

**FULL COUNCIL 7th February 2018
7:30PM THE CIVIC CENTRE**

MINUTES

Present: Mayor Cllr Ball, Leader Cllr Morris, Deputy Leader Cllr Dyball,
Cllr J Barnes, Cllr Darrington, Cllr Hogg, Cllr Horwood,
Cllr Searles, Cllr Willingale

Officers: CEO Steve Nash,
Democratic Services Officer Barbara Playfoot

Blessing: The Mayor had invited Reverend Dayne Batley-Gladden to say a short prayer which he did and wished Rev Hans Stein a happy retirement and welcomed Rev Johnny Douglas as the new priest of St Peters & St Pauls.

Public Session

Ms Angela George asked the CEO if the Audio recordings are working, the CEO responded By confirming that the system was tested earlier in the day and was working

Mr David Carr asked if the CEO could confirm that a serious complaint against Cllr Morris had been resolved. The Mayor responded by advising him that it was the responsibility of the Monitoring Officer at the District Council to deal with complaints against councillors and until the outcome of such complaints was reported to this council no information would be made available at meetings. Cllr Morris also responded to his question and stated that social media was not the platform to share information regarding the complaint

10368 To receive Apologies for Absence

Cllr C Barnes, Cllr L Gaire, Cllr S Gaire, Cllr J Halford, Cllr E Komolafe,
Cllr V Southern

10369 To receive Declarations of Interest

NONE

10370 To approve as correct the Minutes of the Meeting held on Wednesday 10th January 2018.

Cllr Searles commented that his attendance had been omitted from the minutes, this will be amended in the final minutes

APPROVED

10371 To receive Minutes of Committees and approve recommendations contained therein:

Development Control

DATE: 10th January 2018

AGREED

10372 COUNCILLOR COMMENTS

The CEO reminded Councillors to ensure that when they are speaking with the public and council staff to ensure they do not pass on information that can be misinterpreted as this can lead to annoyance amongst the community and staff.

10373 NEIGHBOURHOOD PLAN – REPORT A

To approve the list of topics for theme group meetings in support of the Neighbourhood Plan

The CEO explained that a lot of debate takes place in the initial stages of putting together a Neighbourhood plan, 'What people want, Who wants to be involved' so has drafted Report A as a guide to discussion points and asked the councillors to add or remove points as they think is appropriate.

Cllr Darrington has already added 2 points which has been included in a revised plan.

APPROVED – The list of topic for themed group meetings in support of the Neighbourhood plan

10374 A FIVE YEAR PLAN – REPORT B

To comment on a Draft 5 year plan drawn up by the CEO and potential projects contained within it.

The CEO explained that the five year plan was his ideas on what the council plan to achieve in Swanley over the next 5 years and beyond. The report was designed to be thought provoking and looking to the councillors for direction.

Cllr Morris thanked the CEO for the report and suggested that it would be a working document and a sensible way to move forward with all participating. Cllr Dyball asked if this was a rolling business plan and it would be positive to include some of the points into the neighbourhood plan

Cllr Hogg welcomed the document and was pleased to see the structure. He did add that it required flexibility as personalities will change and felt that the vacant plots of land should be sold and allocated to social housing

NOTED

10375 2018 – 2019 MEETING DATES – REPORT C

To note and agree the meeting dates planned for 2018 – 2019

NOTED

Mayors Communication

To receive such communications as the Town Mayor may desire to lay before the Council (Councillors are reminded that no decision making may take place as a result of this item)

The Mayor reported that he had only attended 2 functions since the last Full Council meeting. One function in Ashford and the second function was the inauguration of Reverend Johnny Douglas at St Peters in Hextable, which was a very enjoyable afternoon and was joined by Cllr Horwood

Report from County and District Councillors

(Councillors are reminded that no decision making may take place as a result of this item)

Cllr Horwood reported that earlier in the day he attended the Swanley/Hextable Transport Plan meeting along with KCC, other councillors and council members of staff. The plan is to tackle the local traffic problem and the congestion by lack of car parking places.

Cllr Horwood went on to report that he worked with KCC and Persimmons to address the lack of street lighting between Goldsel Road and the new development on the United House site, he reported that the lights will be switched on by the end of February. He updated the meeting on the water leak in Swanley Lane, Thames Water are saying that the water is not coming from their pipes but coming from run-off water from the surrounding properties, he has now referred it back to Kent Highways to deal with it.

Cllr Horwood reported that he had use some of his allowance to fund the purchase of First Aid dummies for the Hextable Air Cadets and also put some funds towards the Armed Forces Day being organised by the council.

There was further discussion referring back to the Transport Plan and the general opinion was that there was an inadequate bus service in Swanley and it was felt that the fares were too expensive. Also some of the suggestions at the meeting were unrealistic and practical solutions need to be found.

Rounding up Cllr Horwood announced that the appeal to re-develop the The Beeches and Keston had been dismissed on the grounds of its architectural significance.

