed by the Chairman of the full Overview and Scrutiny Committee as areas to review as part of their 2018/19 work programme.

Resolved:

- That (i) it be noted that the Overview and Scrutiny Committee regards the Council's draft 2018/19 budget as sound and deliverable.**
- (ii) it be noted that the Overview and Scrutiny Committee regards the Council's reserves position as suitable to cover identified contingencies and risks.**

332 Financial Monitoring Quarterly Report

The report presented an assessment of the outturn position for the financial year based on the first three quarters of the year, including the General Fund, the Housing Revenue Account and the Collection Fund. The General Fund was projecting an overall overspend against original budget of £57,000, with a target to have a balanced budget by the end of the year. There was an overall positive movement from last quarter of £30,000. The Housing Revenue Account was projecting an underspend against original budget of £318,000, with an overall movement from last quarter of £240,000.

The Portfolio Holder drew attention to the recommendations, in particular to note a breach of the Council's Investment Policy. The breach was a result of borrowing in advance of need to benefit from lower interest rates, but only related to the Council's own self-imposed rules and not to any statutory requirements. Whilst it was recognised that the breach had taken place for good reason and posed limited risk to the security of the Council's funds, some Members considered that if the Council had regulations and policies in place, caution should be taken to abide by them and they should be reviewed if necessary.

A Member made reference to the Collection Fund surplus and said that if these funds could be distributed earlier by the Districts this would ease pressure on KCC's budget. The Director of Finance and Economy said that Officers worked closely with KCC

colleagues and there was a careful balance to be struck and that a surplus would be distributed to KCC for the next financial year. The Deputy Leader said that issues such as this needed to be looked at 'in the round' as there were a number of other areas where KCC and the Districts worked together.

Resolved:

- That**
- (i) the outturn position for the General Fund, Housing Revenue Account and the Collection Fund be noted.**
 - (ii) the additional £200,000 design works for Victoria Park be approved and the £99,000 approved by Management Team for the initial bid be noted.**
 - (iii) the £95,000 approved by Management Team for the residents magazine be noted.**
 - (iv) the £10,000 to be allocated to the set-up of shadow Parish Councils (paragraph 20 of the report refers) be approved.**
 - (v) the breach of the Investment Policy set out in paragraph 48 of the report be noted.**

333 Revenue Budget 2018/19

The report presented the final Draft 2018/19 Budget which would be recommended to the Full Council for approval. The Budget supported the third year of the Council's Corporate Plan and included changes to services following the Housing Service review. The report also covered the Housing Revenue Account which included a 1% reduction in rents, the second of a four year reduction programme, the Capital programme and the Council's Treasury Management Strategy. The Portfolio Holder for Finance and IT introduced the report and said that it reflected approximately six months of hard work and full consultation and scrutiny processes. He commended its contents to the Cabinet.

A Member made reference to Appendix H of the report – Prudential Indicators and said he had concerns over the estimated levels of debt from borrowing the Council was accruing, particularly that which was being predicted for 2021 and the authorised limit the Council was setting itself. He considered these were at very high levels for a District Council and although he understood the rationale of borrowing to invest, particularly in the current climate of low interest rates, he thought there should be more caution in case of significant changes to the financial landscape and the burden that may place on this Council. The Director of Finance and Economy stated that the Operational Boundary was the key limit to focus on and reflected proposals within the draft capital plan, although these would still require Member approval in the usual way. The reason that the authorised limit was double the capital boundary was due to advice from Arlingclose so that if needed the Council could restructure its debt.

The Leader responded that the key point to keep in mind was that the Council's borrowing was asset based. They were borrowing to invest in assets that would increase in value. The Government was encouraging Local Authorities to be more entrepreneurial in this way in order to bring in their own income and in his view, all the

time the Council was holding such assets he did not see any problem with this strategy. Other Members agreed and said that whilst the Council did have to be aware of its levels of debt, they should also be aware of good deals and opportunities and take advantage of them. Interest rates were low and would continue to be so for the foreseeable future. It was in the interests of local Council Tax payers to pursue this approach and avoid the burden of reduced Government Grants being placed on them by way of large Council Tax increases. Ashford's remained the lowest Council Tax in Kent and this was something the Council should be rightly proud of. The Member who raised the original question said that whilst he understood the point being made, he would be re-assured by seeing some sort of regular assessment of metrics related to Loan to Value rates and interest cover and considered these could be included within budget monitoring reports once a year to address concerns about the Council's levels of borrowing. Cabinet Members said they would be happy to receive such an update, but before making a specific recommendation, they wanted to take time to seek advice from Officers about the best way to present that information. The Portfolio Holder said that the Annual Report on Corporate Property received by the Cabinet every April, did contain information about property values and revenues and perhaps that was the avenue to present such additional information, but he would explore that issue outside of the meeting.

A Member also made reference to the Strategic Acquisitions Policy which stated that 10% of returns were allocated to reserves and he asked which reserve this referred to? The Director of Finance and Economy confirmed that this was the New Initiatives Reserve. The Leader confirmed that this approach was part of the Council's wider ambitions to be self-sufficient in the face of diminishing Government Grant. It was acknowledged that this more entrepreneurial approach did carry risks and it was therefore imperative to carry those reserves to support the budget and increase resilience.

Resolved:

- That**
- (i) the Budget context and MTFP position be noted.**
 - (ii) the Chief Finance Officer be delegated powers to establish local discounts in Business Rates in accordance with Government policy.**
 - (iii) the reserve summary as set out at Table 6 of the report (Appendix C refers) be noted.**
 - (iv) the Equality Impact Assessment as set out in Appendix E to the report be noted.**
 - (v) the Housing Revenue Account Budget for 2018/19 be approved.**
 - (vi) the estimated average rent decrease of 1% in accordance with Government guidelines be approved and that the rent setting for the future continues to follow movements in the "limit rent" set by the Government.**

- (vii) the advice from the Chief Financial Officer concerning the robustness of the estimates and the adequacy of reserves be noted.

Recommended:

- That
- (i) the Revenue Budget 2018/19 including the net Budget requirement of £14,410,760 (excluding Parish Precepts) be approved.
 - (ii) the level of Discretionary Fees to be levied from 1st April 2018 (as set out in Appendix D to the report) be approved.
 - (iii) Band D Council Tax be set at £157.50.
 - (iv) Members allocate £500 of the Member's grants to WW1 commemorative events.
 - (v) the Capital Budget for 2018/19 (as set out in Appendix G to the report) be approved.
 - (vi) the Prudential Indicators and MRP policy as set out in Appendix H to the report and the Treasury Management Strategy Statement at Appendix I to the report be approved.
 - (vii) the updated Financial Procedure Rules as contained at Appendix J to the report be approved.
 - (viii) the Risk Based Verification Policy as outlined in Appendix K to the report be approved.

334 Ashford Borough Council Performance – Quarter 3 2017/18

The report updated Members and the public on the performance of the Council against its Corporate Plan for Quarter 3 - 2017/18. This included information on what the Cabinet had achieved through its decision-making, key performance data and consideration of the wider Borough picture which impacted upon the Council's work.

The Portfolio Holder thanked the Corporate Scrutiny and Overview Officer for his diligence in pulling the report together. He re-iterated that the data belonged to the whole Council and he hoped all Members would look and take an interest in it. He advised that the Council's approach to the monitoring of its performance against the Corporate Plan was being revised and summary highlights from the online Performance Dashboard for each of the plan areas were attached to the report.

Resolved:

That the Council's performance against the Corporate Plan in Quarter 3 of 2017/18 be noted.

335 Annual Report of Work Undertaken on Domestic Abuse and to Support Victims of Domestic Abuse

The report updated the Cabinet on the multi-agency work completed over the course of 2017 by the Domestic Abuse Co-ordinators. This work was undertaken in conjunction with the Ashford Domestic Abuse Forum who supported victims of domestic abuse within the Borough. The report also provided the detail of how the work supported victims of domestic abuse and addressed future work plans.

The Portfolio Holder said he commended the report and said that the Council should be extremely proud of the work it had been involved with. Ashford's work was held in high regard across the County and within the NHS. The Leader said the results detailed in the report fully justified this Council's decision to allocate a significant amount of funding to this issue and he considered this had been money well spent.

Resolved:

- That**
- (i) the work of the Domestic Abuse Coordinators and Independent Domestic Violence Advisors be noted.**
 - (ii) the work of partners tackling domestic abuse be endorsed.**
 - (iii) future updates on Domestic Abuse be included in the annual Community Safety report to the Overview and Scrutiny Committee from next year.**

336 Cemetery Memorial Safety Policy

The report advised that an extensive memorial safety inspection had been carried out from May 2017 to January 2018 on all memorials in both open and closed burial grounds that were the responsibility of Ashford Borough Council. It provided Members with the outcomes of the inspections and options for undertaking any remedial works that may be required and associated costs.

Resolved:

- That**
- (i) any Category 1 memorials that do not receive remedial attention inside 12 months be carefully, horizontally re-laid.**
 - (ii) if further memorials become Category 1 from future inspection, the same procedure be followed to contact grave owners and where required, carefully horizontally re-laid.**
 - (iii) the updated rules and regulations be approved.**

337 Gypsy and Travellers Development Plan Document – Issues and Options Report

The report advised that the Council had a statutory duty to plan for the needs of Gypsies and Travellers by identifying suitable sites in their Local Plans to meet an

identified need. In addition to the approach set out in the submitted Ashford Local Plan, the Council was committed to preparing a specific Development Plan Document (DPD) that dealt with Gypsies and Travellers. The Issues and Options report was the first stage in the process of preparing the Gypsy and Traveller DPD and posed a series of consultation questions.

Resolved:

That the Gypsy and Traveller DPD – Issues and Options Report be agreed for the purposes of public consultation.

338 Chilmington Gypsy Site – Future Ownership and Management

The report set out a proposal for enhancing the management arrangements for Chilmington Gypsy Site. The proposal outlined a suggested approach to strengthen the management of the site, improve the health and wellbeing of the residents on the site, and ensure successful integration with the local community.

The Ward Member stressed the importance of the Council retaining landlord status for the site in order to oversee the management and ensure that it was of a good standard.

Resolved:

- That**
- (i) the Council enters into negotiations with interested parties for the grant of a lease and management agreement in relation to Chilmington Gypsy Site.**
 - (ii) delegated authority be given to the Directors of Law and Governance and Finance and Economy, in consultation with the Portfolio Holders for Finance, Housing and Community Safety, to finalise terms and grant a lease and a management agreement to an organisation identified following a formal selection process as set out in the report.**
 - (iii) the Director of Law and Governance enter into the necessary documentation to give effect to the decision.**
 - (iv) a disposal may proceed at an undervalue, if required, on the terms and for the reasons set out in paragraph 15 of the report.**

339 Local Plan and Planning Policy Task Group – 5th January 2018

Resolved:

That the notes of the meeting of the Local Plan and Planning Policy Task Group held on the 5th January 2018 be received and noted.

340 Schedule of Key Decisions to be Taken

Resolved:

That the latest Schedule of Key Decisions as set out within the report be received and noted.

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Agenda Item No: 6
Report To: Cabinet
Date of Meeting: 8 March 2018
Report Title: Pay Policy Statement- Annual Review
Report Author & Job Title: Michelle Pecci
Head of HR & Customer Services
Portfolio Holder: Leader of the Council- Cllr Clarkson
Portfolio Holder for: Cllr. Pickering- HR & Customer Services

Summary:

The Localism Act 2011 requires the Council to publish an Annual Pay Policy Statement; this report will review the current Pay Policy statement, ensuring it is up to date and reflects the council's approach to pay.

The council also takes this annual review as an opportunity to review the rates of the Ashford Living Wage Allowance (ALWA) and the Ashford Apprentice Wage Allowance (AAWA). This report therefore provides recommendations on rates for the 2018/19 allowances.

Key Decision: YES

Significantly Affected Wards: None

Recommendations: That Cabinet recommend to Council:

- I. Approve the updated Pay Policy Statement.
- II. Approve the Ashford Living Wage Allowance be increased to £8.35 for 2018/19.
- III. Approve the Ashford Apprentice Wage Allowance be maintained at 15 pence per hour over the National Minimum Wage rate applicable to the age of the apprentice.

Policy Overview: Sections 38 to 43 of the Localism Act 2011 require local government bodies to prepare a pay policy statement. These statements must articulate an authority's own policies towards a range of issues relating to the pay of its workforce, particularly senior staff and its lowest paid employees.

The Ashford Living Wage Allowance demonstrates the Council's commitment in ensuring that wages (salaries) of our employees can sustain families and individuals and underpins a thriving economy.

The Ashford Apprentice Wage Allowance underpins the council's commitment to support lower paid members of staff

by providing a fair wage to our apprentices. The council is committed to making apprenticeships accessible to all and encourages its local people to gain worthwhile careers by paying a rate which is comparable with entering any other form of employment; this in turn will benefit the local economy.

Financial Implications:

Increasing the Ashford Living Wage Allowance will cost up to £10k plus on costs and maintaining 15 pence per hour over the national minimum wage rate for apprentices will cost circa £2k plus on costs and can be managed within the 2018/19 budgets.

Legal Implications

The Council is required to review and publish its Pay Policy Statement on an annual basis.

Equalities Impact Assessment

The application of the Pay Policy will not result in any detrimental impact on any particular group of staff.

The ALWA and AAWA benefits the lowest paid groups of staff within the council regardless of any protected characteristic. The Council's Pay Policy ensures that our staff are remunerated appropriately, equitably and legally

Other Material Implications:

Exempt from Publication:

NO

Background Papers:

Contact:

Michelle.pecci@ashford.gov.uk – Tel: (01233) 330602

Report Title: Pay Policy Statement- Annual Review

Pay Policy Statement: Introduction & Background

1. Sections 38 to 43 of the Localism Act 2011 require local government bodies to prepare a pay policy statement. These statements must articulate an authority's own policies towards a range of issues relating to the pay of its workforce, particularly senior staff and its lowest paid employees.
2. The pay policy statement must be reviewed and approved each year by Full Council.
3. There are a number of statutory requirements relating to pay accountability in the Localism Act that need to be taken into account as well as a catch-all within the Act that states that members must have regard to any guidance issued or approved by the Secretary of State.
4. The statement encompasses both the statutory requirements as well as the 'broader' elements of guidance.
5. The Act requires the council to prepare a pay policy statement for this year and it must set out the authority's policies relating to:
 - (a) the remuneration of its chief officers,
 - (b) the remuneration of its lowest-paid employees, and
 - (c) the relationship between:
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.

The statement must include:

- (a) the definition of "lowest-paid employees" adopted by the authority for the purposes of the statement, and
- (b) the authority's reasons for adopting that definition.

The statement must also include the authority's policies relating to:

- (a) the level and elements of remuneration for each chief officer,
- (b) remuneration of chief officers on recruitment,
- (c) increases and additions to remuneration for each chief officer,
- (d) the use of performance related pay for chief officers,
- (e) the use of bonuses for chief officers,
- (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
- (g) the publication of and access to information relating to remuneration of chief officers.

6. Pay policy statements may be amended during the course of a financial year to reflect changes or developments in an authority's pay policy. However,

section 39(5) of the Act requires that amendments can only be made by resolution of the full Council, or a meeting of members, and that any amended statement must be published as soon as is reasonably practicable.

7. A change to the data in the Policy Statement is that the average salary level is now expressed as a median, rather than mean and as a result has the reduced average salary figure to £24,492. As a consequence the ratio between the highest paid and the median salary is now 4.6:1, this is within our stated position of maintaining a pay multiple of 5 or less (paragraph 13 of the proposed pay policy statement attached).

Ashford Living Wage Allowance: Introduction & Background

8. The Council is committed to ensure that the wages (salaries) of our employees can sustain families and individuals as well as underpinning a thriving local economy.
9. This commitment is provided through the Ashford Living Wage Allowance (ALWA) implemented in 2013. As part of the Pay Policy review Members consider the application of an ALWA on an annual basis.
10. In the 2016 the Government introduced a Statutory National Living Wage rate that aims to raise living standards amongst the lowest paid. Projections indicate that this is set to reach £9 an hour by 2020.
11. The Council's stated commitment with regard to the Ashford Living Wage is currently:

“The council will aim to provide our lowest paid staff, irrespective of their age, with a rate of pay that is better than the Statutory National Living Wage rate.”

Proposal/Current Position

12. The current minimum pay rate for ABC employees is set at £8.00 per hour, the Statutory National Living Wage rate for 2018/19 has been set at is £7.83.
13. It is recommended that we increase the current ALWA to £8.35. This rate continues to achieve the council's commitment to its lowest paid staff, and puts the council in an advanced position in being able to accommodate the forthcoming annual increases to the statutory National Living Wage Rate leading-up to 2020.
14. At this revised rate there will be up to 22 staff who will receive the ALWA which will cost a maximum of £10k per annum and can be managed within the 2018/19 budget.
15. By applying the ALWA the council has been widely recognised as a responsible and considerate employer who voluntarily provides a fair and sustainable wage to their lowest paid staff. It is therefore important for the

council to be able to continue to make such a strong statement of commitment in this regard.

