



CABINET

Notice of a Meeting, to be held in the Council Chamber - Ashford Borough Council on Thursday, 12th April, 2018 at 7.00 pm.

The Members of the Cabinet are:-

- Cllr Clarkson – Leader of the Council
- Cllr N Bell – Deputy Leader and Portfolio Responsibility for Legal and Democratic
- Cllr Mrs Bell – Portfolio Responsibility for Environment and Land Management
- Cllr Bennett – Portfolio Responsibility for Culture
- Cllr Bradford – Portfolio Responsibility for Health, Parking and Community Safety
- Cllr Clokie – Portfolio Responsibility for Planning
- Cllr Galpin – Portfolio Responsibility for Corporate Property
- Cllr Pickering – Portfolio Responsibility for Human Resources and Customer Services
- Cllr Shorter – Portfolio Responsibility for Finance and IT
- Cllr White – Portfolio Responsibility for Housing

NB: Under the Council's Public Participation Scheme, members of the public can submit a petition to the Cabinet if the issue is within its terms of reference or ask a question or speak concerning any item contained on this Agenda (Procedure Rule 9 refers)

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
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3. **Minutes - To approve the Minutes of the Meeting of the Cabinet held on the 8th March 2018** 3 - 6
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4 April 2018

Queries concerning this agenda? Please contact Danny Sheppard
Telephone: 01233 330349 Email: 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 March 2018**.

Present:

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

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

Apology:

Cllr. Link.

Also Present:

Cllrs. Buchanan, Burgess, Hicks, Howard-Smith, Krause, Ovenden, Sims, Mrs Webb, Wedgbury

Chief Executive, Director of Law and Governance, Director of Place and Space, Head of Corporate Policy, Economic Development and Communications, Head of HR and Customer Services, Head of Culture, Interim Head of Finance, Facility Development Manager, Human Resources Manager, Communications and Marketing Manager, Senior Communications Officer, Communications Apprentice, Senior Member Services Officer.

364 Declarations of Interest

Councillor	Interest	Minute No.
Buchanan	Made a Voluntary Announcement that he was a regular user of the Stour Centre Gym.	367
Wedgbury	Made a Voluntary Announcement that he was a regular user of the Stour Centre Gym.	367

365 Minutes

Resolved:

That the Minutes of the Meeting of the Cabinet held on the 8th February 2018 be approved and confirmed as a correct record.

366 Pay Policy Statement – Annual Review

The Portfolio Holder introduced the report which advised that as required by the Localism Act 2011, the Council published an Annual Pay Policy Statement. The report reviewed the current Statement, ensuring it was up to date and reflected the Council's approach to pay. The Council also took the annual review as an opportunity to review the rates of the Ashford Living Wage Allowance and the Ashford Apprentice Wage Allowance. The report therefore provided recommendations on rates for the 2018/19 allowances.

Resolved:

- That**
- (i) the updated Pay Policy Statement be approved.**
 - (ii) the Ashford Living Wage Allowance be increased to £8.35 for 2018/19.**
 - (iii) 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.**

367 Leisure Procurement Exercise

The Portfolio Holder for Housing introduced the report as he had been the Member who had chaired the Group dealing with the joint leisure procurement with Ashford Leisure Trust (ALT). The report updated Members on progress and provided key documentation that defined the scope and nature of the competitive procurement process. This aimed at having a new leisure operator in place by May 2019. A further report would be provided once detailed submissions had been received from preferred operators and legal agreements had been drafted between the Council and ALT. This was all to allow investment and any legal approvals to be considered and agreed by Members.

The Portfolio Holder for Culture confirmed that whilst the Portfolio Holder for Housing had been overseeing this matter in a different role, he was well aware of the proposals and fully supported them.

Recommended:

- That**
- (i) the proposed leisure procurement exercise (as defined in Appendices A and B of the report) be endorsed to enable ALT to contract a new leisure operator, in agreement with the Council.**
 - (ii) appropriate Officers be authorised to prepare all documentation required to progress the exercise including lease arrangements between ALT and the Council.**
 - (iii) Detailed Solutions from appropriately selected operators and final legal documents between the Council and ALT be presented to a future Cabinet meeting for investment consideration and agreement.**

368 Economic Regeneration and Investment Board – 25th January 2018

The Leader advised of a change of date of the next meeting from the 21st March to 22nd March 2018. This was because Ashford Borough Council had been shortlisted for two awards at the prestigious LGC Council of the Year Awards, and associated events would be now taking place on 21st March.

Resolved:

That the notes of the meeting of the Economic Regeneration and Investment Board held on the 25th January 2018 be received and noted.

369 Ashford Strategic Delivery Board – 26th January 2018

Resolved:

That the notes of the meeting of the Ashford Strategic Delivery Board held on the 26th January 2018 be received and noted.

370 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.

371 Exclusion of the Public

Resolved:

That pursuant to Section 100A(4) of the Local Government Act 1972, as amended, the public be excluded from the meeting during consideration of the following item, namely Request for Flexible Retirement, as it is likely 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.

372 Request for Flexible Retirement

The report sought approval to a flexible retirement request which had been submitted by the post holder referred to in the report and outlined the operational and cost implications.

Recommended:

- That**
- (i) the operational measures associated with the flexible retirement request be noted.**
 - (ii) the costs associated with the flexible retirement request, as set out within the report, be approved.**

Agenda Item 6

Agenda Item No:

Report to: Cabinet

Date: 12 April 2018

Report Title: Corporate Property Management Strategy 2018 to 2021

Report Author: Stewart Smith, Senior Development and Regeneration Manager

Portfolio Holder: Cllr Galpin, Portfolio Holder for Corporate Property and Projects

Summary: The Corporate Property Management Strategy replaces the Council's previous Property Management Strategy and sets out the Council's high level strategic framework for managing the Council's Corporate Property Portfolio for the next three years.

Key Decision: No

Significantly Affected Wards: Borough wide

Recommendations: Cabinet is recommended to note the content of and adopt the Corporate Property Management Strategy attached at **Appendix A.**

Policy Overview: The proposed strategy will assist in delivering the Objectives identified in the Corporate Plan 2015 to 2020.

Financial Implications: There are no immediate financial implications.

Legal Implications: Not applicable.

Equalities Impact Assessment: Not required.

Other Material Implications: None.

Exempt from Publication: No.

Background Papers: None.

Contacts: stewart.smith@ashford.gov.uk – tel: 07775 550821

Agenda Item No:

Report Title: Corporate Property Management Strategy 2018 to 2021

Introduction and Background

1. This report relates to the Council's Corporate Property Management Strategy which sets out the Council's high level strategic framework for managing its corporate property portfolio over the course of the next three years.
2. The strategy, together with the other strategy documents referred to within it, replace the Council's Property Strategy 2009 to 2012 and comes following the recommendation of the Mid Kent Audit in May 2017.

Proposal/Current Position

3. This strategy which is attached at **Appendix A**, will together with the other strategy documents referred to within it, replace the Council's Property Strategy 2009 to 2012.
4. It has been prepared following the findings of the Corporate Property and Projects audit carried out by Mid Kent Audit in May 2017 and recognises the critical role that real estate plays both in service delivery and in supporting the delivery of the Council's Corporate Plan 2015 to 2020.
5. The strategy sets out the Council's high level strategic framework for managing its corporate property portfolio and seeks to align property management in the wider sense to the corporate vision, plan and policies of the Council.
6. The strategy comes at the same time as the implementation of new CIPFA property management software and the reorganisation of the property and asset management team. As a consequence, the strategy and the software will be subjected to initial review twelve months from the date of this report and every three years thereafter.

Implications and Risk Assessment

7. The strategy together with the software provide for the implementation of key management practices including a centralised property database and diarised alarm system to give advanced notification of lease events, statutory health and safety requirements etc. and therefore forms an essential part of the Council's risk management strategy.

Equalities Impact Assessment

8. Property acquisitions and/or disposals undertaken in line with Part 6 of the strategy will be assessed individually with regard to any potential impact on equalities.

Consultation Planned or Undertaken

9. The property management team and the project delivery team within Corporate Property and Projects together with the portfolio holder for Corporate Property and other effected Heads of Service have all been consulted on the proposed strategy.

Other Options Considered

10. The current strategy is out of date and the new Corporate Property Management Strategy comes following the recommendation of Mid Kent Audit in May 2017. On this basis no other options have been considered.

Reasons for Supporting Option Recommended

11. The option proposed is that recommended by the Corporate Property and Projects audit carried out by Mid Kent Audit in May 2017 and will result in an up-to-date property management strategy designed to ensure the pro-active and efficient management of the corporate property portfolio.

Conclusion

12. The implementation of the Corporate Property Management Strategy and the recommendations therein together with the CIPFA property management software and the reorganisation of the property and asset management team will ensure the Council is best placed to manage its corporate property portfolio going forward to 2021.

Portfolio Holder's Views

13. The strategy clearly sets out how our council will manage its property portfolio and integrate the new CIPFA software into the process. This will make it more responsive to when issues requiring attention arise.

In adopting this strategy, colleagues will recognise that working together we will ensure that Ashford residents will enjoy enhanced rewards from high quality property management, both in financial and social terms.