Date of next meeting – Wednesday 7th March 2018

Forthcoming Meetings – To note the following dates

21st February 2018 – Development Control

21st February 2018 – Policy & Finance

21st February 2018 – Personnel

Meeting closed at 20.00

If you would like further information on any of the agenda items, please contact Mr Steve Nash, on 01322 611663 or snash@swanleytowncouncil.gov.uk

Council Members:

Mayor Cllr L Ball

Leader Cllr R Morris

Deputy Leader Cllr L Dyball

Cllr C Barnes

Cllr J Barnes

Cllr P Darrington

Cllr L Gaire

Cllr S Gaire

Cllr J Halford

Cllr M Hogg

Cllr M Horwood

Cllr E Komolafe

Cllr N Scott

Cllr V Southern

Cllr T Searles

Cllr H Willingale

APPENDIX 1: NP ACTION PLAN

REPORT A

| Theme 1 Governance | Lead Partner | Activity No | Activity | Timescale | Budget Required | Comments |
|--|--------------|----------------|--|----------------------|--------------------|--|
| Objective | | | | | | |
| Better communication of all council activities and transparency | | | | | | |
| | STC | 1.1 | Improve STC web site info | Short Term | Yes | All information about project should be signposted here and provide sign posting to other partners |
| | STC | 1.2 | Produce a regular update of Town Council Initiatives | Short to Long Term | Yes | Use Town Crier, Wen and Social Media |
| | STC | 1.3 | Review methods of distributing Town Crier | Short to Medium Term | Yes | Attract more sponsorship or work with partners |
| | STC | 1.4 | Provide an opportunity at ALL town council meetings for public participation | On Going | No | Promote this through other community and lobby groups |
| | STC | 1.5 | Produce a Town Business Plan and ensure it stays in date | Short to Long Term | Yes | Must fit with District wide plans and incorporate strategic involvement |
| | STC | 1.6 | Produce an Annual Report at Town Meeting | Annually | Yes | |
| Improved Effectiveness of council | | | | | | |
| | STC | 1.7 | Carry out a Governance review of staff and councillors | Short Term | Yes | Potential for decision making ability and effectiveness |

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| | STC | 1.8 | Understand training needs for staff and councillors | Short Term | Yes | Identify funding and/or grants for training |
| | STC | 1.9 | Seek accreditation for Quality Council / Local Council Award | Medium to Long Term | Yes | In line with National Review of criteria |
| | STC | 1.10 | Continually review cost effective management of council operated facilities | On Going | Yes | Look at potential release of funding through disposal of assets |
| Increase influence locally on matters concerning Swanley | | | | | | |
| | STC / KCC / ADC / KOPCC / Chamber | 1.11 | Liaise with representatives from all local authorities and organisations which impact the lives of Swanley residents | Medium Term | No | Seek to work in partnership and put aside historical mistakes. Creation of working parties and consultative panels which will benefit the whole community and provide shared resources |
| | STC | 1.12 | Create a new working group to coordinate efforts across joint partnerships | On going | No | Youth Working, Housing, Transport, Policing |
| | STC | 1.13 | Confirm representatives on external bodies and partnerships | Medium Term | No | Seek representation on existing forward planning groups |
| | STC | 1.14 | Provide attendances at relevant conferences | On Going | Yes | |
| | STC | 1.15 | Liaise with SDC to impose litter fines within the town | On Going | Yes | Could generate income and reduce litter to save money. This service could be devolved to STC |

| Theme 2: Leisure and Community | Lead Partner | Activity No | Activity | Timescale | Budget Requirement | Comments |
|---|----------------------|------------------------|--|---------------------|-------------------------------|--|
| Objective | | | | | | |
| Improved quality and sustainability of Swanley Sites | | | | | | |
| | STC and Trust | 2.1 | Work with SDC to improve dog fouling enforcement and fly tipping | Short Term | Yes | Work with authorities and volunteer groups to improve quality of parks |
| | STC and Trust | 2.2 | Seek additional financial support or resources from responsible authority | Short Term | Yes | |
| | STC / SDC / KCC | 2.3 | Seek to rationalise services for better economy of scales | Short and Long Term | Yes | |
| | SDC / KCC | 2.4 | Re-allocate ownerships of existing sites | Medium Term | Yes | To provide reduced costs and liability |
| | STC | 2.5 | Increase current income to Swanley Park and seek to increase income to other facilities | Medium Term | Yes | Could provide costs to cover maintenance |
| | STC | 2.6 | Look at additional facilities into the park i.e cycle way and outdoor gym | Medium to Long | Yes | Could improve visitor numbers still further |
| | KCC/SDC/KOPCC/Police | 2.7 | Improve local confidence that the park is a safe place to go and that young people will be supported | Medium to Long | Yes | Making it a focal point for evening events |