Ashford Apprentice Wage Allowance: Introduction & Background

16. Apprentices are engaged to gain practical training in a job combined with study. The status of their employment is reflected by the fact that the National Minimum Wage (NMW) and the statutory Living Wage Rate is not applicable to them in the first year of their apprenticeship.
17. The 2018 National Wage Rate for apprentices aged 16 to 18 and those aged 19 or over who are in their first year is £3.70 per hour. All other apprentices are entitled to the National Minimum and Statutory Living Wage rates as applicable to their age.
18. The AAWA aims to provide our apprentices with a pay rate that is “better” than the National Minimum Wage (NMW) applicable to the age of the apprentice and irrespective of whether the apprentice is in their first year.
19. The council’s stated commitment in respect of pay rate for apprentices is:

“The council is committed to making apprenticeships accessible to all by paying a rate applicable to the apprentice’s age that aims to be better than the respective Statutory National Living Wage and National Minimum Wage rates.”

Proposal/Current Position

20. The current AAWA is 15 pence per hour above the respective NMW age rates. It is proposed that the 15 pence per hour differential is maintained for 2018/19. The overall additional costs of maintaining 15 pence above NMW will be circa £2k.

Summary

21. For ease of reference the following table details the pay rates referred to above:

Wage Rate	National rates from April 2017	Ashford current rates 2017/18		National rates from April 2018	Ashford proposed rates For 2018/19	
Statutory National Living Wage rate for over 25’s	£7.50	£8.00		£7.83	£8.35	
National Minimum Apprentice rate	£3.50	Aged 25+	£7.65	£3.70	Aged 25+	£7.98
		21-24	£7.20		21-24	£7.53
		18-20	£5.75		18-20	£6.05
		Under 18	£4.20		Under 18	£4.35

Forthcoming Government Legislation

22. The last two Pay Policy review reports to members highlighted potential changes to severance payments for the public sector. There were a number of proposals that aimed to reduce and standardise severance payments in the public sector there has been no progress in finalising these changes.
23. The potential changes can be summarised as:
 - a. Requiring repayment of public sector exit payments in certain circumstances (as provided under the small Business, Enterprise and Employment Act 2015).
 - b. Placing a cap on exit payments of £95k (Enterprise Act)
 - c. Introducing greater consistency to the basis of calculation of exit pay.
24. Further legislation and regulations are still awaited to effect these changes and when this is available it will be necessary to review the council's policy on the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations and this will be a separate report to members for approval at the appropriate time.

Implications and Risk Assessment

25. Reviewing and publishing the Pay Policy Statement will ensure that we are compliant with the requirements of the Localism Act 2011.
26. Continuing to apply both the ALWA and AAWA is a positive statement about the value the council places in all staff and provides a role model for other employers in the local community.

Equalities Impact Assessment

27. The application of the Pay Policy will not result in any detrimental impact on any particular group of staff.
28. The ALWA and AAWA benefits the lowest paid groups of staff within the council regardless of any protected characteristic. The Council's Pay Policy ensures that our staff are remunerated appropriately, equitably and legally.

Consultation Planned or Undertaken

29. UNISON representatives have been invited to provide feedback on this report and the proposals relating to the ALWA and AAWA and are satisfied with the proposals.
30. This report together with the proposed pay policy statement was considered at the Joint Consultative Committee on 22 February 2018. No concerns were raised.

Other Options Considered and Reasons for Supporting Option Recommended

31. Other options included withdrawing both the ALWA and AAWA but this was not thought to be consistent with the council's desire to show its commitment to its lowest paid staff.
32. A further option was to retain the ALWA at its current rate. This would maintain a pay rate greater than the Statutory Living Wage rate however our lowest paid staff would have had static pay rates since 2015.

Next Steps in Process

33. Once approved by Council the 2018/19 Pay Policy Statement will be published on the transparency section of the Ashford Borough Council website.
34. Written notification will be provided to those staff who are entitled to receive the ALWA and the AAWA to inform them of the respective rates that will be payable to them for 2018/19.

Conclusion

35. The pay policy statement reflects our current approach to pay and satisfies the requirements of the Localism Act.
36. The Ashford Living Wage Allowance endorses the council's commitment to its lowest paid staff by applying an hourly rate which aims "to be better" than the statutory National Living Wage irrespective of individual's age.
37. The Ashford Apprentice Wage Allowance provides a very positive statement that the council is committed to making apprenticeships accessible to all and encourages its local people to gain worthwhile careers by paying a rate which is comparable with entering any other form of employment; which in turn will benefit the local economy.
38. There is a range of forthcoming legislation that will have a significant impact on public sector employees' entitlements to severance (redundancy) payments. We will continue to monitor these developments and as guidance becomes available Members, Management Team and UNISON will be provided with options and recommendations to ensure that the Council's Pay Policy Statement and the council's policy for Local Government (Early Termination of Employment) (Discretionary Compensation Regulations) are compliant with this new legislation.

Portfolio Holder's Views

39. Cllr Pickering:

“Ashford Borough Council intends to maintain its position as the leading employer in the Borough with good employment practices and a remuneration structure to reward our staff based on systems to maintain fairness at all times.

We are conscious of the need to ensure the lower paid members of our staff and Apprentices are paid a rate that can sustain family life and make Apprenticeships accessible to all.”

Contact and Email

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Ashford Borough Council

Pay Policy Statement

Financial Year 2018/19

Introduction

ABC is a large and diverse organisation providing a range of statutory and other services to a local community with a population of 128,700. It is responsible for managing a combined annual capital and revenue spend of £120 million.

To ensure the council is effectively led and efficiently managed, it must be able to attract and retain a range of high calibre staff in a competitive job market. The value and composition of the remuneration package offered to senior staff is a key factor in enabling the council to attract, recruit, motivate and retain staff with the skills sets required to deliver the Council's objectives and aspirations, which in turn have a significant impact on the lives of local residents.

Notwithstanding the statutory requirement to produce and publish this policy, the Council recognises the importance and benefits of applying a transparent policy to ensure that its staff are remunerated appropriately, equitably and legally.

Pay Policy

- 1 This policy statement is made in accordance with Section 38 (1) of the Localism Act 2011. The Act requires the authority to set out its policies for the financial year relating to:
 - (a) the remuneration of its chief officers,
 - (b) the remuneration of its lowest-paid employees and
 - (c) the relationship between:
 - i. the remuneration of its chief officers, and
 - ii. the remuneration of its employees who are not chief officers.

- 2 **Definitions:**
 - (a) The Definition of '**Chief Officer**' in the Localism Act reflects that in the Local Government and Housing Act 1989 and so is wide enough to include not only the Head of Paid Service, Monitoring Officer and other statutory and non-statutory Chief Officers but also those senior officers who report directly to them. It is not considered necessary to extend the scope of this definition due to any particular local circumstance or reward structure.

 - (b) A '**Lowest paid employee**' is an employee who is paid on the lowest pay grade used by the council. The definition does not include postholders engaged in apprenticeships, work placements and posts created through 'job creation schemes' e.g. the Future Jobs Fund as often the pay levels are recommended as part of the scheme and are not determined by the council's usual process.

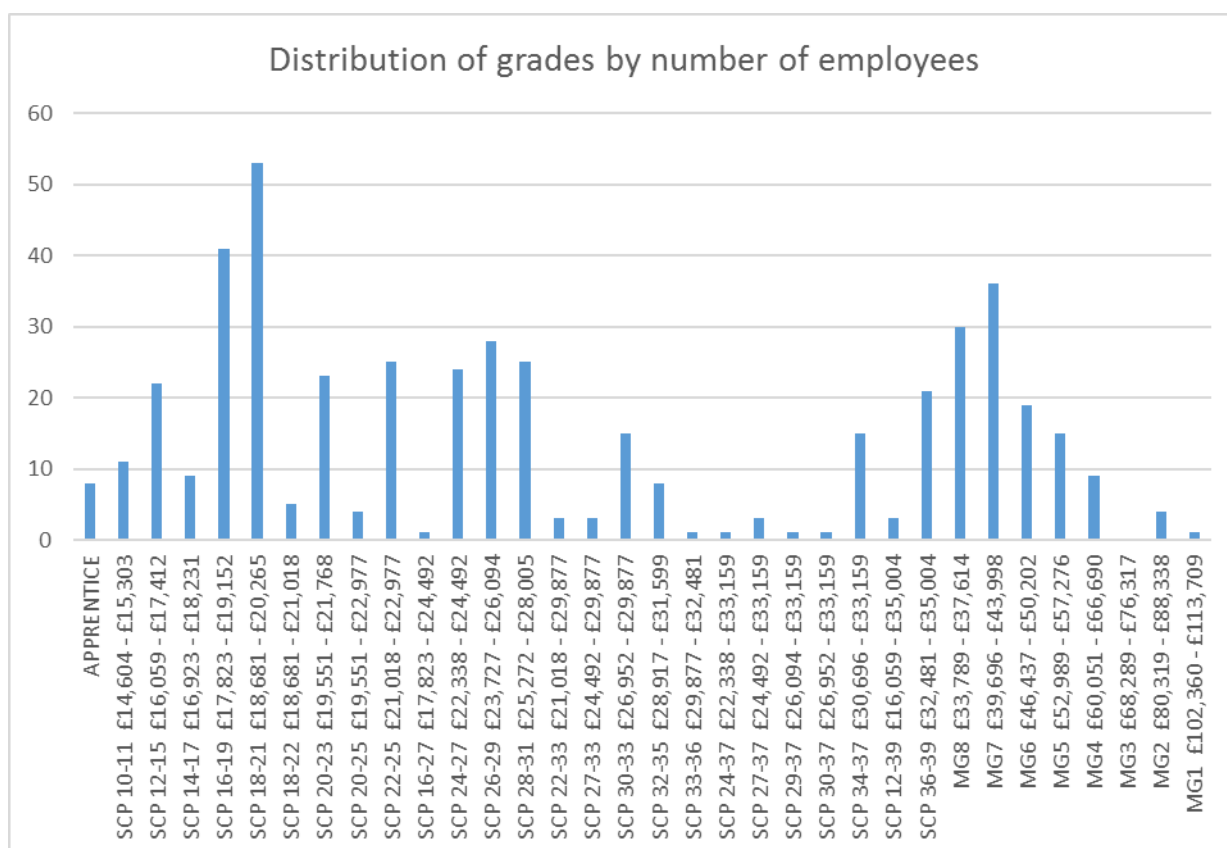
- 3 The policy statement will be reviewed and approved annually by Members and published on the transparency section of the Ashford Borough Council

website together with the pay data published in line with the code of recommended practice on data transparency. Data on pay for individuals employed under a 'contract for services' (opposed to contract of employment) can be found under the data on spend.

- 4 The council's pay framework has been in place for many years and the grade for each role is determined by a job evaluation scheme developed by Inbucon Pay Consultants.
- 5 The basic grade of all officers is determined by job evaluation process. Pay and all other elements of the remuneration package for the Chief Executive (Head of Paid Service), Director or Head of Service posts are approved by Members as part of the recruitment process and other formal approval process such as restructuring reports. The remuneration packages for all other roles are approved by senior managers.
- 6 The incremental progression for all roles, including Chief Officer roles, are automatic unless there are formal concerns over capability.
- 7 Cost of living pay awards are considered on an annual basis and take account of market forces, economic climate measures of inflation and budgetary position. The council is not subject to national pay bargaining. Pay awards are negotiated locally with UNISON and subject to approval by Members.
- 8 The council is committed to ensuring that the pay of its employees can sustain families and individuals and underpin a thriving economy. To support this commitment it is the Council's aim to provide its lowest paid employees (excluding apprentices and those employed through job creation schemes (see para 2b) to receive a wage rate which is better than the Statutory National Living Wage rate irrespective of the age of the employee. As a consequence, the lowest paid employees receive the Ashford Living Wage Allowance (ALWA) as a supplement to the employee's hourly pay rate to provide a minimum rate of £8.35 per hour. The Council reviews the application of the ALWA on an annual basis.
- 9 Apprentices are engaged to gain practical training in a job combined with study. The council is committed to making apprenticeships accessible to all and aims to pay a rate by paying a rate applicable to the apprentice's age that aims to be better than the respective Statutory National Living Wage and National Minimum Wage rates; the Ashford Apprentice Wage Allowance (AAWA) is currently set at 15 pence per hour higher than these rates. The AAWA is reviewed annually and applied to those employed by the Council on an apprenticeship.
- 10 Grades MG1 and MG2 have two additional discretionary incremental points can be applied for recognition of performance, or as part of a retention package. These points are not automatically applied to all MG1 or MG2 roles, but if they are, they require confirmation from the officer's manager that there has been exceptional performance and the increment should be awarded.
- 11 The organisations Returning Officer for elections receives election fees in addition to their regular salary. These fees are set by the Cabinet Office for national elections and referendums; or for borough and county elections

through a countywide arrangement. The fees vary according to the election taking place. Any election fees paid during the year are included in the salary figure published in the council's annual statement of accounts.

- 12 We are required to publish pay related information. This includes the Code of Recommended Practice for Local Authorities on Data Transparency requirements to publish a Pay Multiple and information on senior salaries. The Pay Multiple is the ratio between the highest paid salary and the median average salary of the whole authority's salaries.
- 13 The current ratio between the highest paid employee and the median earnings across the organisation is **4.6:1** (excluding Returning Officer fees as these are determined by the Cabinet Office, or through a countywide arrangement. The fees are only paid in the event of an election). The council intends to maintain a pay multiple of 5 or less i.e. the highest paid employee is paid no more than 5 times the median salary which is £24,492. The chart below shows the current dispersal of grades amongst the council's employees:
- 14 Ashford pay grades are determined through job evaluation and reflect the breadth of impact the role has for example: the level and complexity of advice given by the postholder as well as the decisions made; the qualifications required to carry out the role, the level of autonomy the postholder has as well as the level of internal and external contacts routinely made by the postholder.



- 15 Salary information for senior staff is published annually on the transparency section of the council's website and total remuneration packages for Chief Officers are published in the council's annual statement of accounts also available on the council's website.
- 16 The Chief Executive and Deputy Chief Executive receive an annual mileage allowance to compensate for up to 3,000 work related miles travelled within Kent and are not allowed to submit mileage claims for the first 3,000 miles travelled in Kent.
- 17 Posts may attract a subsidised lease car or cash alternative. Entitlement is usually determined as part of the recruitment process and the entitlement is intended to assist the officer in carrying out their duties or, in some cases, as a recruitment tool.
- 18 All officers are entitled to be reimbursed for legitimate expenses incurred in the course of their duties. Limits are laid out in the conditions of service and all expense claims must be accompanied by receipts.
- 19 The council does not have a performance related pay scheme or a bonus scheme. Managers do have the ability to make honorarium payments to any level officer in the following circumstances:
 - Covering the full/partial duties of a more senior post (other than for annual leave)
 - Taking on additional duties/responsibilities for a limited period
 - Taking on additional responsibilities e.g. project work which would not normally fall within the employee's job description
 - Taking on additional workload, which is not at an additional level of responsibility but which warrants financial recognition
 - One-off merit payments in recognition of exceptional performance.

Where the request for the payment falls outside of the above criteria the Head of Personnel and Development will take the request to Corporate Management Team for discussion.

- 20 The council does have a market supplement scheme to address market pressures that cause recruitment and retention difficulties. Market supplements are applied in exceptional circumstances and any proposed payments for a Management Team post must be approved by Members. For all other roles Management Team is able to give approval.
- 21 If a Chief Officer, or any other officer, chooses to end their employment with the authority there are no termination benefits payable.
- 22 If the council terminates an officer's employment then the council's policy on the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 may apply.
- 23 The Council will comply with obligations under the Exit Payment Recovery Regulations.

- 24 Officers may also be entitled to release of their local government pension if they satisfy the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007.
- 25 Employees who are Local Government Pension Scheme members aged 55 or over are entitled to request flexible retirement in accordance with the council's Flexible Retirement policy. This allows an officer to access their local government pension and continue working in a role at either reduced hours or in a lower paid role to help their transition into retirement. Member approval is required where there is a cost associated with the release of the pension. There must be a benefit to the council in agreeing to a flexible retirement request, the benefits may include: assisting with succession planning, delivering savings etc.
- 26 In exceptional circumstances we may find ourselves in the situation whereby an officer who has been previously employed by the council (or another authority) and who, on ceasing to be employed, was in receipt of a redundancy payment and/or a local government pension is subsequently reemployed by the council. It is not the policy of Kent County Council (the pension scheme administrators) to abate pensions in payment in these circumstances.
- 27 In cases where the council shares staff with other authorities/agencies this often results in different pay scales, terms and conditions between the two parties. The council will ensure that for staff employed by Ashford Borough Council that there is internal comparability. This may result in discrepancies across teams with employees working for other employers.
- 28 The council does not intervene in the pay policy of external contractors; remuneration packages are a matter for the external contractor to determine not the council.
- 29 The Council is committed to tackling all forms of tax avoidance and therefore encourages the direct employment of staff and pays them via the payroll system. When a need arises for a temporary appointment, recruitment is normally secured by using the council's employment agency contract arrangement. In a few circumstances where it is necessary to engage self employed people who can provide exceptional skills/experience, the council will offer a contract for services. Such engagements would be in accordance with HMRC guidelines to ensure that the correct employment status has been applied for PAYE purposes.
- 30 This policy is required to be reviewed at least once a year proceeding the next financial year. Proposals to adjust the policy in a financial year must be approved by Members.