I am grateful to Mid-Kent Audit for bringing the need for amendment to our attention and commend this strategy to the Cabinet.

Contact and Email

stewart.smith@ashford.gov.uk – tel: 07775 550821

Appendix A - Corporate Property Management Strategy 2018 to 2021

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Ashford Borough Council
Corporate Property Management Strategy
2018 to 2021



April 2018



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“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives”

RICS Public Sector Asset Management Guidelines 2nd Edition

1. Portfolio Holder's Introduction

The Council's property asset portfolio has grown significantly in the last 5 years. The reasons for this increase are threefold, firstly our continued commitment to the social wellbeing of Ashford residents which is exemplified by our sports facilities. Secondly, because of our commitment to regenerate parts of the Borough as we have with Park Mall, and lastly to secure a sustainable funding stream to replace Government grants which are being phased out.

Each of our investments in property requires management at many levels to ensure it continues to serve the purpose for which it was procured or constructed and this document sets out how this must take place. It requires a unanimity of commitment from all members and officers of the Council to adhere to the strategy and its related software management, thereby ensuring that our residents are best served by our property portfolio.

A handwritten signature in black ink, appearing to read 'Graham Poff', with a stylized flourish at the end.

2. Introduction

- 1.1. This strategy sets out the Council's high level strategic framework for managing its corporate property portfolio. It, together with the other strategy documents referred to within this document, replace the Council's Property Strategy 2009 to 2012.
- 1.2. The strategy will be subjected to initial review twelve months from the date of this document and every three years thereafter. The relatively short period before first review is a consequence of two factors. First, the Council's recent adoption of a new asset and property management software package, '*assetmanager.net*', and second, the recent reorganisation of the Council's property and asset management team. The twelve month review will allow for early cross-service assessment of the software package which will include appraisal by the newly reorganised team. It will also allow for any **recommendations** proposed in this strategy to be implemented and reviewed at the earliest opportunity.
- 1.3. This strategy recognises the critical role that real estate plays both in service delivery and in supporting the delivery of the Council's Corporate Plan 2015 to 2020 and seeks to align property management in the wider sense to the corporate vision, plan and policies.
- 1.4. The strategy identifies five overarching principles which will be adhered to and implemented through management practices and techniques ensuring the Council meets its overriding objective of maintaining a corporate property portfolio which is both fit for purpose and achieving it's potential in terms of efficiency and sustainability.
- 1.5. The strategy has been prepared against a backdrop of unprecedented change in local government. In March 2016 the Government produced a four year financial settlement the net effect of which will be to reduce revenue support grant funding to zero by 2019/20.

- 1.6. The Council, with a view to mitigating the impact of this and ensuring the continued and uninterrupted delivery of Council services has looked at real estate to provide part of the solution. Maximising cost saving efficiencies and returns on the Council's strategic property portfolio were quite rightly seen as a key to achieving long-term financial stability.
- 1.7. In addition to this, more recently, the Council began to focus on the role that commercial real estate investment could play both in income generation and delivering the wider economic regeneration of the borough. As a consequence, in recent years, the Council has accelerated its acquisition programme.
- 1.8. The obvious effect of this is that the Council has a far larger and more diverse corporate property portfolio to manage than it did in 2009. This brings with it both greater complexity and also greater opportunity. The complexity comes from both the scale of the task and the different management requirements across the portfolio. This gives rise to the opportunity both to increase and improve the Council's skill-set in respect of property and asset management and also to take advantage of economies of scale previously unavailable.

3. Strategy Context

- 3.1 A well maintained and properly operated corporate property portfolio is critical both to service delivery and the delivery of the Council's Corporate Plan 2015 to 2020.
- 3.2 Property management, whilst the main focus of this strategy, is part of a larger asset and project management approach which incorporates many other functions including: project management, debt recovery, transaction management, disposal and acquisition strategy, procurement, contract management, borrowing policy and treasury management.
- 3.3 As a consequence, there are some matters which, whilst relevant to property and asset management, are beyond the scope of this document and also other Council strategies that are linked to, and should be read alongside, this strategy. These include the documents listed below:
- The Corporate Plan 2015 to 2020
 - The Garage Commercialisation Strategy
 - The Project Management Tool-Kit
 - The Energy Efficiency Strategy
 - The Borrowing, Acquisitions and Disposals Strategy
 - The Contract Standing Orders
 - The emerging Housing Revenue Account Asset Management Strategy
- 3.4 The management of the Council's Housing Revenue Account (HRA) housing stock and the housing stock of the Council's residential property development company, A Better Choice for Property, are not the subject of this strategy however, cross-service working and the sharing of information and ideas wherever appropriate is recognised as key to improving practices and enabling learning from a larger pool of experience. It could also result in economies of scale and efficiencies which would otherwise be missed.

4 Property Management Principles

4.1 The following five principles are seen as key to the Council achieving its wider objective of protecting the value and ensuring the continued operational suitability of the Council's corporate property portfolio. These principles are present throughout the Council's approach to property and asset management and are implemented through the various practices and techniques employed.

i. A Central Shared Property Asset Database

Establishing and maintaining a shared central property asset database is crucial to enabling informed and synchronised decision making which can subsequently feed in to review processes. This will assist with identifying asset specific compliance and risk assessment and will help with efficient and consistent property management and reporting.

ii. Safe and Efficient Data Management

Once property data, which will include everything from condition schedules and leases to asset valuations and asbestos surveys, is collated it is imperative that it is kept up-to-date and secure.

Whilst viewing access should be shared cross-service, data input rights should be designated and limited to specific post holders and deputies ensuring that roles and responsibilities are clearly understood as they relate to each property. It is also essential that data is protected against both input error and cyber-attack.

Over the course of the next twelve months it is essential that roles and responsibilities charts are prepared in respect of each of the Council's properties allocating the various management functions.

It is also imperative that the stored data works pro-actively during the management process so that alarms are activated at key event dates

such as rent review and statutory compliance events. Reacting to these alarms will then be the responsibility of the designated person.

Both of the above form an essential part of the Council's risk management strategy.

iii. A Consistent Approach to Property Management

A synchronised, uniform and consistent cross-service approach to property management will ensure that recommended practices and techniques are used and standards maintained throughout the Council. It will also ensure that like for like cross service comparison and review is possible.

Where an asset is to be managed by a service that is not the Corporate Property and Projects team a protocol must be agreed between the two services allocating the management roles and responsibilities.

iv. Transparent and Open Decision Making

Transparent decision making that is strategy and policy compliant is at the root of all Council decisions. Every decision is taken by the appropriate body or person in accordance with the Council's Constitution and delegation of powers with minutes of all decisions taken published. It is only in exceptional circumstances, such as commercial sensitivity or legal privilege, that information will be withheld from the public domain.

Mindful of the need to be able to operate on an equal footing with commercial investors and developers, and to be able to make quick and informed decisions in relation to investment opportunities, in 2014 the Council established the Property Acquisition, Investment and Disposal Panel. Its aim was to establish a panel which could assist the Council in taking decisions in respect of the acquisition of commercial real estate in a timely and efficient manner following strict criteria. The panel has

evolved first into the Town Centre Regeneration Board and most recently the Economic, Regeneration and Investment Board (ERIB), all with the same focus, albeit slightly different approaches. ERIB will continue to play an important role in the Council's property investment activity.

v. **Ongoing Monitoring and Review**

Ongoing strategic review is essential to ensure that this strategy continues to align with the Council's corporate aims and objectives and also that it fits with the corporate property portfolio which will change over time. This strategy will be subject to an initial twelve-month review and review every three years thereafter.

In recognition of the increasing significance of commercial real estate investment on the Council's Medium Term Financial Plan, in September 2016 Cabinet received the Council's first Corporate Property Performance Annual Report which reported on the financial performance of the property portfolio during the preceding twelve months. Such a report will go to Cabinet annually.

The Council has established, and will continue to establish over the next twelve months, a series of property performance indicators which go beyond legal and statutory compliance obligations. This will include the consideration of such matters as:

- occupancy and financial return
- maintenance costs
- energy performance
- rent arrears recovery
- voids
- management costs

Benchmarking results against similar properties and/or industry markers will allow for comparison, analysis and intervention when necessary.

5. Property Management Practices - the CIPFA 'assetmanager.net' Software

5.1 Identified as key to implementing and developing management practices which achieve the Council's objective and deliver on the principles identified above was a single IT software package which could deal with many of the day-to-day management activities required keep the corporate property portfolio operational.

Property Management - Day to Day Activities								
Lease Events	Health and Safety	Financial Management	Facilities Management	Occupational Management	FM Supply	Energy Management	Planned Maintenance	Tenant Churn

5.2 These activities are sometimes carried out by contractors procured by the Council, or by the Council's in-house teams of facilities management staff. The efficient delivery of these services is critical to ensuring that the properties remain fit-for-purpose meeting the requirements of both occupiers and the Council alike.

5.3 Consequently, the Council has acquired the Chartered Institute of Public Finance and Accountancy's ("CIPFA") '*assetmanager.net*' a fully integrated finance and asset management software package which has been specifically designed for the public sector.