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| | STC / All | 2.8 | Improve cross marketing of all venues which provide youth activities in the town and surrounding area | Medium to Long | Yes | Increase use of all weather sites |
| | STC / SDC / Suns | 2.9 | Potential siting of new Basketball facility in the town. Olympic, Pedham, Opposite Olympic | Short to Medium Term | Yes | Funded by Sun basketball club but support by partners |
| | STC | 2.10 | Improve toilet facilities in Swanley Park and attach to mains sewage | Short to medium term | Yes | Will reduce costs for cess pit emptying dramatically |
| | STC | 2.11 | What provision is available for extending the park and managing sustainability | Short to Long Term | Yes | Could improve walk ways, cycle ways, parking and accommodation needs |
| | STC | 2.12 | Improve community involvement in the park through 'Friends Scheme', more events and National Events | Short to Medium Term | Yes | Attract a greater footfall into the park and increase revenue obtained. |
| Improve the availability and effectiveness of allotment allocation | | | | | | |
| | STC | 2.13 | Continue to lease out existing plots and seek to make more available at new rates | Short to Medium | Yes | Could provide additional income for projects and provide much needed 'self grow' projects |
| | STC | 2.14 | Use of Link Staff to further promote Allotments and to carry out inspections of sites | Short to Medium | Yes | |

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| | SDC/STC/KCC/WKHA | 2.15 | Availability of micro sites which could be utilised for further community space | Short to Long Term | Yes | Development of micro sites or saleable release could fund future projects |
| | STC | 2.16 | Information on allocation and availability put on web sites with supporting information | Medium Long Term | Yes | Generation of income |
| Protection and improvement of Swanley Assets | | | | | | |
| | STC | 2.17 | Asset and license transfer | Medium to Long Term | Yes | Legal Fees may apply |
| | STC | 2.18 | Prepare a Business Plan for the town council in the event that a future opportunity arises from release or transfer of land | Medium to Long Term | Yes | Council should be ruthless in the selection of income generating projects only |
| | STC | 2.19 | Draw up community asset list and asset register outlining sale options | Short to Long Term | Yes | Prioritise needs and must haves |
| | STC | 2.20 | Maintain all play areas and sites to acceptable and legal standards throughout | Short to Long Term | Yes | |
| | STC / Schools, Youth Groups, Volunteer and Church Groups | 2.21 | Establish a working group to look at young people's issues and resources required | Short to long term | No | Finance required when a need is identified |
| | STC / Crockenhill / Hextable / Farningham | 2.22 | Keep neighbouring parishes informed of our | Short to Long Term | No | Priority to those projects which may impact on neighbouring parishes. |

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| | | | progress and forward plans | | | Road changes, events etc |
| | STC / Schools | 2.23 | Liaise with schools to develop community use facilities with uniformed pricing where possible | Short to Medium Term | Yes | A benefit to schools where community groups do not have a regular venue to hire |
| Improve the quality of STC management of events | | | | | | |
| | STC | 2.24 | Encourage and support the establishment of a Town Events Management Group / Committee | Short Term | Yes | This will allow additional grants to be obtained and jointly fund events to make them larger or reduced the cost of such events through shared responsibilities |
| | STC | 2.25 | Continue to fund/organise and support community based events | Short to Long Term | Yes | Continue to seek grants where appropriate. STC to provide liability cover throughout |
| | STC | 2.26 | Include information about local groups, clubs and organisations on the Town Council web site | Short to Long Term | No | Already in place but requires constant updating |
| | External Event Provider / County / District / Private | 2.27 | Work with all external providers to ensure events are publicised as widely as possible and that they are mutually supported by each | On Going | Yes | Each provider could also be an exhibitor for the other. This could provide a regular number of exhibitors for each events and draw more footfall as a result |

| Improved provision of Christmas Lights and Events | | | | | | |
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| | STC and local business / sponsors | 2.28 | Work with partners and local business to fund improvements to the Christmas Lights annually | On Going | Yes | Continue to expand the area currently provided and to ensure regular changes are made to keep the display modern and up to date |
| | Approach KCC and Sevenoaks District Council about supporting the Christmas Lights | 2.29 | Application of grants and members grants | On Going | Yes | Could have knock on effects to other councils and may not be an annual provision |
| Increase the impact of community Grants Scheme | | | | | | |
| | STC | 2.30 | Continue to fund annual Community Grants where possible to meet the aims of the 5 year plan | On Going | Yes | Council has now agreed that grants can be dealt with on arrival each month so that groups no longer have to wait |
| | STC | 2.31 | Assess the impact of the grant in relation to local strategy | On Going | Yes | A stronger stance on community benefit is needed |
| | STC | 2.32 | Promote the Grants Scheme more through web site and social media | On Going | Yes | Target known groups who may not have considered applying |
| | STC and other parishes | 2.33 | Liaise with other parish council for potential joint projects along boundaries or for the benefit of local residents | On Going | Yes | This could include pathways and wooded areas, benches or activities |

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| Theme 3: Town Appearance, environment, services and public safety | | | | | | |
| Objective | | | | | | |
| Improved environmental service and appearance | | | | | | |
| | STC to work with all other authorities to ensure best value and effective working | 3.1 | Monitor the effectiveness of street cleaning (including dog fouling) and litter collection around town and on market days | On Going | Yes | Including the park and area of specific responsibility |
| | STC to work with all other authorities to ensure best value and effective working | 3.2 | Ensure that local complaints are responded to and do not reoccur | On Going | No | Direct contact needed with each service provider and greater access to a compliant portal |
| | STC /SDC/KCC/Others | 3.3 | Promote a Town Clean along with other local and National Initiatives | On Going | No | Volunteer schemes and 'Big Tidy' etc |
| | STC | 3.4 | Sign post community groups to resources | On Going | No | Include Community Payback Schemes run by Probation Service and local police |
| | STC | 3.5 | Review the provision of 'Parish Lengthsman Schemes' and potential provision within Swanley | On | Going | Potential external funding may be available |