March 2018

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Agenda Item No: 7

Report To: Cabinet

Date of Meeting: 8th March 2018

Report Title: *Leisure Procurement Exercise*

Report Author & Job Title: Christina Fuller, Head of Culture

Portfolio Holder Cllr Gerald White, Lead Member for Leisure Procurement
Portfolio Holder for: and Portfolio Holder for Housing; and Cllr. Mike Bennett
Portfolio Holder for Culture, Leisure, Environment and Heritage.

Summary: Members will be aware that Officers and lead members have been working on agreeing a joint leisure procurement exercise with Ashford Leisure Trust (ALT). The exercise aims to initiate and complete the procurement of a new operator to secure and implement investment in the town's main leisure facilities, reduce the cost of delivering leisure services and further enhance the effectiveness of those services in reaching target groups.

This report updates Members on progress and provides key documentation that defines the scope and nature of the competitive procurement process which aims at a new operator to be in place May 2019. A further report will be provided once detailed submissions by preferred operators and legal agreements between the Council and ALT are drafted to allow investment and any legal approvals to be considered and agreed by Members.

Key Decision: NO

Significantly Affected Wards: Borough wide

Recommendations: **The Cabinet is recommended to:-**

- I. Endorse the proposed leisure procurement exercise (as defined in Appendix A and B) to enable ALT to contract a new leisure operator, in agreement with the Council;**
- II. Authorise appropriate officers to prepare all documentation required to progress the exercise including lease arrangements between ALT and the Council;**
- III. Agree that Detailed Solutions from appropriately selected leisure operators and final legal documents between the Council and ALT are presented to a future Cabinet meeting for investment consideration and agreement.**

Policy Overview: The Five Year Corporate Plan, under Active and Creative

aspires to the delivery of the best mix of sports, cultural and recreational experiences supporting a range of health and wellbeing benefits for residents of all ages and abilities. It identifies the need to invest to provide a high quality offer, particularly at the Stour Centre improve the management of leisure facilities and extend the offer at key sites such as Conningbrook and Julie Rose.

Financial Implications:

Costs for the procurement exercise are identified at approximately £93,500. ALT will share 25% of the costs up to £45K. The Council's costs are built into the budget as approved by the Cabinet at its February 2018 meeting.

It is anticipated that the Leisure Procurement exercise will result in a minimum of £350,000 revenue savings per annum to the Council as a result of utility payments for the Stour Centre being transferred to ALT and the appointed operator.

Legal Implications

The Council will need to agree a new repairing lease of 15 + 5 years with ALT. The lease between ALT and the Council will only be put in place if the procurement process is successful. ALT is procuring a new operator (with support from the Council) to enable them to pass on responsibility for managing the facilities and appropriate repair and maintenance obligations under a comprehensive operator contract. This contract (drafted by external experts for ALT and in consultation with the Council's legal representatives) will be provided to bidders as part of the procurement process.

The operator may also require guarantees from the Council to undertake certain obligations particularly in reference to the structure of the buildings which will be retained by the Council. These documents are currently being drafted.

Equalities Impact Assessment

See Attached

Other Material Implications:

-

Exempt from Publication:

NO

Background Papers:

-

Contact:

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Report Title: *Leisure Procurement Exercise*

Introduction

1. Members will be aware that key members and senior officers have been working on agreeing a competitive leisure procurement exercise with Ashford Leisure Trust (ALT). The exercise will enable ALT to successfully appoint a new Leisure Operator to manage the Stour Centre, Julie Rose Stadium & Conningbrook Lakes and Spearpoint Recreation Ground & Pavilion.
2. Encouraging healthy and active lifestyles for the Boroughs residents is a core ambition for the Council and ALT. At a time when there is growing concern about reductions in the general population's level of activity and growing health inequalities, this exercise is a positive step to secure a new operator to enhance the Boroughs health and leisure facilities and programmes.
3. A Partnership Board with representation from the Council and ALT have been working hard to agree the exercise and legal structure with the support of a leading leisure industry expert, Max Associates. Max Associates has advised the Council and ALT on the leisure procurement process and with additional external legal support a leisure operator contract, which includes an industry standard specification and performance monitoring model, has been drafted based on Sport England guidelines.

Project Documentation

4. A number of key documents explaining the exercise have been produced and are attached. These set out the process, timescales, sites included and the contracting structure. Members are asked to endorse these documents which include:

a. Information Memorandum (Appendix A)

This document provides information to interested parties on the exercise and explains how the Council and ALT, which holds a lease for the Stour Centre up to 2030 and are operating the Julie Rose Stadium under a two year temporary arrangement, have agreed to bring several of the town's leisure facilities into a common structure and to establish new management arrangements under which ALT will provide the strategic management and direction of those facilities and contract with an established leisure operator to manage the facilities and services for 15 years (with an option to extend for a further 5 years).

It reports on the local context, the Council's corporate plan and details of the sites to be included in the exercise. It states that as part of the procurement process, the Council and ALT are looking for investment within the portfolio of facilities to best meet the shared outcomes of the partners. Also that the Council may be in a position to fund capital works to the assets (subject to the business plan value for money / affordability / Council approval), but the partners are looking for an operator who can project manage and deliver the design and build elements of the works, taking this project management, build, programme, cost and subsequent revenue risk of the projects.

b. Project Initiation Document (Appendix B)

This document explains the shared vision of the partners and key deliverables for the exercise. It includes the governance structure and the planned timescales (refer page 12).

Key dates are highlighted in the timetable and include:

- September/October 2018 when preferred submissions will have been identified to include detailed solutions for the sites;
- February 2019 when all approvals will need to be secured; and
- May 2019 when the start of the contract is expected.

Market Expectations

5. Max Associates has recently approached the market leaders in the leisure operation industry with a series of informal questions to gauge the appetite of the industry to bid for the Ashford facilities. The responses obtained have been very encouraging and indicate that at least 5 of the major leisure companies intend to bid for the Ashford contract.
6. Moreover the market is largely comfortable with the legal structure, detailed on page 22 of Appendix A, showing the relationships between the Council, ALT and the new operator. Some have expressed a need for the Council to guarantee various aspects such as repairing obligations (which would be normal if the contract was direct with the Council). Such guarantees are being considered which will be fully defined in the leisure operating contract being drafted by Trowers Hamlin on behalf of ALT.
7. The chance to manage and enhance Ashford's facilities and build on ALT's community health and wellbeing programme is attractive to the leading leisure operating companies currently active in a nationally buoyant market. Operators are releasing local authorities from their obligations in respect of utilities, repairs and renewals whilst working in partnership with Councils to make beneficial improvements through investment to leisure buildings and the surrounding environment to create first-class facilities of the highest order befitting of a modern and growing area.
8. It is expected that the new operator will be responsible for utilities, equipment purchase and replacement, repair and maintenance except structure of the buildings and major plant which remains with the Council as Head Landlord. This should result in a significantly improved position for the Council and may result in savings of a minimum of £350,000 per annum which will primarily be realised from a reduction in utility payments.
9. Councils have been minded to invest in the identified improvements and combine any repair backlog, through a mix of direct investment and a loan repayable over the term of the contract by the operator or trust body in place. In addition some operators have offered direct funding investment in addition to full project management.
10. As part of the leisure procurement exercise, bidders will come forward with proposals for development, supported by viable business plans. This will include Detailed Solutions and may include areas that the bidders believe are

in need of refurbishment or renewal. It will be important that the preferred operators' detailed solutions are presented to Members so an informed decision can be made concerning any possible investment in the facilities to support ALT and the operator. It is anticipated that this would be around September/October this year.

Implications and Risk Assessment

11. The main risk attached to this project is the potential for the number of bidders to be small and their quality low. This is being mitigated by Max Associates using their expert market knowledge to construct the bid documents. They have also sought to gauge the interest of the market and answer questions operators may have at an early stage which is detailed earlier in this report. Larger leisure operation companies are active in pursuing contracts in South East Kent at this time.

Equalities Impact Assessment

12. Members are referred to the attached Assessment. The key issues arising are that the proposals under consideration will not have a negative impact on people with protected characteristics.
13. Provision will need to be made to continue to provide community sports facilities for people with different abilities and characteristics.

Consultation Planned or Undertaken

14. Consultations have taken place with ALT staff, the leisure market and Council Members.

Options and Reason for Recommendation

15. Were the Council not to work in partnership with ALT to help them procure a new operator, ALT have the right to remain in occupation of the Stour Centre to the end of their lease at 2030. The Council's legal department advise that there are no means under which the Council could end this occupation without the Tenant's consent and under some circumstances ALT could claim security of tenure and extend their lease.
16. Working in partnership offers the best solution for attracting a high quality leisure operator to jointly invest with the partners in providing outstanding modern leisure facilities for a growing population.

Next Steps in Process

17. The intention is that the facilities are tendered to the market on 8th March. The full timetable is attached in Appendix B (page 12).

18. Property Services are in the process of finishing full surveys of the facilities, so that potential bidders will be able to submit their proposals based on a firm understanding of the current condition of the existing facilities. The Council will need to ensure that the centres are in a reasonable condition at handover.
19. Additional legal documentation (from that being undertaken by the external lawyer) including the new property lease between the Council and ALT and any direct guarantee arrangements with the new operator are being considered by the Council's lawyers.

Conclusion

20. This leisure procurement exercise is an opportunity to improve the management and leisure offer in the borough. It aims to provide Ashford with modern leisure buildings and equipment which will increase participation and enable a significant improvement in the health and wellbeing of residents in the Borough whilst significantly reducing the Council's repair and running obligations to the facilities.

Portfolio Holder's Views

21. This project is seen as an exciting opportunity to secure a major leisure operator bringing in new expertise, resource and procedures to effectively manage and improve the Borough's growing stock of leisure facilities. I fully support the approach offered by this report and recommend the Council accepts the recommendations herein.

Cllr Mike Bennett

Contact and Email

22. Christina Fuller, Head of Culture christina.fuller@ashford.gov.uk – Tel: (01233) 330474
23. Ben Moyle Facility Development Manager. ben.moyle@ashford.gov.uk – Tel: (01233) 330475

Leisure Operating Contract (LOC) - Information Memorandum



Information Memorandum

Contents:

- 1. Overview of the project and key objectives**
- 2. Background to Ashford and future sports and physical activity development projects**
- 3. Current management arrangements and scope of services within this procurement**
- 4. Overview of the project team and management structures**

1. Overview of the project and key objectives

1.1. Ashford's Leisure Services

- 1.2. Ashford Borough Council (the Council) and Ashford Leisure Trust (the Trust), which holds a long lease on the borough's main leisure centre (the Stour Centre) have agreed to bring several of the town's leisure facilities into a common structure and to establish new management arrangements under which the Trust will provide the strategic management and direction of those facilities and contract with an established leisure operator to manage the facilities and services.
- 1.3. The Trust was established by the Council in 2004 with a remit to provide facilities in the interest of social welfare and education with the object of improving the conditions of life for those people living within the borough of Ashford and surrounding areas through the provision of a community and sport centre and other recreational facilities and activities.
- 1.4. The Trust was subsequently granted a long lease of the Stour Centre, Ashford's main leisure centre. The Trust currently has a management agreement for operation of the Julie Rose Stadium and Conningbrook Lakes.
- 1.5. The Trust's charitable objectives are:

" To provide facilities in the interest of social welfare and education with the object of improving the conditions of life for those persons living within the Borough of Ashford and surrounding areas in need of such facilities through the provision of a community and sports centre and other recreational facilities and activities."

- 1.6. In pursuit of their objectives, the Trust believes the procurement of an established partner will help achieve and further develop the following themes:
 - **Investment** - Essential significant investment in existing facilities, specifically, but not exclusively, the refurbishment of the un-remodelled 'dry-side' of the Stour Centre.
 - **Resilience** - An enhanced resilient management arrangement, with access to a range of specialist expertise and increased capacity to aid timely reactions to new business opportunities.
 - **Diversification and Growth** - To lead a borough wide approach in the delivery of management of leisure and sporting facilities enabling a co-ordinated and integrated approach to meet the growing needs of the local community.
 - **Efficiency** - Economies of scale and other financial efficiencies (e.g. energy costs) that will generate savings that in turn will be re-invested back into the local services and facilities.
- 1.7. Please find further information about the Trust at: <http://www.ashfordleisuretrust.co.uk>
- 1.8. Please find further information about community and other facilities and sport in Ashford at:
<https://www.ashford.gov.uk/your-community/sport/>
<https://www.ashford.gov.uk/your-community/>

1.9. The Shared Vision of the Partners

1.10. The vision will help to identify an outcome framework that shapes the service delivery specification and future performance measures.

Shared Vision:

- We need to respond to Ashford's growth and create a vibrant mix of exciting sporting and recreational facilities and spaces to improve the quality of people's lives and civic pride.
- We must exploit, embed and enhance the opportunities that sport and active recreation provides to help local people develop and maintain active, healthy lifestyles.
- We need diverse and creative approaches that target the inactive so we address the local health and wellbeing priorities that sport and physical activity impact upon.
- We must ensure that more people become and remain active more regularly, providing opportunities to get started, stay involved and compete at all levels.
- We want to develop, test, and share innovations with imaginative and productive partners so we improve communications and programming that raise participation.
- We want exceptional service quality and investment used wisely to enhance our facilities, spaces and programmes.
- We want to invigorate the local economy, provide jobs and strengthen our reputation in supporting Ashford's economic success.
- We need a community-based approach that helps local areas and neighbourhoods embrace the benefits of regular sporting and active recreation and local infrastructure that in turn helps support community spirit and collaboration.

1.11. In addition, the procurement exercise has a number of clear objectives that the partners have agreed.

Project Objectives:

- Encourage market engagement, ensuring a focus on service quality and investment that supports a better leisure offer and improved income generation.
- Provide a framework for innovation, encouraging partnerships which deliver increases in participation and enable the promotion of social and health outcomes.
- Achieve financially sustainable leisure provision that reduces The Trust's and The Council's liabilities.
- Balance quality, increasing participation, achieving broader outcomes in health and wellbeing, commercial performance and cost.
- Ensure fair contractual positions which can be adopted but avoid lengthy dialogue and that reduce costs and time for The Trust, The Council and contractors in the procurement process.
- To ensure a broad range of accessible and affordable services and activities are available to all sectors of the community, including those in particular need.

2. Background to Ashford and future sports and physical activity development projects

- 2.1. Ashford is well connected to the south east, the rest of the UK, and mainland Europe via the M20 and A28, domestic rail services, and the international rail link to Paris and Brussels. Both domestic and international links have improved with the opening of the High Speed 1 (HS1) rail services to London and Europe. Journey times to London are just 38 minutes. These links give Ashford a major competitive advantage, which will be vital to the future growth of its economy.



- 2.2. Ashford borough is the largest local authority (spatially) within Kent and covers an area of approximately 58,062 ha. The 2016 Mid-year population projection estimates had a population of 126,200 residents¹
- 2.3. The town of Ashford (population of approximately 60,000 people) is the borough's largest settlement and is where most sporting and cultural activity is focused. The rest of the borough is rural in nature and includes the historic market town of Tenterden (population of approximately 7,000 people) and a number of medium to small sized villages.

¹ Business Intelligence Statistical Bulletin – June 2017

- 2.4. The ONS 2014-based sub-national population projections project a population of 127,700 in 2017 rising to 145,300 in 2030. The population is projected to rise by 17,600 by 2030. In addition, the Ashford age profile is changing, by 2030 there are expected to be 35,000 people over the age of 65 and over and around 17% more people aged under 15.
- 2.5. The Council has produced its Local Plan (awaiting inspection) which sets out the level of housing growth that is needed to come forward by 2030. Currently, the evidence base which supports the Local Plan is suggesting that an additional 16,120 houses will be required (2011 – 2030).
- 2.6. Factoring in completions since 2011 this figure is reduced to 12,943 new houses required 2017 – 2030. The majority of this future growth will be focused towards the town of Ashford 75% and 25% in the rural areas.
- 2.7. The principal opportunities for new growth lie on the edge of the existing built up area of Ashford through carefully managed and planned growth.