5.4 The Council's Finance Team has been utilising the software for the last twelve months for capital accounting and valuation work including in the preparation of the annual statement of account. The software has been found to be effective and simple to use and the flexibility it affords has allowed for asset and property management modules to be added.

5.5 The software will provide for the following:

- A core central database which;
 - allows for the electronic storage of a range of current and historical documents and records as they relate to individual properties including but not exclusively; Lease Agreements, Condition Schedules, Condition Surveys, Service Charge Schedules, Property Deeds, Heads of Terms, Fire Safety and Asbestos surveys and reports, Tenancy Schedules, HVAC documentation,
 - allows for changes to be made in real time so maintaining up-to-date records at all times,
 - provides for a seamless interface between different management modules at a property level,
 - allows access for multiple authorised users to view, add and edit asset records according to their user and access rights,
- An integrated diary function which will be linked with the data records to provide alarms at key event dates such as rent review and dilapidations claims,
- A benchmarking facility which will provide performance indicator methodology across a range of similar properties so that asset management plans can include benchmark comparators.

5.6 The software is fully web enabled allowing flexibility for users at remote sites and providing convenient access for officers and the Council's partners and contractors.

6. Property Disposal and Acquisition

6.1 Property Disposal

The regular annual assessment and review of the performance of each Council owned property is required to ensure that it still has a place in the Council's corporate property portfolio and where it doesn't, a disposal process will be triggered.

Performance is multifaceted and must be appraised accordingly with reference to the Council's Corporate Plan and policy objectives and its property benchmarking exercises.

6.2 Acquisition

The Council's continued investment in property is seen as key both to income generation and in delivering the wider economic regeneration of the borough.

All acquisitions are subject to full legal and other appropriate due diligence and obtaining the appropriate Council authorities.

In respect of acquisitions made purely for financial return particular emphasis is placed on tenant covenant strength and trading history, unexpired lease term, the expected rate of return which must both fit with the Council's measured appetite for risk and be commensurate with prevailing market/sector conditions and ensuring investment portfolio diversification.

Equally important considerations in respect of properties acquired for regeneration purposes are the following matters:

- the creation of job and training opportunities,
- the control of key assets within the borough and the chance to ensure the attractive appearance of the built environment through building and space management,
- wider financial gains including business rates for example,
- the fact that primary local authority investment can act as a catalyst for wider private inward investment,
- the marriage value which the Council can benefit from given existing land and property holdings.

Appropriate consideration will be given to all of these matters when appraising and reporting to Members on a potential land or property acquisition.

7. Conclusion and Recommendations

- 7.1 The strategy has introduced property management principles and practices the aim of which are to ensure that the Council meets its key property management objectives.
- 7.2 The following recommendations are made which are to be completed by the time of the first review of the strategy:
- A series of benchmarking performance indicators are to be compiled and Council asset data collected to enable a benchmarking exercise to be undertaken,
 - Post Holder Roles and Responsibilities charts are to be prepared in respect of each of the Council's properties.
- 7.3 This strategy will be reviewed twelve months from now by which time the '*assetmanager.net*' property management software will be in service use by the restructured property and asset management team and cross-service.



Agenda Item No: 7
Report To: Cabinet
Date of Meeting: 12 April 2018
Report Title: Risk Management Framework
Report Author & Job Title: Charlotte Hammersley
Programme Manager and Deputy SIRO
Portfolio Holder: Cllr. Shorter
Portfolio Holder for: Finance and IT

Summary:

This report sets out a draft Risk Management Framework which has been developed in collaboration with the Mid-Kent Audit Partnership.

This framework is designed to provide practical guidance and tools to enable potential risks facing the organisation to be identified, evaluated and managed in a consistent and effective way. Ensuring risks are properly responded to, plays a large part in the certainty of achieving the council's objectives and desired outcomes.

The framework will replace the council's current Risk Management Framework which was adopted in September 2015.

Key Decision: NO

Significantly Affected Wards: N/A

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

Approve the draft Risk Management Framework including the risk appetite set out at Appendix A.

Policy Overview:

The Council's Risk Management Framework was adopted in September 2015. Following the adoption of the framework, the current strategic risk register was developed and has been monitored by the Audit Committee on a six-monthly basis.

Financial Implications: None.

Legal Implications: None.

Equalities Impact Assessment: Not Required because the draft framework is a tool for managing risks. Individual project or service design would

individually assess the impacts on equalities.

**Other Material
Implications:**

None.

**Exempt from
Publication:**

NO

**Background
Papers:**

NO

Contact:

charlotte.hammersley@ashford.gov.uk – Tel:(01233) 330878

Report Title: Risk Management Framework

Introduction and Background

1. The Council's Risk Management Framework was adopted in September 2015. Following the adoption of the framework, the current strategic risk register was developed and has been monitored by the Audit Committee on a six-monthly basis.
2. This year, the Policy Team and Mid-Kent Audit Partnership have collaborated on a review of the Framework, testing how it reflects our practices and taking account of best practice and developments in risk management.
3. A refreshed draft framework, based on this work, is set out at Appendix A to this report.

Proposal/Current Position

4. The draft framework sets out practical guidance and the methodology to be followed across the organisation when identifying, evaluating and managing risks.
5. The draft framework has been designed to ensure that all significant potential risks to the organisation are captured and appropriately monitored and managed. It sets out a process by which risks are identified from the 'bottom up' as part of the service planning process before a 'top down' view is provided to ensure corporate or strategic risks are included on the council's risk register.
6. Presently the council's strategic risk register comprises a set of seven strategic risks which have remained the same for the past two years. The intention is that by following the proposed draft framework, this risk register will become more dynamic with the council's top risks at a moment in time reported to the Audit Committee on a six monthly basis whether they are strategic, financial or compliance. Delivery risks will continue to be monitored by individual services and Management Team and escalated to the Audit Committee if they become of strategic importance.
7. The draft framework also includes a risk appetite statement to inform decision making about the amount of acceptable risk within which the Council chooses to operate. Risks that fall outside of the council's appetite will be reported to the Audit Committee. The governance process for monitoring risk and the guidance on identification and management of risk have also been refreshed.

Implications and Risk Assessment

8. The framework has been designed to ensure the council captures all significant potential known risks and can effectively put in place plans to mitigate against them.

Consultation Planned or Undertaken

9. The draft framework was tested during the 2018/19 service planning process to ensure that it was fit for purpose and a useful methodology for services to follow when identifying risks. It was also reviewed by the Budget Scrutiny Task Group.

Other Options Considered

10. Maintaining the current risk management framework. However, this is now over two years old and does not reflect recent best practice in risk management.

Reasons for Supporting Option Recommended

11. The draft risk management framework provides a clear methodology for the identification, management and monitoring of the council's risks. It will ensure all significant known risks are effectively captured and managed.

Next Steps in Process

12. The Audit Committee will receive a report on the council's Risk Register at its meeting in June which will be informed by the draft framework set out in this report. The framework will be kept under review each year as part of the service planning process to ensure it meets the needs of the council in successfully managing risk.

Conclusion

13. The current framework has been in operation for over two years, and over that time it is only natural that as processes and procedures have embedded there has been a need to refine how this works. The new framework will facilitate an improved approach to the council's risk management.

Portfolio Holder's Views

14. This is a natural progression of risk management, taking account of best practice and lessons learnt over past years. I full endorse the methodology and recommend adoption of the draft proposals.

Contact and Email

15. Charlotte Hammersley charlotte.hammersley@ashford.gov.uk

V1: 08 March 2018.

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Risk Management Framework

March 2018



ASHFORD
BOROUGH COUNCIL



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2. What is risk management and why do we need it?
3. Roles and responsibilities
4. Our risk management process
5. Risk appetite and tolerance

Appendix 1: Impact & likelihood definitions

Appendix 2: Types of risks

Appendix 3: Contact details for support

1. Introduction

We operate in a risky environment which means that everything we do carries a degree of risk. It's inherent to how we deliver our services, and so, it is important that we are aware of and able to manage risks. It is not something we can avoid, but risk taking is something that is very much part of how we do business.

What is fundamental is that the risks we take are done so with a full understanding of the impact, and that we are able to manage any negative consequences effectively, without risking delivery of our services.

This framework is designed to provide practical guidance and tools to enable you to identify, evaluate and manage risks in a consistent and effective way. By ensuring that we properly respond to risks will play a large part in the certainty of achieving our objectives and desired outcomes.

2. What is risk management and why do we need it?

A risk is defined as the “*effect of uncertainty on objectives*”. Risk management is the systematic process of identifying, evaluating, and managing those uncertainties and bringing them to an acceptable level. By doing this we increase the chances of our objectives being achieved, safeguard public money, and protect our reputation.