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| | STC | 3.6 | Review a possible extension of doorstep recycling opportunities | On Going | Yes | Extra Collection Day/Pick Up Points / Access to recycling depot |
| | STC /KCC /SDC / Others | 3.7 | Work with all partners to monitor and control Fly Tipping | On Going | Yes | Provision of Covert CCTV and tracking and to pursue prosecutions |
| | STC / KCC / SDC | 3.8 | Review use of A Boards and other signage around the town | On Going | No | There is potential for the introduction of local Bylaws |
| | STC | 3.9 | Provision and management of banner displays around the town | On Going | Yes | Source of potential income and information dissemination |
| | STC | 3.10 | Street licensing devolvement to Town Council | Short Term | No | Potential source of income and control of street activities |
| | STC / Sponsors / Contractors | 3.11 | Provision of Swanley in Bloom Displays | Short Term | Yes | Annual activity to build on and potentially devolve to a community group |
| | STC / SDC | 3.12 | Monitor and report on the condition of roads and pavements | Short to Long Term | No | Could be used to influence repair and maintenance schedule |
| | SDC / KCC | 3.13 | Monitor and report on air quality around the town and especially for housing areas near the M25 | On Going | Yes | May require external provider and joint funding to achieve. |

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| | STC / Others | 3.14 | Introduce targets for tree planting and identify areas for in fill on a priority of order | On Going | Yes | Various schemes available currently at no charge but will require future funding for tree surveys and maintenance |
| Public use toilet provision | | | | | | |
| | STC and Participants | 3.12 | Work with local cafes, shops, bars to allow public access to welfare facilities | On Going | Yes | The provision of a signage scheme and badge scheme to identify participants |
| | STC | 3.13 | Confirm participants and potential payments for access | On Going | Yes | Some private organisations will only allow use upon purchase. This needs to be clearer and access to partners clear shown |
| Improved management of council owned Green Belt space | | | | | | |
| | STC / KCC / SDC | 3.14 | Lobby all partners to get greater use from Green Belt land for the benefit of local residents | On Going | Yes | Potential Development as recreational areas with access to external funding |
| | STC / KCC / SDC | 3.15 | List all areas of responsibility and future identified use, if any | On Going | Yes | Close gaps in land registry information through direct enquire where a parcel of land cannot be identified |
| | STC | 3.16 | To transfer all such lands to STC ownership with | On Going | Yes | Maintenance cost should be considered |

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| | | | appropriate funding if applicable | | | |
| Improved safety of Swanley residents, workers and visitors | | | | | | |
| | STC / KCC / SDC / Police / OPCC | 3.17 | Continue to work with Kent Police with information relating to local crimes. | On Going | No | PACT meetings are supported by a range of groups but could be extended to others |
| | STC / SDC | 3.18 | Deal with Fly Posting on shops and premises around the town. | On Going | No | Produce a warning letter to offenders and remove Fly Posting as it occurs |
| | Kent Police / SDC Environmental Health | 3.19 | Monitor Anti Social behaviour and noise nuisance | On Going | No | |
| | STC | 3.20 | Facilitate and advocate complaints to the police from local residents | Short Term | No | Potential form on web and social media which is chased up by STC as appropriate |
| | Highways England / Natural England and others | 3.21 | To obtain Emergency Plan information to given events | Short Term | No | |
| | STC / KCC / SDC | 3.22 | Create an Emergency Plan which can be made available through the web site | Short Term | No | Must blend with existing provision from KCC and SDC |
| Theme 4: Transport / Access / Highways | | | | | | |
| Objective | | | | | | |
| Improved standards of management and reporting | | | | | | |
| | STC / SDC / KCC | 4.1 | Work with all to deliver a long term plan of pavement improvement | Medium to Long Term | Yes | Agree local devolvement for fitting |

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| | | | including verges and signage | | | |
| | STC / SDC / KCC | 4.2 | Collate incident reports (falls, accidents) and report down to Town level | On Going | No | Will help identify priorities |
| | SDC / STC | 4.3 | Effectively mark out the market stalls area of operation | Short Term | No | |
| | STC / SDC / KCC Utilities | 4.4 | Liaise with all to schedule in works and raise awareness with public | Short Term | No | Info onto web site, social media, news letters and radio |
| | STC | 4.5 | Information onto web site that clearly shows who has responsibility for what and who to contact | Short Term | No | |
| | STC | 4.6 | To start recording all complaints made direct to STC about highways / pathways / verges | Short Term | No | |
| | STC / KCC / SDC | 4.7 | Ensure that KCC and SDC continue to provide adequate budgets for future capital works | Medium to Long Term | Yes | |
| | STC / KCC / SDC | 4.8 | Ensure an adequate number of Grit Bins are provided to meet the needs of local residents | Short to Medium Term | No | Programme locations for refills |