2.8. Local Context

- 2.9. The Indices of Deprivation 2015 shows a change in Ashford’s national rank, moving 22 places between 2010 and 2015. This indicates that Ashford was more deprived in 2015 than in 2010 relative to all other local authorities in England. Ashford had a deprivation ranking in 2015 of 172 out of 326 nationally and in Kent 7 out of 12. In 2010 Ashford was 198 out of 326 nationally and 8 out of 12 in Kent.²
- 2.10. Ashford does not have any Lower Super Output Areas ranked within the top 10% most deprived in England. Stanhope and Victoria Wards are the most deprived areas in Ashford.
- 2.11. The 2017 Health profile of Ashford shows that obesity levels in children in year 6 were 19.1% (2015/16 period), slightly lower than the England value of 19.8%. Excess weight in adults (2013-15) was 66.6% compared to 64.8% across England as a whole.
- 2.12. The Profile identified the priorities in Ashford to include improving levels of healthy weight among adults and children through increasing physical activity, addressing health inequalities (heart disease), and addressing smoking prevalence and smoking in pregnancy.
- 2.13. Sport England’s Active Lives survey measures sport and physical activity levels (excluding gardening) of adults. The table below shows Ashford’s participation compared to England and Kent. Levels of activity in Ashford are almost 2% lower than Kent and England whilst levels of inactivity are over 3% higher than Kent and England.

Sport and Physical Activity Levels1 (Adults aged 16+)	Active – (150+ minutes a week)	Fairly Active (30-149 minutes a week)	Inactive (<30 minutes a week)
Ashford	59.1%	12.0%	28.9%
Kent	60.9%	13.7%	25.4%
England	60.6%	13.8%	25.6%

² Business Intelligence Statistical Bulletin – Oct 2015

2.14. Current Performance of the Stour Centre and Julie Rose Stadium

2.15. A summary of the Stour Centre and Julie Rose Stadium’s income and expenditure for the latest financial years 2015/16 and 2016/17, is shown in the tables below. **Note: Removed due to commercially sensitive information.**

2.16. The utility costs for gas and electricity for the Stour Centre are approximately £312K estimated only due to meters being shared with the Ashford Borough Council offices.

2.17. Market Segmentation

2.18. A review of the Sport England Market Segmentation profile for Ashford is provided overleaf, the table shows the number of each segment within the Borough. The most dominant segments are ‘Tim’ – Settling Down Males (11.7%), ‘Philip – Comfortable Mid-Life Males (10.1%), ‘Alison’ – Stay at Home Mums (7.4%) and ‘Roger and Joy’ - Early retirement couples (7.3 %).

Name	Description	Ashford		South East		England	
		Number (000s)	Rate	Number (000s)	Rate	Number (000s)	Rate
A01	Competitive Male Urbanites (Ben)	4.4	5.1 %	388.5	6.0 %	1,989.1	4.9 %
A02	Sports Team Drinkers (Jamie)	2.6	3.0 %	257.4	3.9 %	2,162.9	5.4 %
A03	Fitness Class Friends (Chloe)	5.1	5.9 %	397.6	6.1 %	1,896.5	4.7 %
A04	Supportive Singles (Leanne)	2.6	3.0 %	204.6	3.1 %	1,711.6	4.3 %
B05	Career Focused Females (Helena)	3.8	4.4 %	337.9	5.2 %	1,829.8	4.5 %
B06	Settling Down Males (Tim)	10.2	11.7 %	745.5	11.4 %	3,554.0	8.8 %
B07	Stay at Home Mums (Alison)	6.4	7.4 %	410.5	6.3 %	1,766.4	4.4 %
B08	Middle England Mums (Jackie)	4.4	5.1 %	298.2	4.6 %	1,965.0	4.9 %
B09	Pub League Team Mates (Kev)	3.6	4.1 %	231.5	3.5 %	2,386.6	5.9 %
B10	Stretched Single Mums (Paula)	3.0	3.5 %	178.0	2.7 %	1,507.3	3.7 %
C11	Comfortable Mid-Life Males (Philip)	8.8	10.1 %	631.8	9.7 %	3,480.0	8.6 %
C12	Empty Nest Career Ladies (Elaine)	5.5	6.3 %	445.7	6.8 %	2,443.9	6.1 %
C13	Early Retirement Couples (Roger & Joy)	6.3	7.3 %	478.8	7.3 %	2,723.7	6.8 %
C14	Older Working Women (Brenda)	2.7	3.1 %	181.7	2.8 %	1,976.8	4.9 %
C15	Local ‘Old Boys’ (Terry)	2.3	2.6 %	157.6	2.4 %	1,484.5	3.7 %
C16	Later Life Ladies (Norma)	1.2	1.4 %	85.7	1.3 %	855.0	2.1 %
D17	Comfortable Retired Couples (Ralph & Phyllis)	5.6	6.5 %	420.8	6.5 %	1,700.2	4.2 %
D18	Twilight Year Gents (Frank)	2.8	3.2 %	227.9	3.5 %	1,612.9	4.0 %
D19	Retirement Home Singles (Elsie & Arnold)	5.5	6.3 %	443.3	6.8 %	3,206.3	8.0 %

Source: Sport England and Experian Ltd. Measure: Sport Market segmentation - rate (%) and number (000s). Time period(s): 2010

Market Segment	Segment Name	Description	Top Participation Sports Nationally
Tim	Settling Down Males	Sporty male professionals (aged 26-45), buying a house and settling down with partner.	Tim is an active type that takes part in sport on a regular basis. Tim’s top sports are cycling (21%), keep fit/ gym (20%), swimming (15%), football (13%) and golf (7%)
Philip	Comfortable Mid-life Males	Mid-life professional, sporty males with older children and more time	Philip’s sporting activity levels are above the national average. Philip’s top sports are cycling

		for themselves (aged 46-55)	(16%), keep fit/ gym (15%), swimming (12%), football (9%), and golf (8%)
Alison	Stay at Home Mums	Mums with a comfortable, but busy lifestyle. (aged 36-45)	Alison is a fairly active segment with above average levels of participation in sport. Alison's top sports are: keep fit/ gym (27%), swimming (25%), cycling (12%), athletics including running (11%), and equestrian (3%)
Roger and Joy	Early retirement couples, free time couples nearing the end of their careers.	The main motivations for Roger & Joy playing sport are enjoyment and keeping fit where their scores are above the national average. (aged 56-65)	Keep fit/gym, swimming, cycling, golf and angling.

2.19. Cost of Physical Inactivity in Ashford

2.20. The cost of physical inactivity in Ashford is calculated at £1.54m per 100,000 population. Whilst this is lower than the South East and England average, the Council and Trust are keen that this new partnership focuses on this area and sees this as an area of opportunity to make a real difference over the contract term.

Health costs of physical inactivity			
Disease category	Ashford	South East	England
Cancer lower GI	£139,126	£9,709,321	£67,816,189
Cancer breast	£154,959	£9,106,531	£60,357,887
Diabetes	£388,375	£27,701,104	£190,660,420
Coronary heart disease	£868,228	£65,517,904	£491,095,943
Cerebrovascular disease	£221,873	£21,137,006	£134,359,285
Total Cost	£1,772,562	£131,171,867	£944,289,723
Cost per 100,000 population	£1,546,289	£1,580,313	£1,817,285

2.21. **Ashford Borough Council's Corporate Plan 2015-2020** - key priorities are:

PRIORITY 1: ENTERPRISING ASHFORD – ECONOMIC INVESTMENT AND GROWTH

Our Aspiration: To promote growth and achieve greater economic prosperity for Ashford Borough. We will work to secure inward investment to create a wide range of jobs carried out by highly skilled workforce.

PRIORITY 2: LIVING ASHFORD – QUALITY HOUSING & HOMES FOR ALL

Our Aspiration: To secure quality homes across the Borough, catering for a range of ages, tenure and need, in well planned and attractive new places.

PRIORITY 3: ACTIVE & CREATIVE ASHFORD – HEALTHY CHOICES THROUGH PHYSICAL, CULTURAL AND LEISURE ENGAGEMENT

Our Aspiration: To provide or enable a range of quality leisure and cultural activities where people can make healthy and affordable lifestyle choices and enjoy assets that create attractive, desirable and active communities.

In terms of what the Council will do to achieve this, priority is given to:

Delivery of the best mix of sports, cultural, recreational experiences supporting a range of health and wellbeing benefits for residents of all ages and abilities

Invest in new provision and refurbishment of existing facilities to provide a high-quality sports, culture and leisure offer [Substantial investment in Stour Centre].

Improve the quality of the management of leisure and cultural facilities so that they are among the best in the UK.

Extend the cultural, sport and recreational offers at key sites: Conningbrook, Julie Rose.

PRIORITY 4: ATTRACTIVE ASHFORD – ENVIRONMENT, COUNTRYSIDE, TOURISM & HERITAGE

Our Aspiration: To achieve an environment that creates higher standards of public space, design, alongside improved standards of presentation of key green spaces. To safeguard and conserve our local heritage and areas of outstanding landscape quality to ensure the very best attractive environment with thriving and vibrant town centres.

2.22. The Big 8 projects

2.23. Two years ago, The Council identified a number of big projects to focus on... the 'Big 8' as they are called and summarised below. Two of these 'big 8' directly impact the delivery of sports and leisure in the borough; Jasmin Vardimon and Chilmington Green. The other projects demonstrate The Council's significant investment into regeneration and infra-structure projects across the borough. Further information can be found at:

<https://www.ashford.gov.uk/planning-and-building-control/major-new-developments/strategic-projects/>



2.24. Jasmin Vardimon

2.25. Jasmin Vardimon Company was founded in London in 1997 and rapidly rose to become a significant element within the British dance theatre scene. The company is dedicated to the choreography of Artistic Director, Jasmin Vardimon – Associate Artist of Sadler’s Wells since 2006.

2.26. The company tours nationally and internationally performing at high profile theatres throughout the UK, across Europe, Asia, the Middle East and the USA.

2.27. In 2012, the company moved into its new creative home - The Jasmin Vardimon Production Space within the Stour Centre.

2.28. A cultural centre dedicated to the company's creative research and future productions, educational residencies and multi-disciplinary artistic study, the JV Production Space aims to encourage the growth of a cultural legacy in Ashford, increasing its capacity to import and export high quality performers of a world class calibre.

2.29. As part of the Big 8, it is intended to provide a purpose built centre of creative excellence for the Jasmin Vardimon Company, which will include rehearsal and presentation spaces, dedicated training spaces, wellbeing suite and creative incubator spaces for smaller

companies.

2.30. The proposed site is on the Henwood Industrial Estate. This will mean the Thomas Hall (2 badminton court size hall) currently occupied by JVC becoming available for development by the successful bidder. It is anticipated that this will be March 2020 for the Thomas Hall and March 2019 for the office space currently occupied by the JVC on Level 3 of the Stour Centre.

For further information see: <http://jasminvardimon.com>

2.31. Chilmington Green

2.32. Chilmington Green will be a new community of up to 5,750 quality homes, a district centre and community infrastructure. This will create over 1,000 jobs in the next 20 years, coming forward in four main phases with around 300 homes delivered per year.

2.33. The development will provide around £125m towards local amenities including:

- A secondary school
- Four primary schools
- Shops
- Healthcare
- Sports and leisure facilities

2.34. These will be created as the phases of development come forward, the summary of sports and leisure facilities is set out below.

Summary of planned provision

Sports provision of up to 20ha of playing pitches:

- 2 adult football, 1 junior 11v11, 1 junior 9v9, 1 mini soccer 7v7, 1 mini soccer 5v5
- A rubber crumb 3G pitch for football training and competition.
- Up to 2 rugby pitches
- 1 AGP for hockey
- 0.5 cricket square

Additionally Discovery Park is the preferred location for additional requirements across the borough including:

- All additional football pitches
- 3 tennis courts which can also be used as netball courts

2.35. For further information see:

<https://www.ashford.gov.uk/planning-and-building-control/major-new-developments/chilmington-green/>

2.36. Other development options

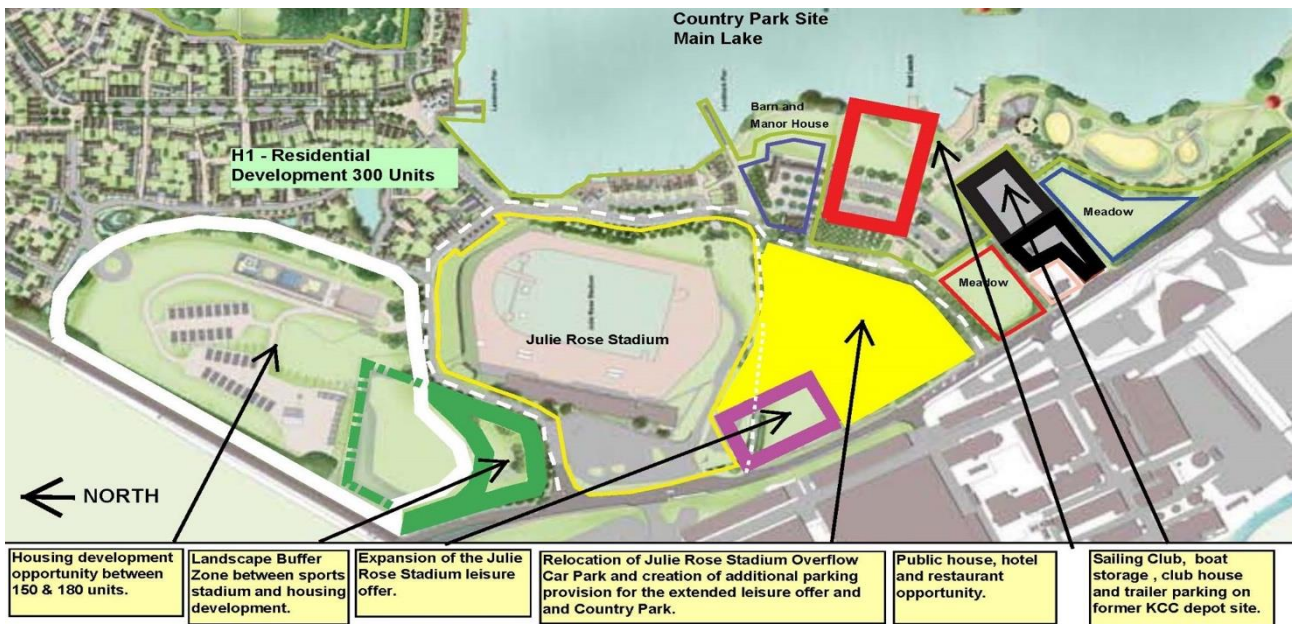
2.37. The Council is working on a number of other development options due to the future population growth, these will be developed with The Trust and the operator as they come on stream.

2.38. Conningbrook Lakes Country Park including Julie Rose Stadium

Aerial Image of Policy U22 Conningbrook Strategic Park Site



2.39. A masterplan is currently being developed for the site, the emerging development opportunities are set out in the site plan below.



2.40. Tennis Centre Development at the site

2.41. Julie Rose/Conningbrook Lakes Country Park is a developing “hub” and with support from the Lawn Tennis Association and Sport England, a feasibility study was commissioned to test the latent demand in the borough for a tennis facility.

2.42. A number of options were costed for a community based facility, with build costs ranging from £1.3m to £4.9m exclusive of fit out and site preparation works.

2.43. The most cost-effective solution is a framed fabric hall, with extended gym in the Julie Rose

Stadium that will cost in the region of £2.5m.

- 2.44. The Council and the LTA are currently reviewing the feasibility and identifying potential capital funding solutions, (including a 25% grant from LTA).
- 2.45. The Council is keen to work with bidders to test the viability of this centre as part of the procurement process, although the centre may only be developed if viable and funding can be accessed.