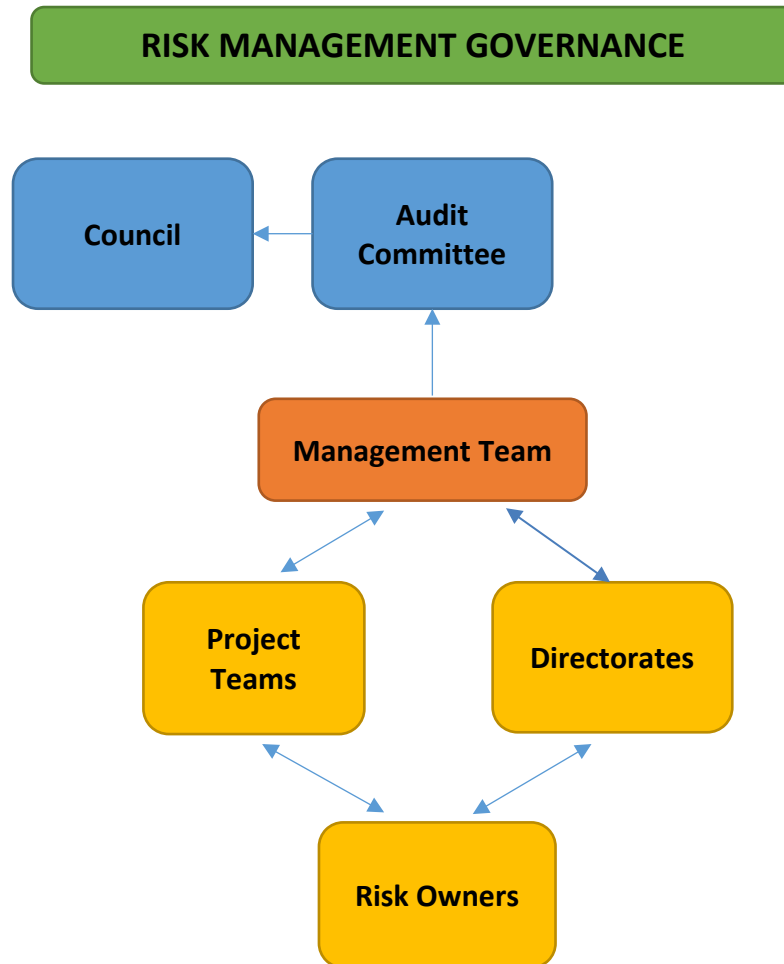
Risk management is not just concerned with the negative consequences of uncertainty. There are risks relating to the opportunities that we take as a Council, particularly as we consider new ventures, commercial projects, and new ways of working.




We assess risks in terms of *impact* and *likelihood*. The combined overall assessment gives us a view on the impact to the Council if the risk was to materialise, and whether or not the event is likely to occur. The overall score against these two criteria enables us to see those risks that are of biggest impact, and those risks that are too damaging or costly to take.

By identifying, evaluating and managing our risks in this way, we are able to better understand the appropriate course of action and be more confident in the delivery of priorities and the achievement of our objectives across all levels of the Council.

3. Roles & Responsibilities

Effective risk management requires a collaborative approach with responsibility embedded throughout the organisation. Risks are managed during day-to-day service delivery and throughout project lifecycles. It is important that everyone that is part of the process is clear about their roles and responsibilities. The illustration below shows the governance structure for risk management for the Council:



	Approve risk management activities		Deliver risk management activities		Provides independent oversight of risk management activities
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- **Council:** has ultimate responsibility for ensuring that risks are being effectively managed across the Council. They look at substance and the response to individual risks.
- **Audit Committee:** provide independent assurance over the effectiveness of risk management activities, providing oversight and monitoring of the Council’s risk register and mitigation plans.
- **Management Team:** sets the risk culture and are responsible for ensuring effective delivery of the Risk Management Framework across Council. They monitor the Council’s risk register, identify risks that could impact on the Council’s objectives and take decisions relating to those risks.
- **Project Teams, Directorates and risk owners:** identify, review and take action to manage risks.

4. Our risk management process

The following 5 step process is followed as part of our risk management framework:



a) Setting our objectives

A risk is the effect of uncertainty on objectives. So before we can identify our risks, we need to know the **objectives**. To understand the context in which we are undertaking the risk assessment it is important to know:

- **What** are we seeking to achieve?
- by **When**? And
- **Who** is responsible?

This includes understanding what the Council wants to achieve and the resources it has available to deliver. The Council has set out its corporate objectives in the [Corporate Plan](#). Individual services set objectives in their **service plans**.

This link between Council objectives and service objectives is called the **golden thread**. When everyone is pulling in the same direction we will have a much greater chance of being able to achieve our shared goals.

b) Identifying our risks

The purpose of any risk identification exercise is to identify those things that could prevent us from achieving what we set out to do. As time passes, the things we need to do will inevitably change. As such this step has two principal elements:

- **Initial risk identification**, for example when embarking on a new project, following a major service change or creating a new service plan, and
- **Continuous risk identification**: required to identify new risks, changes to existing risks, including those which become irrelevant over time.

Common techniques used across the Council to identify risks are horizon scanning, brainstorming, workshops and facilitated discussions. The following questions can help identify risks to your objectives:

- If in a year from now we haven't achieved this objective, why – what could have stopped us?
- What could realistically do wrong?
- What do we need in order to achieve this objective? Do we depend on others to succeed?
- What opportunities might arise?

The risks generated from the identification exercise should be recorded so that they can then be evaluated.

c) Evaluating our risks

The purpose of this step is to understand the scale over the risks that have been identified and whether or not we need to take action to manage the impact, or likelihood.

A key element of this is identifying what controls are currently in place to manage the risk. A control is defined as *an action taken by management and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved*. There are different types of internal controls, set out in the table below:

Control Category	Description	Examples
Preventative	Designed to limit the possibility of an undesirable outcome (this will be the majority of risk related controls)	Financial Standard Orders Prior authorisation of expenditure Separation of duties Access controls (systems and physical) Data retention and destruction
Detective	Designed to identify problems when undesirable events have occurred, allowing them to be addressed	Assessment of controls in place Analytical review Exception reporting Sample checking Physical checks
Directive	Designed to set desired outcomes and expectations	Policies and procedures Training and awareness Manuals Job Descriptions and Duties Critical thinking

When documenting your controls it is important to be clear about what the control is and how it works to manage the risk. For example, *“Quarterly reporting to Management Team who review and challenge the information.”* or *“Use of service plans to communicate objectives.”*

Risk evaluation incorporates two principal elements:

- **Impact** – This is a consideration of how severely the organisation would be affected if the risk transpires. In other words if the risk was to materialise then what will that do to the organisation?
- **Likelihood** – This is a consideration of how likely it is that the risk will occur. In other words the probability that the risk will happen and become an event that needs to be managed.

A scale of 1-5 is used to assign a score to both the impact and likelihood. The bands and criteria used to assess impact and likelihood are attached in appendix 1 and should be used to guide your evaluation of each risk identified.

Risk impact is considered across a number of different criteria, financial and non-financial. **The highest potential impact score should be taken as your overall impact score**. This means that the overall score for the highest level risk will be 5 x 5 (25) and the lowest 1 x 1 (1).

This initial scoring of risks is known as **inherent risk**. This means the risk as it exists currently, with no additional measures taken.

d) Taking actions to manage risks

There are 4 principal ways in which we can respond to risks, these are known collectively as 'the Four Ts':

TREAT	TOLERATE	TRANSFER	TERMINATE
This is the most common way of managing risks.	This means accepting the likelihood and consequences of the risk.	This means shifting the risk, in whole or part, to a third party.	The means deciding to cease the activity which causes the risk.

Addressing risks involves taking actions to reduce the likelihood of the risk occurring, or limiting the impact if the risks did materialise. One of the key ways in which a risk can be addressed is through implementation or enhancement of internal controls.

Risk Matrix

Once you have established a risk score, you will need to plot that score onto the **risk matrix** which produces an overall risk profile (example below, with the risk just identified shown as **R1**).

Likelihood	5				R1	
	4					
	3					
	2					
	1					
		1	2	3	4	5
		Impact				

The position of the risk on the matrix can help us to quickly see those risks that are of higher impact and likelihood.

The following guide can help to assist you in considering how to respond to, and manage each risk:

Risk Rating	
20-25	<p>Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks.</p> <p>The Council is not willing to take risks at this level and action should be taken immediately to manage the risk.</p>
12-16	<p>These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible.</p>
5-10	<p>These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases then risk owners should seek to manage the increase.</p>
3-4	<p>These are low level risks that could impede or hinder achievement of objectives. Due to the relative low level it is unlikely that additional controls will be identified to respond to the risk.</p>
1-2	<p>Minor level risks with little consequence but not to be overlooked completely. They are enough of a risk to have been assessed through the process, but unlikely to prevent the achievement of objectives.</p>

Residual Risks

If actions have been identified and planned, then the final next stage is to re-evaluate the risk. This means assessing the impact and likelihood again, but taking into account the further actions being taken. This is referred to as the **residual risk**.

Once you have established a risk score, you will need to plot that score onto the **risk matrix** which produces an overall risk profile. This shows how the risk actions will affect the overall impact and likelihood of the risks (example below).