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| | STC / KCC | 4.9 | Allocate Town Council budget for emergency Grit Bins on STC property | Short to Medium Term | Yes | Also look at use of |
| | STC / National Trust / Natural England / Others | 4.10 | Promote Public Rights of way in the town with appropriate agency | Short Term On Going | No | |
| Improved Local Transport Provision | | | | | | |
| | KCC / SDC / STC | 4.11 | Liaise with all groups providing Community Transport Schemes | Long Term | Yes | Only non-cost effective routes will need financial consideration |
| | KCC/ SDC/STC | 4.12 | Liaise with local providers to provide passes for young people | Short To Long Term | Yes | May need financial input from partners to establish or pump prime |
| | KCC/SDC/STC | 4.13 | Organise a strategic study of traffic management for Swanley and create 'by-pass opportunities' | Medium to Long Term | Yes | Will require funding to achieve |
| Improved Parking Provision around the town | | | | | | |
| | STC / KCC / SDC / U & I / Others | 4.14 | Provide opportunities for additional off street parking schemes for residents | Medium to Long Term | Yes | Requires support from local residents to adopt local schemes |
| | STC | 4.15 | Provide information on the STC web site about the availability of car parking permits | Short Term | Yes | Loss of income against existing provision will need to be understood |
| | STC / SDC | 4.16 | Monitor charges in relation to other town in | Short Term | Yes | May require lobbying and / or subsidy to achieve |

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| | | | the district ensuring compatibility | | | |
| | STC / SDC | 4.17 | Lobby SDC to return all income from parking in Swanley to Swanley Town Council and local residents | Short to Long Term | Yes | Will impact on District Council budgets which need to be understood |
| | STC | 4.18 | Look to maximise the use of STC Civic Site and others areas | Short to Long Term | Yes | Creation of additional income / balance against loss of amenity for facility users |
| | SDC / KCC / STC | 4.19 | Lobby District and others to ensure adequate parking provision for new developments | Medium to Long Term | Yes | May require land swaps of land release to achieve |
| | External Event Providers | 4.20 | Encourage greater provision of signage for events which impact on local traffic | Medium to Long Term | Yes | Canada Heights, Brands Hatch and their effect on minor roads traffic |
| | SDC / STC | 4.21 | Increase visits by traffic wardens to reduce parking issues within the town and speed up traffic flow | On Going | No | Need to educate disabled badge holders and others through regular interventions |
| | SDC / STC / U & I | 4.22 | Increase yellow lines in appropriate areas which are reinforced by signage and wardens | On Going | Yes | More hours from traffic wardens to enforce |

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| Theme 5: Town Centre Economy and Development | | | | | | |
| Objective | | | | | | |
| Increase local influence on planning decisions and development | | | | | | |
| | STC / SDC / KCC | 5.1 | Lobby all responsible to ensure equitable and fair share or all developments | Medium to Long Term | Yes | |
| | STC | 5.2 | Ensure Swanley retains its distinctiveness and avoids high rise developments | Medium to Long Term | No | In advising providers it should be possible to avoid extra costs |
| | STC | 5.3 | Review the way the Town Council currently approves planning and access to comments | Short to Medium | No | |
| | STC / SDC | 5.4 | Develop closer relationships with Officers and Members of the Development Control Committee | Short to Medium Term | No | Pre Ap information should automatically be made available to town council |
| | STC | 5.5 | Encourage residents to participate in strategic planning consultations | Medium to Long Term | No | |
| | STC / SDC / U&I / Others | 5.6 | Work with local partners to ensure a mix of retail provision to suit the needs of shoppers | Medium to Long Term | No | Identify local 'statistician to explore data' |

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| | STC | 5.7 | Explore options for targeting specific new business / franchise opportunities for the town | Medium to Long Term | Yes | Town Council can act as an individual and purchase a Franchise opportunity |
| | STC / Chamber of Commerce | 5.8 | To work with Sevenoaks Chamber of Commerce to establish a separate Swanley Chamber of Commerce | Short To Medium Term | Yes | Will require Officer Time and potential pump priming to establish |
| | STC | 5.9 | Look at the Tender Opportunity afforded for the weekly market | Short to Medium Term | Yes | Provides a valuable source of income for the town although there is a risk of long term reduction due to new shopping trends i.e. internet on line shopping / home delivery |
| | STC | 5.10 | Facilitate discussion opportunities between stakeholders | Short to Medium Term | No | Depending on number of meeting times and the time of day |
| Increase the effectiveness of Swanley Market | | | | | | |
| | STC / SDC | 5.11 | Work to develop the provision and increase the access for local crafters | Short to Medium Term | No | An exchange of service provision could provide a zero cost change of service |
| | STC | 5.12 | Increase the provision of speciality markets within the town at multiple locations in support of | Short Term | Yes | Has already been implemented and is providing valuable income |