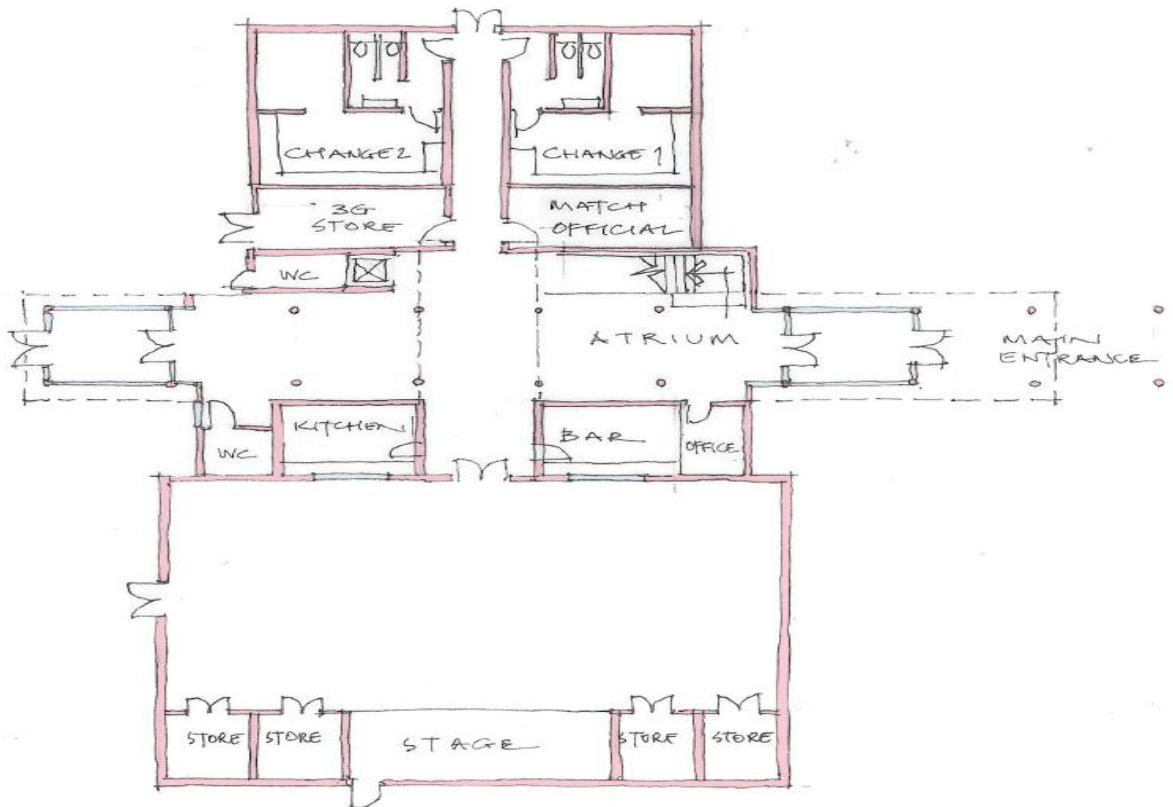


2.46. Finberry Community Centre and 3G Artificial Turf Pitch

- 2.47. The project seeks to provide community and sporting facilities for the growing Finberry Park development and neighbouring wards.
- 2.48. The Community Centre will include 1no Badminton Court size hall, meeting rooms, changing facilities, kitchen and bar.
- 2.49. Externally, a full size 3G ATP is proposed, served by changing rooms within the community centre.
- 2.50. The S106 agreement allows for a build cost of up to £1.9m, a sports courts sum of up to £285k totalling £2.2m. The developer, Crest, is currently working up a cost plan based on a brief from Planning and Culture officers.
- 2.51. Discussions are ongoing with the Football Foundation. Support of around £350k (with recent completed full size 3Gs costing around £650k) is requested.

2.52. Indicative Timescales

- Developer reviewing cost plan; confirm specification March 18
- Planning applied for April 18
- Cabinet & Approvals July 18
- Contractor on Site March 19
- Handover January 2020



2.53. Opportunities with the facilities currently managed by the Trust

2.54. The Trust has identified a number of potential opportunities within the Stour Centre, Julie Rose Stadium and Conningbrook Lakes that bidders may consider as part of their submissions, these are set out below. Please note these are not mandatory, The Trust and The Council are seeking innovation within the facilities to deliver the financial and participation outcomes set out in the Shared Vision and Project Outcomes.

Stour Centre

- Introduction of enhanced children's activities - e.g. soft play
- Provision of activities to attract increased use by teens e.g. clip and climb, adventure play i.e. non-traditional leisure activities to aid interaction and participation.
- Refurbishment of gym facilities, including new equipment, to include innovative services to encourage use by all sectors of the community including specialist junior equipment.
- Refreshment of wet-side facilities to include changing experience and interactive features and flumes.
- Additional studio space to further extend the group fitness programme
- Introduction of Wellbeing zone to accommodate services focusing on the holistic health needs of the community including mental health.
- Improved facility entrance management system and control ensuring security as well as easy effective access.



Julie Rose Stadium

- Continued provision of high class athletics facilities to maintain status both regionally and nationally attracting varied use from local schools to representative matches.
- Review and enhancement of indoor running 'shute' design and subsequent use.
- Catering facilities to be reviewed / remodelled to aid an improved effective service and healthy menu offer.

- Enhanced fitness suite, to be competitive within the local market and meet the needs of the current and future residents of local housing developments. To also include consideration of elite athlete development.

Conningbrook Lakes

- Introduction of non-water based activities to attract usage by different sectors of the community e.g. adventure play area, green gym.
- Catering offer to be established to encourage repeat visits and support use of the lake and compliment the service within the stadium.



2.55. Capital Funding

2.56. As part of this procurement process, the Council and Trust are looking for investment within the portfolio of facilities as set out in 3.2 below to best meet the shared outcomes of the partners. Funding for such will be discussed as part of the procurement project.

2.57. The Council may be in a position to fund capital works into their assets (s.t. business plan value for money / affordability), but the partners are looking for an operator who can project manage and deliver the design and build elements of the works, taking this project management, build, programme, cost and subsequent revenue risk of the projects.

3. Current management arrangements and scope of services within this procurement

3.1. The Council's facilities have previously been outsourced and are managed by ALT, (Stour Centre and Julie Rose Stadium), Tenterden Leisure Centre Trust and More Community Leisure Trust. The table below sets out these leisure facilities and how they are currently managed.

Site	Current Management Arrangements
Stour Centre	Ashford Leisure Trust
Julie Rose Stadium and Conningbrook Lakes Country Park	Ashford Leisure Trust
Spearpoint Recreation Ground and Pavilion	More Community Leisure Trust (Serco Leisure)
Pitchside/Courtside	More Community Leisure Trust (Serco Leisure)
Tenterden Leisure Centre	Managed by Tenterden Leisure Centre Trust Ltd (Serco Leisure)

3.2. Scope of the procurement

3.3. The following facilities/services are in scope:

- **Stour Centre**
- **Julie Rose Stadium and Conningbrook Lakes and Country Park** (Variant Option: Tennis centre at Julie Rose – depending on feasibility and funding from LTA)
- **Spearpoint Recreation Ground and Pavilion**
- **Community Development** activity delivery as currently delivered by ALT
- Variant Option - Finberry Community Centre (from completion date – currently planned January 2020 – exact scope, funding and timescales to be confirmed).

The Stour Centre

This is a large wet and dry leisure centre and is the main leisure facility in the town of Ashford. It was originally built in 1975 (dry side) with an extension in 1977 (wet side). In 2004 the remodelling on the 1977 extension commenced with completion in 2007.

This side of the centre now includes:

- Main reception, café
- 25m, 6 lane, swimming pool, teaching pool, wet changing village
- Leisure water, 2 flumes

- Fitness suite (88 pieces of equipment)
- Sauna, steam and Jacuzzi

In 2016 there was further enhancement with the introduction of a spin studio for 21 bikes. The remaining un-remodelled side accommodates:

- 8 court main hall, 2 squash courts, Dry changing - male and female
- Group Fitness studio 1 – capacity of 25, Group Fitness studio 2 – capacity of 12
- Dance studio – currently accommodating the Jasmin Vardimon Dance Company
- Crèche – within converted squash courts
- Staff room
- Old reception area – currently home to ‘Uprising’ (youth and community centre)
- Old bar area – currently Jasmin Vardimon office space.

The Julie Rose Stadium

The Julie Rose Stadium opened in 1997 and is one of the leading athletics stadiums in the South of England and boasts an exceptional reputation in the world of athletics. Events range from local schools’ sports days to area championships and school internationals.

Ashford Leisure Trust has managed the Stadium on behalf of Ashford Borough Council since September 2007 with it being previously managed by Stour Leisure. Facilities include:

- 8 lane international standard 400m athletics track with full field facilities - double ended pole-vault, 2 x javelin runway, 1 x discuss cage, 1 x hammer/discus cage, 4 long jump pits (of which two can be used for triple jump) and 2 x shot put circle.
- Full size grass football pitch
- 4 lane 60m indoor straight with run off (approximately 80m in total)
- Indoor long jump pit, Indoor throws cage
- Fitness suite – 26 pieces of equipment
- Large meeting room – capacity of 140, Small meeting room – capacity of 8
- Male and female changing
- Outside event toilets.

Conningbrook Lakes Country Park

This is a relatively new country park, opened in May 2015. Ashford Borough Council has now secured a 500-year lease (in 2017) with Brett. The Country Park formed part of a Brett Planning Application approved on 15th January 2014. This includes a housing development adjacent to the site and Julie Rose Stadium and new infrastructure for the Park through S106. This masterplan is currently being reviewed as further developments are being looked at.

There are management agreements in place for the site with three ‘operating partners’, namely ALT, Kent Wildlife Trust and Mid Kent Fisheries. Each of which has specialist expertise and skills with respect to the operation of water sports, recreation and leisure, environment and biodiversity and fishing, respectively.

Ashford Leisure Trust currently manages the bookings on the water and forms part of the steering group with the other partners.

The Main Lake is used by a range of clubs including Conningbrook Sailing Club (Royal Cinque Ports Yacht club), Pirates Canoe Club, Tri-Spirit events and Ashford Tri Club, Scouts activity and school programmes.

Further improvements are planned using S106 contributions to be received from the housing development (300 dwellings) to be built over the coming years. Water quality works (to reduce blue and green algae and control weed) are continuing to ensure the Main Lake is open for club use as much as possible.

Spearpoint Pavilion and Recreation Ground

Spearpoint Recreation Ground is a large public open space in the town's urban area owned by Ashford Borough Council. A new pavilion was provided at the start of the 2016/17 season. In addition to multiple football pitches the site includes recently refurbished tennis courts currently free for casual public use.

Facilities consist of:

- 5no. full size grass football pitches
- 1no. junior size football pitch overlaid for mini-soccer
- Pavilion with 6no. team changing rooms, 2no. officials changing rooms, 50m sq. function/small group activity room with kitchen
- 2no. public tennis courts
- Spearpoint Function/Small Group Activity Room and Kitchen

3.4. The other developments described in section 2 are not included within the scope of this procurement as they are not fully defined with funding secured. They are likely to be progressed during the contract period.

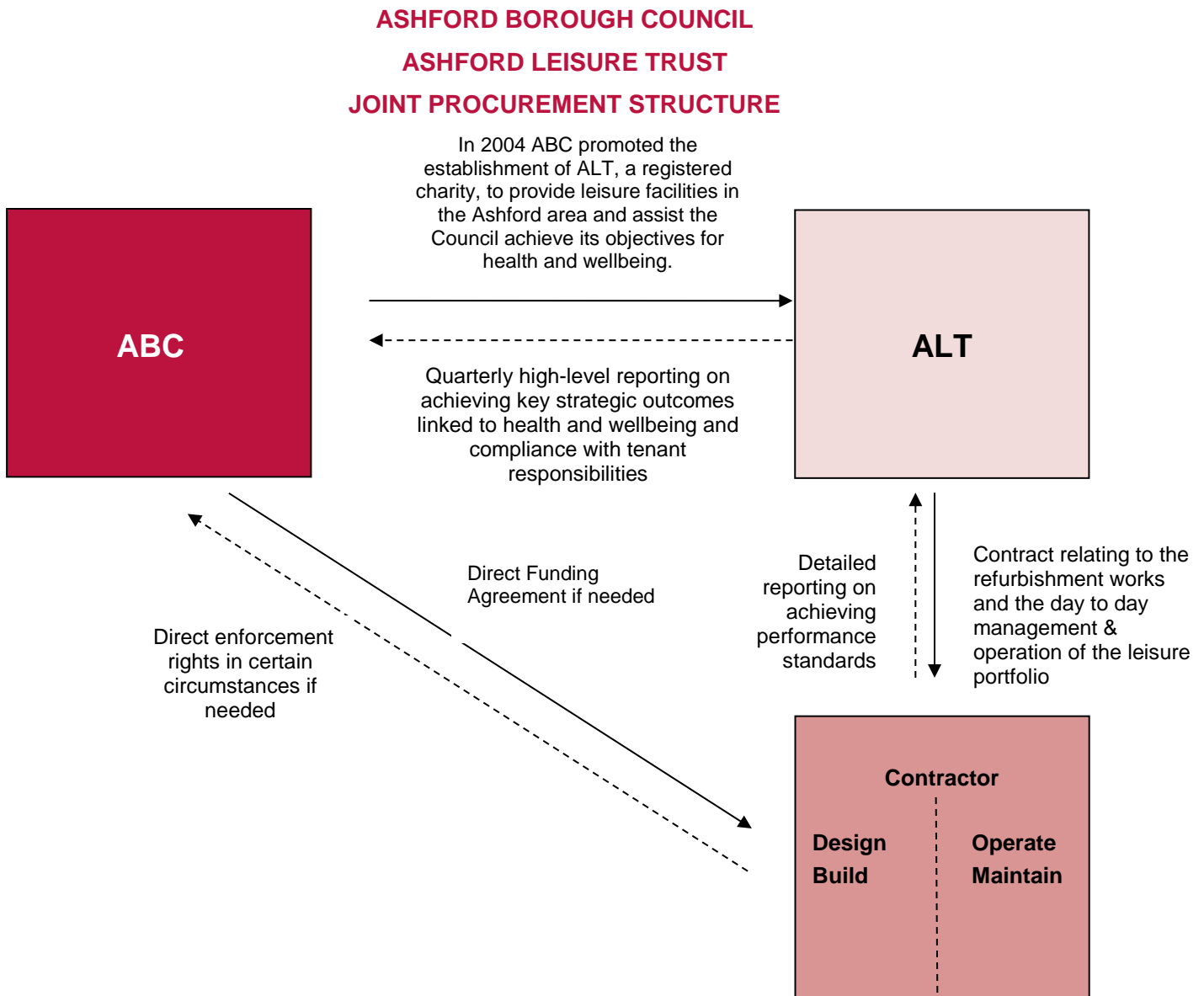
4. Overview of the project team and management structures

- 4.1. The Council and The Trust have set up a Partnership Board and Working Group to manage this procurement process and have the support of Max Associates (Leisure Consultants) and Trowers & Hamlins (Legal Advisors) within the board and group.
- 4.2. The Working Group will undertake the day to day management of the project and includes The Trust's trustees, council officers from leisure and culture, property and finance, with support from procurement and comms.
- 4.3. The Partnership Board is made up of the following members:

Name	Organisation	Role
Cllr White	ABC	Chair
<i>To be agreed</i>	ALT	Trustee
David Hill	ALT	Trustee
Charlie Vavasour	ALT	Trustee
Tracey Kerly	ABC	Chief Executive
Ben Lockwood	ABC	Director of Finance and Economy
John Fairhall	ABC	Property Locum Solicitor (Property & Projects)
Lisa Forsyth	Max Associates	Project Manager

4.4. Contract Structure

4.5. The envisaged contract structure between the parties is set out below, however this may be amended during the procurement process.



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ASHFORD LEISURE PROCUREMENT PROGRAMME INITIATION DOCUMENT

Purpose: To describe the proposal to initiate and complete the procurement of an operator for Ashford's Leisure Centres to secure and implement investment in the town's main leisure facilities, reduce the cost of delivering leisure services and further enhance the effectiveness of those services in reaching target groups.

Contents

This document contains the following topics:

Topic	Page
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PROJECT CONTROLS	16
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1. PROJECT BACKGROUND

This document has been drafted to initiate the procurement process for an operator for Ashford's Leisure Centres / Facilities.

The Council's Leisure Services

Ashford Borough Council (ABC) and Ashford Leisure Trust (ALT), which holds a long lease on the Borough's main leisure centre (the Stour Centre) have agreed to bring several of the town's leisure facilities into a common structure and to establish new management arrangements under which the ALT Trustees will provide the strategic management and direction of those facilities and contract with an established third party leisure operator to manage the facilities and services operationally.

ALT was established by ABC in 2004 with a remit to provide facilities in the interest of social welfare and education with the object of improving the conditions of life for those people living within the Borough of Ashford and surrounding areas through the provision of a community and sport centre and other recreational facilities and activities.

ALT was subsequently granted a long lease of the Stour Centre, Ashford's main leisure centre. It also currently has a management agreement for operation of the Julie Rose Stadium and Conningbrook Lakes.

Current Management Arrangements

Four of the Council's facilities have previously been outsourced and are managed by ALT, an independent Trust (Stour Centre & Julie Rose Stadium) and More Community Leisure Trust (Serco Leisure). The table below sets out these leisure facilities and how they are currently managed.

Site	Current Management Arrangements
Stour Centre	Ashford Leisure Trust
Julie Rose Stadium and Conningbrook Lakes Country Park	Ashford Leisure Trust
Spearpoint	More Community Leisure Trust (Serco Leisure)
Pitchside/Courtside	More Community Leisure Trust (Serco Leisure)

ALT and the Council have set up a joint Partnership Board and an Officer Working Group to oversee the procurement of a new leisure operator.

As part of the future management arrangements, the Partnership Board has agreed that ALT will not directly operate any of the sites, and current resources will transfer to the successful bidder. It is envisaged that the existing employees of ALT will transfer to the new leisure operator.

The Council will seek to make capital investment in to the facilities based on engagement of the market.