Likelihood	5				R1	
	4				↓	
	3					
	2					
	1					
		1	2	3	4	5
		Impact				

e) Monitoring & Reporting

Risks are identified from the 'bottom up' through service planning for the year ahead. Management Team review the risks to identify cross cutting issues and challenges for a 'top down' assessment of the key themes. The key monitoring and reporting activities are set out below:

- Annual service planning includes the formal review of all risks and identification of new risks for the coming year.
- Quarterly reporting of risks to Management Team
- 6 monthly updates to Audit Committee of strategic, financial and compliance risks above set appetite
- High level risks (red and black) should be managed appropriately at Service/Directorate level.
- Financial risks reported to Budget Scrutiny meetings annually.

The risks above the council's risk appetite for the strategic, compliance and financial risk types will be reported to the Audit Committee on a six-monthly basis, and will receive updates on progress on the implementation of risk actions. This is to ensure that the Committee can fulfil its duties in providing assurance over the effectiveness of the risk management process.

In addition, financial risks are reported on an annual basis to Budget Scrutiny as part of consideration of the draft budget.

5. Risk Appetite

Risk appetite is a way of articulating how much risk ABC is willing to take.

The council's Corporate Plan 2015-20 sets out the context within which the council operates and sets the direction of travel for the lifetime of the Plan. Within the Corporate Plan there are a number of statements about the council's priorities which help to set the council's risk appetite. The risk appetite defines the amount of risk the council is willing to take to achieve the priorities set out in the corporate plan.

The council's risk appetite will be reviewed at the start of every Corporate Plan period to ensure it reflects the council's current priorities.

Out of a range of very low to very high, the council will take risks within the very low to moderate range. It will not take very high risks with consequences defined as catastrophic.

The appetite varies depending on the risk type as explained below:

Risk type	Corporate Plan statement	Risk appetite
Strategic	'Aspirational Ashford' Maintaining ABC's direction of travel and knowing when to change course.	Moderate to reflect the council's approach to taking commercial opportunities in order to fulfil its strategy to become financially self sufficient from government formula grant. We will take moderate risks when there is a sound business case that does not compromise the sustainability and/or reputation of the council.
Delivery	A fair deal for all our residents and businesses through the use of council powers to ensure quality and compliance.	Moderate as the delivery of high quality and consistent services to our residents and businesses underpins all of our priorities.
Financial	A viable and sustainable replacement for Formula Grant: investing in the borough ourselves, in line with our borrowing and acquisitions policy; managing our costs and inflation.	Low as long term financial sustainability and independence is of upmost importance as is the council's position as the lowest Council Tax authority in Kent.
Compliance	Demonstrating good compliance and high standards	Very low as a local authority we lead by example and can be trusted so we take a very low risk approach to compliance.

APPENDIX 1

Risk Impact Definitions

The following risk impact table should be used to score and plot your risks on the risk matrix. The highest impact score should be used for each risk:

Headings	Reputation	Strategic	Delivery	Finance	Compliance
5 Catastrophic	Council receives nationally adverse publicity perceived as failing in a significant area of responsibility	Failure to deliver council priorities or major project	Failure to deliver a service / project 50%-95% schedule overrun on project	Significant financial loss or overspends in multiple £ms leading to the Section 151 officer having to issue a statutory report 50%-95% project overspend	Breach of law, regulations leading to significant sanctions Litigation almost certain with minimal defence
4 Major	Public confidence in the council undermined	Significant impact on delivery of council priorities or major priorities	Unsatisfactory service performance / service disruption for 5 days + 25%-50% schedule overrun on projects	Financial loss or overspend greater than £1m 25% - 50% project overspend	Breach of law leading to some sanction Litigation almost certain with some defence
3 Moderate	Significant adverse local publicity	Possible impact on the delivery of council priorities	Reduction in service performance / service disruption for 1 – 2 days	Financial loss or overspend between £250k- £1m	Breach of regulation or responsibility or internal standard Litigation possible
2 Minor	Minor impact on staff morale/public attitudes	Minor adverse local publicity	Poor service / service disruption up to one day 10% - 25% project schedule overrun	Financial loss or overspend between £100k- £249k 10% - 25% project overspend	Breach of internal procedure or policy Complaints likely
1 Minimal	Unlikely to cause adverse publicity	No significant impact on the delivery of Council priorities	No significant difficulty providing a service or delivery of a project Less than 10% schedule overrun on projects	Financial loss or overspend under £100k	Minor breach of policy or internal procedure Complaints Unlikely

Likelihood

The following likelihood table should be used to score and plot your risks on the risk matrix.

Score	Probability	Description
Almost Certain (5)	More than 90%	Expected to occur, frequent similar occurrences elsewhere
Likely (4)	More than 65%	Will probably occur, known to occur elsewhere
Possible (3)	More than 40%	Might occur, similar occurrences elsewhere
Unlikely (2)	Less than 40%	Could occur, not expected but no unheard of elsewhere
Remote (1)	Less than 10%	Very unlikely to occur, no recent instance elsewhere

Appendix 2

Risk types

Strategic Risks

Definition: Achievement of strategic priorities

External factors

Economic
Political
Social
Partners

Reputation

Service users
Media relations

Strategy

Commercial strategy
Digital strategy
Local Plan
Communications strategy

Governance

Council structure and performance
Risk appetite

Delivery Risks

Definition: Day to day operation of Council services

Project

Delivery/Project management

Service

Service delivery

Staff

Recruitment
Retention
Training
Key personnel

IT

Network infrastructure
Business applications
IT security

Business resilience

Continuity
Emergency planning

External

3rd party performance

Financial Risks

Definition: Financial impact or loss

Revenues

Council Tax
Business Rates
Benefits overpayments
Sundry debt
Debt recovery
Commercial income generation

Benefits

Housing Benefit Management

Treasury Management

Debt management
Investment Strategy

Accountancy

Insurance

Tax

Statutory accounts
Budget monitoring
Capital Spending
Income Generation
Grants / Funding
Budget Management
Costs
Premises costs
Premises energy inflation

Compliance Risks

Definition: Breaches to law or regulation

Data Protection
Health & Safety
Public Health
Government Regulation
Safeguarding compliance
Asbestos compliance
Procurement
Best Value
Transparency
Constitution
Code of conduct
Regulatory bodies
Planning inspectorate

Appendix 3

Contact Details

Contacts for providing risk management advice and support:

Policy & Performance Team	
Lorna Ford, Head of Corporate Policy, Economic Development & Communications	Tel: 01233 330 413 Email: lorna.ford@ashford.gov.uk
Charlotte Hammersley, Programme Manager	Tel: 01233 330 878 Email: charlotte.hammersley@ashford.gov.uk
Mid Kent Audit	
Russell Heppleston, Deputy Head of Audit Partnership	Tel: 07841 026 186 Email: russell.heppleston@midkent.gov.uk
Alison Blake, Audit Manager	Tel: 07811 055391 Email: alison.blake@midkent.gov.uk

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Agenda Item No: 8

Report To: CABINET

Date of Meeting: 12th April 2018

Report Title: Local Development Scheme (LDS) Update 2018

Report Author & Job Title: Andy Gambrill, Graduate Policy Planner

Portfolio Holder Cllr. Clokie, Portfolio Holder for Planning and Development

Portfolio Holder for:

Summary:

The draft LDS 2018 sets out the project plan and timetable for preparation of the Local Plan to 2030 and the Gypsy and Traveller Accommodation DPD until the end of 2019.

The LDS is required under legislation and compliance with it is a matter of 'soundness' for Development Plan Documents (DPD's). It is therefore essential that it is kept up to date.

The draft LDS 2018 and revised Gypsy and Traveller Accommodation DPD timetable conforms with the regulations.

Key Decision: YES

Significantly Affected Wards: All

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

- i. Recommend to Full Council the adoption of the Local Development Scheme 2018, as required under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).**

Policy Overview: An up to date LDS is required under Section 15 of the Planning and Compulsory Purchase Act 2004 Section 15 (as amended by the Localism Act 2011) which is also accompanied by a number of detailed regulations. This revised LDS is in accordance with this legislation.

Financial Implications: None

Legal Implications Compliance with the adopted LDS timetable is a test of soundness for DPD's at Examination Stage.

Equalities Impact Assessment Not required as no policy changes proposed.

Other Material Implications: None

**Exempt from
Publication:**

NO

**Background
Papers:**

**Draft Local Development Scheme (LDS) May 2018
(attached)**

Contact:

Andrew.gambrill@ashford.gov.uk – Tel: (01233) 330 229

Report Title: Local Development Scheme (LDS) 2018 Update

Introduction and Background

1. The Local Development Scheme (LDS) sets out the scope and project timetable for the production of the Local development plan documents. The LDS enables the local community to find out about planning policies for their area and sets out the timetable for the production of the future Local Plan documents, giving dates for key production and public consultation stages as well as outlining the subject matter and the geographical extent.
2. The production of an LDS is required under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) and is accompanied by a number of detailed regulations. Compliance with the adopted LDS timetable is a test of soundness for Development Plan Documents (DPDs) at Examination stage, and therefore it is essential that it is kept up to date.