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| | | | seasonal and other events | | | |
| | STC | 5.13 | Ensure all markets receive promotion via Town Council web site and social media sites | Short Term | No | Use boosts where appropriate |
| | STC | 5.14 | Seek to take over the existing market or develop a Saturday market of our own | Short Term | Yes | May have to support newer stalls holders and crafters in establishing a new market |
| | STC | 5.15 | Lobby SDC to ensure profits from Swanley Market are only re-invested in Swanley | Short to Medium Term | No | Although profits would make a positive contribution to the town budget |
| Improve coordination between STC and local businesses and retail outlets | | | | | | |
| | STC | 5.16 | Increase liaison and partnership work to share the burden of cost in providing services | Short to Medium | No | Is currently being trialled with Swanley in Bloom and Christmas Lights |
| Theme 6: Housing and Health | | | | | | |
| Objective | | | | | | |
| Improved local housing provision | | | | | | |
| | STC / SDC / WKHA / KCC | 6.1 | Encourage local occupancy through formal arrangements | Medium to Long Term | Yes | Shared ownership schemes and local residents allocation |
| | STC | 6.2 | Understand remit of STC as potential commercial landlord | Short to Medium Term | Yes | Requires initial investment or |

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| | | | | | | partnership agreement with other developer |
| | STC / WKHA /Developers | 6.3 | Establish Working Group in order to increase influence on local housing provision | Medium to Long Term | Yes | May require additional investment in housing stock |
| | STC / WKHA | 6.4 | Ensure new housing provision is available and aimed at local need | Medium to Long Term | Yes | |
| | STC | 6.5 | Include information about local housing provision and accessibility through web site and social media | Medium to Long Term | Yes | Officer time |
| | STC | 6.6 | Look at local lettings provision and how this is used by local residents or workers from out of area | Medium Term | No | This is private provision and will not impact on council activities |
| | STC | 6.7 | Support the development of affordable housing | On going | Yes | May require additional financial support |
| | STC / WKHA | 6.8 | Continue to review and access the sites available for affordable housing | On Going | Yes | May be possible to purchase additional usable sites |
| | STC / WKHA | 6.9 | Review of Second Homes / Buy to Lets / Fly BNB | On Going | No | |
| | STC / WKHA | 6.10 | Lobby government about a restriction on second homes and holiday lets in the area | On Going | No | |

| Retain quality Health Care Services | | | | | | |
|--|------------------------|------|---|----------|-----|--|
| | STC / WKHA / SDC / CCG | 6.11 | Work in partnership with other agencies to ensure that Health Care Provision meets the needs of local residents | On Going | Yes | Will require additional investment and potential use of CIL funding to provide purpose built facilities. |
| | STC /SDC / CCG | 6.12 | Ensure maximum use of existing facilities to provide good quality care | On Going | Yes | Seek partnership funding including work with Third Sector |



REPORT B

A 5 year Vision, Strategy and Plan for Swanley

Steve Nash



Preface

While this document is created by Councillors and Officers of the Town Council it should be remembered that the success of such plans comes from collaboration between the Community and Local Businesses. This means it is essential that everyone supports the recommendations contained within and that they are consulted on the ideas put forward. This business plan will be presented to local residents during the Neighborhood Planning process and changes or recommendations from this group will be recorded within the plan

Contents of this document can be discussed and ratified during:

- The Neighborhood Planning Process
- Annual Town Meeting
- Council Meetings
- Use of the Town Crier



What are the issues ?

Swanley already offers many advantages for residents and business. Only 28 minutes by train away from London, easily accessible by road, rail and from Gatwick Airport. To the south of the town are the popular tourist destinations of Kent and beautiful countryside for visitors and local residents to enjoy.

But, despite these many advantages, there are some aspects of the town which cause some concern. The Town Centre in particular, like numerous others the length and breadth of the country has struggled to maintain vitality and viability as consumers increasingly engage in on line shopping and spend less time in the traditional bricks and mortar high street stores. In addition the centre is entirely dominated by the Asda Store which stifles existing business and does not provide an opportunity for new starter businesses to come into the town centre.

The vacancy rates for shops has been increasing both in the main centre and on the lower high street which contain many of the smaller private businesses. This in turn means a very low footfall during the week except for Wednesdays when the local market comes in. However, this market is owned by Sevenoaks District Council and the income from this goes directly to them and they are reluctant to hand over this charter to anyone else.

More recently Swanley Town Council has been bringing in Continental style Markets and others to provide some income for itself and to create a more vibrant town centre at the weekends. While these markets have been well received the town centre remains very quiet on weekdays.

In order to provide more service the town council must look at income streams that do not impact further on the Precept and will provide it with sustainable income for the future to use in taking this plan forward.

So, what are we trying to achieve?

Swanley is a unique town with great potential. We want to ensure it has a strong, vibrant and resilient economy and all the facilities and qualities necessary to attract professional people who can support the economy. In short we want it to be a highly desirable place to live, work and visit.

In 2017 it was voted the number one place to live for people commuting to and from London and house prices here rose faster than anywhere else in the UK.