Shared Vision of the Partners

This vision includes the key aspirations and ambitions that the partners, together, want the leisure operator business to support and deliver. The vision will help to identify an outcome framework that shapes the service delivery specification and future performance measures.

In addition, the procurement exercise has a number of clear objectives that the partners have previously agreed and wish to progress as part of the exercise. These compliment the visions' outcomes and are listed for reference at the end of the document.

Suggested Shared Vision:

1. We need to respond to Ashford's growth and create a vibrant mix of exciting sporting and recreational facilities and spaces to improve the quality of people's lives and civic pride.
2. We must exploit, embed and enhance the opportunities that sport and active recreation provides to help local people develop and maintain active, healthy lifestyles.
3. We need diverse and creative approaches that target the inactive so we address the local health and wellbeing priorities that sport and physical activity impact upon.
4. We must ensure that more people become and remain active more regularly, providing opportunities to get started, stay involved and compete at all levels.
5. We want to develop, test, and share innovations with imaginative and productive partners so we improve communications and programming that raise participation.
6. We want exceptional service quality and investment used wisely to enhance our facilities, spaces and programmes.
7. We want to invigorate the local economy, provide jobs and strengthen our reputation in supporting Ashford's economic success.
8. We need a community-based approach that helps local areas and neighbourhoods embrace the benefits of regular sporting and active recreation and local infrastructure that in turn helps support community spirit and collaboration.

2. PROJECT DEFINITION

Project Aim

To award a leisure management contract to an established operator to manage the scope of facilities identified above.

Project Objectives

- Encourage market engagement, ensuring a focus on service quality and investment that supports a better leisure offer and improved income generation.
- Provide a framework for innovation, encouraging partnerships which deliver increases in participation and enable the promotion of social and health outcomes.
- Achieve financially sustainable leisure provision that reduces the client's (Ashford Leisure Trust and Ashford Borough Council) liabilities.
- Balance quality, increasing participation, achieving broader outcomes in health and wellbeing, commercial performance and cost.

- Ensure fair contractual positions which can be adopted but avoid lengthy dialogue and that reduce costs and time for clients and contractors in the procurement process.
- To ensure a broad range of accessible and affordable services and activities are available to all sectors of the community, including those in particular need.

The key deliverables are summarised below:

- Ensure that a long-term operator is appointed and in place by **April 2019**
- Ensure that the business case for any investment and overall contract cost is tested at key stages of the procurement process.
- Ensure that the selected operator has a robust approach to financial and operational management meeting industry best practice procedures as a minimum.
- Ensure that the operator delivers against the shared vision of the partners.
- Develop a performance based specification that the operator can deliver against and that ALT can enforce/monitor.
- Ensure that the service provided is bespoke in relation to the Partner's objectives and community need.
- Ensure that there is flexibility in delivery of the services so that future developments can be incorporated in the operations of the leisure facilities and services.
- Ensure that the operator develops and improves the service at all times.
- Adhere to the Council's procurement and EU procurement Regulations.
- ALT to seek comment/approval from the Charity Commission that the proposed structure and arrangements are suitable/appropriate and are compatible with its charitable objectives and consequently do not risk its charitable status.
- Ensure that a Borough wide focus is maintained with an appropriate balance of outreach product commensurate with the needs of the community.
- Ensure a high quality sustainable leisure service.

Project Scope

In Scope

The following facilities/services are in scope:

- Stour Centre
- Julie Rose Stadium and Conningbrook Lakes and Country Park (operating site plan to be clearly defined)
- Spearpoint
- Community sport and physical activity delivery

Variant options

- Tennis centre at Julie Rose – as per feasibility report and funding from LTA
- Finberry Community Centre and 3G Artificial Turf Pitch

The following facilities will be included in the background information for bidders that may be included in future commissioned facilities

- Courtside/Pitchside (facilities in place, but legal agreements not)
- Chilmington Green Sports HUB (as new houses are developed)
- Future developments at Conningbrook Lakes and Country Park

The scope of this project is to work within the identified project, funding to ensure that the all work is completed within budget, on time and to a quality determined by ALT, the Council and regulations.

Specifically, this project includes:

- Developing a performance based specification that an operator can deliver against
- Work with the legal, procurement and property departments within ALT / Council to develop a legally binding contract for the operator and to ensure that leases for the facilities dovetail with the contract, specification and Partner's objectives
- Develop new revised lease arrangements between ALT and ABC and any warranties between ALT/ABC/operator.
- Comply with EU Procurement Regulations
- Comply with the Councils' Financial Regulations

Out of Scope

All other leisure services are outside the scope of this project.

Project Deliverables

- Produce and supply relevant information for potential bidders
- Produce and publish OJEU notice
- Produce and distribute SQ documentation
- Produce and distribute ISDS documentation including transparent evaluation protocols
- Organise bidders' clarification meetings
- Hold dialogue with bidders
- Conduct efficient evaluation of bids at each stage of procurement process
- Ensure a compliant procurement process that successfully identifies an operator to manage the leisure services subject to ALT Board / Council approval.
- Produce and monitor the project Risk Register
- Submission of reports/updates as appropriate in order to ensure all local approvals are met and that financial regulations are adhered to
- Award of contract to preferred bidder
- Appropriately mobilised the contract
- Staff and stakeholders consulted with at appropriate times
- Seamless transfer of service to new operator whilst maintaining high levels of customer satisfaction.

Constraints/Limitations

This project will need to consider the following:

- Councils' democratic processes and timescales □ EU procurement Regulations
- Councils' Standing Orders and Financial Regulations
- Current leisure operating contracts/leases with ALT

Interfaces

- Working group and partnership board (see below), ALT Board, Council.
- Procurement, Finance, HR, Property Services, Legal, Comms departments
- Project Manager - Max Associates
- External Legal Advisors - TBC
- Incumbent contractor - ALT
- Bidding organisations

Assumptions

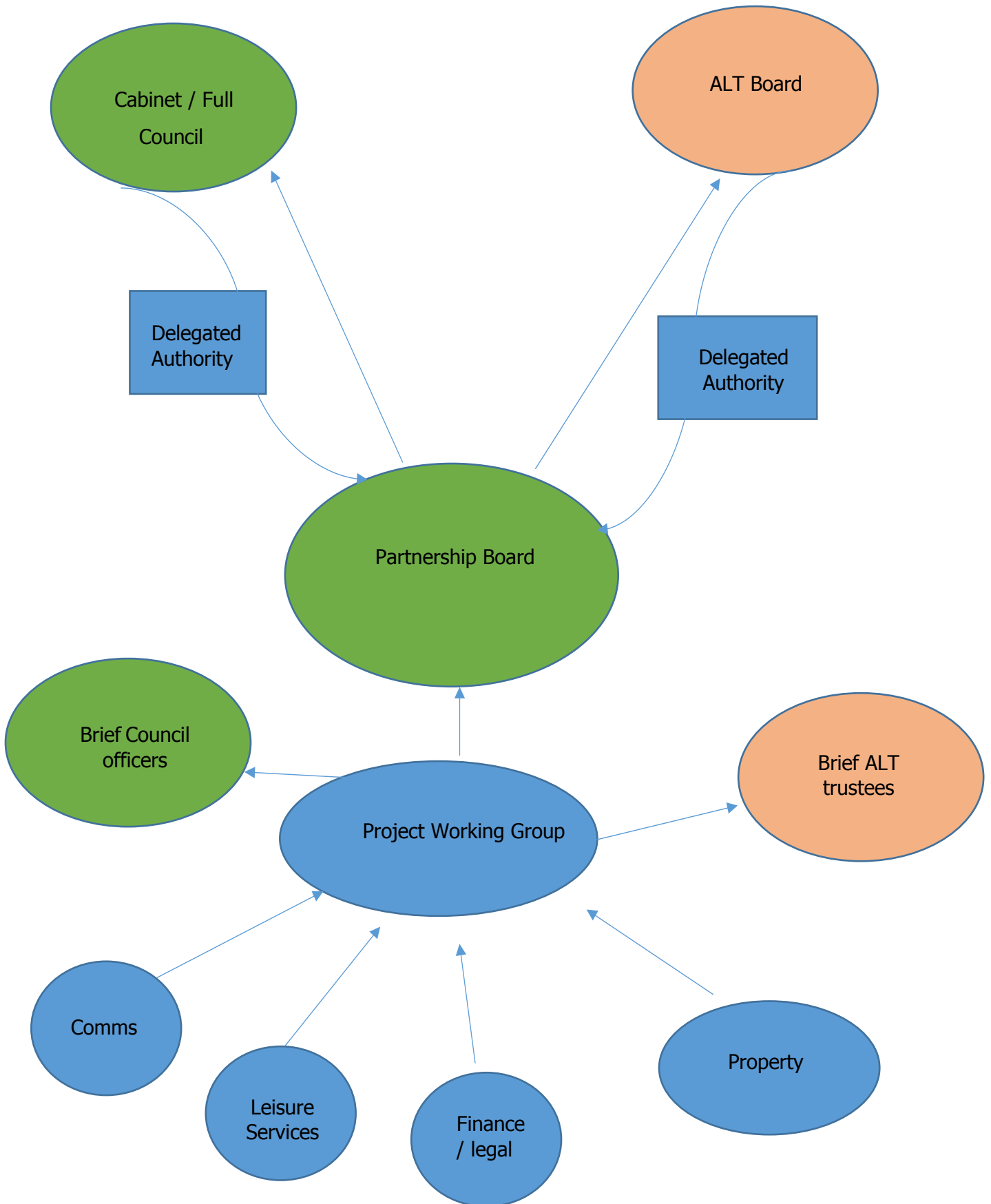
This PID assumes that:

- All those involved in the project will endeavor to complete tasks and work packages meeting deadlines as required.
- Those involved in the project will inform the Project Manager of any issues that may have implications regarding the delivery of the project.
- Those involved in the project inform the Project Manager of any unforeseen or potential risk, even if perceived as minor.
- That the Partnership Board inform the Project Manager of any changes to the scope of the project, in relation to corporate strategy or political priorities.
- That any changes to the scope may affect the completion date, the cost or the quality of provision.
- Any deviations from the agreed scope will be reported to the Project Board for approval.
- That the Project Manager can operate freely within the agreed scope of the Project.

3. PROJECT GOVERNANCE STRUCTURE

The project governance structure is shown in the chart below:

PROJECT GOVERNANCE STRUCTURE



Responsibilities of the Partnership Board

The Board will be responsible for:

Strategic review

- it provides the strategic control, direction and accountability for the way in which the project is progressed;
- that an effective and deliverable programme is prepared and delivered;
- that decisions are taken in a timely manner and by the appropriate individual or body;
- satisfactory progress is made in preparing and implementing all necessary plans;
- legal agreements – new/revised lease arrangements between ALT and ABC are in place in a timely manner in line with the procurement project plan

Risk Management

- risks are properly identified, assigned and managed;
- issues relating to the project are identified and addressed;
- work tasks are identified and clearly assigned;
- that opportunities are fully explored and considered;

Cabinet / ALT board engagement

- ALT trustees are engaged and updated;
- ABC Cabinet and O&S, are briefed;

Communications

- there are adequate and effective communication channels between all involved;
- an appropriate communications plan is implemented;
- the reputation and good name of all those involved is upheld;
- relevant services and stakeholders are fully involved as required;
- Trustees, members, stakeholders, those affected and the public are properly informed in a timely manner;
- Charity commission is engaged at suitable stages

Finance and resource

- that costs are properly identified and met;
- the project is properly resourced;
- ALT's / council's financial regulations are observed;
- key individuals are properly supported;
- working group is appropriately supported;

Composition of the Partnership Board

Cllr White	ABC	Chair
To be agreed	ALT	
David Hill	ALT	
Charlie Vavasour	ALT	
Ben Lockwood / Sarah Hartles	ABC	
Tracey Kerly	ABC	Chief Executive
Lisa Forsyth	Max	Project Manager

The Partnership Board will meet as and when key/strategic decisions are required and will commission the working group for specific elements of the project (Leisure services, Finance, Legal, Operational, Property and Communications). It will be a key requirement of the Board to develop a system of communication channels that effectively ensure all working groups, partners and key stakeholders are kept fully informed and able to contribute to all aspects of this project.

Members of the Board will be prepared to:

- Respect confidentiality of information.
- Attend meetings whenever reasonably possible. Deputies for members will be welcome if members are unable to attend.
- Work with other group members to achieve agreement on key issues to address and prioritise action.
- Complete and deliver work as agreed with the board.

Working: As and when required for Strategic decisions

Action notes will be taken by Danny Sheppard

Agendas and other papers will be published no later than 3 working days preceding the meetings.

The group will be chaired by Cllr White, in his absence, Tracey Kerly will act as chair.

Key Decisions

Prior to contract advertisement:

- Sign off key contract documentation including
 - Tier 1 and tier 2 evaluation criteria for each stage of project (this will require ALT board sign off)
 - Services specification (this will require ALT board sign off)
 - Contract terms and conditions (this will require ALT board sign off)
 - Heads of terms between ALT/ABC (this will require ALT board sign off)

During Procurement Process:

- Sign of key contract documentation updates during procurement processes
 - Sign of evaluation recommendations at:
 - SQ stage
 - Detailed stage
 - Recommendations including finances will also have to be agreed at ALT board. The Council will need to take finances and cap ex requirement to cabinet.
 - Recommendation of preferred supplier at final tender stage for O&S, ALT Board and Cabinet approval.

Responsibilities of the Working Group;

Objective

- the Board is properly supported; this is through 4 working strands:
 - Leisure
 - Legal /Finance
 - Property
 - Comms

Work flows

- actions and work packages to deliver the project are identified, allocated and delivered;
- work packages are delivered on time and to quality and that officers are supported and held accountable.

Risks

- risks are identified and reported to the Board;
- an issues log is maintained and considered;

Comms

- interested groups are kept informed and involved;
- the communications plan is implemented;

Finance and Resources

- the costs of the project are identified and budgeted for; □ ALT’s/council’s financial regulations are observed;
- key individuals are properly supported;
- task groups are appropriately supported;

Composition of the Working Group

Core working group	<ul style="list-style-type: none"> - Linda Dodds – ALT - Brendan Morrissey – ALT - Emma Wood - ALT - Christina Fuller - ABC - Ben Moyle – ABC - Paul McKenner – ABC (Head of Corporate Property and Projects) - Maria Seddon – (Finance) - Lisa Forsyth (Max) - Dan Reynolds (Max)
Other officers supporting the procurement process	<ul style="list-style-type: none"> - Procurement – Caroline Carney - Procurement Legal – Simon Talijancic - Projects and Property Solicitor – John Fairhall - Comms – Dean Spurrell / Charlie Vavasour
Legal	<ul style="list-style-type: none"> - External legal (TBA)

Members of the Working Group must be prepared to:

- Respect confidentiality of information.
- Attend meetings whenever reasonably possible. Deputies for members will be welcome if members are unable to attend.
- Work with other group members to achieve agreement on key issues to address and prioritise action.

- Complete and deliver work as agreed with the Group. If an individual is unable to deliver against the timescales agreed, then the Project Manager and/or Project Director needs to be advised by email at the earliest opportunity.
- Set out any circumstances where they may have a conflict of interest

Key Tasks:

- **Leisure Services;**
 - Development of Services specification and performance monitoring systems
 - Develop key service policy items including concessions policy, community development
 - Development of evaluation methodologies and tender documents
 - Background information
 - SQ evaluation – technical capacity (service)
 - Bidder meetings and dialogue sessions
 - Tender evaluation – services
 - Reports for Partnership Board, and Full Council as required
 - Maintain a full audit of the procurement process
- **Legal / Finance**
 - Leisure operating contract and lease documents
 - Develop pricing matrix and payment mechanisms
 - Review and sign off - procurement documents
 - SQ evaluation – finance and consortium structures
 - Bidder meetings and dialogue sessions
 - Tender evaluation – commercial and legal
 - Input into reports for Partnership Board and Full Council as required
- **Property / Planning**
 - Bidder meetings and dialogue sessions
 - Tender evaluation – capital investment submissions
- **Comms**
 - Stakeholder and customer comms strategy and plans
 - general procurement updates
 - any media enquiries

5. PROJECT QUALITY PLAN

The project will be completed in line with the detailed project programme with an overview provided below.