Proposal/Current Position

3. The current adopted LDS was published in 2017 and contains a timetable for the Local Plan 2030 and Gypsy and Traveller Accommodation DPD.
4. Since the adoption of the 2017 LDS, significant progress has been made on the Local Plan 2030. As set out in the LDS 2017 timetable, a second round of Regulation 19 consultation was held in the summer, with the draft Local Plan 2030 submitted in December 2017. Consequently, the Ashford Local Plan is now the subject of an Examination which will be conducted by two Independent Inspectors who have been appointed by the Planning Inspectorate.
5. With regards to the progress of the Gypsy and Traveller Accommodation DPD, the Issues and Options report is currently out for a six week Regulation 18 consultation that is running between 21st February 2018 and 6th April 2018. As part of the Issues and Options consultation, the Council are seeking opinion on the issues and options for Gypsy and Traveller site selection in Ashford.
6. Once a period of consultation on this Issues and Options document has been undertaken, the responses received will be taken into account in the next stage of plan preparation. The next stage is the production of the Draft Submission version of the DPD. As a result of public consultation carried out on the Draft Submission Document, minor changes may be agreed and these are notified to the Secretary of State when the DPD is submitted for approval. The revised LDS up-dates the timetable for the production of the Gypsy and Traveller DPD.

Implications and Risk Assessment

7. To ensure that the Local Plan 2030 remains in conformity with the adopted LDS, the targets and milestones contained within the LDS Timetable will be analysed annually as part of the Authority Monitoring Report and 6 monthly development

update process. These updates can then form an addition to the LDS presented at Examination stage.

Equalities Impact Assessment

8. Not required as no policy changes proposed.

Consultation Planned or Undertaken

9. There is no requirement for public consultation on the LDS.

Other Options Considered

10. Production of an up to date LDS is a statutory requirement, and therefore is not optional. The Gypsy and Traveller Accommodation DPD timetable that is set out in the current LDS is now out of date and has consequently been amended in this new version of the LDS to reflect the up-dated position.

Next Steps in Process

11. If the Cabinet agree the recommendation, then it will be for the Full Council to approve the revised LDS and timetable.
12. In addition, the relevant regulations require the borough council to publish the revised LDS on the council's website, and within the local libraries for information.

Conclusion

13. The revision of the LDS is essential to meet the requirements set out in Regulations, particularly relating to the Local Plan to 2030 and 'soundness' at Examination and also provides a useful tool to measure the current DPD's and progress and milestones of the future DPDs preparation.

Portfolio Holder's Views

14. The Local Development Scheme is a statutory requirement and provides a timetable for the production of relevant Development Plan Documents. It is important that it is kept up to date and hence an up-dated version of the LDS is attached and I commend it to you.

Contact and Email

15. Andy Gambrill, Graduate Policy Planner. andrew.gambrill@ashford.gov.uk

Ashford Borough Council

Local Development Scheme

March 2018



Introduction

Ashford Borough Council is required to prepare and maintain a Local Development Scheme (LDS) in accordance with the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011).

(2)The scheme must specify—

- a) The local development documents which are to be development plan documents;
- b) The subject matter and geographical area to which each development plan document is to relate;
- c) Which development plan documents (if any) are to be prepared jointly with one or more other local planning authorities;
- d) Any matter or area in respect of which the authority have agreed (or propose to agree) to the constitution of a joint committee under section 29;
- e) The timetable for the preparation and revision of the development plan documents

Planning and Compulsory Purchase Act 2004 (Section 15)

The LDS is a project plan that sets out the timetable for the production of new or revised Development Plan Documents which will form the Council's Local Development Plan. This LDS, which supersedes all previous versions, sets out a planning work programme for the Council over a two year period to 2019. It will be reviewed annually through the Authority Monitoring Report which can found here: <http://www.ashford.gov.uk/authority-monitoring-reports>

The Council produced its first LDS in March 2005, followed by subsequent schemes in July 2008, December 2010, July 2014, September 2015, May 2017 and this most recent document in April 2018. In accordance with Regulations, all formerly adopted LDS timetables can be reviewed at Appendix 3¹.

¹ It should be noted that the scheme and timescales within it have evolved over recent years largely to accommodate the introduction of the National Planning Policy Framework (NPPF) and the move toward a single Local Plan system.

The current adopted development plan documents:

Development Plan Documents (Local Development Framework)

The current adopted statutory development plans for the Borough are:

- **Core Strategy (2008)**
The Core Strategy is the principal development plan document for the Borough and sets out the overall vision and strategic objectives for the delivery of growth in Ashford between 2006 and 2021.
- **Town Centre Area Action Plan (2010)**
The Area Action Plan sets out the overall strategy for the future of the Town Centre and makes site specific allocations; it covers the period from 2009 to 2021.
- **Tenterden and Rural Sites DPD (2010)**
This development plan document incorporates topic policies and makes site allocations for residential development in Tenterden and other rural settlements. The plan covers the period from 2006 to 2021.
- **Urban Sites and Infrastructure DPD (2012)**
Covering the urban area but, excluding the town centre and the proposed urban extensions to the town. This DPD makes site allocations for housing and other uses in addition to including a number of topic policies. The DPD covers the period from 2010 to 2017.
- **Chilmington Green Area Action Plan (2013)**
The AAP provides a policy framework to deliver up to 5,750 new homes and 1,000 new jobs over the next 25 years at Chilmington Green. The AAP contains topic policies for community infrastructure, transport improvements, ecology and provides a framework for different character areas.

Supplementary Planning Documents (SPD)

The current supplementary planning documents (SPD) for the Borough are:

- Affordable Housing SPD (2009)
- Residential Parking SPD (2010)
- Sustainable Drainage SPD (2010)
- Residential Space and Layout SPD (2011)
- Landscape Character SPD (2011)
- Public Green Spaces and Water Environment SPD (2012)
- Sustainable Design and Construction SPD (2012)
- Stables, Arenas and other Horse Related Development SPD (2014)
- Dark Skies SPD (2014)
- Chilmington Design Code SPD (2016)

Saved Local Plan 2000 Policies and SPG

The Council also has a number of adopted 'saved' policies left over from the Borough Local Plan 2000. The full list of 'saved' policies can be viewed via the Council website at: <http://www.ashford.gov.uk/borough-local-plan-2000>

Similarly, the Council has a number of Supplementary Planning Guidance (SPG) documents which support policies in the Borough Local Plan 2000 and provide more detailed advice on particular topics. SPG is available to view on the Council's website at: <http://www.ashford.gov.uk/borough-local-plan-2000>

Other relevant documents

Statement of Community Involvement

The Ashford Statement of Community Involvement (SCI) was adopted in October 2013. The SCI sets out how the planning department intends to achieve community involvement, public participation and cooperation in all planning matters, including the preparation of local development documents, supplementary planning documents and arrangements for consultation on planning applications.

Authority Monitoring Report

The Council publishes up-to-date authority monitoring information on its website. Not only does this information provide updates on the status of the LDS timetable, it also sets out the progress of the Local Plan 2030, reports on public consultations and duty-to-cooperate consultations, provides an update on neighbourhood planning within the Borough and details borough-wide statistics on planning topic areas such as housing, employment, population, community, health, education, environment and transport. The Authority Monitoring Report webpage can be viewed at: <http://www.ashford.gov.uk/authority-monitoring-reports>

Policies Map

Finally, the Council is required to produce a Policies Map which shows the location of proposals in all current, adopted local development documents on an Ordnance Survey based map. The map is web based and is kept up-to-date and reflects current adopted policies within the Borough. The Adopted Policies Map is available to view on the Council's website at: <http://www.ashford.gov.uk/maps>

Neighbourhood Plans

There are a number of Neighbourhood Plan Area Designations across the borough. Once adopted, Neighbourhood plans form part of the development plan. These are not programmed by the local authority and therefore are not included within this LDS project timetable. More information can be found at: <http://www.ashford.gov.uk/neighbourhood-plans>

The emerging development plans:

Local Plan 2030

The Local Plan 2030 will set the vision and framework for future development of the whole of the Ashford Borough to 2030. This will include addressing local housing need, the economy, environmental considerations, community infrastructure as well as strategic infrastructure needs. The plan will make site specific allocations to meet identified need, and provide detailed topic policies to guide future planning applications (which will be a single document and replace all but one of the current development plan documents). The geographical area covered by the Local Plan 2030 is set out in Appendix 1.

Stages of Local Plan 2030 preparation

The preparatory work on the Local Plan 2030 began in early 2011 and therefore the plan period is 2011 to 2030. There are several key stages in the preparation of the Local Plan, each are subject to the SEA Directive which will be incorporated into the Sustainability Appraisal:

Pre-publication stage (Regulation 18)

This initial stage involved extensive evidence gathering, engaging with the local community, businesses and stakeholders on emerging issues and options, consulting with statutory environmental consultees on the scope of the sustainability appraisal, and infrastructure providers with regards to development options. *This Stage was undertaken between 2012 and 2015.*

Publication of Submission Draft Local Plan (Regulation 19)

The Council published a draft version of the Local Plan 2030 and invited representations in accordance with Regulation 19, in summer 2016. However, following this stage, new household projections were published, requiring a review of the background evidence supporting the plan. This review resulted in an increase in the objectively assessed need for housing and therefore a need to find additional land to ensure the Local Plan meets the requirements of the NPPF. A further Regulation 19 consultation on **proposed main changes** to the Local Plan was then undertaken to allow for comment on a number of policy changes and site additions. *This took place in the summer of 2017.*

Submission and Examination of the Local Plan (Regulation 22)

Following the main changes Regulation 19 consultation stage in 2017, the Council formally submitted the draft Local Plan 2030 and evidence base to the Planning Inspectorate in late December 2017. The Ashford Local Plan 2030 will now be subject to an Examination to be conducted by two Independent Inspectors who have been appointed by the government. The Planning Inspectors will assess the Plan against the tests of soundness contained in the NPPF, taking account of any representations received. The examination hearing sessions are due to commence in April 2018.