The regeneration of the Town Centre is a key area of focus for the Town Council and Principal authorities for a number of reasons:

- We know that the town centre is of particular concern to local residents
- We know market conditions are currently particularly challenging for town centre business at the moment
- We believe it has considerable untapped potential
- We recognise that it serves or has the potential to serve a wider hinterland
- We know that future housing developments will mean more people needing more local facilities to support them

Like our residents we want to see footfall rising and the town centre vibrant, busy with people using local services. We want to see fewer vacancies and ensure local businesses are viable, sustainable and thriving and that people want to visit the town.

We have outstanding park areas within the town and have not been viewing the town centre in isolation but as part of a wider scheme to enhance the whole town. In 2017 a National Poll suggested that 87% of our residents were happy with their life here, but we can do better.

More

Some of the specifics we need to address in the Town are:

- We must increase footfall into the town to give potential new businesses the confidence to come here. We have started this by the introduction of Continental and other Markets (6 in 2017) and the provision of new events The Christmas Lights and Street Party.
- While the owners of the shopping centre (U&I and SDC) are eager to redevelop the area they have not yet provided an acceptable development which local residents would agree to. Neither has provided a joined up approach to the sites they own and discuss such ideas with the town council or local residents. More town centre based accommodation is a definite need for the town but not against the cost of tower blocks and loss of amenity.
- An opportunity exists for the town council to work independently or in partnership with others to either build new houses on 'micro development sites' (6-12 houses) or to purchase existing homes and rent them out at commercial rents to potential tenants.
- The same opportunity is available for small business units or for the town council to open its own business perhaps with the purchase of a franchise which might improve the footfall to the town centre, restaurant or retail outlet.
- In supporting the needs of the community and the anticipated increase in population we are also looking at increasing the provision for Health, Leisure and Sports via the provision or expansion of new and existing facilities.

What are we doing about it?

While we have recognised these issues for some time there is unfortunately no simple toolkit for town regeneration. Some things may seem obvious at first glance but the complexities of, ownership, planning, funding, time scales and viability are often the stumbling blocks along the way.

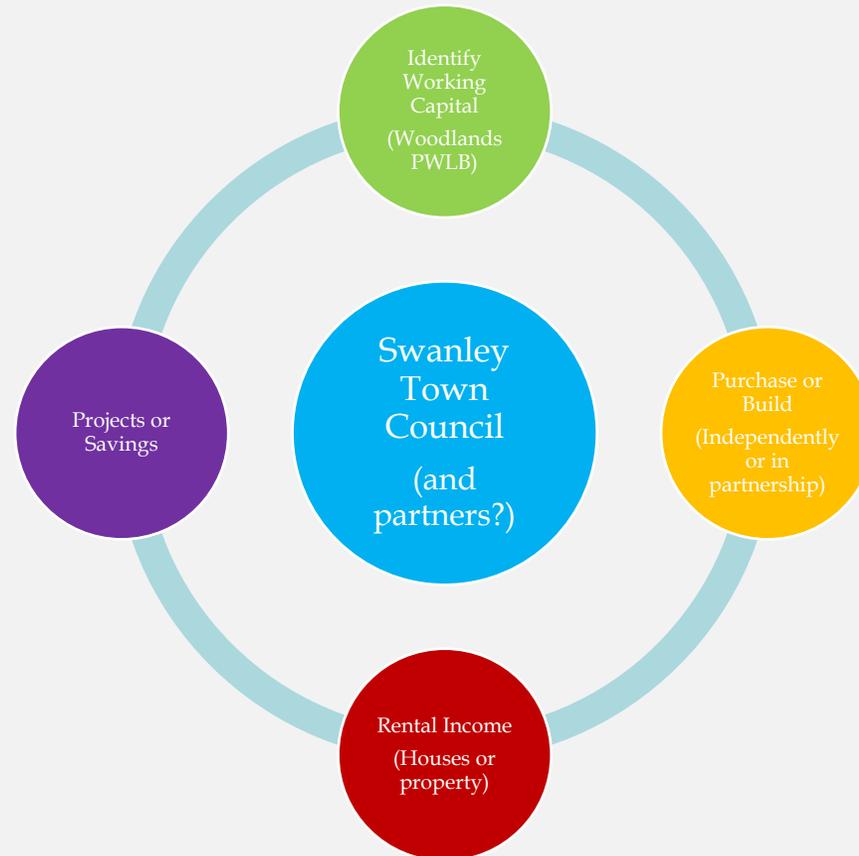
We are focusing on those initiatives which we have the power and the resources to influence along with those that will bring the most benefit to local residents. With finite resources available it is vital that our efforts are used wisely, ruthlessly and are properly prioritised and so that we do not become diverted.

We recognise we do not have all the resources, funding and expertise to take all the ideas presented forward and so we are conscious that we should not build expectations unrealistically for local residents and that we remain open and honest about what is realistic and what is not.

COLLABERATION IS KEY

There is numerous research which indicates that we are more likely to be successful if we work to shared vision, clear agreed strategy and an action plan with defined responsibilities for delivery. With this in mind the council proposes to work with other key delivery partners who want to commit to working together.