Indicative Project Plan and associated outcomes

Description	Expected Timescales	Methodology / outline project plan
Project Initiation	Sept/Oct 2017	<p>Project Initiation</p> <p>Assess project risks of an outsourcing exercise and identify mitigation strategies</p> <p>Identifying protocols for the procurement process and level of resources required to manage the project.</p> <p>Agree documentation required for the procurement process.</p> <p>Agree other ad hoc support required in an advisory role, for example HR, property etc. Confirming their commitment and informing them of when their time will be needed. Agree how documents/information will be controlled</p> <p>Complete procurement strategy</p>

Working Group Meetings	Ongoing	<p>Working Group Meetings:</p> <p>These will be held on a regular basis throughout the project and at particular stages such as:</p> <ul style="list-style-type: none"> • After SQ stage to discuss issues / scores and agree who will be taken through to the next stage. • To agree final documents and evaluation strategy • To agree the protocol for dealing with bidder clarification questions throughout the process • To agree invitation to submit detailed solution (ISDS) documents. • After submission of detailed solutions to discuss key finance / legal and technical issues. • After clarifications to agree final scores for bidders and choice of who to take through to final dialogue and tender stage. • Sign of final tender documents • Agree evaluation of final tenders and preferred bidder(s)
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Partnership Board Meetings and ALT Board Meetings	Ongoing	<p>Partnership Board Meetings:</p> <p>To make key decisions and sign of procurement stages during the procurement process</p>
Development of Invitation to Documents	Sept – Dec 2017	<p>These documents will include:</p> <ul style="list-style-type: none"> • A description of how the Council and ALT will conduct the competitive dialogue and the key stages of the procurement process, a proposed timetable and conditions for participation; • The criteria that will be used to award the Contract; • A Letter of Acknowledgement and Certificate of Noncanvassing and Non-collusion; • Bid Evaluation; providing information on council's weightings between price and quality for the (ISOS) and high level criteria for the ISDS / ISFT • Other supporting information • Evaluation criteria defined and agreed within the project team, based on Council's and ALT's objectives of the procurement process. • Detailed Solutions - Method statements - a series of questions designed to assess Bidders' proposals, approach and suitability for the project. • Detailed Solutions - Costing document for how bidders are to respond back to the financial costs of the service • Evaluation criteria defined and agreed within the project team, based on Council's and ALT's objectives of the procurement process; i.e. Increased participation and widening of access to leisure facilities, Improved Quality and customer satisfaction; reduced net cost.

Development of Services Specification	Nov – Dec 2017	<p>Specification will take into account:</p> <ul style="list-style-type: none"> • Aims and objectives • Description of facilities • Programming • Customer care • Facility operation/improvement • Health and Safety • Risk allocation • Building maintenance • Ground Maintenance • Performance management, including KPI's <p>Agree how method statements are to be monitored and which performance indicators are important. Include any performance targets as applicable.</p> <p>Outcome</p> <p>Output Specifications Completed</p>
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Description	Expected Timescales	Methodology / outline project plan
<p>Development of Heads of Terms for Contract and / Leases between ALT and ABC</p> <p>Development of Operator Agreement</p>	Jan – Feb 2018	<p>Contract to include:</p> <ul style="list-style-type: none"> • Draft Payment Mechanism • Default procedure • Indemnities • Risk allocation • Monitoring and benchmarking • Asset schedules • Compensation and termination protocols • TUPE obligations and other employee issues <p>Contract (revised/new lease arrangements) between ALT/ABC heads of terms completed</p> <p>Outcomes</p> <p>Contracts completed / Leases completed</p> <p>Contract / lease between ALT/ABC – heads of terms agreed</p>

Development of Evaluation Framework	Nov 2017	<p>Internal evaluation protocol to include – ensure bid compliance, bid scores in each evaluation criteria, overall acceptability and ranking of bidders.</p> <p>Evaluation panels for each area; Services, Technical, Finance/Investment, Legal/risk. Team leaders and panel members identified. Any specialist members included, for example HR.</p> <p>The evaluation timetable for each stage is agreed.</p> <p>Scoring methods agreed; 1 – 10 with definitions for each level of score.</p> <p>Weightings for each criteria agreed.</p> <p>Outcomes</p> <p>Evaluation Protocol Completed, agreed and understood by all project working group members.</p>
Publish OJEU / SQ	Mar - Apr 2018	<p>Outcomes</p> <p>OJEU notice drafted and published</p> <p>SQ's drafted and circulated to bidders.</p> <p>SQ's evaluated.</p> <p>Bidders invited through to the next stage.</p>
Detailed Solutions	May - Aug 2018	<p>Selected bidders invited through to detailed stage.</p> <p>Bidders complete detailed site visits to assess build opportunities; due diligence on condition surveys; assess technical and financial opportunities.</p> <p>Pre-submission meetings with individual bidders</p> <p>Outcomes</p> <p><i>Bidders submit their Detailed Solutions</i></p>

Description	Expected Timescales	Methodology / outline project plan
Evaluation of Detailed Solutions	Sept 2018	<p>The detailed Solutions are evaluated in line with the evaluation protocol and a number of Bidders are invited to go through to the final stage. Bidders may or may not be de-selected at this stage.</p> <p>Outcomes</p> <p>Each submission is evaluated, scored and ranked.</p> <p>Business Case tested</p> <p>Report drafted by Working Group for Partnership Board / ALT Board and Cabinet (for approval of levels and Business Case of PB) of bidders to take through to dialogue and all dialogue issues.</p>

PARTNERSHIP BOARD / ALT BOARD AND CABINET APPROVAL	Oct 2018	Approvals gained from PB/ALT Board and Cabinet Two bidders are invited to proceed to the final stage of the dialogue process.
Dialogue Meetings	Nov 2018	Dialogue conducted with selected bidders relating to their submissions and build solutions Outcomes Bidders are clear as to the requirements and service priorities for final tenders All issues from detailed solutions have been discussed.
Invitation to Submit Final Tenders (ISFT)	Dec 2018	The final stage invitation documents are completed taking into account the Detailed Solutions and dialogue undertaken Outcomes Final Stage documents are circulated to appropriate Bidders <i>Bidders submit their Final Tenders</i>
Evaluation of ISFT	Jan 2019	Final tenders are evaluated in line with the evaluation protocol. Business case tested Outcomes A preferred partner is recommended All bidders are notified as the results of the selection process
PB / ALT / Council sign off and fine tuning with preferred bidder	Feb 2019	Partnership Board review of recommendations Council and ALT approval of recommendations Council and ALT to finalise new lease arrangements Standstill / Alcatel period Due diligence commences Full mobilisation plan agreed Final specifications, method statements, management fees, agreements and schedules confirmed. Contract awarded ALT/ABC sign contractual agreements ALT/Operator sign contractual agreements
Description	Expected Timescales	Methodology / outline project plan
Mobilisation	Mar - Apr 2019	TUPE transfer Financial and legal obligations Operational protocols i.e. marketing, programming, direct debit transfers etc. Capital investment boards and working groups commence
Contract Commencement	1 st May 2019	Contract commences

6. PROJECT TOLERANCES

The project adheres to appropriate statutory and regulatory responsibilities. In particular, to ensure that the Council's Procurement Procedures are adhered to.

ALT will need to seek comment/approval from the Charity Commission that the proposed structure and arrangements are suitable/appropriate and are compatible with its charitable objectives and consequently do not risk its charitable status.

7. PROJECT CONTROLS

The following Prince 2 major controls for the Project Board are proposed-

Project Initiation (PID)

Project working Group Meetings: The group will meet as required to meet the key stages of the project. Team members will be provided dates at least 2 weeks in advance and earlier where possible. It will monitor and working in partnership will assist where necessary all operational issues that may affect a successful delivery of the project.

Partnership Board: Will sign off key meetings and decisions as required from the Working Group.

Project Plan: To be monitored by the project manager and project team

Risk Register: To be monitored by the project manager and project team

8. PROJECT BUDGET

Budget is set out overleaf and will be reviewed on a regular basis by Working Group – any deviations to be reported to the Partnership Board.

LEISURE PROCUREMENT PROJECT COSTS	Budget	Actual	Variance
External Leisure Consultant (Max Associates)	46,000		
External Joint Legal Support	40,000		
Legal Support (ALT)	Within current resource		
Legal Support (ABC)	Within current resource		
Meeting Venue Bookings	In kind		
Open Days venue hire and catering costs	1,000		
TUPE consultancy and activation costs	tbc		
OJEU Notice	0		
Marketing support	In-house		
Facility Brochure production and associated tender production costs	2,500		
Actuary Report	4000		
Condition Surveys	In-house		
TOTAL	93,500		

9. ALT/ABC AUTHORITY TO PROCEED

Cabinet decision to agree to exercise – July 2016. Endorsement of approach (pending) – March 2018

ALT board meeting – Jan / Feb 2017

10. ASSOCIATED DOCUMENTS

Risk Log	Separate document
Communication Plan	Being prepared
Detailed Project Timescales/Plan	Separate document

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Equality Impact Assessment

1. An Equality Impact Assessment (EIA) is a document that summarises how the council has had due regard to the public sector equality duty (Equality Act 2010) in its decision-making. Although there is no legal duty to produce an EIA, the Council must have **due regard** to the equality duty and an EIA is recognised as the best method of fulfilling that duty. It can assist the Council in making a judgment as to whether a policy or other decision will have unintended negative consequences for certain people and help maximise the positive impacts of policy change. An EIA can lead to one of four consequences:

- (a) No major change – the policy or other decision is robust with no potential for discrimination or adverse impact. Opportunities to promote equality have been taken;
- (b) Adjust the policy or decision to remove barriers or better promote equality as identified in the EIA;
- (c) Continue the policy – if the EIA identifies potential for adverse impact, set out compelling justification for continuing;
- (d) Stop and remove the policy where actual or potential unlawful discrimination is identified.

Public sector equality duty

2. The Equality Act 2010 places a duty on the council, when exercising public functions, to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation;
 - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it (ie tackling prejudice and promoting understanding between people from different groups).

3. These are known as the three aims of the general equality duty.

Protected characteristics

4. The Equality Act 2010 sets out nine protected characteristics for the purpose of the equality duty:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership*
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

*For marriage and civil partnership, only the first aim of the duty applies in relation to employment.

Due regard

5. Having 'due regard' is about using good equality information and analysis at the right time as part of decision-making procedures.
6. To 'have due regard' means that in making decisions and in its other day-to-day activities the council must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations. This can involve:
- removing or minimising disadvantages suffered by people due to their protected characteristics.
 - taking steps to meet the needs of people with certain protected characteristics when these are different from the needs of other people.
 - Encouraging people with certain protected characteristics to participate in public life or in other activities where it is disproportionately low.

7. How much regard is 'due' will depend on the circumstances. The greater the

potential impact, the higher the regard required by the duty. Examples of functions and decisions likely to engage the duty include: policy decisions, budget decisions, public appointments, service provision, statutory discretion, decisions on individuals, employing staff and procurement of goods and services.

8. In terms of timing:

- Having 'due regard' should be considered at the inception of any decision or proposed policy or service development or change.
- Due regard should be considered throughout development of a decision. Notes shall be taken and kept on file as to how due regard has been had to the equality duty in research, meetings, project teams, consultations etc.
- The completion of the EIA is a way of effectively summarising this and it should inform final decision-making.

Case law principles

9. A number of principles have been established by the courts in relation to the equality duty and due regard:

- Decision-makers in public authorities must be aware of their duty to have 'due regard' to the equality duty and so EIA's must be attached to any relevant committee reports.
- Due regard is fulfilled before and at the time a particular policy is under consideration as well as at the time a decision is taken. Due regard involves a conscious approach and state of mind.
- A public authority cannot satisfy the duty by justifying a decision after it has been taken.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty is a non-delegable one. The duty will always remain the responsibility of the public authority.
- The duty is a continuing one so that it needs to be considered not only when a

policy, for example, is being developed and agreed but also when it is implemented.

- It is good practice for those exercising public functions to keep an accurate record showing that they have actually considered the general duty and pondered relevant questions. Proper record keeping encourages transparency and will discipline those carrying out the relevant function to undertake the duty conscientiously.
- A public authority will need to consider whether it has sufficient information to assess the effects of the policy, or the way a function is being carried out, on the aims set out in the general equality duty.
- A public authority cannot avoid complying with the duty by claiming that it does not have enough resources to do so.

The Equality and Human Rights Commission has produced helpful guidance on "Meeting the Equality Duty in Policy and Decision-Making" (October 2014). It is available on the following link and report authors should read and follow this when developing or reporting on proposals for policy or service development or change and other decisions likely to engage the equality duty. [Equality Duty in decision-making](#)

Lead officer:	Christina Fuller
Decision maker:	Cabinet
Decision: <ul style="list-style-type: none"> • Policy, project, service, contract • Review, change, new, stop 	
Date of decision: The date when the final decision is made. The EIA must be complete before this point and inform the final decision.	11 th March 2018
Summary of the proposed decision: <ul style="list-style-type: none"> • Aims and objectives • Key actions • Expected outcomes • Who will be affected and how? • How many people will be affected? 	<ul style="list-style-type: none"> • Note the progress made in procuring a new leisure operator, the timescales anticipated and lease arrangements proposed with Ashford Leisure Trust (ALT) • Agree for appropriate officers to undertake the project work required to work in partnership to assist ALT in the appointment of a new Leisure Operator by means of a competitive market tender exercise; • Approve the partnership and legal structure proposed between the Council and ALT (see p.22 of Appendix I 'Information Memorandum'); and • Agree for Detailed Solutions from appropriately selected leisure operators to be presented to the Cabinet for consideration and agreement • Ultimate aim to provide improved leisure facilities will affect people borough wide
Information and research: <ul style="list-style-type: none"> • Outline the information and research that has informed the decision. • Include sources and key findings. 	<ul style="list-style-type: none"> • Thorough research of the leisure market has informed the decision to tender for a new leisure operator. • Case studies of recent procurements have shown a market of about 8 large operators offering attractive deals to local authorities and reducing their subsidies and utility payments and jointly investing in facilities.
Consultation: <ul style="list-style-type: none"> • What specific consultation has occurred on this decision? • What were the results of the consultation? • Did the consultation analysis reveal any difference in views across the protected characteristics? • What conclusions can be drawn from the analysis on how the decision will affect people with different protected characteristics? 	<ul style="list-style-type: none"> • Key officers from the Council have consulted with industry experts, leisure consultants, other local authorities and Trusts who have conducted procurement processes and also with the Trust and ALT staff, Members and users • The consultation has resulted in the belief that this is the best course of action to save the Council money and improve leisure facilities and management. • The decision will have no impact on people with different protected characteristics.

Assess the relevance of the decision to people with different protected characteristics and assess the impact of the decision on people with different protected characteristics.

When assessing relevance and impact, make it clear who the assessment applies to within the protected characteristic category. For example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

Protected characteristic	Relevance to Decision High/Medium/Low/None	Impact of Decision Positive (Major/Minor) Negative (Major/Minor) Neutral
<u>AGE</u> Elderly	MEDIUM	POSITIVE
Middle age	MEDIUM	POSITIVE
Young adult	MEDIUM	POSITIVE
Children	MEDIUM	POSITIVE
<u>DISABILITY</u> Physical	MEDIUM	POSITIVE
Mental	MEDIUM	POSITIVE
Sensory	LOW	NEUTRAL
<u>GENDER RE- ASSIGNMENT</u>	NONE	NEUTRAL
<u>MARRIAGE/CIVIL PARTNERSHIP</u>	NONE	NEUTRAL
<u>PREGNANCY/MATERNITY</u>	NONE	NEUTRAL
<u>RACE</u>	NONE	NEUTRAL
<u>RELIGION OR BELIEF</u>	NONE	NEUTRAL
<u>SEX</u> Men	NONE	NEUTRAL
Women	NONE	NEUTRAL
<u>SEXUAL ORIENTATION</u>	NONE	NEUTRAL

Mitigating negative impact:

Where any negative impact has been identified, outline the measures taken to mitigate against it.

N/A

Is the decision relevant to the aims of the equality duty?

Guidance on the aims can be found in the EHRC's [Essential Guide](#), alongside fuller [PSED Technical Guidance](#).