Adoption

If the Plan is found to be 'sound', the Council may adopt the Plan as soon as practicable following receipt of the Inspector's report unless the Secretary of State intervenes. Once adopted, the Local Plan 2030 will form the main part of the statutory development plan for the borough. *This is expected by summer 2018, following the receipt of the Inspectors Report.*

The complete timetable and 'key milestones' for the production of the Local Plan 2030 are set out in Appendix 2.

Community Infrastructure Levy (CIL)

CIL is a mechanism introduced under the Planning Act 2008 to provide a more consistent approach to determining financial contributions from new development towards local infrastructure provision. It was intended that the Council would progress the CIL Charging schedule alongside the development of an Infrastructure Delivery Plan to support the Local Plan 2030, and it went out for an 8 week public consultation in the summer 2016 alongside the Regulation 19 version of the Local Plan 2030.

However, due to recent (2017) announcements from National Government relating to the implementation of CIL, the Council has placed further production of this document on hold until these issues are resolved. Production of the CIL Charging Schedule is therefore removed from the revised 2017 timetable.

Gypsy and Traveller Accommodation DPD

To enable the Council to re-run a specific 'call for Gypsy & Traveller sites' process, and to ensure an up to date evidence base on the topic of Gypsy and Travellers accommodation, it is now the Council's intention to produce a specific DPD relating to the subject, which will support the Local Plan 2030. The DPD will aim to update the evidence base and identify further sites for allocation. The initial consultation and evidence gathering stages commenced in 2017 with a specific Issues and Options consultation in February 2018. Submission of the DPD is programmed for early in 2019 with adoption in summer 2019.

Chilmington Green AAP

The adopted Chilmington Green Area Action Plan (July 2013) will be saved and continue to form part of the development plan for the Borough after Local Plan 2030 adoption. This document is unlikely to require a review as the outline planning application and section 106 agreement for the development area were completed in late 2016.

Joint working

The Council is increasingly liaising with neighbouring authorities and key stakeholders under the requirements of the Duty-to-Cooperate introduced by the NPPF in 2012. There are some long standing groups that the Council uses to share best practice and help deliver cross-district issues such as the Ashford Water Group, and the Kent Planning Officers Group. In particular, the Council is working with neighbouring districts in East Kent on identifying shared issues and infrastructure needs. The Council is also represented on other strategic Duty to Cooperate bodies such as the Local Nature Partnership and has regular meetings with other stakeholders and infrastructure providers.

The Council jointly commissioned a Strategic Housing Market Assessment (SHMA) with Tonbridge and Malling Borough Council and Maidstone Borough Council to help establish a consistent basis for this important part of a Local Plan's evidence base across district boundaries. The Ashford SHMA was first published on the ABC website in February 2014 and has since been updated (January 2017) to reflect implications of the 2014-based Household Projections.

Appendix 1 – Boundary of Ashford Borough Local Plan 2030 and Gypsy and Travellers Accommodation DPD coverage (Borough-wide)



Appendix 2 – Adopted LDS Timetable (March 2018)

Local Plan 2030 and Gypsy and Travellers Accommodation DPD – Timetable to 2019

DPD	2016				2017				2018				2019					
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Local Plan 2030			Reg 19 - Public Consultation					Reg 19 - Main Changes Consultation			Reg 22 - Submission							
Gypsy & Traveller DPD								Reg 18 - Public Consultation					Reg 19 - Public Consultation		Reg 22 - Submission	EIP	R	A

KEY

	Regulation 18 - Initial Consultation and evidence gathering
	Regulation 19 - Publication of Draft DPD
	Regulation 19 - Main Changes to Draft DPD
	Regulation 22 - Submission of document to Secretary of State; EIP = Examination Hearing; R = Inspector's Final Report
A	Adoption of Development Plan Document

Appendix 3 – Previous Local Development Scheme Timetables (now superseded)

LDS Timetable March 2005

Table 1: Timetable for the Preparation of the Ashford Local Development Framework - 2005 - 2008

PO = Preferred Options S = Submission Document E = Examination IR = Inspector's Report A = Adoption R = Review DPD = Development Plan Document SPD = Supplementary Planning Document SEA = Strategic Environmental Appraisal SA = Sustainability Appraisal

LDF Document	2005												2006												2007												2008																								
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D													
Local Development Scheme			S									R												R													R																								
Statement of Community Involvement			S					E		A																																																			
Core Strategy DPD			PO									S									E			IR			A																																		
SEA / SA			PO									S																																																	
Design Codes SPD												S																					A																												
Ashford Town Centre AAP - DPD								PO													S												E				IR									A															
SEA / SA								PO													S																																								
Town Centre Design Guide SPD												S																					A																												
Phase I Urban Development sites and infrastructure DPD												PO									S												E				IR									A															
SEA / SA												PO									S																																								
Phase II - Ashford Growth Area Action Plans															PO																		S													E			IR									A			
SEA / SA															PO																		S																												
Phase III - site allocation (rural sites) and Tenterden DPD																	PO																S													E			IR									A			
SEA / SA																	PO																S																												
Phase IV - site allocation DPD																					PO												S													E			IR									A			
SEA / SA																					PO												S																												
Generic DC policy DPD																					PO												S													E			IR									A			
SEA / SA																					PO												S																												
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D													
	2005												2006												2007												2008																								

LDS Review Timetable July 2008

Timetable for the Preparation of the Ashford Local Development Framework – 2008 – 2011

Key: C = Consultation on scope of SA, P = Publication of submission DPD for consultation or Publication of draft SPD for consultation (as appropriate), S = Submission of DPD to Secretary of State, A = Adoption, 1 = Pre Hearing Meeting, 2 = Hearing Sessions Open, 3 = Inspector Report Fact Check, 4 = Inspector Report Final.

LDF Document	2008												2009												2010												2011											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Core Strategy							A																																									
Ashford Town Centre AAP															P																																	
Urban Sites and Infrastructure DPD																																																
Tenterden & Rural Sites DPD																																																
Chilmington Green / Discovery Park AAP																																																
Cheesmans Green / Waterbrook AAP																																																
Generic DC policy DPD																																																

Supplementary Planning Documents	2008												2009												2010												2011											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Affordable Housing SPD																																																
Sustainable Design & Construction SPD																																																
Infrastructure Contributions SPD																																																
Residential Space & Layout SPD																																																
Green Spaces & Water Environment SPD																																																
Sustainable Urban Drainage Systems																																																
Broadband & Telecommunications SPD																																																

LDS Review Timetable December 2010

Table 2 Production Programme

LDF Document	2010												2011												2012												2013																		
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D							
Ashford Town Centre AAP		A																																																					
Urban Sites and Infrastructure DPD											27							30	PH	H		R	A																																
Tenterden & Rural Sites DPD		30	PH	H							R	A																																											
Chilmington Green / Discovery Park AAP																		27		30	PH	H		R	A																														
Cheesemans Green / Waterbrook AAP																																		27		30	PH	H		R	A														
Development Management DPD																		25																27		30	PH	H		R	A														
Gypsy, Traveller & Travelling Showpeople DPD			25															27		30	PH	H		R	A																														
Core Strategy (First Review) DPD																							25											27		30	PH	H		R	A														

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Production Programme Key

	Plan preparation stages; 25 = Regulation 25 - Public Consultation on Issues and Options Report
	Regulation 27 - Publication/consultation on Development Plan Document
	Regulation 30 - Submission of document to Secretary of State; PH = Pre-Hearing Meeting; H = Examination Hearing; R = Inspector's Final Report
	Adoption of Development Plan Document; A = adoption

LDS Review Timetable July 2014

Local Development Documents	2012					2013					2014					2015					2016																																																														
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																																			
Local Plan 2030 & CIL charging Schedule			18																																	19												22			EIP									R	A																						

Key

	Proposed Regulation 18 - Pre-publication stage
	Proposed Regulation 19 - Publication of Submission Draft DPD & Public Consultation
	Proposed Regulation 22 - Submission of document to Secretary of State; EIP = Examination Hearing; R = Inspector's Final Report;
	Proposed adoption of Development Plan Document; A = adoption

LDS Timetable September 2015

Timetable Revised September 2015

Local Development Documents	2013					2014					2015					2016					2017																																																														
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																																			
Local Plan 2030 & CIL charging Schedule																																				19												22			EIP									R	A																						

Key

	Proposed Regulation 18 - Pre-publication stage
	Proposed Regulation 19 - Publication of Submission Draft DPD & Public Consultation
	Proposed Regulation 22 - Submission of document to Secretary of State; EIP = Examination Hearing; R = Inspector's Final Report;
	Proposed adoption of Development Plan Document; A = adoption

LDS Timetable May 2017

DPD	2016				2017				2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Local Plan 2030																
	Gypsy & Traveller DPD															

KEY

	Regulation 18 - Initial Consultations and evidence gathering
	Regulation 19 - Publication of Draft DPD
	Regulation 19 - Main Changes to Draft DPD
	Regulation 22 - Submission of document to Secretary of State; EiP = Examination Hearing; R = Inspector's Final Report
A	Adoption of Development Plan Document

Trading and Enterprise Board

Minutes of a Meeting of the Trading and Enterprise Board held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **12th March 2018**.