Our Strategy



Housing Income Possibilities

House Purchase Prices

- 1 Bed Houses / Flats average £230,000
- 2 Bed Houses average £270,000
- 3 Bed Houses average £330,000

Rental Prices

- 1 Bed House / Flat £700 pcm £8,400 pa
- 2 Bed House / Flat £1100 pcm £13,200 pa
- 3 Bed House £1500 pcm £18,000 pa

Invested Funds of £1 million

- Long Term Bank Account at 1.8% £18,000 pa

House Purchases of £1 million

- 4 x 1 Bed Flat / House @ £700 pcm £33,600 pa
- 3 x 2 Bed Flat / House @ £1100 pcm £39,600 pa
- 3 x 3 Bed House @ £1500 pcm £54,000 pa

Other Possibilities

Doctors Surgery – We currently rent out a two storey building to the local surgery and NHS at an income of £80,000 pa. The partnership and CCG would like to enhance this facility but the only effective option is to add another floor. As each floor is currently rented out at £40,000 pa an additional floor would likely go out at the same fee and with works estimated to cost around £400,000 the costs would be recovered in 10 years, although grants available could significantly reduce this and provide profit in a much shorter period of time. This is an important piece of work for the whole town and would allow both surgeries to be combined.

Cemetery – The town council owns land at Pedham Farm, The Olympic and Beechenlea Lane that could be converted for a Cemetery. There is a lot of demand for burial sites and this would generate long term income at a relatively low investment cost. In creating facilities in preparation for this the costs are likely to be around £30,000 but with burial costs this would be recovered in the first 12 months with an average burial rate between 30-35 people pa.

New Sports Facility – The council has been approached by a club wishing to build a facility somewhere in Swanley and have identified a number of sites owned by the town council that they might be interested in. This would provide long term lease finding in addition to providing the town with a new and hireable facility.

Franchises – There are a number of types of franchise available that could compliment existing facilities i.e. a restaurant in one of STC venues or a Sports Coaching franchise that our Park staff could run outside of their normal duties.

Additional Services and Hire – There is an opportunity to use existing services to generate additional income through hire. i.e. The ground staff are constantly being asked to cut someone's grass when they are in the area which might take 10 minutes but for which we could charge £10. Properly controlled this could generate a reasonable income during the summer and build community relationships. We also have go karts and bouncy castle which could be hired out to provide additional revenue through the park.

Park Activities – Staff are already contacting local schools to come visit the park as part of their curriculum activities which we hope to expand on with Survival Parties, Canoeing, Low Ropes Courses and camping. This will need dedicated staff time and promotion but could generate all year round provision within the park and provide some additional employment opportunities.

More

Markets – While the town has a very popular Wednesday Market it is owned by the District Council with all income going to them. However in 2017 STC provided 6 Continental style markets over the weekend which were well received. These provided additional income which was used to promote these events further. With a regular market provided monthly STC could see an additional income of around £6000 from direct hire and other town businesses would see a rise in foot fall to provide them with additional revenue.

Annual Events – Existing events organised by the town council can attract additional income through greater participation by outside business (food vendors and stalls) and attracting sponsorship. In addition a small charge could be added to the existing free events (1812 and Fireworks) at say £1 per person which would provide an additional £6000 of income to offset the costs of this provision. At £1 per person the council would demonstrate it is not profiteering and the price is within the means of most families, small or large.



Time Scales





Swanleys Future

Swanley could be free of the need for the Precept within 3-5 years and could then make significant input into the local economy

COUNCIL MEETING DATES 2018 – 19

REPORT C

| | | | | | |
|-----------------------------|--------------|-------------|------------------|-----------|----------------------|
| 16 May 2018 | | Dev Control | Policy & Finance | | |
| 06 June 2018 | Full Council | Dev Control | | | |
| 20 June 2018 | | Dev Control | Policy & Finance | Personnel | |
| 04 July 2018 | Full Council | Dev Control | | | |
| 18 July 2018 | | Dev Control | Policy & Finance | | Estates & Facilities |
| 05 September 2018 | Full Council | Dev Control | | | |
| 19 September 2018 | | Dev Control | Policy & Finance | Personnel | |
| 03 October 2018 | Full Council | Dev Control | | | |
| 17 October 2018 | | Dev Control | Policy & Finance | | Estates & Facilities |
| 07 November 2018 | Full Council | Dev Control | | | |
| 21 November 2018 | | Dev Control | Policy & Finance | | |
| 05 December 2018 | Full Council | Dev Control | | | |
| | | | | | |
| 9 January 2019 | Full Council | Dev Control | | | |
| 23 January 2019 | | Dev Control | Policy & Finance | | Estates & Facilities |
| 06 February 2019 | Full Council | Dev Control | | | |
| 20 February 2019 | | Dev Control | Policy & Finance | Personnel | |
| 06 March 2019 | Full Council | Dev Control | | | |
| 20 March 2019 | | Dev Control | Policy & Finance | | |
| 27 March 2019 | Annual | Town | Meeting | | |
| 17 th April 2019 | | Dev Control | Policy & Finance | | Estates & Facilities |
| 01 May 2019 | Full Council | Dev Control | | | |
| 08 May 2019 | Mayor | Making | | | |