Aim	Yes / No / N/A
1) Eliminate discrimination, harassment and victimisation	YES
2) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	YES
3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	YES

<p>Conclusion:</p> <ul style="list-style-type: none"> • Consider how due regard has been had to the equality duty, from start to finish. • There should be no unlawful discrimination arising from the decision (see guidance above). • Advise on whether the proposal meets the aims of the equality duty or whether adjustments have been made or need to be made or whether any residual impacts are justified. • How will monitoring of the policy, procedure or decision and its implementation be undertaken and reported? 	<p>Due regard has been made to the equality duty, from start to finish of the consultation and scoping process.</p> <p>There will be no unlawful discrimination arising from the decision</p> <p>The proposal meets the aims of the equality duty as all sections of the community including those with protected characteristics will benefit from the enhancements to the centre.</p> <p>Monitoring of the policy, procedure or decision and its implementation be undertaken and reported will be undertaken by the partners.</p>
<p>EIA completion date:</p>	<p>20-2-18</p>

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NOTES OF THE ECONOMIC REGENERATION & INVESTMENT BOARD

25th January 2018

Attending: Cllr Clarkson (Chairman)
Cllr Galpin
Cllr Ovenden
Cllr Shorter

Tracey Kerly (TK)
Ben Lockwood (BL)
John Fairhall (JF)
Lorna Ford (LF)
Stewart Smith (SS)
Archie Cowan (AC)
Andrew Osborne (AO)
Vivien Williams (VW)
Maria Seddon (MS)
Rosie Reid (RR) – minutes

Apologies: Steve Parish

<p>1. Declarations of Interest</p> <p>Cllr Clarkson made a Voluntary Announcement as he was a Director of A Better Choice for Property Ltd.</p> <p>Cllr Shorter made a Voluntary Announcement as he was a Director for A Better Choice for Building Consultancy Ltd and Kent Play Clubs. He also declared that he knew the owner of the land available for purchase, but not well.</p>	
<p>2. The Notes of the Meeting of 21st November 2017</p> <p>The Notes of the Meeting of the Economic Regeneration and Investment Board on 21st November 2017 were agreed as a correct record.</p>	
<p>3. Mecca Bingo</p> <p>SS introduced this item and highlighted the key issues contained in the report. Members considered that this was a pivotal site for the Town Centre, and the Council should make an offer. Members also agreed that, if this offer were accepted, the site must become a focal point for the Masterplanning exercise for the Town Centre. SS confirmed that the Council could purchase with vacant possession from September 2018.</p>	

<p>Members said it was important to establish a sound project plan on how to move forward in creating extra parking spaces on the site to offset funding costs. It was agreed that SS would make an offer to the agent of the sum discussed. AC said he would keep Members informed if he was made aware of any other interested parties.</p>	<p>SS</p>									
<p>4. Purchase of land</p> <p>AC introduced this item and highlighted the key issues within the report. Members discussed the desirability of acquiring this piece of land and raised various issues, and SS was asked to continue working on resolving these issues. In the meantime this item was deferred to the next meeting so that Officers could undertake more research on the areas where Members had expressed concern.</p>	<p>SS</p>									
<p>5. Dates of Next Meetings</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 33%;">21st February 2018</td> <td style="width: 33%;">10am</td> <td style="width: 33%;">Council Chamber</td> </tr> <tr> <td>21st March 2018</td> <td>2pm</td> <td>Committee Room 2</td> </tr> <tr> <td>25th April 2018</td> <td>2pm</td> <td>Council Chamber</td> </tr> </table>	21 st February 2018	10am	Council Chamber	21 st March 2018	2pm	Committee Room 2	25 th April 2018	2pm	Council Chamber	
21 st February 2018	10am	Council Chamber								
21 st March 2018	2pm	Committee Room 2								
25 th April 2018	2pm	Council Chamber								

Queries concerning these minutes? Please contact Rosie Reid:
 Telephone: 01233 330565 Email: rosie.reid@ashford.gov.uk
 Agendas, Reports and Minutes are available on: www.ashford.gov.uk/committees

**Notes of a meeting of the
Ashford Strategic Delivery Board
Friday 26 January 2018 at 10.00am**

Present:

Board Members

Cllr Gerry Clarkson (Chairman) – Leader, ABC
Rt Hon Damian Green MP
Cllr Paul Clokie – Portfolio Holder for Planning, ABC
Cllr Graham Galpin – Portfolio Holder for Corporate Property, ABC
Cllr Mike Whiting - KCC, Cabinet Member for Transport and Environment
Cllr Mark Dance - KCC, Cabinet Member for Economic Development
Tracey Kerly – Chief Executive, ABC
Barbara Cooper – KCC, Director – Growth, Environment and Transport
Chris Moore – Homes and Communities Agency
Paul Harwood - Highways England
Mark Lumsdon-Taylor – Hadlow Group

Non Board Members

Cllr Aileen Hicks, ABC
Mark Ellerby, Network Rail
Paul Kent, Southern Water
Simon Sharp, Southern Water
Richard Alderton, ABC
Lois Jarrett, ABC
Andrew Osborne, ABC
Simon Cole, ABC
Christina Fuller, ABC
Stewart Smith, ABC
Lorna Ford, ABC
SallyAnne Logan, ABC
Keith Fearon, ABC

Apologies

Matt Hogben - KCC
Tom Marchant – KCC
Tim Naylor – ABC
Victoria Thistlewood – KCC
Jonathan White - KCC
Katie Stewart – KCC
David Smith – KCC
Paul McKenner - ABC

Item	Notes	Action
1.	<p>Welcome</p> <p>The Chairman welcomed all those present.</p>	
2.	<p>Provision of Water Infrastructure – Planning for Ashford Borough’s Housing Growth</p> <p>Paul Kent, of Southern Water gave a presentation on the work being undertaken by Southern Water to plan for the growth in housing on the various development sites located in the Borough. He advised that they had invested £55m to accommodate growth and had also made improvements to the Ashford Wastewater Treatment Works to help deal with odour control. He also explained the various options under consideration to provide waste water connections to the Chilmington Green development. Paul Kent also advised that Southern Water also wished to work with ABC to look beyond the current draft local plan housing targets. Southern Water would be submitting their Business Plan covering the period 2020 to 2025 to Ofwat in September 2018.</p> <p>The Chairman thanked Southern Water for the presentation and emphasised the importance of the provision of infrastructure to cater for the anticipated growth in Ashford and said that he intended to establish the Ashford Infrastructure Delivery Group which would include representatives from ABC, HCA, KCC and Southern Water to take this forward.</p>	ABC
3.	<p>Commercial Quarter</p> <p>Stewart Smith advised that Phase1 was on target for completion in April 2018 and the development was currently 75% pre-let. There had also been an impressive response to the architectural design competition.</p>	
4.	<p>Elwick Place</p> <p>Stewart Smith advised that the development was progressing in accordance with the programme and was also on budget. It was anticipated that the topping out would take place in March 2018.</p>	
5.	<p>Newtown Works</p> <p>Stewart Smith advised that last year a bid of £10m had been made for Housing Infrastructure funding and a decision on</p>	

	the bid was expected in mid to late February 2018. With the consent of the landowner site investigation works had commenced.	
6.	<p>Designer Outlet Expansion</p> <p>Richard Alderton confirmed that the expansion works had commenced.</p>	
7.	<p>Ashford College</p> <p>Mark Lumsdon-Taylor gave a presentation on the development. In terms of Phase 1, he explained that the college was full and had 1,150 students enrolled and he advised that it was hoped that the College would have a formal official opening in 2019. He also explained the plans for Phase 1A and outlined the potential options open to the college in terms of funding for the scheme.</p>	
8.	<p>Station Spurs</p> <p>Mark Ellerby, Network Rail introduced the item and explained that the project was on target and that the installation of the KVB signalling had gone very well. Works were currently being undertaken on Platforms 3 and 4 to allow them to accommodate the wider trains.</p> <p>Andrew Osborne explained that the formal launch of the completed scheme was anticipated to be held on 3 April 2018 and that all members of the Board would be invited to attend. Discussions would also be held with Eurostar regarding their future service plans.</p> <p>The Chairman thanked Mark Ellerby and all others involved with the project in successfully bringing it to fruition.</p>	
9.	<p>Junction 10A</p> <p>Paul Harwood advised that work had commenced on site and the programmed completion date was Spring 2020, although the junction itself would open in 2019.</p>	
10.	<p>Chilmington Green – (a) Strategic Issues and (b) Chilmington Community Trust</p> <p>(a) Strategic Issues</p> <p>Lois Jarrett reported that the application for reserved matters for 346 dwellings was currently earmarked for submission to the Planning Committee in February. She gave details of some of the issues that need to be resolved before the application could be submitted to the Committee.</p>	

	<p>Barbara Cooper gave details of the current position in terms of the A28 improvement works which were hoped to start on site in March 2018.</p> <p>(b) Chilmington Community Trust</p> <p>SallyAnne Logan explained that it was hoped that formal incorporation of the company would take place in May 2018. Work was also progressing on the production of a revised Business Plan. The fee payable by future residents of the properties was likely to be an average rent charge of £335 per dwelling per annum.</p>	
11.	<p>Jasmin Vardimon – Javelin Way Development</p> <p>Barbara Cooper advised that good progress was being made and that an architect had been appointed.</p>	
12.	<p>Conningbrook Masterplan</p> <p>Christina Fuller gave details of progress and said that she was keen to get landscape architects to produce the final masterplan layout for the site. The Board discussed the options for the purchase by ABC of land adjacent to the lake not currently within its ownership.</p>	
13.	<p>Victoria Park Rejuvenation</p> <p>Christina Fuller explained that the project was going well in terms of preparing the application for Heritage Lottery Funding which was hoped to be submitted by October 2018.</p>	
14.	<p>Ashford Town Centre Framework</p> <p>Lorna Ford explained that the framework should be a practical document with clear aims and interventions. A stakeholder conference was being organised for April 2018 and the Board would be notified of the date in due course.</p>	
15.	<p>Dates of Next Meetings</p> <p>Friday 27 April 2018 Friday 27 July 2018 Friday 26 October 2018</p>	

Queries concerning these minutes? Please contact Keith Fearon: Telephone: 01233 330564 Email: keith.fearon@ashford.gov.uk Agendas, Reports and Minutes are available on: www.ashford.gov.uk/committees

Agenda Item No: 10

Report To: CABINET

Date: 8TH MARCH 2018

Report Title: SCHEDULE OF KEY DECISIONS TO BE TAKEN

Report Author and Job Title: Danny Sheppard, Senior Member Services Officer

Portfolio Holder: Portfolio Holders are individually specified in the attached Schedule.



Summary:	To set out the latest Schedule of Key Decisions to be taken by the Cabinet of Ashford Borough Council.
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Key Decision: NO

Significantly Affected Wards: Where appropriate, individual Wards are indicated.

Recommendations **That the Cabinet receive and note the latest Schedule of Key Decisions.**

Policy Overview: Under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, there is no longer a legal requirement to publish a Forward Plan of Key Decisions, however there is still a requirement to publish details of Key Decisions 28 clear days before the meeting they are to be considered at. The Council maintains a live, up to date rolling list of decision items on the Council's website, and that list will be presented to the Cabinet each month, in its current state, for Members' information.

Financial Implications: Nil

Legal Implications: n/a

Equalities Impact Assessment n/a

Other Material Implications: Nil

Exempt from publication: No

Background None

Papers:

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**CABINET
SCHEDULE OF KEY DECISIONS TO BE TAKEN**

The following Key Decisions will be taken by Ashford Borough Council's Cabinet on the dates stated.

Ashford Borough Council's Cabinet is made up of: - Councillors Gerry Clarkson; Neil Bell; Clair Bell; Mike Bennett; Gareth Bradford; Paul Clokie; Graham Galpin; Alan Pickering; Neil Shorter; and Gerald White.

Copies of the reports and any other relevant documents that are submitted to the Cabinet in connection with a proposed decision will be available for inspection, or on screen, five clear days before the decision date at the Civic Centre, Tannery Lane, Ashford and at The Town Hall, 24 High Street, Tenterden, during opening hours, or at www.ashford.gov.uk/councillors_and_committees.aspx

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
8th March 2018					
Annual Pay Policy Statement	<i>A review of the annual Pay Policy Statement and Ashford Living Wage Allowance</i>	Cllr Pickering	Michelle Pecci	Open	10/3/17
Leisure Procurement	<i>To update Members on the progress, process and timescales anticipated and lease arrangements proposed with ALT. To seek approval to bring the selected leisure operator proposals to the Cabinet for consideration.</i>	Cllr Bennett	Christina Fuller	Open	21/9/17
Request for Flexible Retirement	<i>To make recommendations to Council regarding approval of the costs of the proposals.</i>	Cllr Pickering	Michelle Pecci	Exempt	18/1/18

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
12th April 2018					
Corporate Property Asset Management Strategy	<i>To inform Members of, and propose Council adoption of the Corporate Property Management Strategy 2018 to 2021.</i>	Cllr Galpin	Stewart Smith	Open	21/12/17
Strategic Risk Framework	<i>To outline a refreshed Risk Management Framework, to explain that the draft framework has been tested during the service planning process for 2018/19 to ensure that it is fit for purpose, and to provide details of how the framework will provide for a more dynamic risk register for the Council.</i>	Cllr Shorter	Charlotte Hammersley	Open	25/1/18
Tenterden Leisure Centre Redevelopment Plans	<i>To seek approval for the project (as landlord of the building) and approve the grant and loan from the Borough Council to Tenterden Leisure Centre Trust for the redevelopment.</i>	Cllr Bennett	Ben Moyle	Open	21/9/17
Local Development Scheme Update 2018		Cllr Clokie	Ian Grundy	Open	20/2/18
10th May 2018					
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Shorter	Maria Seddon	Open	12/5/17
Opt-to-Buy and Keyworkers		Cllr White	Sharon Williams/ Rebecca Wilcox	Open	9/10/17

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Housing Statement 2018 – 2023		Cllr White	Jennifer Shaw	Open	6/2/18
Street Trading Policy	<i>To propose adoption of a revised policy.</i>	Cllr Bradford	Trevor Ford	Open	8/2/18
Gambling Policy Statement	<i>To seek approval to go out to public consultation on a revised policy.</i>	Cllr Bradford	Trevor Ford	Open	8/2/18
Wye 3 Masterplan		Cllr Clokie	Mark Chaplin	Open	6/10/17
Commercial Investment Strategy		Cllr Shorter/Galpin	Stewart Smith/ Lee Foreman	Open	4/12/17
14th June 2018					
Final Outturn 2017/18	<i>Final budget outturn for previous financial year.</i>	Cllr Shorter	Ben Lockwood	Open	16/6/17
Annual Report and Quarter 4 Performance Report 2017/18	<i>The Annual Report will build upon the contents of quarterly performance monitoring, but will also include the following information – An Introduction from the Leader and Chief Executive; Facts and figures about Ashford; Timeline of key achievements in the Borough over the calendar year; Borough achievements; and a Financial Summary.</i>	Cllrs Clarkson/ Shorter	Lorna Ford	Open	16/6/17

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Section 106 Agreements – Annual Progress Report	<i>Focus on s106 contributions received in the last year, contributions secured in new agreements and projects that have been supported by s106 funding.</i>	Cllr Clokie	Lois Jarrett	Open	16/6/17
12th July 2018					
Revenues & Benefits Recommended Write-Offs Schedule	<i>Proposed formal write-off of debts</i>	Cllr Shorter	Peter Budden	Open (Exempt Appendix)	14/7/17
Town Centre Annual Report		Cllr Galpin	Jo Wynn-Carter	Open	14/7/17
9th August 2018					
Corporate Performance Report	<i>To give Members and residents an overview of how the council is performing with a key performance 'snapshot'.</i>	Cllr Shorter	Lorna Ford	Open	11/8/17
Corporate Commercial Property – Annual Report	<i>To advise of the revenue performance of the Council's corporate property portfolio during the last financial period and to advise of proposals to increase profitability in the coming financial period.</i>	Cllr Shorter	Stewart Smith	Open	11/8/17
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Shorter	Maria Seddon	Open	11/8/17

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
13th September 2018					
11th October 2018					
Medium Term Financial Plan	<i>To ask Cabinet to note the Medium Term Financial Plan ahead of this year's Budget process.</i>	Cllr Shorter	Maria Seddon	Open	13/10/17
8th November 2018					
Corporate Performance Report	<i>To give Members and residents an overview of how the council is performing with a key performance 'snapshot'.</i>	Cllr Shorter	Lorna Ford	Open	11/11/16
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report.</i>	Cllr Shorter	Maria Seddon	Open	11/11/16
6th December 2018					
Draft Budget 2019/20	<i>To present the preliminary draft service budget and outline MTFP for the purposes of subsequent formal scrutiny by the O&S Task Group and public consultation.</i>	Cllr Shorter	Ben Lockwood	Open	8/12/17

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Council Tax Base 2019/20	<i>To present for approval the estimated 2019/20 Council tax base calculation for the Borough and each parished area, on which the major preceptors and local Parish Councils will base their requirements.</i>	Cllr Shorter	Ben Lockwood	Open	8/12/17
Housing Revenue Account (HRA) Business Plan 2018 – 2048	<i>An annual update of the HRA Business Plan financial projections. This report updates the position for the period 2018-48.</i>	Cllr White	Sharon Williams	Open	8/12/17
10th January 2019					
Revenues & Benefits Recommended Write-Offs Schedule	<i>Proposed formal write-off of debts</i>	Cllr Shorter	Peter Budden	Open (Exempt Appendix)	12/1/18
14th February 2019					
Financial Monitoring – Quarterly Report	<i>Quarterly budget monitoring report</i>	Cllr Shorter	Maria Seddon	Open	9/2/18
Revenue Budget 2019/20	<i>To present the draft revenue budget for 2019/20 to the Cabinet for recommendation to Council.</i>	Cllr Shorter	Maria Seddon	Open	9/2/18

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Corporate Performance Report	<i>The report seeks to give members and the Borough's residents an overview of how the Council is performing. It seeks to do this in a transparent and easily-accessible manner, giving a key performance 'snapshot'.</i>	Cllr Shorter	Lorna Ford	Open	9/2/18

***If you wish to contact a Report Author by email, unless stated otherwise, the addresses are;
first name.surname@ashford.gov.uk***

20/2/18

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