Present:

Cllr. Bell (Chairman);

Cllrs. Bradford, Galpin;

Cllr. Ovenden (Observer).

Apology:

Cllr. Clokie.

Also Present:

Head of Corporate Property and Projects (in his capacity as Director of A Better Choice for Property Ltd), Interim Head of Finance (in her capacity as Director of A Better Choice for Property Ltd), Commercial Development Manager (A Better Choice for Property Ltd), Senior Accountant, Commercial Development and Regeneration Officer, Senior Member Services Officer.

373 Minutes

Resolved:

That the Minutes of the meeting of the Board held on the 4th December 2017 be approved and confirmed as a correct record.

374 Future Finance Facilities – A Better Choice for Property Ltd

The report of the Senior Accountant advised that, in-line with the Property Company's approved Business Plan, there was a need to significantly expand its residential portfolio over the next five years. The Company was therefore requesting an approved loan facility, available to draw down on to support the agreed expansion. The Company did not currently have sufficient draw down facilities to pursue any opportunities of acquiring properties in a competitive and commercial manner and were therefore requesting a loan facility from Ashford Borough Council up to a maximum of £30m. It was proposed that the process for agreeing any purchases would involve the drawing up of a detailed business plan. Purchases up to the value of £10m would be reported to the Director of Finance and Economy and the Portfolio Holder for Finance and IT for agreement, whereas those over £10m

would also follow that route, but would in addition need to be reported to this Board for agreement.

In response to questions from Members, the Senior Accountant advised that any rises in interest rates would be factored in to the business case for each proposal. The Council would charge the Company a market rate of interest, but at differing rates depending on the length of the loan.

There was a discussion about the Overview and Scrutiny Committee's wish to scrutinise the activity of the Company and it was advised that this was expected to happen later in the year. It was anticipated that there would need to be an explanation of the Company's Business Plan and Financial Strategy, particularly in terms of what would be done with any profits as they increased. The Head of Corporate Property and Projects confirmed that this was the intention and he would include that detail in his presentation to Overview and Scrutiny.

Recommended:

That the Council agree that a loan facility be made available to A Better Choice for Property Ltd, up to a maximum of £30m, subject to the conditions in the report.

375 Exclusion of the Public

Resolved:

That pursuant to Section 100A(4) of the Local Government Act 1972, as amended, the public be excluded from the meeting during consideration of the following item, namely North Street Development, as it is likely 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 Paragraph 3 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.

376 North Street Development

Following approval of its Business Plan by the Cabinet on 13th July 2017, the Property Company presented an opportunity to make a purchase at the above location. The report contained full details of the proposal including the number of units to be acquired and the required capital investment including a request for a further loan facility from Ashford Borough Council to fully fund the scheme. The report also contained a full appraisal of the scheme over a 40 year period in terms of Net Present Value and Internal Rate of Return.

Board Members were extremely supportive of the proposals and thanked those individuals who had worked so hard to bring them forward for the Company. It was considered that intervention in to the buy-to-let market, particularly in the Town Centre, could only be beneficial.

On a more general note, the Chairman said he was pleased to see more proposals such as this coming forward and looked forward to receiving more in the near future.

Recommended:

- That**
- (i) the Business Case and report for the proposed development as detailed in the report and at Annex 1 to the report, be approved.**
 - (ii) a further loan facility of £2.5m to enable direct funding of this scheme be agreed.**

DS

Queries concerning these Minutes? Please contact Danny Sheppard:
Telephone: 01233 330349 Email: danny.sheppard@ashford.gov.uk
Agendas, Reports and Minutes are available on: www.ashford.gov.uk/committees

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NOTES OF THE ECONOMIC REGENERATION & INVESTMENT BOARD

2nd March 2018

Attending: Cllr Clarkson (Chairman)
Cllr Galpin
Cllr Shorter

Also Present: Cllr Clokie, Portfolio Holder for Planning

Tracey Kerly (TK)
Ben Lockwood (BL)
John Fairhall (JF)
Archie Cowan (AC)
Dean Spurrell (DS)
Paul McKenner (PMcK)
Steve Parish (SP)
Len Mayatt (LM)
Jeremy Baker (JB)
Richard Alderton (RA)
Tim Naylor (TN)
Maria Seddon (MS)
Rosie Reid (RR) – minutes

John Bunnett (JB) – Peter Brett Associates

Apologies: Cllr Ovenden
Stewart Smith

1. **Declarations of Interest**

Cllr Clarkson made a Voluntary Announcement as he was a Director of A Better Choice for Property Ltd.

Cllr Shorter made a Voluntary Announcement as he was a Director for A Better Choice for Building Consultancy Ltd and Kent Play Clubs.

TK made a Voluntary Announcement as she was a Director of A Better Choice for Property Ltd and A Better Choice for Building Consultancy Ltd.

PMcK and MS made Voluntary Announcements as they were Directors of A Better Choice for Property Ltd.

<p>2. The Notes of the Meeting of 25th January 2018</p> <p>The Notes of the Meeting of the Economic Regeneration and Investment Board on 25th January 2018 were agreed as a correct record.</p>	
<p>3. Update on Conningbrook H2 – Proposed Residential Housing Development in Partnership with Brett Group and Update on Conningbrook Country Park, Lakeside Restaurant, Pub and Hotel</p> <p>JB gave a presentation on the above items, covering background and proposals for the H2 site, as well as proposals for the restaurant, pub and hotel.</p> <p>The Chairman opened up the item for discussion, and the following comments/points were made:</p> <ul style="list-style-type: none"> • In response to a question, it was confirmed that the lakes were fed by springs and surface water run off. The Stour River runs along the eastern boundary of the site but not through the lakes. Watersports would be non-motorised, so would not pollute the lakes. The new aeration system in the lake would now improve the quality of the water. • Further discussion was required on the future users of the proposed boat house. At present, it was anticipated that it would be available for users of the lake to have changing and showering facilities, as an educational resource and to provide views over the lake. It was considered that there should be no bar in the boat house, as refreshments would be available from the new restaurant, and visitors should be encouraged to use that facility. • A costed proposition on H2 was now required as part of decision-making on that site. It was important to be transparent at all stages of the process. • There was some discussion about provision of emergency and overflow parking, and it was considered that there was an implication on part of the green land for parking provision. The pub operator’s proposal incorporated all the parking required for that facility, but it may be necessary to have a reciprocal arrangement with the park for overflow parking. The whole question of parking would be included as part of the masterplanning exercise. • The issue of the KCC depot land was raised and BL said that he had written to KCC to clarify their position regarding their intentions for the site. It was agreed that Rebecca Spore from KCC should be invited to the next meeting of the Ashford Strategic Delivery Board. 	<p>TK</p>

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Agenda Item No: 11

Report To: CABINET

Date: 12TH APRIL 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:

Contacts:

danny.sheppard@ashford.gov.uk – Tel: 01233 330349

**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
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

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
Local Development Scheme Update 2018	<i>To seek the Cabinet's endorsement of the revised Local Development Scheme and Gypsy and Traveller Accommodation DPD timetable and recommend it is formally adopted by Full Council.</i>	Cllr Clokie	Ian Grundy	Open	20/2/18
10th May 2018					
Housing Statement 2018 – 2023	<i>The set out a new approach to developing the Council's housing strategies in the future and present a draft overarching Housing Statement which will set our broad objectives and how this links to delivering the corporate plan priorities.</i>	Cllr White	Jennifer Shaw	Open	6/2/18
Street Trading Policy	<i>To propose adoption of a revised policy.</i>	Cllr Bradford	Alison Simmonds	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
Commercial Investment Strategy		Cllr Shorter/Galpin	Stewart Smith/ Lee Foreman	Open	4/12/17
Bockhanger Community Hall	<i>To propose closure of Bockhanger Community Hall and the necessary steps to be taken leading to its demolition.</i>	Cllr Galpin	Victoria Couper	Open	21/3/18

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
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
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
Wye 3 Masterplan		Cllr Clokie	Mark Chaplin	Open	6/10/17
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

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
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
13th September 2018					
Affordable Housing Delivery Update		Cllr White	Mark James	Open	9/3/18
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

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
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	9/3/18
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
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

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
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
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
Leisure Procurement	<i>To seek agreement to the appointment of a new leisure operator following the joint procurement exercise with ALT.</i>	Cllr Bennett	Christina Fuller	Open	9/3/18

Decision Item	Report Summary	Relevant Portfolio Holder	Report Author	Open or Exempt	Added to Schedule
14th 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	9/3/18

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

21/3/18

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